

City Council Priority Initiatives Spring 2024



Title	% Complete	Spring 2024 Update
1 <input type="checkbox"/> Housing Opportunities		
2 <input type="checkbox"/> Goal #1: Provide diverse housing options at a variety of price points to support a thriving and inclusive Alexandria including for workers essential to the local and regional economy		
4 Support pending and anticipated affordable housing projects.		Construction of infrastructure for Glebe-Mount Vernon Housing Alexandria project is underway. GMV, Seminary Road project, and Witter Place awarded HEE and State Housing Trust Fund funding. Heritage project paused while securing financing.
5 Explore opportunities for development of mixed income-affordable assisted living facility (MIAALF) using a financially sustainable model.		Models for senior housing will be explored in the Housing Master Plan Update.
6 Annually inspect and monitor all affordable housing development in which the City has invested (including review of property financial statements) to track fiscal and physical conditions and conduct asset management to maximize loan performance.	on-going	Six inspections completed Oct 2023-March 2024. Five inspections anticipated to be completed April-June 2024.
7 Continue coordination among Housing, DCHS, Code, and AHD to provide education and training to City tenants, landlords, partners and "tenant advocates" regarding their rights and responsibilities under Virginia Residential Landlord and Tenant Act (VRLTA), as well as multilingual/culturally competent communications campaign to empower and support tenants in reporting poor building conditions.		Tenant training to resume later in 2024. (edit: May 2024 - ST). Landlord engagement in EPTF (row 19)
8 Develop and execute plan for rehabilitation of Pendleton Boarding House and coordinate with the Office of Historic Alexandria to memorialize the site's cultural, historical and architectural significance to Alexandria's black history.		Project documents are being finalized with residents to be relocated in late April 2023. Project secured \$500k Federal earmark. Construction anticipated Summer 2024.
9 <input type="checkbox"/> Goal #2: Support low- and moderate- income homeowners and renters to remain in safe, healthy, accessible, affordable, and efficient homes		
10 Continue City partnership with Energy Masters to educate multifamily residents, including those residing in housing owned/operated by ARHA, on energy efficiency improvements to lower usage and tenant-paid utility costs. This may include expanded use of the Weatherization Assistance Program and partnership with the Local Energy Alliance Program.		OCA has 2 Energy Masters-trained staff, and in coordination with Office of Housing and DCHS are continuing to promote the program.
13 Implement the Healthy Homes Initiative, including expanded environmental justice research partnerships, to engage and empower residents around housing needs and available services.		The results of a 900+ resident survey focused the Healthy Homes Network's efforts to: pests, smoke, mold, repairs, overcrowding, and clutter/hoarding. This spring, the Network will be hosting workshops with residents to brainstorm solutions and identify pain points within these topics.
14 Continue the Home Rehabilitation Loan Program (including the Energy Efficiency Loan and Emergency Grant initiatives) and the Rental Accessibility Modification Program (RAMP).	on-going	1 RAMP project is underway. There have been two HRLP/EELP loans granted so far in FY24, totaling \$29,900; three additional HRLP/EELP loans totaling \$450,000 will be granted in March to fund rehabilitation for two projects; two projects are currently under construction; four projects have been completed; one project is in plan development; four projects are pending assignment to architects; and one project is in loan processing. A Solicitation for Architects to support the HRLP/EELP program sent to Purchasing in November and expected to be completed in Q4 FY24.
15 Expand language access at housing-related engagement and meetings, including AHAAC and Landlord Tenant Relations Board, and to housing-related resources.	on-going	Housing Resource Guide 2024 update underway with translations in Spanish, Amharic, Arabic, Dari and Pashto. Spanish interpretation continues to be offered at AHAAC and LTRB.
16 Continue support for the Eviction Prevention Task Force, including easily accessible and culturally fluent assistance with housing and resource navigation and housing relocation when necessary.		Seven households who were in the eviction court process have been relocated with the Housing Relocation Assistance Program. The Landlord Tenant Team and DCHS/OCS also continue to assist with Courthouse Navigation for individuals and families undergoing evictions. Assistance with expungements has been granted to many households in the court system. The Landlord Outreach Subcommittee continues to meet and now includes representation from Brent Place and Presidential Greens. DCHS/OCS translated all program guidelines, brochures, and SRRP application in Amharic, Arabic, and Spanish to support the easy of accessing and understanding OCS programs.
17 Support development and implementation of Ready to Rent Program framework to ensure eligible applicants have access to new affordable housing resources in the City.		Ready to Rent trainings are being implemented by Housing Alexandria. Housing staff are monitoring.
18 Continue to coordinate State Rental Assistance Program (SRAP) to provide eligible individuals with intellectual and/or developmental disabilities access to rental housing so they can live as independently as possible.		The additional SRAP slot from FY24 is anticipated to be filled by April 2024. There are six SRAP slots remaining to be filled in FY25.
19 Continue to support the Arlandria Chirilagua Housing Cooperative (co-op), including completing a capital needs assessment to address prioritized improvements, facilitating governance training and capacity building, and memorializing co-op membership shares.		Membership shares recordation is being completed with event held for members on 4/6/24 with 270 households attending. Capital improvements are anticipated to start in Spring 2024.
20 <input type="checkbox"/> Goal #3: Meet Alexandria's local and regional housing goals by leveraging City investment, policy, planning, and land use tools.		
21 Identify and pursue state, federal and other funding for housing and land use planning to leverage City resources, and support partners efforts to secure funding.	on-going	Over \$14M awarded to Housing Alexandria and CHP for Sansé/Naja, Seminary Road, and Witter Place projects from Virginia Department of Housing and Community Development.
22 Continue to evaluate and implement Zoning for Housing initiatives, including assessment of metrics.		(1) Circuit Court Case scheduled for 5/8; (2) City awaiting HUD decision on Pathways to Removal of Barriers Grant; (3) Planning & Zoning and OCCE met with Urban Institute to explore a possible new initiative to add to the Z4H/H4All community engagement toolbox particularly for more hard to reach communities - more follow-up to come; (4) A Dr. Moon paper on the history of mortgages among AA in Alexandria is being reviewed internally by Planning and Zoning and the Office of Race and Social Equity; (5) Planning & Zoning, Office of Performance Analytics and Office of Race and Social Equity working together on developing outcomes and metrics aligned with the nine Z4H/H4All initiatives.
23 Conduct pre-planning work for Housing Master Plan Update.		Briefings being scheduled with PZ, COA, CMO, and OCCE. Housing Needs Assessment underway. Community engagement strategy, project timeline, and research under development.

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24	Examine short-term rental policies.		Memo to Council being prepared for April 2024 to include timeline for Short Term Rental Study beginning in the late summer or early fall of 2024.
25	Continue annual fair housing testing and reporting and actions to address issues identified in upcoming Regional Analysis of Impediments.		2024 testing to be conducted in late summer 2024.
26	<input type="checkbox"/> Economic Strength		
27	<input type="checkbox"/> Goal #1: Expand the local economy by generating increased business activity and providing support for new and existing small businesses.		
28	Support a historically marginalized business ecosystem to retain and grow existing businesses and/or assist with start-up activities.		The City has contracted with the Latino Economic Development Corporation (LEDC) to administer a grant program for small businesses within the city. The Application will be available, in multiple languages, in Spring 2024. LEDC will hold webinars, in person workshops, and 1-1 assistance with businesses interested in applying. AEDP will assist in outreach by directly notifying businesses throughout the city. Grant distribution will begin in Summer 2024.
29	Guide proponent groups interested in exploring the formation of business improvement districts by utilizing the adopted Business Improvement District Guidelines.		Old Town Business has an active petition campaign to meet the threshold noted in the City's Guidelines. The City continues to respond to OTB's data requests. The City has also been in discussions with the West End Landmark Business Improvement District effort. On Tuesday, April 2, City Council directed City staff to amend the Business Improvement Service District (BID) guidelines if allowable under Code of Virginia § 15.2-2400 to provide for certified mail outreach to property owners who did not respond to an original petition outreach. Per council direction, the amended guidelines would provide that properties for which no response is received from this certified mail outreach would then be removed from the threshold calculations for the BID application to be considered by Council. Proposed changes to the guidelines will be presented to City Council for approval.
30	Provide outreach to businesses in all sectors with applicable public health safety, energy efficiency, and environmental guidance, including promotion the Commercial Property Assessed Clean Energy program.		Small business outreach has been ongoing through the Green Business Recognition Program and promotion of federal incentives (see more at energy.gov/save). CPACE remains a challenge for smaller projects (those under \$250,000).
31	Meet with existing major employers to build relationships and secure each company's long-term growth in Alexandria through the business retention and expansion program.	on-going	AEDP's business development team has a proactive business retention & expansion (BRE) strategy to connect with local employers, understand their pain points, and deliver value add services to support their growth and expansion. Fiscal year to date, and independent of AEDP small business efforts, AEDP's business development team has reached out to approximately 125 local employers, and secured business retention meetings with roughly 40 of them. These BRE efforts have generated a total of 6 projects, including 3 successful retentions.
32	Increase awareness in the small business community about available services and resources through increased outreach and networking events		During Q4 of CY 2023 and Q1 of CY 2024, which comprised the first six months for the AEDP new Small Business Team, significant strides were made to raise awareness, increase services and bolster support for the City's small businesses. AEDP held a formal launch event for the Small Business Team in early November, attended by 156 people, most of whom were business owners. Starting the first week of March, the Small Business Team has conducted weekly outreach to businesses located in different districts within the city, with a particular focus on those that primarily serve city residents. To date, the team has spoken with 115 businesses.
33	Provide tools and resources to existing business owners and identify strategies to minimize the negative impacts of redevelopment, including through services provided by AEDP Small Business team and its strategic partners	on-going	AEDP Small Business team hosts monthly peer network meetings with business associations as well as one-on-one meetings with association representatives to provide updates on resources and identify stakeholder needs and priorities. This has allowed AEDP to tailor its approach effectively and secure meetings with non-profit organizations such as Casa Chirilagua, St. Paul's Episcopal Church, Together We Bake, and ECDC Enterprise Development Group.
34	Launch "Expand Your ALX" diverse neighborhoods campaign to extend the benefits of tourism to all parts of the City of Alexandria.		Video campaign for FY 24 is well underway. West End Restaurant tour is posted. Arlandria video is scheduled for spring. Also completed "Heart & Soul" Black travel video with Virginia Tourism Corporation. Ongoing posting of Instagram reels. Old Town itinerary planned for fall. Note: the Expand Your ALX campaign was largely supported by ARPA dollars which expire in June 2024. Extent of neighborhoods campaign starting in FY 25 will be constrained by budget capacity post-ARPA.
36	Invest in economic development initiatives that increase general fund income.	on-going	Consumption tax revenues continuing recovery. Through mid-March: Sales (+2%), Meals (+5%), Lodging (+32%).
37	<input type="checkbox"/> Goal #2: Diversify and increase revenue by attracting catalytic commercial and experiential projects that invest in and benefit the community and its workforce.		
38	Activate or fully utilize districts throughout the City, including Tourism, Innovation and Arts & Culture through Zoning for business updates.		AEDP is working with Arlington County to jointly explore a more formal innovation district entity in National Landing, building on the branding created when the two jurisdictions won the national competition for Amazon's HQ2 and the creation of the Virginia Tech Innovation Campus. The joint work, to be completed in FY2025, will define how a district might further catalyze Alexandria/Arlington's startup ecosystem into a national leader. AEDP and Planning & Zoning continue to evaluate other district tools that may assist with implementation of Small Area Plan visions. In the third quarter of FY2024: a new Tourism Zone was under contemplation in Potomac Yard to facilitate the Entertainment District proposal; and the AEDP and Industrial Development Authority deployed the first grant/loan combination to an arts anchor in the Old TownN North Arts and Culture District.
39	Unlock the economic development potential of small area plans through zoning tools, such as in the Eisenhower East and Potomac River Generation Station (PRGS) CDD.		The Eisenhower East CDD is scheduled to be heard by City Council prior to the summer break. INOVA stated earlier this year that groundbreaking on the new Alexandria hospital is expected in the third quarter of 2024. Staff continue to work with the developer and the community on PRGS approvals; the current focus is on the open space plan.





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40 Identify state and federal funding programs for consideration to support the business community and economic development.	on-going	\$550k Federal Transportation Grant awarded for Duke Street planning process. As part of the December 13, 2023 announcement of a framework deal to bring Monumental Sports and Entertainment to Potomac Yard, AEDP announced that the State would financially participate in the economic development project by pledging State income taxes to the project site, as well as dedicating transportation funding for on-site and regional projects.
41 Work closely with stakeholders (e.g., organizations, developers, etc.) associated with major catalyst projects, including Virginia Tech Innovation Campus, Inova Medical Campus, and the former Potomac River Generating Station site. This will help identify and bring large anchor businesses to each site.	on-going	On December 13, 2023, AEDP announced that a corporate headquarters and large entertainment anchor (Monumental Sports & Entertainment) had agreed to a framework deal to move their offices, studio and the Washington Wizards and Capitals to Potomac Yard, creating an entertainment district and catalyzing 9 million square feet of development. AEDP continues to work with property owners and developers throughout the City- constantly maintaining and feeding a pipeline of additional catalyst tenants.
42 Retain and promote national tourism accolades to increase awareness of Alexandria and its reputation as a destination of excellence to live, work and play	on-going	Named to Travel & Leisure's Top U.S. destinations in 2023 (#9), and 6th consecutive year as Conde Nast Best Small City (#3). Also Money magazine Best Places to Travel 2023 and Southern Living "South's Best Cities" 2024. Just completed get-out-the-vote campaign for Travel + Leisure 2024 poll. We will continue to work closely with publications' editors, journalists and freelancers to maximize Alexandria's reputation and awareness and compete effectively against other national destinations many of which are larger in scope, budget and population.
43 <input type="checkbox"/> Work with businesses to promote climate change initiatives, including:		
44 Supporting the equitable implementation of publicly accessible electric vehicle charging infrastructure.		Implementation of charging infrastructure in areas with higher concentration of low-income residents is being prioritized as an effort to encourage further investment in the areas for parks and other options, and to encourage those charging their vehicles to visit locally owned businesses in the area while they charge.
45 Incentivizing use of local technical assistance providers, when possible, to benefit workforce development and attract economic growth opportunities.	on-going	While the previously submitted grant was unsuccessful, OCA and Virginia Tech have continued to partner, and are submitting the grant opportunity again.
46 Lowering implementation barriers and promoting Commercial Property-Assessed Clean Energy (CPACE) to encourage commercial building owners to implement clean energy and efficiency initiatives.		The statewide PACE program does not seem likely to address barriers to entry, particularly the established minimum project size. OCA and CMO P3 team are working with local CDFIs and other financing institutions to take advantage of the U.S. Greenhouse Gas Reduction Fund financing expected to be made available, which may be better able to address affordable housing, residential investment, and small-business investments.
47 <input type="checkbox"/> Goal #3: Grow talent and opportunity within our community's workforce by attracting employers in various sectors.		
48 Evaluate wage growth within the middle skill jobs.		Identified and connected with keepers of local labor market and wage data sources.
49 Capitalize on hospitality employment ladder potential as one tool to develop career growth and management opportunity for residents with less formal education or for whom English is a second language.	on-going	Median Northern Virginia hospitality wage rose 19% to \$55,000 in past 3 years. 5000 Alexandria jobs now supported by tourism
50 Support employers' talent attraction and development needs by offering workforce training programs and initiatives, including workforce housing opportunities that connect workers with employment prospects.	on-going	The Workforce Development Center addresses employers' talent attraction and development needs through various initiatives, including workforce training programs for upskilling and reskilling workers. One key initiative that supports employers is the Work Based Learning program, which offers businesses benefits such as access to skilled talent, reduced recruitment costs, customized training, and enhanced community engagement while fulfilling specific workforce needs. These programs strategically connect businesses with talented individuals, providing learners with valuable experiences and companies with capable employees ready to contribute to their success. This program has now placed 139 individuals, or 94% of our goal. As of April 11th, of the 139, 129 have completed their work experience. Of the 129, 79 have been placed in permanent employment earning an average wage of \$23.02 per hour. The rate of permanent placement at this point is 61%.
52 Partner with ACT for Alexandria and ACPS to develop and operationalize and Youth Employment working group.		ACPS, ACT for Alexandria, and DCHS have begun regular discussions to coordinate workplans around Youth Employment. Initial steps will include identifying and aligning baseline data, creation of a community-wide youth job board, and a Go Virginia Grant aimed at pathways within the Career and Technical Education (CTE) courses. The Working Group has also started the Learning Journey, which consists of sessions with presentations on best practices and promising models related to career readiness across the country. The Learning Journey runs from April through September.
53 Expose Alexandria youth to in demand career opportunities through the Summer Youth Employment Program as well as the Workforce Development Center's new Virtual Reality lab.	on-going	In the FY 2024 budget, SYEP is funded to serve 255 youth, a 26% increase from the previous year. 515 youth applied for the program this year. The program dates are from June 26th – August 8th, 2024. Currently there are 202 employer placements at 61 businesses for youth this summer, 79% to goal. Virtual Reality Lab: Finalizing the procurement process for the Transfr Virtual Reality lab. WDC's job seekers will have the unique opportunity to explore various career paths firsthand, allowing them to gain insights into industries and professions that align with their interests and exposure to emerging industries. WDC's programs can offer an engaging learning environment that captivates and motivates job seekers, encouraging their active participation and exploration of various career pathways.
56 <input type="checkbox"/> Employee Attraction and Retention		
57 <input type="checkbox"/> Goal #1: Provide a total compensation and benefits package, that is competitive within the public service sector.		
58 Provide work/life balance incentives and a reduction in commute times, including promotion of first-time home-buyers program, transit benefits, hybrid work week for office-based staff, and alternative work schedules.	on-going	Regardless of need, all employees will receive the maximum of \$270 for transportation benefits and whatever is not used will roll back into City account.

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59 Build out an expansive employee wellness program	on-going	In January 2024, Work'n Well successfully hosted our semi-annual onsite Jet Dental clinic. In February 2024, Work'n Well successfully hosted our Wear Red Fashion Show (first in-person show since COVID). In March 2024, celebrated Employee Appreciation Day. Also in March 2024, partnered with Learning & Development to celebrate and promote Women's History Month. In April 2024, Work'n Well reinvented Bring Your Child To Work Day hosting on-site activities at 4 different locations (City Hall, Mark Center, Police HQ, and Business Center Drive). Also in April, partnered with T&ES to promote an EARTH month challenge for City employees. In May, will be hosting for our Annual Work'n Well Expo event. Spring Health enrollment has increased to 21%.
60 Identify and evaluate trends on benefits that can be offered as a package and evolve based on an employee's point in life needs.	on-going	Procurement process for health coverage complete with a final decision to stay with UHC and Kaiser for medical and moving to Express Scripts for Pharmacy. Vision and Dental to remain the same with Aetna.
61 Establish a routine cycle that benchmarks employee compensation and benefits for 95% of the workforce every four years against the regional jurisdictions.		DHR worked in collaboration with the CMO Office, OPA and Retirement Services to develop a comprehensive analysis of the full Compensation & Benefits package for City employees. Compelling data was shared with department heads in April, which included key data points that can be leveraged for attracting and retaining talent. This analysis was the starting point for us to obtain an overview of how the City is competing with neighboring jurisdictions. From this study, we learned that Alexandria is competitive within the market with a ripe opportunity to enhance in key areas.
62 <input type="checkbox"/> Implement collective bargaining ordinance and negotiate collective bargaining agreements that promote recruitment and retention.		
63 Trades bargaining agreement		Supervisors and managers who supervise and manage employees in the Labor and Trades bargaining unit have received training on Contract Administration. We are working with FMCS to conduct joint training with labor and management to be held some time in May.
66 <input type="checkbox"/> Goal #2: Grow an organizational culture, focused on leadership practices and supervisor skills, that promotes inclusivity and engagement.		
67 Implement a standardized onboarding process to ensure practices and processes are compliant, equitable, and consistent.		The talent acquisition division will be fully staffed as of May. In addition, DHR is in the first phase for process centralization for all key HR functions, including onboarding. This first phase also includes an analysis of HR functions throughout the greater organization, which will be utilized to develop resources to support this initiative.
68 Recruit with an intentional focus on the organizational alignment of mission, vision, values, and leadership principles.		DHR has begun the development of promotional collateral that highlights and reinforces the organizational mission, vision, values and leadership principles. These materials will be utilized in the recruitment efforts such as career fairs, and other recruiting events/activities.
69 Vertical and horizontal pathways for skills-based growth within the organization.		DHR will launch it's first Foreign Language (Spanish) course. Classes will start in May 2024. LAW has been postponed until the Fall 2024. Awaiting updated ARs to align all polices and procedures.
70 Obtain employee feedback about the City of Alexandria's organizational culture and assess how employees currently relate to those characteristics in order to provide baseline data, set priorities, and measure leadership commitment.		The process for DHR governance is underway, which will include standardization of employee feedback opportunities.
71 Transform the current annual employee evaluation process into a results oriented one, which promotes ongoing conversations and continuous feedback between the employee and their supervisor.		DHR has updated the performance evaluation form to include employee rated criteria on the City's Mission, Vision and Values. This is the first phase in developing a more meaningfulness process for evaluating and tracking employee performance.
72 Review, develop and implement practices, policies, and procedures to make the City a more competitive employer in the areas of employee recognition, recruitment, retention, and productivity.		This priority will be addressed within the DHR governance initiative.
73 Continue strategic investment in energy performance and greenhouse gas reductions, indoor environmental quality, and comfort for City buildings and operations to ensure a healthy physical environment for employees.		OCA and DGS have partnered to review energy performance of city facilities, and are exploring opportunities such as performance contracting for City facilities. City Hall renovation RFP included references to Green Building Policy, and other renovations are exploring electrification and adding solar to city facilities such as recreation centers.
74 Renovate City Hall and establish a modern workplace with cutting-edge technology standards for all City office-based facilities.		The City is still in the process of negotiating design fees for the renovation of City Hall and Market Square Plaza and garage improvements. The design phase kickoff is expected this Spring.
75 <input type="checkbox"/> Establish a leadership development culture for City employees that fosters growth opportunities, supports career development, and is consistent with being an "Employer of Choice," including:		
76 Develop and implement a course for supervisors at all levels that would focus on providing meaningful work, ongoing specific feedback, and recognition.		NEOGOVS Learning Plan designed for supervisors including compliance training and badging to launch July 2024.LAW Program to begin Fall 2024.
77 Provide the Respect, Integrity, Support and Excellence (R.I.S.E.) program to employees, which identifies the City's emerging leaders and provides participants with the training and preparation to compete for senior executive positions, both interim and permanent, within the City.		The application process for cohort 2 has begun. The next RISE session will begin in late Fall 2024.
78 Normalize staff and community conversations around race, racism, racial equity and related topics; Organize staff and community infrastructures to advance equity; Operationalize race and social equity principles with the application of racial tools and resources	on-going	2023 Government Alliance on Racial Equity (GARE) Introductory Cohort wrapped with final presentation on Community Engagement at the GARE Cohort Symposium in January. GARE Budgeting for Equity Mini Series Recommendations Memorandum submitted. RASE Officer position filled February 2024. In person Advancing Racial Equity (ARE) training is offered monthly by RASE facilitators. 33 staff participated in 2 RASE sessions offered during this reporting period.
79 <input type="checkbox"/> Goal #3: Communicate to prospective candidates why the City of Alexandria is an employer of choice and great place to work.		
80 Implement processes to ensure diversity, equity, and inclusion strategies are at the forefront of recruitments.	on-going	TA will be hosting job fairs throughout summer in front of City Hall and separate community locations to encourage a diverse to consider employment with the City. Besides in-person job fairs, we will also virtual job fairs which will be advertise to a broader group of residents of Alexandria as well as diverse group of students.

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81 Collaborate with ACPS on hiring fairs and recruitment efforts	on-going	RPCA held job fair on April 16 and promoted ACPS opportunities, ACPS organized an instructional, virtual hiring fair May 10, which provided an opportunity for RPCA recruiting. Post-event information from ACPS will include RPCA material. Both events worked with DCHS Workforce Development. Conversation will continue on joint needs for special needs/therapeutic rec instructional positions in both RPCA & ACPS.
82 Conduct DHR Summer Internship Program (highlighted)		The summer internship job ad closed in early February. We received a total of 85 applications and 70 met the minimums. All applications which met minimums and completed video interviews have been considered for the program. The internship duration will be from 17th June – 16th August 2024 (assuming a 10-week program). We expect to host an orientation for the interns on the first day of the internship (17th June 2024) and their graduation ceremony is expected to be held on the last day (16th June 2024).
83 Use multiple and various outlets to market our total compensation, including base salary and all benefits, to attract and retain high-performing talent.	on-going	This study was conducted and presented to Department Heads in April. DHR is working with the CMO offer to develop strategies for attracting talent based on the data that was shared.
84 Define, establish, and broadcast our City's commitment to current and prospective employees and tell persuasive stories through videos, social media, and other media outlets, positioning the City of Alexandria as an "Employer of Choice."	on-going	DHR is currently working to identify our stories and the narrative that we want to broadcast. We are analyzing data from the recent Compensation study to assist in this effort.
85 Hire multi-lingual out of school time staff to improve accessibility for families who are speakers of other languages, including onsite instruction and material supports at existing community hubs and safe spaces	on-going	RPCA continues to actively recruit for bilingual employees, including through partnerships with local nonprofits and ACPS for bilingual teens who may be interested in employment for Summer 2024. As of April 2024, RPCA has six locations with staff eligible for bilingual pay.
86 Boost awareness and frequent communication about the retirement and savings opportunities that allow eligible employees to create wealth by working for the City, including: the Alexandria Firefighters and Police Officers Pension Plan, the City's Supplemental Retirement Plan, and Virginia Retirement System (VRS) Plans and optional savings programs like the 457 Deferred Compensation Plan and MissionSquare's Payroll Deduct Roth IRA.	on-going	During the spring, the Pension Division will continue to host an assortment of in-person meetings to provide education to City employees on City retirement plans, investment opportunities through defined contribution plans (457 and ROTH). Specifically we are collaborating with the Learning & Development division of HR to promote retirement related outreach on a quarterly basis. We are providing support of National Public Safety Telecommunications Week by offering one-on-one educational sessions as part of their financial wellness focus. Additionally, the team is offering education and support to departments around the City. And finally, the Pension Team is preparing for the Health Expo and summer workshops to continue to educate employees about the City's pension plans and additional savings opportunities through the defined contribution plans.
87 <input checked="" type="checkbox"/> Eliminate Community Disparities		
89 <input checked="" type="checkbox"/> Goal #1: Increase use of preventive and early treatment physical and behavioral health services and promotion opportunities through multi-sector collaborations.		
91 Community Health Worker initiative focused on reducing inequitable health outcomes through culturally competent engagement, navigation, education, and empowerment.		AHD completed its Universal Screening pilot, supporting 49 clients by providing navigation to services outside of AHD clinics. The team is refining the lessons learned from the pilot to relaunch a permanent effort in the summer.
92 Complete an extreme heat vulnerability analysis to identify areas that are particularly vulnerable to the effects of climate change relative to the rest of the City and inform future policy decisions.		VCC completed their initial assessment, and is preparing recommendations for the City, expected to deliver in Summer. We are also partnering with VCC on a NASA-funded grant to further explore heat vulnerability, adaptation, and resilience in Alexandria.
93 Increase Permanent Supportive Housing for individuals with behavioral health needs.		Awaiting notification from DBHDS on the amount of funding that will be provided to increase available housing.
94 Launch Health Literacy initiative to increase residents' knowledge, confidence, and self-advocacy when engaging with the healthcare system through cultural and geographically relevant trainings provided directly to residents and community-based organizations.		AHD won grant funds that will be used to certify 5-7 staff as health literacy trainers. The objectives and metrics for this initiative are being finalized.
95 Implementation of Marcus Alert system to enhance services for people experiencing a crisis related to mental health, substance use, or developmental disability		Marcus Alert is on track for its planned July 1 implementation, utilizing funding for staffing from the Virginia Department of Behavioral Health and Development Services. Upon implementation, our 911 dispatch center will begin transferring eligible mental health calls to the Regional Crisis Call Center. Leading up to and shortly after implementation, call center, police, fire, and Sheriff staff will receive comprehensive training in the new crisis response options to equip those staff with the tools necessary to deliver the most appropriate, least restrictive interventions when encountering a behavioral health crisis. In addition, funding has been approved for a new Post-Crisis Outreach Team, which will begin hiring imminently.
96 Continued implementation of Recreation Center Mental Health Resources Program		Youth Mental Health Resources Pilot: We have multiple programs through YHELP running at three locations, Patrick Henry, Charles Houston, and William Ramsay. Initial evaluations are complete from participants at Charles Houston and Patrick Henry, with all participants indicating they enjoy the programs, all participants shared that they feel comfortable talking with staff, all participants do/would recommend the programs to a friend, and all participants plan to keep participating. Half the participants feel they know a lot about mental health and wellness. Comments from participants include asking to add more days, and noting that "talking to staff helps me with my problems". Patrick Henry and Charles Houston are using their "decompression spaces" for both teens and OSTP. Through RPCA's partnership with NOVA Raft, the programs are William Ramsay are growing. YHELP! made changes to provide options for girls and boys separately. Since January, 10 staff and 3 contractors completed Youth Mental Health First Aid.
97 Develop the Open Space Policy Plan to increase access to quality outdoor spaces and tree canopy that furthers physical, social, and mental well-being.		The Open Space Policy Plan is currently under review as part of the citywide development contribution process evaluation.

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98	Provide mental health treatment team supports, including the Court Mental Health and Developmental Assets Builder Program that will respond to the growing need for trauma-based crisis intervention and resource navigation for supportive services for court-involved families.		Mental health initiatives continue to grow to support court-involved families. As a result of an MOA with the Department of Juvenile Justice, an additional full-time therapist, who previously trained with the CSU as an intern, was hired specifically to address the growing number of substance use concerns among court-involved youth. Two cycles of a trauma-informed substance use group have been facilitated at the Northern Virginia Juvenile Detention Center. Monthly art therapy workshops have taken place at the CSU. In addition the Forensic Internship Program onboarded an additional counseling intern from George Mason University, who will support ongoing efforts for service provision.
99	Complete Medicaid Unwinding and implement strategies to support residents in the renewal process to maintain medical coverage		Medicaid Unwinding renewal progress has been extended to July 2024, a change from April 1. To date, 26,841 cases have been processed, and 5,795 were closed. We anticipate processing 70% of closed cases for redetermination. Regular outreach has been conducted in the zip codes where residents were not returning the renewal packages.
100	<input type="checkbox"/> Goal #2: Coordinate seamless cross-agency support services for the physical, social, and emotional well-being of youth and their families, with a specific focus on families who disproportionately experience disparate health and economic outcomes.		
101	DCHS and OPA to examine impact and effectiveness of the unification of DCHS in one location and the attendant impact on service provision and improved client outcomes.		DCHS Client Experience Advisory Group and OPA have developed an approach to assess access, navigation, and client driven approaches in DCHS service delivery. In order to gather more information, existing data will be reviewed, clients and staff will be interviewed and engaged, and the information will be synthesized and analyzed. Products will include customer journey maps, service blueprints of primary points of service entry, and a map of internal referral network.
102	Coordinate future out of school time program needs for capital projects, such as George Mason and Cora Kelly, based on demand data from Landscape Scan		The FY2025-FY2034 Proposed Capital Improvement Program includes funding for out of school time program space at George Mason in coordination with the renovation planned by Alexandria City Public Schools. Additional opportunities will be evaluated in the next budget cycle.
103	Work in partnership with the Youth Services Network (YSN) to build a network of out of school providers to develop a Landscape Scan that coordinates an understanding of current and future out of school time needs and program design for all providers within the City		The YSN Landscape Study was completed in December 2023 with rollout and presentations to they public and stakeholders in the first quarter of calendar year 2024. Priority recommendations for improved OSTP implementation from the study include, capture and share provide information with families and advance robust professional development opportunities for providers. City of Alexandria funding helped to support implementation of a citywide program locator and website for YSN and initiate a pilot program to pursue evidence-based professional development. Both these initiatives began in January and February 2024 respectively.
104	Recruit more mentors through the efforts of the new Alexandria Mentoring Partnership Coordinator, support enhancement and expansion of mentoring programs, and establish comprehensive training opportunities for caring adults (I)	on-going	During January, Alexandria Mentoring Month, Alexandria Mentoring Partnership (AMP) launched Mentor University with an initial 10 courses available, both online and in-person. AMP staff presented a workshop on the impact of mentoring at the National Mentoring Summit. 44 new mentors were recruited. This quarter's meeting focused on enhancing and expanding mentoring opportunities and included a training on effective strategies for overcoming cultural barriers in mentorship. This strategic approach underscores the City's commitment to nurturing its youth through comprehensive mentor training and support, fostering a community where every child has multiple caring adults in their lives and receives the guidance they need.
105	Pursue unified planning of CYCP, CHIP, and ACPS Strategic Plans	on-going	Setting up meetings between DCHS, ACPS, AHD and Partnership for a Healthier Alexandria to discuss continued alignment of the next iteration of each of the strategic plans.
106	On-going implementation of the Children and Youth Community Plan initiatives that support the physical, social, and emotional well-being of youth and their families, focusing on reducing disparities.		Hosted Listening Sessions with Latino youth and parents regarding youth alcohol use and used the info to create a prevention campaign targeted towards the Latino community; Hosted Alexandria's Annual Youth Leadership Conference. Created and launched a Junior City Academy to engage 11 youth in their local government and meet City leaders. Delivered youth engagement training to Boards and Commissions and explained the benefits of youth engagement; Hired a group of Youth Ambassadors who went on to lead a "Youth and Caring Adult Summit" in which over 60 people attended workshops focused on supporting efforts focused on anti-violence, trauma healing, and social emotional learning; Kicked off ALX Preschool to simplify the preschool enrollment process for families.
107	<input type="checkbox"/> Goal #3: Increase stability, mobility, and pathways to prosperity for Alexandrians living with low incomes.		
108	Continue to offer and support increased utilization of the Double Dollars Program, which allows SNAP participants to access fresh and healthy foods at the farmer's markets.	on-going	The Double Dollars Program has continued to operate at Old Town and Four Mile Run farmer's markets. In 2023, the program has expanded to include Southern Towers and Old Town North farmer's markets. Initial discussions with the Del Ray and West End markets have begun to explore integrating the incentive program. Simultaneously, communication strategies are being employed to raise awareness of the Double Dollars Program among SNAP participants.
109	Continue to implement a Guaranteed Basic Income program that provides direct, recurring cash payments of \$500 a month for 24 months, with no restrictions on use to 170 participants. Partner with Abt Associates to conduct a randomized controlled trial evaluation.		February 2024 marked one full year of payments to participants. A full quantitative survey was conducted as well as 30 qualitative surveys to understand the impact of \$500 cash each month on food and housing stability, mental and physical wellbeing, sense of hope, employment and child outcomes, among participants who have kids living at home. A brief of the findings will be available early winter 2024.
110	Implement the expanded Energy Assistance Program (EAP) with the state funded Percentage Income Payment Program (PIPP) which helps with management of electric bills.		PIPP helps eligible, low-income Dominion Energy households maintain their electric service by making utility bills more affordable. PIPP assists with making a customer's monthly payments more affordable year-round. Households must have an active Dominion Energy electric account and incomes at or below 150% of the federal poverty guidelines. The program was implemented on January 1, 2024, and 189 applications have been processed for the City of Alexandria. The number of PIPP applications has increased as residents learn more about the program.
111	Continue to provide eviction prevention and housing stabilization resources	On-Going	Assessed households facing a housing crises, identified barriers the households face and connected households to resources based off of expressed needs. Staff liaised and advocated on behalf of households with Property Managers/Landlords, the Landlord - Tenant Division, ARHA, along with the Sheriff's Office in order to prevent evictions. Attended Courthouse Outreach to support and offer informational materials to households who are about to enter Court.

	Title	% Complete	Spring 2024 Update
112	Create a community informed assessment of resources, mapped along a spectrum of financial mobility from "crisis" to "unstable" to "stable" to "mobile," to assess current mobility pathways and engage the community in a conversation to identify gaps and opportunities.		Participating in on-going technical assistance from the Urban Institute. Community stakeholder group formed, stages of mobility defined, community engagement toolkit created.
113	Using the Food Security Landscape Study, develop a strategic plan to improve food access and security.		The Food Security Landscape Study report was publicly released on March 13, 2024. This comprehensive study yielded invaluable insights into the state of food security, and crucial factors influencing access to nutritious food among Alexandria residents. In response to the study findings, collaborative strategic planning has commenced with the newly formed Alexandria Food Security Working Group, led by our Food Security Coordinator.
114	Community Connection		
115	Goal #1: Use engagement processes, built on trusted relationships, to empower participation in decision making, with intentional outreach to historically marginalized voices in our community.		
116	Develop best practices and mechanisms for offering childcare/child minding at community meetings		A staff working group has been formed to work through this issue and develop a strategy.
117	Administer strategies that remove barriers to participation in long-term planning efforts and engage a demographically representative sample of the community. This includes meeting people where they are by hosting meetings on various platforms (in-person, virtual, informally, etc.), engaging existing community leaders and networks, as well as providing necessary supports for participation, such as food, transportation, childcare, translation, and interpretation, including the processes for:		
118	Seminary West Transportation Planning		The City submitted grant applications to advance transportation projects on Seminary Road between Library Lane and the City boundary. Staff met with residents to go over these projects and provide more information on the transportation study conducted through Alex West. Staff is also finalizing the scope of work to begin work on the high crash intersections identified in this area.
119	Alexandria West Community Plan		Phase 3 community engagement completed; draft plan framework concepts shared with Planning Commission and City Council in January 2024. Draft Plan recommendations and associated maps shared for public comment in March 2024. Community engagement continues to be provided in multiple languages and in a variety of in person and online venues to engage a broad cross-section of the diverse Alexandria West community. Draft plan release expected in June 2024 for September 2024 public hearing.
120	Duke Street Transitway		Staff continues to work directly with the community to refine designs that will impact travel along Duke Street and through the neighborhoods.
122	Citywide Vision Plan 2040		Planning has not begun for this initiative. Anticipated to start after completion of AlexWest Plan in fall 2024.
123	Housing Master Plan Update		Housing Needs Assessment study underway; preliminary findings anticipated in Spring/Early Summer 2024. Housing is reviewing draft of Local rental subsidy program study.
124	Utilize neighborhood outreach strategies focused on building authentic relationships, including:		
125	Through the Office of Human Rights, hold regular, small, community listening sessions at accessible and convenient locations to facilitate discussion on how to continue to combat discrimination, increase equal opportunity, and protect human rights for persons who live, work, or visit in Alexandria.	On-going	Office staff and Commissioners conduct monthly outreach the ALIVE Food Hub, in both English and Spanish, including handing out materials and engaging in one on one conversations with community members. The Office is planning a community event with the EEOC in May/June and plans to table at City events to provide intake services at events in various parts of the City. City staff is collaborating with other agency and external partners on outreach initiatives, including healthy homes and immigrant affairs.
126	Develop and implement a Recreation, Parks and Cultural Activities (RPCA) community engagement plan to promote recreation services and financial assistance opportunities.		RPCA continues to participate with partner agencies and other organizations to promote services and financial assistance. Spring outreach includes participation in an expanded roster of Community Cookouts, and 9 new partner events in the community.
127	Goal #2: Share and receive information in an accessible, effective, and dynamic way		
128	Develop and implement a comprehensive strategy related to the FY2025 Budget process, including the creation of digital media, to better engage our residents and businesses.		Strategy in development.
130	Conduct a multi-lingual and statistically accurate Resident Survey		City Staff collaboratively developed the survey instrument. Our survey vendor will print and mail surveys to 7,000 randomly selected residents in late April 2024. We anticipate receiving results in late summer 2024.
131	As recommended in the Digital Equity Plan, develop a digital, multi-lingual, map of City Services and facilities with the a particular focus on newcomers to the City		Staff presented a new City Services map to the IT Commission on April 18, following feedback on useability from Computer Core students.
132	Advance digital content creation and implement strategies that increase the quantity and quality of social and web engagements, and measure effectiveness. Specific initiatives in the upcoming year include Flood Action Alexandria, RPCA Connect with Us, the Alexandria Library System, and Historic Alexandria's digital content.	on-going	RPCA has been working on connecting more of our residents and visitors to the various ways they can connect to all that's happening within our department. This includes featuring social icons on all of our printed products, featuring a webpage on our site that gives an easy 1-2-3 explanation on how to get involved, the team is consistently working to increase our presence on social media platforms by planning content ahead of time, engaging with our audiences through comments and messages, and sharing content from our city partners. The Flood Action team has been publishing to commissions the number and effectiveness of social content and assessing growth across the platform.
133	Offer free educational programs to residents that promote City government operations, services, and programs, including City Academies, building code trainings, environmental workshops, and library conversation clubs.	on-going	Spring City Academy and additional opportunities are underway and will continue. The Office of Climate Action is developing the re-launch of the Eco-City Academy for late 2024.
134	Receive, review, and manage Alex311 calls and performance indicators to proactively identify trends and opportunities for community engagement, outreach, and response to targeted issues in the community.		New dashboard was made available to dashboard users on 1/9. Quarterly performance reports were sent to department heads on 4/1. Preliminary criteria developed to determine what issue/department will receive a deep dive with OPA and 311.

Title	% Complete	Spring 2024 Update
135 <input type="checkbox"/> Goal #3: Be proactive in promoting City programs, services, and accomplishments		
136 Expand outreach to ESL and under-40 populations through prominent digital tools including WhatsApp, Discord and NextDoor.		As part of the AlexWest planning process, P&Z utilized WhatsApp and worked with community organizations, hosted pop-ups, and provided in-language resources with interpretation of meetings and translation of materials. Staff further reached under-40 community members through digital tools like StoryMap.
139 Use the City's upcoming 275th Anniversary (2024) as an opportunity for collaboration and storytelling of our organization and community.		Between January 1 and March 31, OCCE, OHA, RCPA and other city partners planned and implemented the beginning of the 275th commemorations. This included the branding kit, website launch, GW Parade in February, oral history collection, Lyceum exhibition writing, and planning for the Kick off in April.
140 Promote the Alexandria Community Remembrance Project, a city-wide initiative dedicated to helping Alexandria understand its history of racial terror hate crimes, to local, regional, and national media. This will advance the City's goal of building a welcoming community bound by equity and inclusion.		The ACRP Steering Committee planned events for the next year, raised funds to support two scholarships in the names of Joseph McCoy and Benjamin Thomas for ACHS students, held a winter meeting that explored white supremacy and lynching with author Grace E. Hale, planned several events to Remember the April 23 lynching of Joseph McCoy and worked with film maker Robin Hamilton to develop a documentary.
141 Begin preparations for the Semiquincentennial of the nation.		Local Alexandria250 committee formed with representatives from Alexandria museums, attractions, and history-related organizations. Logo and VA250 webpage for Alexandria approved by VA250. VTC grant (\$10K) received to fund markers for Fairfax Resolves and Lafayette's 1824 Visit.
143 Oral History Program Manager to actively engage with and gather unique stories from Alexandria residents from diverse background.	on-going	Between January 1, 2024 and March 31, 2023, the Oral History Center completed 8 oral histories. Additionally, it has completed 2 StoryCircles with the TWIG and the Charles Houston Senior Group; 2 oral history and StoryKit trainings with Traceries and Trinity UMC of Alexandria; participated in 1 tabling event for the Archeology Ribbon Cutting; facilitated 6 community meetings for the Douglass Cemetery Community History Initiative and the Colored Rosemont Community History Initiative; completed 2 Scopes of Work for the Douglass Cemetery Community History Initiative and the Colored Rosemont Community History Initiative; and completed one presentation for the Charles Houston Senior Group. All of the text and materials for the 275th exhibit, "Mapping Alexandria: Stories of a Changing City," has been submitted and is now being built by an exhibit design firm. Additionally, all of the interactive technology in the exhibit and public programming has been created, and is now being built/awaiting to be facilitated.