

City Council Priorities



Attachment #2, Oct 24, 2023 Initiatives Updates

Title	% Complete	Fall 2023 Update
1 <input type="checkbox"/> Covid-19 Initiatives		
2 <input type="checkbox"/> Goal #1: Focus on public health needs to mitigate future emergencies, including severe cases of COVID-19, in ways that are culturally appropriate, normalized, and aligned with regional efforts		
3 On-going implementation of the Children and Youth Community Plan initiatives that support mental health and wellness, including free trainings and technical assistance for program providers and caring adults on how to build positive and supportive relationships with youth.		Since July, an additional 39 people (staff and community members) were trained in Developmental Assets.
4 Work with ACPS on integration of recently expanded school-based mental health professionals to address student crisis intervention and support.		In an effort to streamline the youth mental services referral process, DCHS Child & Family Behavioral Health Services have: <ul style="list-style-type: none"> •Completed an assessment of existing services, waitlist, and referral process; •Identified service redundancies and gaps; •Developed and implemented plans to create greater efficiencies and close service gaps; •Been working on addressing a data collection issue that, once resolved, will increase in-school referrals to DCHS Youth Central Intake; •Been working to reduce wait time for appointments; while wait times have increased, they have remained lowest for students at highest risk; •Received 54 ACPS referrals for Private Day placements and one for Wraparound funding to support locally administered IEPs.
5 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.		111 additional court-involved clients have been served as a result of the Forensic Internship Program and the Substance Use Intervention Program. Individual therapy, family-based work, substance use evaluations, substance use-focused groups, and an Art Therapy workshop have taken place, available in both English and Spanish. In September 2023, an additional masters-level intern from George Mason University's Social Work program began at the CSU. In October 2023, a part-time Senior Therapist was hired to further the individual, group, and community-based work of the Substance Use Intervention Program.
6 Reduce chronic, preventable diseases and health disparities that lead to more severe cases of COVID-19, through development of a Community Health Worker Program that engages, educates, navigates, and empowers residents where they are.		Bilingual CHWs are regularly now in the community educating residents on key topics and helping individuals navigate services. AHD is pursuing grant funding to allow the CHWs to be certified health literacy trainers. This training would empower residents to advocate for themselves on health issues and know the basics on navigating the local healthcare system.
7 Continue to monitor progress of tactics in the Community Health Improvement Plan (AHD) that aim to address the root causes of chronic, preventable diseases and health disparities, including poverty, mental health, and housing.		The next CHIP Progress Report will be released later this fall and will highlight some of the interim progress measures leading to improved health in Alexandria.
8 Continue to monitor the prevalence of COVID-19 in the community and plan for robust surveillance of other potential viruses and public health threats.	on-going	With the introduction of the fall COVID-19 booster, seasonal flu shot, and RSV vaccine, AHD has been conducting outreach and education. However, with the uneven rollout of the new commercialized vaccines, residents are having some difficulty finding the vaccines appropriate for them and their families.
9 Continue equitable outreach and engagement to ensure residents are up to date on all vaccines.	on-going	AHD is implementing the NCOA grant to support outreach and vaccine administration for older adults. The uneven booster rollout from the federal level this fall is hampering the speed and effectiveness of these efforts. AHD is working closely with ACPS and exploring partnerships with daycares to assess childhood immunization data.
10 Expand the Alexandria Co-Response Program (ACORP) and implement the Marcus Alert System to provide an appropriate behavioral health response to behavioral health emergencies.		Complete
11 <input type="checkbox"/> Goal #2: Businesses throughout the City will recover from the pandemic and thrive		
12 Launch efforts focused on supporting entrepreneurs in new industries and underrepresented demographics to ensure an equitable approach to supporting existing and future small, women- and minority-owned businesses.		An RFP is currently posted to solicit a third party vendor in managing and administering a Small Business Resiliency Grant program. The vendor is expected to begin in November by conducting outreach and establishing the grant application and review process.
13 Through the Unified Early Childhood Workforce Stabilization Initiative, address the childcare resource gap, assuring operators can provide service at hours and locations needed to support a diverse workforce.		The City of Alexandria Department of Community & Human Services (DCHS) in collaboration with ACT for Alexandria (ACT), continued to meet requirements of the established plan for the Childcare Workforce Stabilization (CWS) grant. During this reporting period ACT, in consultation with DCHS, executed the CWS second year grant disbursement to providers. ACT received the second tranche of CWS funding \$935,008 for provider grants in June 2023. With ACT operating under a no cost extension through September 30, 2023, DCHS and ACT continued the CWS continuation funding award disbursement during the reporting period. CWS continuation funding grants consisted of both a stabilization award amount as well as optional funding for Social-Emotional-Wellness (SEW) supports. Hardship distributions to families continued but at a slower than anticipated rate. A final report will be made in the ARPA Q3 Report.
14 Expand advertising to customers, speeding small business recovery and the negatively impacted tourism and hospitality industry.		Complete
15 Continue to expand recent Black Travel and Spanish language campaigns to grow visitation and ensure an equitable approach to supporting the hospitality industry.		Complete
16 Provide Foundational Support for Business Organizations to support programs associated with immediate economic recovery efforts and long-term financial success conducted by organized business association.		Complete

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17 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.		The Office of Climate Action will launch a Business Recognition Program in Fall 2023 which will engage and promote businesses that have committed to and achieved various levels of sustainable business practices. The program will start with retail, and expand to other businesses, including hotels, commercial offices, etc
18 Transition small business support from recovery to growth and profitability.		AEDP's new small business department is now fully staffed (Director, two program managers and a client services coordinator). SBDC services previously provided through AEDP have been transitioned to a centralized Northern Virginia host, freeing Alexandria resources to be used for needs specific and unique to City businesses. A formal launch and introduction of the new programming and staff is scheduled for the beginning of November. The team is meeting with stakeholders in the months of September and October to finalize programs and priorities.
19 Deliver major infrastructure projects including, Metro, Waterfront, Transit Initiatives so that businesses and visitors are attracted to the City.	on-going	Provided in the Capital Projects Quarterly Status Report.
20 Implement the Virginia Tourism Recovery Program to provide long-term critical assistance to the small business sector and will help support increases to the City's consumption tax revenues (lodging, meals and sales) by way of tourism marketing.		FY 23 consumption tax actual came in at record \$81 million. Expanded media budget from ARPA enabled 186 million digital impressions, up 18%. Ad cost efficiency for new campaign up 40% vs prior campaign. Revenue per Available Room (RevPAR) at \$111, back above 2019.
21 <input type="checkbox"/> Goal #3: Everyone's basic needs are met and recovery lifts all		
22 Develop the Open Space Policy Plan to increase access to quality outdoor spaces and tree canopy that furthers physical, social, and mental well-being.		Committee endorsed draft is under review by city staff and final components in discussion by multiple working groups.
23 Develop a Digital Equity Action Plan, provide a community help desk through Computer Core, and continue lending technology through libraries to pursue digital equity for all residents.		Staff in Alexandria, Arlington, Fairfax and Prince William County have begun discussing regional collaboration to address digital equity needs in advance of forthcoming state grant opportunities. Additionally, Computer Core has continued expanding its programs with partnership with the City, including new digital literacy classes at the workforce development center.
24 Consolidate DCHS, AHD, Neighborhood Health and West End Service Center to ensure convenient access of co-located services to residents.		Departmental/agency moves to the Del Pepper Community Resource Center were completed in July. As building activities continue to ramp up, construction completion items and warranty work continue, along with miscellaneous building updates in support of operations. Phased parking garage restoration will continue through December, along with implementation of parking control systems. HVAC and electrical updates for greater energy efficiency and increased equipment life are in progress. Implementation strategies for food service operations remain under consideration.
25 Continue coordination with DASH to implement the 2030 Alexandria Transit Vision Plan Network, including route realignments, major frequency and span improvements, and expansion of electric bus infrastructure, ensuring safe and equitable access to public transportation.	on-going	In June 2023, the City was awarded \$24 million from the Federal Transit Administration to purchase electric buses and upgrade the DASH facility electrical capacity to support EV buses. The City was also awarded \$14.5 million of NVTC Commuter Choice funding to purchase two electric buses and provide operating funding for Lines 35 & 36 for FY24 and FY25. Increased service on line 33 begins Oct. 8
26 Implement a Guaranteed Basic Income program that provides direct, recurring cash payments of \$500 a month, with no restrictions on use, giving participants more freedom, dignity and self-determination to make choices for their financial well-being.		The ARISE research team conducted the first 6-month survey tracker, a two-question quantitative measure of financial security. Additionally, a Basic Income Day of Action event was held in honor of ARISE's 6-month milestone. Attendees screened Raising the Floor, a documentary about how the COVID pandemic changed the conversation from providing food to providing cash as a more efficient way to meet people's unique needs during the pandemic. In addition, attendees heard a programmatic update about ARISE.
27 Establish two community food hubs and continue support of pantry networks and food delivery for seniors to advance the City's food security system and ensure healthy and affordable food is accessible across the city.		There are currently two ALIVE! Food Hubs-- the West End Food Hub at 510-FSouth Van Dorn and the Del Ray Food Hub at 2601 Mount Vernon Ave. TheALIVE! Food Hubs offer free food, personal items, cleaning supplies, schoolsupplies, referrals and help connecting to other supportive services. The FoodHubs are open to all residents of the City of Alexandria, regardless of age,citizenship status, background, or income. Proof of Alexandria residency maybe requested.
28 Implement the Healthy Homes Initiative to assist with improving home conditions, including air quality, that contribute to poor health outcomes.		Alexandria's Healthy Home Network workgroups are meeting regularly to develop: 1. metrics to assess the state of healthy housing; 2. a searchable database for residents and organizations to use for home condition-related services; and, 3. community engagement efforts to center resident voices in local systems change.
29 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.		The OCA is partnering with the Virginia Climate Center at George Mason University. A graduate student will be exploring the heat vulnerability impacts and working with oca to recommend new policy options to protect citizens and improve climate resilience
30 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.		Task Force continues to meet on a monthly basis. Housing staff are leading the Landlord Outreach subcommittee, DCHS staff are leading the Legislative Advocacy subcommittee, and OPA staff are leading the Data Analysis and Evaluation subcommittee. ARPA Eviction Prevention Service Navigator positions are leading the Tenant & Community Outreach subcommittee, which includes partnering with WDC and LSNV to offer Know Your Rights trainings to the public. Courthouse Outreach continues at court two days a week, efforts led by Courthouse Navigator at LSNV.A two-tiered presentation on the City's eviction prevention work to the Alexandria Housing Affordability Advisory Committee was held in June with a follow up anticipated in November 2023.
31 <input type="checkbox"/> Housing Initiatives		
32 <input type="checkbox"/> Goal #1: Provide diverse housing options at a variety of price points to support a thriving and inclusive Alexandria		
33 Continue feasibility evaluations of WMATA – Amazon Affordable Housing Initiative for Alexandria transit, Metro and HQ sites.		Project is nearing completion. Consultant has run several iterations of analysis for two TOD sites; Staff anticipates completing consultant work and closing out the project by the end of Fall 2023.
34 Continue to evaluate and implement Zoning for Housing initiatives, including assessment of metrics.		A fall community kick off was held in late August and 3 hybrid spring community meetings were scheduled/held in locations throughout the city; community questions and comments are being collected and answered through various platforms; a joint Council-Planning Commission work session was held on September 5 to receive draft recommendations; draft Zoning Text Amendments were released for community review on October 2; public hearings are scheduled for November
35 Begin internal planning for the Housing Master Plan update beginning in mid FY23.		Internal preplanning work is underway.
36 Support pending and anticipated affordable housing projects.		CHP and Samuel Madden were awarded tax credits in 2023 LIHTC cycle. A groundbreaking for the Mount Vernon-Glebe project is anticipated in October.

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37	Explore opportunities for development of mixed income-affordable assisted living facility (MIAALF) using a financially sustainable model.		Housing and representatives from The View and Goodwin Living met in September to explore opportunities to create enhanced affordability at The View.
38	Support implementation of The Heritage redevelopment, including coordination with ACPS and the relocation team, in collaboration with developers, pursuant to tenant relocation plan.		Site work is anticipated to commence in early Fall 2023.
39	Finalize and launch Housing-Code initiative to provide education and training to City tenants, landlords and cadre of trusted 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.		Staff continued to mediate concerns presented by residents to improve housing conditions at properties throughout the City. Referrals were also provided to residents to other departments of the City, community partners and faith groups.
40	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.		The Archaeology Survey Plan developed by the OHA for the Rooming House project has been approved by the VDHR (SHPO). Proposals to conduct the Archaeological Site Survey Plan have been obtained and are under review by the Rooming House owner and her attorney. Proposals to conduct a Phase 1 Environmental Site Assessment have been received and are under review by the Rooming House owner and her attorney. The construction plans and specifications, as well as engineering for the building systems for the Rooming House are nearing completion. These plans and specifications once reviewed by the owner, will be submitted to Code Enforcement in early Q2/2024 for permit approval.
41	Establish Alexandria Housing Affordability Advisory Committee (AHAAC) Investment Committee, to examine underwriting, due diligence and assessment criteria.	on-going	Committee will be convened (it operates on an ad hoc basis) as requests for City funding are received and considered or as the status of City investments are monitored.
42	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	Three-five inspections are anticipated to be conducted October-December 2023.
43	<input type="checkbox"/> Goal #2: Support low- and moderate- income homeowners and renters to remain in safe, healthy, accessible, affordable, and efficient homes		
44	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.		Housing staff has met with Energy Masters staff to discuss their FY24 Plans. Staff has also connected Energy Masters with staff from the Office of Climate Action and there will be a meeting in October with relevant staff. Housing staff anticipates receiving a funding request for FY24 funds to support Energy Masters soon.
45	Continue the Home Rehabilitation Loan Program (including the Energy Efficiency Loan and Emergency Grant initiatives) and the Rental Accessibility Modification Program (RAMP).	on-going	There have been two HRLP/EELP loans granted so far in FY24, totaling \$29,900; three projects are currently under construction; three projects have been completed; one project is in plan development and will be funded with a combined HRLP & EELP, estimated at \$289,000; four projects are pending assignment to architects; and one project is in loan processing. A solicitation for architects to support the HRLP program was completed in September. Due to a poor response, a follow-up solicitation will be completed in initiated in Q2-2024.
46	Proactively educate landlords and tenants on the Rental Inspection Program and their obligations and rights regarding property conditions and maintenance.		After all scheduled workshop meetings concluded, meetings with tenants and interest groups continued. Staff met with ACT, Carlyle, Paradigm, Morgan Properties and AOBA to educate and discuss RRI requirements and benefits of proactive building maintenance.
47	Implement the Healthy Homes Initiative, including expanded environmental justice research partnerships, to engage and empower residents around housing needs and available services.		While waiting on grant application news, AHD is actively seeking other grant opportunities to support this initiative. Later this fall, community engagement sessions will surface resident priorities around healthy homes. These results can focus the City's efforts on a few key topics within home conditions.
48	Expand use of Weatherization Assistance Program (WAP) and, as available, Virginia Department of Housing and Community Development (DHCD) Housing Innovations in Energy Efficiency (HIEE) programs to assist residents with energy efficiency and affordability.		OCA is coordinating with Community Housing Partners (CHP) the authorized Weatherization provider to expand the number of applicants in Alexandria for WAP, as well as other income-qualified programs CHP provides for the Commonwealth and the electric and gas utilities. At all events the OCA participates, we share these programs and the application portals.
49	Continue promotion of Dominion Energy and Washington Gas energy efficiency programs and, also, advocacy of State Corporation Commission (SCC) proceedings to include energy efficiency programs that enhance energy and utility affordability.		OCA continues to promote programs by putting links and QR codes directly to application portals to the various programs on our materials and on tables when hosting or participating in events. OCA has successfully participated, in coordination with the City Attorney, in SCC proceedings, securing lower rates and reducing risk of unexpected rate increases.
50	Continue partnership with Local Energy Alliance Program (LEAP), state agencies, and other organizations to promote Solarize Alexandria and solar energy programs for low- and moderate-income households.		OCA provided new materials and marketing, including video promotion via social media, for this year's Solarize campaign. Alexandria had the 3rd most solar installs in the NOVA region - exceeded only by Fairfax and Arlington Counties - but Alexandria installs exceeded both in per capita installs.
51	Support development and implementation of Ready to Rent Program framework to ensure all eligible applicants have access to new affordable housing resources in the City.		Working in ongoing. Housing Alexandria has hired staff to help roll out the program.
52	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.		One SRAP slot remains to be filled by the State. Housing and DCHS accepted an additional five client slots for FY 24.
53	Provide Spanish and other language interpretation options at all housing-led engagement, meetings, and outreach, including AHAAC and Landlord Tenant Relations Board (LTRB).	on-going	Language support continues to be provided at AHAAC and LTRB meetings. An updated Housing Options Guide is being released in Spanish, Amharic, Arabic, Dari, and Pashto in October.
54	<input type="checkbox"/> Goal #3: Ensure residents in affordable housing are supported by having easy access to programs, services, and amenities.		












Title	% Complete	Fall 2023 Update
55 Continue to provide low income residents with access to fresh and healthy foods at the Old Town Farmers' Market and the DCHS managed Market at Southern Towers and acceptance of SNAP/EBT	on-going	General Services continues to ensure that the Old Town Farmers' Market provides low income residents with access to fresh and healthy foods by maintaining at least 60% farmers and food vendors at the market. To help achieve and maintain this ratio, the market currently has total of 15 fresh produce vendors including two organic produce vendors, as well as seven (7) vendors that sell fresh meat, dairy and eggs. The Old Town Farmers' Market is open every Saturday from 7:00a.m. to 12:00 p.m.. DCHS continues to administer the SNAP/EBT program at the Old Town Farmers' Market and will kickoff its annual Bike for Good Food Rescue Program in the Spring. DCHS continues to manage "The Market at Southern Towers" which provides low income residents with access to fresh and healthy foods in what is considered a food desert. The Market at Southern Towers operates every Saturday and Sunday and accepts SNAP/EBT.
56 Support planning and incorporation of open space near affordable housing, including the Heritage/Wilkes Street Park Project, Mount Vernon Avenue and Glebe Road, and the Samuel Madden projects, consistent with adopted plans.		Open space was incorporated into final plan set as approved by City Council. The Heritage and AHDC Project on Mt Vernon and Glebe are beginning construction
57 Continue implementing DASH and high-capacity transit improvements to ensure affordable public transportation options to residents.	on-going	The West End Transitway design continued to advance, while Council approved the conceptual plans for the Duke Street Transitway. Design for Duke Street continues with additional community conversations. The City applied for NVT A 70% funding to extend the Route 1 Metroway BRT system to the north and into Arlington, while Arlington applied for funding to expand the Shirlington Transit Center which would support the West End Transitway buses.
58 Develop a list of needed services by geographic location; approve agreements to provide specific services at housing units or apartment complexes.		This work is happening on a project-by-project basis. During 2024, AHD will explore ways to standardize checklists or other tools for developers to consider integrating health into their spaces.
59 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.		The ACHC Board approved Roof Replacement project for the initial 12 of 16 ACHC buildings is progressing toward Building Permit review and Contractor Bidding. ACHC's contract architect is finalizing the plans and specifications for the 12 buildings authorized by the Board. The final 4 building roofs will be further investigated to verify age and condition after the initial roofing projects have begun. The ACHC Board has modified the Boiler Replacement implementation project for their 3200 Commonwealth Avenue building. The Board has decided to abandon the building's existing boilers and chiller in-place due to the projected cost to repair the existing system and their preference to utilize packaged terminal air conditioner (PTAC) heat pump units to heat and cool the apartments in this building. This project will now provide for the inspection and upgrading of the building's electrical service and distribution system to support the electrical demand to continue the use of existing and additional PTAC heat pump units where necessary.
60 Continue coordination and planning for Arlandria flex space to improve neighborhood access to City and community services, including daycare, medical, pre-K, AHD, DCHS/benefit and workforce development, and housing/landlord tenant services.		Coordination continues with developer.
61 Continue annual fair housing testing and reporting and actions to address issues identified in upcoming Regional Analysis of Impediments.		A memorandum reporting the results of the FY 2023 fair housing testing was released to City Council on September 5, 2023. Council received the Regional Fair Housing Plan on September 12, 2023.
62 <input type="checkbox"/> Economic Development Initiatives		
63 <input type="checkbox"/> Goal #1: Provide programs and initiatives to attract new businesses to Alexandria and support the growth of existing businesses		
64 Establish and support a Black, Indigenous, People of Color (BIPOC) and women owned business ecosystem to retain and grow existing businesses and/or assist with start-up activities.		An RFP is currently posted to solicit a third party vendor in managing and administering a Small Business Resiliency Grant program. The vendor is expected to begin in November by conducting outreach and establishing the grant application and review process.
65 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
66 Engage companies in emerging, high-growth industries, for relocation to Alexandria that result in new jobs and investment in the city, including defined sub-industries.	on-going	Ongoing
67 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	Ongoing
68 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	Ongoing
69 Provide tools and resources to existing business owners and identify strategies to minimize the negative impacts of redevelopment, including through services found at the Small Business Development Center.	on-going	AEDP's new small business department is now fully staffed (Director, two program managers and a client services coordinator). SBDC services previously provided through AEDP have been transitioned to a centralized Northern Virginia host, freeing Alexandria resources to be used for needs specific and unique to City businesses. A formal launch and introduction of the new programming and staff is scheduled for the beginning of November. The team is meeting with stakeholders in the months of September and October to finalize programs and priorities.
70 Launch "Expand Your ALX" diverse neighborhoods campaign to extend the benefits of tourism to all parts of the City of Alexandria.		Phase II of "Expand Your ALX" has launched with new West End restaurants video. Arlandria video planned for spring.
71 Launch small meetings campaign to expand the conference business, supporting robust tourism, culture, and hospitality sector.		Meetings recovery plan is working well. "Leads gone definite", our measure of closed business, is up more than 20% to new record.
72 <input type="checkbox"/> Goal #2: Stimulate economic development through use of financial and regulatory tools		
73 Evaluate the APEX Permitting & Land Use System upgrade to ensure that the permit and approvals process are timely and adds value.		All upgrades were successfully completed. Staff met with Tyler to discuss lessons learned and challenges to avoid in future system upgrades. The Steering Committee was provided an update by ITS.






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74	Guide proponent groups interested in exploring the formation of business improvement districts by utilizing the adopted Business Improvement District Guidelines.		OTB 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.
75	Activate or fully utilize districts throughout the City, including Tourism, Innovation and Arts & Culture through Zoning for business updates.		Staff has made no further progress on this element since June 2023.
76	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.		Progress on both the Eisenhower East and PRGS projects continue, with significant work accomplished by the property owners along with staff. Both projects remain on schedule.
77	Identify state and federal funding programs for consideration to support the business community and economic development.	on-going	P&Z has coordinated with TES on a federal grant application to support a Duke Street corridor plan; that application was approved for submittal by City Council. P&Z and Housing are collaborating on an application for a grant from HUD under their "Pathways to Removing Obstacles to Housing" program, which will be reviewed by City Council in October.
78	<input type="checkbox"/> Work with businesses to promote climate change initiatives, including:		
79	Supporting the equitable implementation of publicly accessible electric vehicle charging infrastructure.		The City submitted an application to the Charging and Fueling Infrastructure grant program. The City is working on issuing a request for industry information to help inform an eventual solicitation.
80	Incentivizing use of local technical assistance providers, when possible, to benefit workforce development and attract economic growth opportunities.		OCA coordinated a grant proposal with Virginia Tech, ACPS, local organizations and a national training and certification organization (Phius) to provide a first-of-its-kind tradesperson training for high-performance construction and building design.
81	Lowering implementation barriers and promoting Commercial Property-Assessed Clean Energy (CPACE) to encourage commercial building owners to implement clean energy and efficiency initiatives.		Alexandria continues to work with Virginia PACE to adopt the statewide C-PACE guidelines
82	<input type="checkbox"/> Goal #3: Ensure the public infrastructure and services are efficiently delivered and established to support economic development		
83	Preserve and protect tax base from climate change impacts through infrastructure projects such as Flood Action Alexandria.	on-going	The Commonwealth, Ashby, and Glebe Large Capacity Project design is at 30%, with 60% anticipated for early March. The Hooffs Run Culvert Bypass Project is currently in design working on early alternatives. A walk through with the public was held over the summer. The Hume Ave Bypass Project is at 60% design. The Mt. Vernon Cul-de-sac is in construction contractor procurement with an ITB going to Purchasing this Fall. The Pitt and Gibbon project is moving towards 30% design. Staff is working with our EOR contractor to develop the final scope of work for the Flood Resilience Plan.
84	Utilize the Joint City-ACPS Facilities Master Plan (JFMP) to make informed and efficient capital investment decisions for community facilities.	on-going	Joint staff meet quarterly (at a minimum) to update the database/tools in order to provide decision makers with up-to-date information and recommendations. The most recent updates will be reflected in the upcoming CIP.
85	Implement prevailing wage provisions to the Alexandria City Code for construction maintenance contracts larger than \$250,000.		Effective July 1, 2023, prevailing wage provisions are required for construction and construction maintenance contracts larger than \$250,000. A letter was sent to all businesses registered to work in the City of Alexandria who could be impacted by this change was sent in June. Purchasing staff is meeting with representatives with the Virginia Department of Labor to ensure correct application of the provision in conjunction with the first impacted solicitation.
86	Ensure development approvals include appropriate actions or contributions toward housing affordability, green building, open space, mass transportation and public arts.		The City's Standard Conditions continue to strongly require all of these elements. This quarter the City approved several new parks as part of the Landmark Mall redevelopment. Staff is currently working on another round of standard conditions updates.
87	Leverage state and federal transportation and infrastructure grant opportunities.		Staff is working with the City's federal lobbyists to identify and apply for all relevant federal grant opportunities, including grants related Duke Street Bus Rapid Transit and Waterfront infrastructure.
88	Implement standard project management tools, processes, and training to advance the quality, efficiency, and effectiveness of our capital project delivery.		Project Management Information System is 100% complete and live. All users have been trained. PMS are uploading existing projects over next quarter.
89	<input type="checkbox"/> Invest in major infrastructure that supports the City's economic viability and growth, including:		
90	Bus Rapid Transit Corridors		Duke St Transitway is in planning phase, completing procurement strategy. Current estimate is for design to start in FY24. West End Transitway (Traffic Systems Management phase) is currently in design phase, 50% complete.
91	395/Duke Street Access to Landmark/West End		Design contract awarded. Kicking off development of design.
92	Waterfront Implementation Project		Selection made and contract awarded. Kicked off design (Phase 1A) with Progressive Design-Build team.
93	Potomac Yard Metrorail Station		Station is open for service. Remaining construction area restoration will continue through December.
94	Municipal Broadband		Construction progressing ahead of schedule; 90% of conduit, 80% junction boxes, and 38% fiber installed.
95	Stormwater and sanitary sewer system capacity improvements	on-going	Storm and sanitary system improvements are ongoing, with significant portfolios of capacity improvement projects. Projects continue per plan, with regular updates provided in quarterly status reports and project webpages. For current status of stormwater projects, see the interactive web map. https://alexgis.maps.arcgis.com/apps/dashboards/00d8ebd88e664afabca6496ca82adf1d
96	<input type="checkbox"/> Compensation Philosophy Initiatives		
97	<input type="checkbox"/> Goal #1: Ensure the City offers compensation and benefits that position us as an Employer of Choice		
98	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.		DHR hosted annual field day on September 21 to promote benefits and healthy work life balance incentives. Work'n Well is working with the Transit Department to help streamline the application process of the transportation benefits, as well as increase participation of the Parking Cashout Program.

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99 Identify and evaluate trends on benefits that can be offered as a package and evolve based on an employee's point in life needs.		RFP to be released in Fall 2023 for vendor to review the various platforms that will provide the best medical options.
100 Build out an expansive employee wellness program		In September, Work'n Well hosted a successful Field Day event that focused on employees physical wellbeing. Over 350 employees participated in this event. September also began our annual flu shot clinics at 8 different locations around the City to also focus on employees physical wellbeing. For social wellbeing, Work'n Well will be hosting for a live dance party in honor of Hispanic Heritage Month on October 12 in Market Square. Also for social wellbeing, DHR will be hosting for our annual employee service awards on November 30th at the GW Masonic. For intellectual wellbeing, Work'n Well has collaborated with the Learning & Development division to help promote for the Fall Training Schedule available to all employees. For mental wellbeing, Work'n Well in partnership with Spring Health, our Employee Assistance Program, has just reached a 15% enrollment rate for all employees. In 2021, with our previous vendor, enrollment rate reached at it's highest 2.4%. For financial wellbeing, Work'n Well is partnering with Summer to increase proper placement in income-driven repayment programs in preparation for the restart of student loan payments in October.
101 Establish a routine cycle that benchmarks employee compensation and benefits for 95% of the workforce every four years against the regional jurisdictions.		DHR is completing work with Procurement within Finance Department to ensure software is compatible for implementation. Once implemented the system will be utilized to conduct compensation and benefit benchmarks. This should be resolved by first quarter of FY24.
102 <input type="checkbox"/> Implement collective bargaining ordinance and negotiate collective bargaining agreements that promote recruitment and retention.		
103 Trades bargaining agreement		Negotiation is in the final stages and ongoing. The parties are making good progress. The next negotiation session is scheduled for October 4, 2023.
104 Police bargaining agreement		Complete
105 Fire bargaining agreement		Complete
106 <input type="checkbox"/> Goal #2: Establish an organizational culture, leadership practices, and supervisor skills that attract, retain, and empower employees		
107 Implement a standardized onboarding process to ensure practices and processes are compliant, equitable, and consistent.		A new recruitment process, called Talent Acquisition Process 8 (TAP8), to streamline recruitment of candidates and on-boarding.
108 Recruit with an intentional focus on the organizational alignment of mission, vision, values, and leadership principles.		A new recruitment process, called Talent Acquisition Process 8 (TAP8), to streamline recruitment of candidates and on-boarding.
109 Vertical and horizontal pathways for skills-based growth within the organization.		DHR has developed a new leadership program called Leadership at Work (LAW), to be rolled out Fall 2023 throughout the organization. The next cohort of RISE to begin in late Fall 2023.
110 Renovate City Hall and establish a modern workplace with cutting-edge technology standards for all City office-based facilities.		The RFQu for architectural and engineering services was issued on Friday 9/29. A preproposal conference is scheduled for 10/19 and submissions due 11/14. Anticipate December for review of proposals and committee evaluation and Jan/ February for negotiations for March award. Design and community engagement anticipated to begin Spring of 2024.
111 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.		In Fall 2023, establish plan to develop baseline data and feedback through a pulse survey, focus groups, and think tank sessions.
112 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.		As of July, eight AR's have been updated as a part of phase 1 (chapter 6, HR) review. The reminder of chapter 6 will be updated by the end of 2023.
113 Transform the current annual employee evaluation process into a goal-oriented performance development one, which promotes ongoing conversations and continuous feedback between the employee and their supervisor.		The employee evaluation will be revisited after the implementation process was paused over the summer. We will be looking at building a new Employee Relations team, in which this function will reside.
114 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.		The OCA is reviewing planned City facility improvements and, in coordination with DGS, is developing a model that would help facility improvement planning measuring the trajectory of the existing performance of the City's portfolio of buildings against the goals set by the EAP and ECCAP, allowing for a more clear set of interim goals to be set and achieved by the City.
115 <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:		
116 Develop and implement a course for supervisors at all levels that would focus on providing meaningful work, ongoing specific feedback, and recognition.		LAW program will provide session on feedback and recognition.
117 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.		Following cohort 1 RISE graduation, participants received executive coaching sessions. The second cohort will begin at the end of 2023.
118 Focus on social and racial equity understanding for leaders, including in three professional development core courses on advancing racial equity: the role of government, using a racial equity tool, and bias/microaggressions education.	on-going	In person Advancing Racial Equity (ARE) training is offered monthly by RASE facilitators. 65 staff participated in 2 RASE sessions offered during this quarter. RASE released the Racial Equity Toolkit, the last of three primary resources to guide City Leadership, staff and community partners through racially equitable and data driven decisions. The Equity Index Map and Research and Data Equity Guide launched last quarter.
119 <input type="checkbox"/> Goal #3: Effectively communicate our public service employer value proposition to include total compensation, leadership opportunities, productive learning and development, and vibrant workplace culture to ensure we attract and retain talent		

	Title	% Complete	Fall 2023 Update
120	Implement processes to ensure diversity, equity, and inclusion strategies are at the forefront of recruitments.		Partnering with Howard University's hiring event on October 12. DHR has also partnered with V3 to recruit more veterans in the workforce, with job posting on the V3 portal. In another effort, DHR has engaged with an organization, StellaWorx, to hire talent with unconventional career paths and diverse educational backgrounds.
121	Use multiple and various outlets to market our total compensation, including base salary and all benefits, to attract and retain high-performing talent.		New job advertisement is being utilized to partner with diversity of recruitment organizations.
122	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."		New strategies utilized for summer hiring to attract collegiate and secondary school audiences. Successful strategies and lessons learned will be applied to future initiatives. DHR has also partnered with El Zol to promote positions and attract Latino/a applicants.
123	Work with City leadership and a representative group of employees to identify, demonstrate, and communicate what makes us an "Employer of Choice."		In Fall 2023, establish plan to develop baseline data and feedback through a pulse survey, focus groups, and think tank sessions. Leadership continues to also recognize employees with significant contributions and successes, including the upcoming Service Awards event.
124	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 summer, the Pension Division hosted 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) and a webinar on social security.
125	<input type="checkbox"/> Youth and Families Initiatives		
126	<input type="checkbox"/> Goal #1: Support the development and alignment of equitable access to high-quality out of school time programs		
127	Using information gathered from the Landscape Scan, evaluate issues of equity in out of school time registration systems and policies, including appropriate fee assistance and sliding scales for out of school time programs and transportation options that are available to students (D)		Contingent on YSN Landscape Scan. Scan complete; results will be released to the public for comment in October 2023.
128	Evaluate need for more flexible drop-in programs and spaces with trained staff and no financial or registration barrier (D)		Contingent on YSN Landscape Scan. Scan complete; results will be released to the public for comment in October 2023.
129	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		Contingent on YSN Landscape Scan. Scan complete; results will be released to the public for comment in October 2023.
130	Expand LINK club sites, including four new programs sites: two on the west-end, one in Arlandria, and one new middle school site (I/D)		Complete
131	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 (I/D)	on-going	RPCA continuously recruits multilingual staff for OST and other community programs with a goal of having multilingual staff at all OST sites with a demonstrated need. Additionally, RPCA trained a new Outreach Program staff member who is fluent in Spanish to support the Safe Place program. She attended the National Safe Place training in August.
132	Identify strategies and solutions to expand middle and high school student engagement in out of school time and community-based formal and informal programs and safe spaces		Contingent upon YSN Scan which is in progress
133	<input type="checkbox"/> Goal #2: Ensure availability of space and staff to accommodate demand for after-school needs		
134	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 (D)		Contingent on YSN Landscape Scan, which is in progress.
135	Map and analyze open space near providers to identify needs for outdoor space and recreational opportunities and ensure access (D)		Contingent on YSN Landscape Scan, which is in progress.
136	Using information from the Landscape Scan, determine physical space needs for after-school city supported programs and facilities, including academic enrichment programming, [and programs for students with special needs] (D)		Contingent on YSN Landscape Plan - draft to be released for public comment in October 2023.
137	Understand and adapt to new childcare licensing requirements for after school programs, and identify where capacity exists in the city to meet these requirements (D)		RPCA coordinated with ACPS to ensure LINK Club programs at City facilities meet new requirements. Capacity needs contingent on YSN Landscape Scan.
138	Implement compensation strategy for RPCA out of school time staffing, per budget.		RPCA has filled 8 of the 12 part time positions approved in the FY 2023 and FY 2024 budget; interviews and onboarding is underway for the remaining 4 positions. A summer retention bonus was provided to help retain and support employees who stay through the summer to support the summer program.
139	<input type="checkbox"/> Goal #3: Expand academic, social, and emotional support during out of school time to ensure that kids know where to safely go to be heard by a trusted listener and that the city can appropriately respond to their specific needs		
140	Pilot of a "Resource Corner" at George Washington Middle School, exploring the use of dedicated space at the school where middle school students can meet with service providers on a rotational basis to learn about the resources available to them. If successful, this model could be expanded into other schools and recreation centers after school. (I)		GWMS continues to explore adequate and appropriate space to house this initiative.

	Title	% Complete	Fall 2023 Update
141	Conduct a Civics Academy for Youth this Fall, in partnership with U.S. Government and Civics teachers of ACPS. The Academy is seven weeks long and introduces a range of City departments to students. This program, which has the potential to reach hundreds of students throughout the year, will also be an opportunity to hear feedback from youth on what support they need. (I)		The Junior Civics Academy will move forward once weekly transportation for the youth has been secured.
142	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	The Alexandria Mentoring Partnership (AMP) Coordinator and partner program managers staffed a variety community events and City staff meetings to recruit potential volunteer mentors. A mentor open house featured seven partner programs that had current openings for new volunteer mentors. During this quarter, 24 prospective new mentors were referred to programs. AMP is in the beta testing phase of Mentor University: A Free College for Caring Adults. An initial pilot program with Space of Her Own (SOHO), includes 26 student mentors. The official launch of Mentor University is slated for January 2024, with course offerings for mentors, and youth program staff and school resource officers. Courses geared towards parents, guardians, and other caregivers are anticipated to be available in English and Spanish beginning in the fall of 2024.
143	Conduct a needs assessment of professional learning opportunities with staff involved in Division-wide after school programming to collaborate with ACPS for academic services during Out of School Time. (D)		Dependent on landscape scan which is currently underway.
144	Implement recommendations based on the youth safety and resilience work (I)		The Youth and Caring Adult Summit will be held on November 9.
145	Support Out of School Time providers by offering access to training in Social and Emotional Learning (SEL), positive Behavioral Interventions and Supports (PBIS), Adverse Childhood Experiences (ACEs), and Developmental Assets programs and sharing best practices for trauma-informed practice (RAISE) and develop training standards for all city-supported program staff (D)		Since July 2023, 23 people have received QPR, 22 have received YMHFA, and 61 have received ACES training.
146	<input checked="" type="checkbox"/> Community Engagement Initiatives		
147	<input checked="" type="checkbox"/> Goal #1: Focus on trust-centered relationships		
148	Increase awareness and reiterate expectations for community engagement, as outlined in Alexandria's Civic Engagement Policy (2014), including updating the Boards and Commissions Staff Liaison Handbook so that members of the community are actively, constructively, and meaningfully involved in the public decisions that affect them.		The handbooks have been updated to reflect recent legal changes enacted by the General Assembly. Recommend further collaboration with CMO and City Clerk on comprehensive update to engagement policy prior to 2024 update.
149	<input checked="" type="checkbox"/> 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:		
150	Alexandria West Community Plan		Phase 3 community engagement launched September 27 with a community meeting proposing high level land use/housing affordability strategy concepts. This fall will feature a series of open houses and meetings to present and get feedback on draft plan concepts such as land use, open space, mobility, housing, infrastructure capacity, and sustainability, that will build the framework of the Plan. 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. Check-in with City Council will be held in January 2024, with draft plan release expected in June 2024 for September 2024 public hearing.
151	Duke Street Transitway		City Council approved the conceptual plans for the Duke Street Transitway. Design for Duke Street continues with additional community conversations.
152	Alexandria Libraries 5-year plan, including libraries as Community Hubs		Complete
153	Citywide Vision Plan 2040	Post-poned	This initiative has been postponed until next year.
154	Housing Master Plan Update		Preplanning is underway. A request for proposals will be released for a Housing Needs Study in F24 Q2.
155	<input checked="" type="checkbox"/> Recruit and employ neighborhood communicators within Alexandria that have the language skills, cultural humility, and diverse backgrounds to build long-term trust, a reliable presence, empowerment, and responsiveness with residents, particularly in historically marginalized, underserved, and hard to reach communities. This includes:		
156	Deployment of centralized grassroots organizers to initiate and support equitable resident engagement.		Recruitment of Community Engagement Manager and at least one coordinator to begin in October
157	Oral History Program Manager to actively engage with and gather unique stories from Alexandria residents from diverse background.	on-going	Between July 1, 2023 and September 28, 2023, the Oral History Center completed 9 oral histories + participated in 7 public programs, such as hosting community meetings with stakeholders of Colored Rosemont, the Frederick Douglass Memorial Cemetery, and the Samuel Madden Homes; and facilitating a StoryCircle with members of the TWIG. For the City's 275th, the Center is working on the Lyceum exhibit, formed a community engagement sub-committee, and implemented a community engagement plan to begin outreach.
158	Community Health Worker initiative focused on reducing inequitable health outcomes through culturally competent engagement, navigation, education, and empowerment.		AHD will launch a pilot in the clinic later this fall to better screen individuals for needs like housing, food, and transportation and then connect them to resources. The communications survey found that clients prefer to receive communications via text or call. CHWs will be using this information to more effectively communicate with residents, particularly those that don't speak English.
159	Employment of Youth Ambassadors to engage with peers and give voice to youth issues.		Complete

	Title	% Complete	Fall 2023 Update
160	<input type="checkbox"/> Utilize neighborhood outreach strategies focused on building authentic relationships, including:		
161	Establish targeted outreach for grant programs accessible to minority-owned small businesses. This outreach will prioritize the provision of materials in multiple languages, assistance in filling out applications, and regular communications.		An RFP is currently posted to solicit a third party vendor in managing and administering a Small Business Resiliency Grant program. The vendor is expected to begin in November by conducting outreach and establishing the grant application and review process.
162	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	The Human Rights Commission hosted a public forum at the Del Pepper Community Resource Center on September 19, 2023. Office staff and Commissioners volunteer monthly at the ALIVE Food Hub. The Office is planning a community event to celebrate International Human Rights Day/month, in December. In Fall 2023, Human Rights staff will begin attending meetings held by community partners and potential community partners to build relationships and identify community concerns.
163	Develop and implement a Recreation, Parks and Cultural Activities (RPCA) community engagement plan to promote recreation services and financial assistance opportunities.		Based on our community engagement plan RPCA continues to incorporate outreach into RPCA and partner events/activities. Program and financial assistance information is included in newly established RPCA marketing kits for employees to bring when attending meetings or hosting events. Essential forms were translated into 4 languages to improve access to information. RPCA continues its partnership to host outreach events providing back-to-school backpacks, winter coats, and meals throughout the community.
164	Advance youth safety and resilience efforts through initiatives like the "Youth Speak Up" event series hosted by ACAP, SAPCA, and the Children, Youth and Families Collaborative Commission, as well as regular Teen Block Parties and other teen events hosted by RPCA.		A Healthy Conversations dinner is scheduled at GWMS on October 18. ACAP, SAPCA and CYFCC are collaborating with ACPS to schedule the Youth Speak Up Events. Project Sticker Shock will take place on October 21. The Project Discovery Walkathon will take place on October 28. A Titan Takeover Teen night is scheduled for Friday, November 3.
165	<input type="checkbox"/> Use neutral third-party facilitation to help with consensus building when necessary, including:		
166	Taylor Run and Strawberry Run stream projects collaboration with staff and the community being facilitated by the Institute for Engagement and Negotiation (IEN). Consensus Building Groups (workgroups) have been meeting to hear approaches and formulate a consensus approach.		Staff is working on the RFP to procure a design consultant for the design of the consensus minimal approach to stabilize the sanitary infrastructure at Taylor Run. TES and RPCA staff are working towards installing the fence and hedge at the downstream end by Duke Street that was requested by the consensus group.
167	Ad-Hoc Stormwater Utility and Flood Mitigation Advisory Group.	on-going	The Ad Hoc met in September. Of note, the group provided a memo of support for the updates to the Flood Mitigation Pilot Grant program. Meeting materials can be found here: https://www.alexandriava.gov/boards-and-commissions/ad-hoc-stormwater-utility-and-flood-mitigation-advisory-group
168	Torpedo Factory Stakeholder Task Force		The City is further researching the recommended governance model recommended by the Stakeholder Task Force.
169	<input type="checkbox"/> Goal #2: Share and receive information in an accessible, effective, and dynamic way		
170	Establish a city-wide communications plan to tell the story of the community and its residents, and that supports major City priorities. The plan will include a strategic approach to integrating and coordinating the initiatives in this business plan.		Currently streamlining use of platforms to provide a comprehensive assessment of ongoing efforts. Necessary coordination between the Office and citywide communicators ongoing.
171	Develop a centralized Language Access Program to implement policies on language services, cultural fluency, and meaningful representation of the City's primary languages, as well as the deaf and hard of hearing communities. This is supported by the hiring of a Language Coordinator and Bilingual Writers.		Will begin recruitment of the now vacant Language Access Coordinator position will begin by close of the calendar year. The effort will continue in the meantime.
172	Integrate new web editor at the Office of Communications and Public Information to create and increase access to information, as well as enhance user experience.		Complete
173	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	There has been a significant increase in digital content with the onboarding of the social media strategist and visual content specialist. Expanded use of digital platforms with the intention to be data-driven will provide quantitative evidence to the efficiency of ongoing efforts.
174	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	The fall 2023 sessions of the City Academy, Community Fire, Community Police, Community Sheriff and Senior Services of Alexandria Academies all started in September. There are several people in each Academy class that have already participated in one or more of the various Academies and wish to continue expanding their knowledge about their local government operations and ways to become more involved. A graduate of the Fall 2022 City Academy was recently appointed to the BFAC Board & Commission. Several other graduates have or are currently serving on Boards & Commissions, other have volunteered in other programs. Currently four of the seven Council Members and DCM Julian Gonsalves were enrolled in one of the Academy programs. Some participants in the Academy programs have become City employees. The Commonwealth Attorney's Office and the Climate Change Office plan to resume their Academies in Spring of 2024. We are also looking into making the Academies more accessible for those whose first language is not English and due work schedules may need alternate times to meet than those that are currently offered. There has been talk of developing or making it easier for employees to enroll in the City Academy. Chelsea Eckert (DCHS) along with the Gang Prevention Board is working on a Junior Academy with ACPS.
175	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.		Testing period has been completed and focus group feedback session was held. Final edits were made based on feedback. Dashboard was presented to 311 steering committee on 9/27 and will go before department heads soon. Communication to staff dashboard users will begin following department heads sign off.
176	<input type="checkbox"/> Goal #3: Be proactive in promoting City programs, services, and accomplishments		
177	Establish versatile messaging through non-traditional marketing tools, including a podcast, live platform streaming and influencer marketing.		Implementation of the products mentioned within will begin once OCPI team structure is complete (all staff hired) and production equipment is purchased...-by the end of 23
178	Integrate the City's Editorial and Media Manager to build relationships with media reporters and pitch stories to regional and national news outlets.		Media Relations Manager to start in November.

	Title	% Complete	Fall 2023 Update
179	Expand outreach to ESL and under-40 populations through prominent digital tools including WhatsApp, Discord and NextDoor.		Language policies are currently being developed to guide using these tools for outreach.
180	Boost multimedia production, including visual message delivery and accessible educational materials, with quicker and consistent outreach.		Hired.
181	Employ multimedia production to showcase internal City services, including the Office of Performance Analytics, Internal Audit, and the R.I.S.E. Leadership Academy.		Complete
182	Use the City's upcoming 275th Anniversary (2024) as an opportunity for collaboration and storytelling of our organization and community.		OCCE, alongside OHA and RPCA, will coordinate citywide efforts to ensure the 275th events and activities are aligned and have cohesive branding. Planning is set to begin in the Fall. Current activities include OHA conducting oral histories to support community themed exhibition at Lyceum and in the community.
183	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.		August 9, 2023 Thomas Remembrance Ceremony included a marker unveiling at the Old City Jail where Thomas was taken by a mob, a remembrance walk, and a wreath laying at the lynching site that acknowledge the white communities racial terror act. Working with ACHS to foster Remembrance Students club. Coordinating with EJI on specific EJI markers at the two lynching sites. Holding public meeting on Sept 23 with guest speaker Freedom Rider Joan Mulholland.