

















City Council Priority Initiatives Fall 2024



Attachment #2

Title	% Complete	Fall 2024 Update
1 Housing Opportunities		
2 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 Phase 1 infrastructure, including underground parking, for Glebe-Mount Vernon Housing Alexandria project continues on schedule and on budget. Witter Place anticipated to start construction in early 2025. Phase 1 of Seminary Road project anticipated to be completed in mid 2025; monthly homeownership information sessions being held by Housing Alexandria. Heritage project paused while securing financing. Elbert Avenue applying for State Housing Tax Credits.
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 as part of Housing 2040 workplan.
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	Seven inspections completed April-August 2024. Six planned for Fall 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.		<p>Planning is underway for the 2024 Apartment Managers Seminar, to be held at Virginia Theological Seminary on Thursday, November 7 from 9 a.m. – 12 p.m. Alexandria property managers and landlords are invited to participate in an interactive training on customer service skills, strategies for having difficult conversations with residents, and to learn about the latest legal updates to the Virginia Residential Landlord and Tenant Act, (VRLTA). The event is being hosted by the Landlord-Tenant Division of the Office of Housing, in coordination with the Landlord Outreach Subcommittee (of the Eviction Prevention Taskforce).</p> <p>In addition, the Office of Housing is joining Code Administration to inspect a variety of apartment complexes as part of the monthly Residential Rental Inspection Program. The aim is to facilitate better coordination between the Office of Housing and Code.</p> <p>Office of Housing staff has worked with the Alexandria Health Department to confirm data informing the Healthy Homes Initiative. Staff is also participating in the initiative.</p> <p>Landlord-Tenant Division staff continues to support the Courthouse Outreach program administered by Legal Services of Northern Virginia on a weekly basis.</p>
8 Develop and execute plan for rehabilitation of Pendleton Rooming 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 OHA for this site has been initiated. Phase 1 test digs will be ongoing through September, if phase 2 test digs are required, they will be conducted in the Fall. Construction plans and specifications for the rehabilitation of the Rooming House submitted to Code with an expected approval the end of September. The solicitation of contractor bids is underway with an anticipated contract award in October. Construction is anticipated to begin by November, with an expected project completion in Spring 2025.
9 Goal #2: Support low- and moderate- income homeowners and renters to remain in safe, healthy, accessible, affordable, and efficient homes		
10 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.		Since July 1, 2024, there have been a total of 506 unlawful detainers filed. This is comparable to July and August of 2023, where 687 unlawful detainers were submitted showing that evictions continue to be high in the City of Alexandria.
11 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.		In addition, the Office of Housing is joining Code Administration to inspect a variety of apartment complexes as part of the monthly Residential Rental Inspection Program. The aim is to increase interdepartmental coordination.
12 Continue the Home Rehabilitation Loan Program (including the Energy Efficiency Loan and Emergency Grant initiatives) and the Rental Accessibility Modification Program (RAMP).	on-going	One HRLP/EELP loan has been issued so far in FY25; four ongoing HRLP/EELP loans will be completed in September; two HRLP/EELP loans are in plan development and are expected to be approved in October; four projects are pending assignment to architects in the Fall; and four additional projects will be assigned to architects in the winter/spring 2025. A new Solicitation for Architects to support the HRLP/EELP program is proceeding thru Purchasing and is expected to be completed in November/December 2024.
13 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 and Affordable Housing Options Guide translations in Spanish, Amharic, Arabic, Dari and Pashto released.
14 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 Alexandria has hosted a Ready to Rent training in August and three more will be held during the fall. Housing staff are supporting and monitoring this initiative.
15 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.		Alexandria has 12 slots to administer through grant funding provided by the state. Since the beginning of the SRAP, 15 applications have been processed. Three declined to participate in the program, one participant was evicted, and one transferred from Alexandria to Prince William County. Two new participants moved into The Waypoint in May and August 2024, and an application is in process for a move-in this Fall 2024. One slot remains available.

Title	% Complete	Fall 2024 Update
16 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.		All membership shares have been recorded. The Office of Housing is exploring funding sources for governance and training capacity building. The Building Permits for the ACHC's Roof Replacement project have been approved. Contractor bids have been received, reviewed and the ACHC Board has selected the contractor to complete the roofing work. The construction contract is expected to be ratified in September and construction will begin in early October 2024. The Building Permits for the ACHC's HVAC Replacement project for the apartment building located at 3200 Commonwealth Avenue have been approved. Contractor bids have been received, reviewed and the ACHC's Board has the contractor to complete the HVAC replacement work. The construction contract is expected to be ratified in September and construction will begin in early October 2024. Existing packaged terminal air conditioning (PTAC) heat pump units will be switched out as the new units are installed in apartments to maintain heating. As these two initial projects are completed and change orders for unforeseen conditions are exposed, the remaining grant funds will be released to fund additional work at the Co-op.
20  Goal #3: Meet Alexandria's local and regional housing goals by leveraging City investment, policy, planning, and land use tools.		
21 Examine short-term rental policies.		Staff developed preliminary short-term rental regulations and is currently engaging the public to receive feedback. Zoning text amendment regulations will be developed in October 2024 for a second round of feedback. A text amendment is proposed to be heard by City Council in December 2024.
22 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	\$550k awarded to City by U.S. Federal Transit Administration for transit oriented development land use planning for the upcoming Duke Street Corridor Plan. \$20k grant awarded by Virginia Housing to support development of housing contribution equivalency methodology updates.
23 Continue to evaluate and implement Zoning for Housing initiatives, including assessment of metrics.		(1) Since CC's approval of Z4H-H4All, the City has received 23 inquiries. Several are clarifying questions pertaining to the content of the reforms. Others are regulatory based inquiries relating to Code requirements associated with the reforms, particularly the single-family zoning reform, or questions pertaining to the potential applicability of the reforms in given areas/sites. (2) P&Z continues discussions with Hoffmann on the use of the CDD Z4H-H4All reform on Block 3 in Eisenhower East. Although it could be used elsewhere in the CDD also. (3) With HUD's announcement in late June 2024 regarding PRO Grants, and being informed that while the COG did get an award, it will only be half the \$7 million requested, it is necessary for the COG jurisdictions to decide on a modified distribution from what was submitted to HUD. Alexandria staff is meeting internally in September to discuss options with regard to that process and then it will reconvene with COG regarding this subject. (4) The complaint filed in Circuit Court on Z4H-H4All will proceed to trial based on a decision by that court. the CAO has been keeping Council informed.
24 Conduct pre-planning work for Housing Master Plan Update (Housing 2040 Master Plan).		Briefings held and/or scheduled with CMO, City Council, OCCE, Health Department, Code, DCHS and CAO. Housing Needs Assessment scheduled to be completed in Fall. Education activities and listening pop ups being scheduled for Fall. Kick of meetings scheduled for mid/late September.
25 Continue annual fair housing testing and reporting and actions to address issues identified in upcoming Regional Analysis of Impediments.		Fair Housing testing was not completed in FY24 as there was a year-long vacant position within the Office of Housing. The Office of Housing plans to release a Request for Proposals to outsource Fair Housing Testing for FY25, and will resume the Fair Housing Testing Program internally within the Office of Housing for FY2026.
26  Economic Strength		
27  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.		LEDC has dispersed funds to 65 businesses approved through the grant application process. In total, 143 businesses applied, LEDC used a scoring system to narrow it down to the 65 businesses, prioritizing businesses that had not received funding from previous federally funded City grant opportunities and businesses located in a census tracts with low indicators of economic opportunity. Each of the 65 businesses received funds of up to \$7,000.
29 Guide proponent groups interested in exploring the formation of business improvement districts by utilizing the adopted Business Improvement District Guidelines.		Council adopted updated BID guidelines. Old Town Business has initiated a certified mail petition based on the updated guidelines.
30 Increase awareness in the small business community about available services and resources through increased outreach and networking events	on-going	The AEDP Small Business team spent Q2 of 2024 engaged in extensive outreach with local businesses, visiting a total of 1,046 during that time period. The team engaged interns for the summer, focusing on outreach to Spanish-speaking businesses in Arlandria, as well as promoting the SBR grant, resulting in 143 applications and a list of businesses that received support and that didn't so the team can proactively reach out to them to offer additional support services. In addition, the team hosted an in-person Women's and Black History Month event with Melissa Bradley of 1863 ventures, which was attended by about 40 people, hosted 5 webinars, and launched the ALX Open Rewards program, which has more than 1,000 users and 720 businesses represented. Every hyperlocal news outlet covered the launch of the rewards program, further promoting the small business services.
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	As of Q2 24, 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. For fiscal year 2025, the team is targeting 100 one-on-one meetings with businesses in leased commercial space. AEDP also hosted an event in August that was well-attended by small business owners, representatives from businesses in leased commercial space, and commercial office space owners and developers.

Title	% Complete	Fall 2024 Update
32 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	This quarter, AEDP completed the successful retention and expansion of the Art League, which will be displaced from its classroom space in the Montgomery Center. AEDP helped the Art League secure the financing solution that would allow it to complete a build out in a replacement classroom space at 800 Slaters Lane and one in the Muse Condominiums, making them the first successful tenant of the Old Town North Arts District. AEDP Small Business continues to host monthly peer network meetings with business associations and has expanded its outreach in recent months to focus on neighborhoods with high redevelopment potential, especially the West End and Arlandria.
33 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 and Department of Finance are proposing the City amend it's CPACE program to adopt the Statewide Program Guidance, which would encourage more participation. Virginia PACE Authority has identified interest from projects that may move forward if the statewide program is adopted.
34 Invest in economic development initiatives that increase general fund income.	on-going	FY 24 year-end consumption tax results:Sales (+2%), Meals (+5%), Lodging (+25%).
35 Launch "Expand Your ALX" diverse neighborhoods campaign to extend the benefits of tourism to all parts of the City of Alexandria.		Produced 43 Reels in FY 24, resulting in 25% increase in social traffic to website. Filmed Arlandria and Spanish language videos for release in FY 25.
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 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.		In the fall of 2023, P&Z staff worked with the applicant to review Concept 2 submissions for the first three blocks at the PRGS site, consistent with the approved CDD. Also at that time, and through the spring of 2024, the applicant worked with staff on concepts related to the two parks -- the Waterfront Park and the Rail Corridor Park.
39 Identify state and federal funding programs for consideration to support the business community and economic development.	on-going	Q2 saw the opening of the Hotel Heron, the first Alexandria project to take advantage of the state tourism zone and Tourism Development Financing Program. AEDP and Visit Alexandria worked with the Heron owners and developers throughout the life of the project to successfully leverage a capital stack that also took advantage of federal programs for historic preservation, bringing a much-needed commercial use to the City.
40 Activate or fully utilize districts throughout the City, including Tourism, Innovation and Arts & Culture through Zoning for business updates.		During Q2 of CY24, AEDP and Industrial Development Authority saw the operationalization of their grant/loan to kickstart the Old Town North Arts District when the Art League began construction on both of their new buildings. AEDP continues to work with Arlington County to jointly explore a more formal innovation district entity in National Landing, building on the brand 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.
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	AEDP continues to be in regular touch with representatives from each project, collaborating and coordinating with property owners and representatives of these catalysts to ensure projects remain on track. Inova anticipates a September start to vertical construction. AEDP has had many conversations about the opportunities at these sites with potential tenants, and shared that engagement with the community via recent articles in ALX Now, the Washington Business Journal, and Alexandria Living Magazine.
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 Best U.S. Cities list for 3rd year in a row. 2024 Conde Nast Best Small Cities list being published in early October. Other accolades include: "Safest Communities in U.S."--US News & World Report; South's Best Cities -- Southern Living; "Most Beautiful Streets in the World (King Street)" -- Architectural Digest
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.		The City has issued a solicitation for a Franchise Agreement for EV Charging infrastructure using City right-of-way. Staff will review the franchise submissions in the fall, and make a recommendation to City Council for issuance of a franchise in the coming months.
45 Incentivizing use of local technical assistance providers, when possible, to benefit workforce development and attract economic growth opportunities.	on-going	The Office of Climate Action is working with Northern Virginia Community College on the creation of student training programs for Electric Vehicle maintenance, and Electric Vehicle Charging Infrastructure maintenance. Combined with the City's effort to create robust charging network and achieve 100% of new car sales to be Electric Vehicles, this training will create needed jobs in the community. The City continues to work with NVCC on the development of training programs for construction trades, in partnership with Phius (the preeminent organization for highly-efficient housing design in the U.S.).
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 Office of Climate Action and Department of Finance are proposing the City amend it's CPACE program to adopt the Statewide Program Guidance, which would encourage more participation. Virginia PACE Authority has identified interest from projects that may move forward if the statewide program is adopted.
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		Working with regional labor market intelligence research analyst to evaluate wage growth within the middle skill jobs
49 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	WDC organized 189 workshops and 17 hiring events throughout FY24 Q3 & Q4, demonstrating increased engagement with businesses and job seekers. The new strategic approach to job fairs and hiring events resulted in more employment placements. Notable events included the "Spring into Work" hiring event, which connected job seekers with over 500 job opportunities, and a youth job fair that attracted 285 registered participants and facilitated connections with 18 businesses. Additionally, the Work-Based Learning program, which ended in August, achieved significant success, enrolling 148 residents, all of whom have completed their work experience assignment. Of the 148, 85 obtained permanent jobs, achieving a permanent job placement rate of 58%, and earning an average wage of \$23.27 per hour. WDC will continue to support the remaining participants in securing permanent positions.
50 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	The FY24 Summer Youth Employment program ended on August 9th. This year, it served 256 youth who were hosted by 83 businesses. Thanks to public and private partnerships, additional support was secured. AT&T donated money directly to the program, while Goodwin Living and Hilco sponsored and hosted youth employees. Comcast donated 130 laptops to rising Juniors, Seniors, and winners of the Superlative Award. The TRANSFR Virtual Reality platform was fully implemented in July 2024. It is integrated into the WIOA Youth program.

Title	% Complete	Fall 2024 Update
54 Partner with ACT for Alexandria and ACPS to develop and operationalize and Youth Employment working group.		WDC actively engaged in the ACT-facilitated CTE Working Group learning journey, attending bi-monthly meetings and participating in the small breakout groups. The working group will continue to meet through September 2024.
55 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	Commonwealth of Virginia to release Economic Impact report in mid-September, and expecting positive growth in Alexandria results
56 <input checked="" type="checkbox"/> Employee Attraction and Retention		
57 <input checked="" type="checkbox"/> Goal #1: Provide a total compensation and benefits package, that is competitive within the public service sector.		
58 Establish a routine cycle that benchmarks employee compensation and benefits for 95% of the workforce every four years against the regional jurisdictions.		DHR has begun the work in collaborating with the CMO Office and the Department of Project Implementation (DPI) to derive an RFP to solicit a vendor to conduct the Compensation Study. The vendor will be determined in Fall 2024.
59 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	Continuation of transportation benefits at \$270/month. Continuation of Parking Cashout Program at \$5/day, up to \$25/week.
60 Build out an expansive employee wellness program	on-going	In July 2024, reconstructed the Work'n Well Rewards Program to begin the transition from a participation-based program to an outcomes-based program. Employees can now earn \$480/year for reaching level 3 of the program, and an additional \$120/year for completing a physical exam with their primary care provider. In August 2024, successfully hosted an on-site dance party in honor of Alexandria 275th anniversary. Engaged 40 employees to sign up for October Month of Service. Engaged 32 employees to donate blood, and engaged 39 employees to receive a free biometric screening of their health numbers. In September 2024, will be hosting for Work'n Well 8th Annual Field Day event which will also kick-off our annual flu shot clinic campaign.
61 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	HR and OPA currently conducting benefits enrollment analysis and employee focus groups.
62 <input checked="" type="checkbox"/> Implement collective bargaining ordinance and negotiate collective bargaining agreements that promote recruitment and retention.		
65 Trades bargaining agreement		Labor and Trades bargaining agreement was negotiated and went into effect on July 1, 2024. We currently have the Labor Management Partnership Meeting scheduled for September where the group will establish rules for the group and work out issues between employees and management.
66 <input checked="" 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 DHR Talent Acquisition division is fully staffed and currently working to refine the Onboarding Strategy for implementation, including the launch of the ONBOARD module within our NEOGOV system.
68 Recruit with an intentional focus on the organizational alignment of mission, vision, values, and leadership principles.		The promotional collateral for recruitment has been finalized and currently integrated into sourcing outreach efforts. The talent acquisition team Recruiter has participated in job fair and other recruiting events of diverse and underserved demographics.
69 Vertical and horizontal pathways for skills-based growth within the organization.		The DHR Learning & Development division conducted an education retreat to identify learning and upskilling opportunities, which will be included in the 2024 Fall calendar. This research was derived from a City-wide Needs Assessment survey launched by the team.
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.		DHR is partnering with CMO and OPA to conduct research on Employee Benefits, which will be used to determine areas for improvement and opportunities. The DHR governance initiative has temporarily paused as the DHR team develops resources and recruit employees to support the new Chapter 6: Human Resources policies that were launched in July 2024.
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.		The first step in developing a new evaluation form that is employee-development focused was developed to support the new Employee Evaluation policy. This project will be supplemented with the launch of the PERFORM module in NEOGOV, which will automate the employee coaching/check-in process.
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 is a continuous process, as DHR prepares for the Employee Veterans Appreciation event and Employee Service Awards, where employees are recognized for their tenure within the City. DHR continues to develop partnership to attract new talent to the City and promote the City as an Employer of Choice. DHR continues to create creative processes for DHR functions to include the launch of the HRIS HUB and Benefits ticketing system to help streamline customer inquiries and decrease response time.
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.		The Office of Climate Action and Department of General Services have initiated participation in the State's Energy Performance Contracting Program. Companies will provide a back-of-envelope (free) assessment of selected City Facilities. If a proposal is strong, the City could enter into an Investment Grade Audit Agreement which would develop budget-neutral energy performance improvements for City facilities.
74 Renovate City Hall and establish a modern workplace with cutting-edge technology standards for all City office-based facilities.		The City Hall and Market Square Plaza design kickoff took place in July 2024. DGS and OCCE have also been working together with the design team toward the implementation of a communications strategy for internal staff and the public. Civic engagement meetings will begin in late September 2024.
75 <input checked="" 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.		DHR is seeking to revitalize key programming to cultivate leaders from within and develop employees at all levels. The launch of the Fall 2024 calendar will support this effort.
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 R.I.S.E. program is currently on pause for re-evaluation before the next launch.

Title	% Complete	Fall 2024 Update	
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	The RASE office proposed a new infrastructure to provide clarity to City staff and departments on the role and resources of the office. In doing so, moving forward, RASE will work with each City department to develop equity action plans. This measure ensures all City departments are considering equity in all policies, procedures, and initiatives. The RASE Office has appointed a new Policy and Social Impact Analyst (a position vacant since summer 2023), who will provide technical assistance to departments as they develop their equity action plans. The RASE Office is in the process of appointing the Manager of Programs and Partnerships who will lead on-going educational sessions (previously known as trainings), for all City staff.
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	DHR has included more robust language in the job announcements and sourcing collateral to include an equality statement. The talent acquisition team continues to embed fair and equity practices for interviewing and assessing diverse candidates.
81	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	Hosted 3 job fairs, went to APD Community Cookouts, and conference(s) to ensure inclusivity, outreach and diversity within the workforce. Department of Human Resources also hosted and completed a Summer Internship program to attract new talent starting out.
82	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	Creating an employee brochure for a one-stop resource for a reminder of the City philosophies.
83	Collaborate with ACPS on hiring fairs and recruitment efforts	on-going	ACPS joined the City for a job fair at Market Square in May. Over 114 people attended, of which 40 came to the ACPS table. ACPS reported good feedback for support roles. The City and ACPS HR staff sent thank you letters to all attendees and cross reference each other when possible. This fall ACPS and the City plan joint initiatives with college partnerships.
84	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 and workshops to provide education to City employees on City retirement plans, investment opportunities through defined contributions plans (457 and ROTH), Social Security and HR Benefits. The Pension Team provided support at several events, specifically National Public Safety Telecommunicators Week, Work'n Well Annual Health Expo, Retirement Planning Workshops, T&ES Teambuilding Event, Fire Department trainings. The Pension Division has reached over 450 employees and continue to educate employees about the City's pension plans and additional saving opportunities through the defied benefit contribution plans.
85	Conduct DHR Summer Internship Program (highlighted)		The Summer DHR Internship has been completed. 10 departments participated in the program with 1 intern placed in each. It was a 10-week program and concluded in August 2024. They had an orientation, graduation and 2 social sessions which included information about race and social equity and resume building. It was a successful program with positive feedback. We are gearing up for the internship program in 2025.
86	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	Ongoing recruitment for bilingual staff. 4 additional staff hired over the summer for school year programs. Increased translation of fall surveys, marketing and program information. RPCA is working closely with Partner organizations to expand reach to non-English speaking community members to encourage awareness of services and participation in programs.
87	<input type="checkbox"/> Eliminate Community Disparities		
89	<input type="checkbox"/> Goal #1: Increase use of preventive and early treatment physical and behavioral health services and promotion opportunities through multi-sector collaborations.		
90	Implementation of Marcus Alert system to enhance services for people experiencing a crisis related to mental health, substance use, or developmental disability		The two positions that were added have been filled by internal candidates. They are transitioning out of their former roles. The State added the last \$121 K+ in funding to DCHS/CSB's on-going operational budget to bring the total State funding to \$600,000 starting in FY 2025. The additional dollars, if approved by Council, will be used to hire a peer/family support specialist. This position will work with families/individuals who are coming into services for the first time and those families/individuals that are being evaluated in our emergency services program. The position is intended to bridge the two main access points to our Behavioral Health services (same day access (SDA)/intake and our emergency services team) with a person who has lived experience or is a family member of someone with lived experience. This will help the individuals/families in crisis or just coming into the services to understand more about the help that is available.
91	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.
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.		The Office of Climate Action and Office Emergency Management are coordinating to create a more comprehensive extreme temperature plan for City operations, city staff, and residents. This includes better communications with residents during emergencies, as well as citywide coordination for programs.
93	Increase Permanent Supportive Housing for individuals with behavioral health needs.		DCHS was awarded over \$1.2 million in total in late April. This will fully fund 6 new positions (approved by Council in June before the recess). There will be 3 positions in the Office of Housing to help "ease up" properties for 35 individuals with a Serious Mental Illness (SMI). There are rental assistance dollars to help pay for the rent for the 35 individuals as well as dollars to pay for ancillary costs such as security deposits, rental applications, moving expenses, basic household items to furnish the apartments. DCHS has 3 positions to support the on-going grant (fiscal, administrative, clinical). Both DCHS and the Office of Housing are working to post the positions for hire.
95	Continued implementation of Recreation Center Mental Health Resources Program		All programs will start back up in September.
96	Complete Medicaid Unwinding and implement strategies to support residents in the renewal process to maintain medical coverage		To date, 30,288 Medicaid renewals have been processed, of which 7,947 were closed.
98	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's health literacy pilot will begin in late October in the Alexandria Detention Center and will last about six weeks. The initiative will be evaluated for effectiveness before expanding to other locations.

Title	% Complete	Fall 2024 Update
99 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 supports to court-involved youth and families continues to provide high-quality specialized services. The treatment team is fully staffed with a therapist supervisor, and three senior therapists. Services are provided to youth detained at the Northern Virginia Juvenile Detention Center (NVJDC), Sheltercare program of Northern Virginia, schools, and in the community. One trauma-informed substance use group is currently being facilitated at the NVJDC with plans to begin another group in the upcoming weeks.
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 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 City and Alexandria City Public Schools are collaborating on the design of the George Mason Elementary School Modernization project to include space for future out of school time program needs.
102 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.		OPA has worked with DCHS to develop process maps to understand and document the primary points of service entry for DCHS. The team is currently performing observations to better understand client experience of the intake process and engaging with staff to map out the network of internal referrals.
103 Pursue unified planning of CYCP, CHIP, and ACPS Strategic Plans	on-going	The stakeholders met in July to flesh out opportunities for unified approaches for the next iterations of the three Plans. A key next step is to build a messaging plan. DCHS and ACPS will join AHD/Partnership for a Healthier Alexandria in kicking off their plans at the same time as the Community Health Assessment kick off in October.
104 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 is now Alexandria Beyond the Classroom. The program locator and ALX Beyond website are live for providers as well as for youth and their families. Additional report recommendations are under review and consideration for next steps.
105 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) was marked by significant developments. Our current 10 partner programs support 1,392 youth with 740 mentors. We hosted a Mentor Open House and launched the Building Your Power (BYP) mentoring program, onboarding 6 paid mentor interns. Mentor University, Alexandria's free college for caring adults currently has 40 students enrolled and 11 classes are offered. Preparations are underway for launching the College for Parent, Guardians, and Caregivers. AMP program managers received training in cultural humility and attunement through MENTOR Maryland/DC. These efforts underscore our commitment to enhancing mentorship opportunities and ensuring every child in Alexandria who need one, has access to a well-trained, caring adult.
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.		85 youth attended the 2024 Youth Leadership Conference which delivered 14 workshops, 5 of which were led by youth. 40 adults representing 25 organizations attended the Networking Fair. 5 youth volunteers from the Library's Teen Advisory Group helped throughout the Conference. 12 Youth participated in and graduated from the inaugural Jr. City Academy; 11 City Agencies were represented in the Jr. City Academy; After completing the Academy, 100% of the participants reported being more knowledgeable and comfortable accessing city resources, and 70% reported seeing themselves as a leader in their city. Since launching in April, ALX Preschool has received 879 unduplicated applications and 839 referrals for the designated 680 slots. The application portal will remain open until all placements for SY24/25 have been finalized and a robust waiting list is established based on prioritization of need
107 <input type="checkbox"/> Goal #3: Increase stability, mobility, and pathways to prosperity for Alexandrians living with low incomes.		
108 Continue to provide eviction prevention and housing stabilization resources	On-Going	Thus far in FY 25 (July -August), 157 households were assessed for emergency financial assistance due to being behind on rent. One hundred fourteen distinct households, 80 of which are singles and 34 of which are households with children, have been screened for emergency shelter.
109 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	To raise awareness about the Double Dollars Program among SNAP participants, program information is prominently featured on the DCHS website and marketing materials were distributed at community centers, libraries, and several outreach events in the city. DCHS also participated annually in the VDSS' SNAP Community Engagement Conference to learn innovative approaches to addressing food challenges and effective ways to market and promote the Double Dollars Program to SNAP recipients.
110 Using the Food Security Landscape Study, develop a strategic plan to improve food access and security.		The Food Security Working Group has initiated strategic planning process. The goal is to draft a detailed strategic plan that outlines actionable steps to improve access to nutritious food for all residents. Meetings and collaborative sessions have been held with key stakeholders, including community organizations, local businesses, and residents, to ensure the plan/roadmap is inclusive and reflects the community's diverse needs and priorities. The Working group is on track to complete this draft and aims to finalize the strategic plan by the end of 2024.
111 Implement the expanded Energy Assistance Program (EAP) with the state funded Percentage Income Payment Program (PIPP) which helps with management of electric bills.		368 applications for PIPP were received, and 65% were approved.
112 Continue to implement a Guaranteed 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.		Continue to implement a Guaranteed Income program that provides direct, recurring cash payments of \$500 a month for 24 months, with no restrictions on use to 170 participants. Year 1 data brief from evaluation partner, Abt Associates, will be released this fall. FY25 budget allocation made by council to extend payments to participants by 5 months, through fiscal year. Program staff researching best practices for offboarding.
113 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.		Created a community informed assessment of current conditions for economic mobility in the city through three workgroups: 1. Collecting quantitative and qualitative data -- resident feedback on "Pulse Check"; 2. Mapping of resource that promote/foster economic stability to mobility, 3. Data walk on the pillars/indicators of mobility. The goal is to co-create a bold action plan in partnership with residents experiencing financial instability to address current disparities and create policies and structures that support economic mobility for all residents.
114 <input type="checkbox"/> Community Connection		
115 <input type="checkbox"/> 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		Staff considering options to address different childcare needs at community meetings/events

Title	% Complete	Fall 2024 Update
117 <input 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:		
119 Citywide Vision Plan 2040		Planning process remains on hold pending funding and scope.
120 Seminary West Transportation Planning		The City was awarded a grant to conduct a traffic study along Seminary West. The West End High Crash Intersection project is in development and will kick off in Fall 2024. Several Seminary Road intersection are included in this project.
121 Duke Street Transitway		The Traffic and Parking Board made a recommendation to City Council to convert the Duke Street service roads between Moncure Drive and Cambridge Road to one-way westbound. City Council will consider this change in the fall. This is the last conceptual component of the project to be approved by Council as design advances in FY 2025.
123 Housing Master Plan Update		Briefings held and/or scheduled with CMO, City Council, OCCE, Health Department, Code, DCHS and CAO. Housing Needs Assessment scheduled to be completed in Fall. Education activities and listening pop ups being scheduled for Fall. Kick of meetings scheduled for mid/late September.
124 <input type="checkbox"/> 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	Human Rights staff and commissioners attended the City's Pride event on Market Square and handed out Office brochures. Human Rights staff, along with EEOC staff, will be attending numerous community events to conduct outreach during Fall 2024, including the Black Family Reunion, ESL classes at Beasley Library, and the Ethiopian Community Festival. The EEOC will provide \$3,000 in grant funding for these efforts.
127 <input type="checkbox"/> Goal #2: Share and receive information in an accessible, effective, and dynamic way		
128 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		City Services Map Complete. Staff training underway.
129 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.		Created a plan based on the OMB-provided schedule. Sharing with CMO for final approval on 09/13.
131 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	OCCE-sourced content deliverables have increased over the past year, and continue to do so-- specifically video production. We saw creation growth for initiatives/projects such as the pursuit of a Potomac Yard Entertainment District, the FY 2025 Budget Community Engagement and Awareness campaign, the 275th Anniversary Kickoff and months-long celebration, and several others. The Office continues to support departments with their own communications deliverables and provide resources, trainings, and technology that support Citywide efforts to deliver engaging and useful information to our constituents. Followers and engagement have increased. We've implemented new metrics tracking for most content to gain a better understanding of what readers/viewers engage with and how that may or may not influence civic participation. This analysis, while useful in content development both in OCCE and in supporting other City departments, will likely not be sufficient to capture the complex relationship the public has with civic engagement. We will continue to work with our stakeholders to identify success and build upon those learnings in ongoing creative development approaches.
132 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 Office of Climate Action will begin taking applications for the Eco-City Academy in September 2024, with the goal of selecting 20 attendees for the Academy, which will kick off in early 2025.
133 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.		Through the first two cycles of Alex311 Quarterly Performance Reports continuous improvements have been made in the content of reports, measurement of SLA, attention to requests by departments, and definition of appropriate SLA timelines. Staff is currently working on an update to Alex311 customer satisfaction surveying practices.
134 Conduct a multi-lingual and statistically accurate Resident Survey		The City's external partner, ETC Institute, conducted the survey in Spring 2024. We have received the summary report, which we will be distributed to the City Council and Department leadership in September and October.
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.		Approach to these platforms has been done on a department basis. Upon final decision by City Manager re: community engagement in OCCE will determine if we pursue accounts and citywide model for usage
139 Use the City's upcoming 275th Anniversary (2024) as an opportunity for collaboration and storytelling of our organization and community.		The majority of the collaboration and storytelling for the 275th occurred during May - September. The Mapping Alexandria exhibition opened in June. Jazz fest & Portside occurred in June, the City Birthday in July, and the Fairfax Resolves event in July. 275 trees were planted, and the Photo contest was launched. Working with Visit Alexandria, partnerships were generated with Port City Brewery and restaurants for Alexandria Restaurant Week. Infrastructure for banners across the City using the branding package were installed. Community Cookouts & National Night Out showcased the 275th story. OCCE produced a birthday video in July and created This Week in Alexandria content in August. OCCE, alongside DHR, will host Month of Service under the 275th celebration banner. This is a series of opportunities for employees to get out into the community a "give back" and volunteer.
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.		A wide variety of activities have occurred to support and promote the work of ACRP. In May two scholarships were awarded to ACHS students via the Scholarship Fund of Alexandria. Members have been working an info table at the Farmer's Market and issuing monthly newsletters. On August 8, the Thomas Remembrance was held at Shiloh Baptist. Lastly, editing and review of the ACRP Documentary has been completed with the premiere schedule for September 21.
141 Begin preparations for the Semiquincentennial of the nation.		This year begins events for the 250th anniversary of the nation. The Fairfax Resolves anniversary program was held in July. Quarterly meetings are being held with stakeholders across the city in preparation for 2026. OHA staff has been attending meetings with Sail250 staff to plan for tall ships in Alexandria. Gretchen Bulova has been participating in statewide meetings as a member of the Virginia American Revolution 250 State Commission.

Title	% Complete	Fall 2024 Update
142 Oral History Program Manager to actively engage with and gather unique stories from Alexandria residents from diverse background.	on-going	Between May - September, the Oral History Center completed 24 oral histories. These recordings include oral histories from the Douglass Cemetery Community History Initiative; the Colored Rosemont Community History Initiative; a research project about Black-Jewish relations during the Civil Rights era; StoryCircles about the history of Seminary, the history of Black Churches in Alexandria, and the history of Del Ray. Additionally, it has completed StoryKit trainings with ACPS students during Student Senior Experience Week and Trinity UMC; participated in tabling events at the Community Cookouts; facilitated 6 community meetings for the Douglass Cemetery Community History Initiative and the Colored Rosemont Community History Initiative; participated in a facilitated discussion about oral history and the Center for the Alexandria Film Festival; hired two interns; completed the digitization of supplemental paperwork associated with each oral history record; and re-organized the oral history archival collection. The "Mapping Alexandria: Stories of a Changing City" exhibit which used many oral histories also opened in June 2024.