

CALENDAR YEAR 2021

DEPARTMENT WORK PRIORITIES



Alexandria Economic Development Partnership (AEDP)

- Business Recovery initiatives and outreach (combined with AEDP Business Retention efforts).
- Business Attraction- working with regional and state partners to promote City to corporate office users.
- Promoting and Attracting users to the City's Innovation District in Potomac Yard.

City Attorney's Office (CAO)

- Alternative Dispute Resolution Team – the City Attorney's office has formed the team and has scheduled the mediation training for January with a kickoff of the program by the Spring. The goal of the team is to provide departments with a resource that can assist them in resolving internal and external disputes before they lead to litigation.
- Collective Bargaining Ordinance – the City Attorney's office is working on an ordinance for City Council's consideration to provide the ability for collective bargaining in Alexandria pursuant to recent authority adopted by the State.
- Community Police Review Board – the City Attorney's office is working with the CMO to prepare options and ultimately an ordinance for City Council's consideration.
- FOIA – the City Attorney's office is reviewing the FOIA process to ensure that it is being conducted as efficiently and customer friendly as possible. As part of this review we will look at other jurisdictions and other technologies.
- City Code Review – the review of the city code started with the update of the noise ordinance (ongoing) and a review of Title 13 Miscellaneous offenses (on going) but needs to expand to a wider review of the approach of the city code to ensure that it is in line in all respects with City Council's goals and policies.

City Manager's Office (CMO)

- Provide sufficient support resources for Alexandria Health Department vaccination.
- Ensure full resource and management support for City's Response to COVID-19 pandemic including post pandemic recovery planning and implementation.
- Coordinate various policing reform initiatives with relevant departments.
- Continue to provide leadership for City's race and social equity initiatives, as well as accelerate language initiatives.
- Identify and have implemented High Performance Organization and employee engagement initiatives.

Clerk of the Circuit Court

- Implement Virginia Supreme Court's Circuit Case Management System (CCMS) and Case Imaging System (CIS) as replacements for the Alexandria Justice Information System (AJIS).
- Conserve historic city records via Library of Virginia grant and conduct full inventory of all historical materials to plan future conservation efforts and indexing and review of land records back to 1930 and make publicly available for online and in-person research.

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- Explore placement of self-service kiosks in Alexandria Public Library branches, or other public facilities to enable citizens to remotely access Clerk's office services such as marriage licenses, notary publics, probate, and others.

Code Administration

- APEX HTML V Permit/ Land Management System Upgrade, E-Review enhancements.
- Local and National Code Development Participation.
- Virginia's Residential Energy Code Circuit Rider Program.

Commonwealth's Attorney Office

- Professional prosecution of the pending homicide case and additional gun-related offenses in response to gun violence in the City.
- Implementation of the proposed Body Worn Camera initiative. (if funded).
- Hiring of a 100% grant-funded treatment court administrator to expand the number of citizens supported by our Alexandria Treatment Court.

Community and Human Services, Department (DCHS)

- Addressing ongoing resource needs and financial impact on residents due to COVID-19
- Unified Service Delivery, coordination, and planning for new DCHS/Health facility
- Continuing key collaborations with APD, ACPS, Housing, and the non-profit community
- Police response to behavioral health issues planning and implementation.

Communications and Public Information, Office (OCPI)

- Implement robust strategic communications planning mechanisms
- Expand communications project and task management system to departments
- Refresh design and navigation of public and employee websites and implement new content management systems (with ITS)

Court Services Unit (CSU)

- Coordinate and complete examination of the Cost-Benefit Analysis of the Northern Virginia Juvenile Detention Center and Alternatives and ensure initiation of adopted recommendations.
- Analyze and evaluate crime and gang prevention, treatment, probation/parole and administrative professionals' systems and grant management while considering potential cost-saving, in-house, service-provision opportunities.
- Enhance already improved diversion responses and programming.
- Effectuate enhanced family and stakeholder/Court engagement and trauma-informed focus through court liaison/expeditors processes.

Emergency and Customer Communications, Department (DECC)

- Bring the City of Falls Church into the shared call processing program with Arlington
- Regional CAD program planning with Arlington and Falls Church
- ESInet implementation
- Advanced mapping and analytics

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Finance

- Submission and monitoring of CARES spending and FEMA reimbursement process and audit
- Increase focus on Small, Women and Minority owned businesses (SWaM) efforts.
- Renewed focus on delinquent tax collection.
- Undertake analysis of tax-exempt properties to determine continued eligibility

Fire Department

- Accreditation (Center for Public Safety Excellence - CPSE): Initiate Fire Department accreditation process (Community Risk Assessment/Standards of Cover, Strategic Plan Development, Self-Assessment)
- Policy/Procedures: Update and/or Create policies and procedures to provide clarity for day to day operations, ensure compliance with regulations and laws, guide decision making to streamline internal process and enable a more consistent approach by management.
- Resource Deployment: Review deployment of personnel, services and equipment and make the necessary improvements to better serve the community for the current and future needs of the City.
- Career Ladder Roadmap: Update job classifications, and professional standards for each promotional rank.

General Services

- Initiate DCHS/ Health Dept Colocation interior design
- Fire Station 203 construction completion
- EV Charging Station Installations
- Freedom House Phase II Design
- Complete Joint Facilities and Witter-Wheeler Master Plans

Health Department

- Design and conduct quality COVID-19 Immunization Points of Distribution (PODs)
- Reinitiate the Alexandria Community Health Improvement Plan, addressing the root causes of Mental Health, Affordable Housing, and Poverty
- Address staff mental/emotional health and well-being in the context of being first and continuous responders.

Historic Alexandria, Office (OHA)

- Preservation and interpretation of Freedom House, (1315 Duke Street)
- Alexandria Community Remembrance Project (EJI)
- Expanded digital history engagement opportunities
- Develop fundraising strategies

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Housing, Office

- Continue assistance programs to support City residents' housing security/stability through the COVID-19 recovery and develop a "Housing Resiliency Plan" to mitigate impacts of future external crises.
- Progress developments in the pipeline (Arlandria, Parcview II and Seminary Road, Heritage at Old Town, and CLI-Elbert) through the DSUP approval and financing processes.
- Support ARHA in its plans to preserve (Year 15 properties) and redevelop (RFQ sites) its affordable housing portfolio.
- Continue to partner in citywide planning processes and zoning for housing initiatives to increase the production of, and equitable access to, affordable housing.

Human Resources

- Improve Employee Experience by cultivating a learning and development culture and continuing to support employee wellbeing
- Increased Diversity, Equity, and Inclusion focus in talent acquisition
- Drive HR Digital Transformation
- Build Critical Skills and Competencies by continuing to invest in learning and development opportunities for the City workforce

Human Rights, Office

- Collaborative training with investigators from other jurisdictions and the AG's Office on the Virginia Values Act, pattern & practice legal actions, and other new laws
- Case Management System to capture all contacts, intakes, and cases (augmenting EEOC IMS system)
- Reasonable Accommodation training for departments (If AR6-29 is updated and promulgated), including issues arising from COVID-19

Information Technology Services (ITS)

- AJIS replacement: Work with Judicial stakeholders to detail requirements then develop a request for proposal.
- Municipal Fiber: Partnering with Department of Project Implementation (DPI) on the contracting and construction of a Citywide fiber optic network.
- Cyber Security Program Initiatives: continue to assess and identify ways in which to reduce risks across the City.
- Modernization and system upgrades: Personal Property Tax System replacement and application upgrades.

Libraries

- Complete Library new Five-Year Plan (2021-2025)
- Roll out Digital Asset Management System (DAMS)
- Prioritize completion of library facility projects with General Services (Beatley Envelope, parking lot, and Burke 1st floor and public art)

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Management and Budget, Office (OMB)

- Manage the FY 2021 and manage, craft, and assist City Council in adopt the FY 2022 operating budgets and FY 2022 to FY 2031 CIP
- Begin the FY 2023 budget and FY 2023-2032 CIP development processes
- Revise priority-based budgeting for FY 2023.

Organizational Excellence, Office (OOE)

- Organizational Development (OD)
 - Increase organizational capacity in Change Management through serving as a Change Manager for the Fire Department and AJIS
 - Identify and implement a research based High Performing Organization (HPO) model designed to increase the effectiveness of the City's organizational culture and leadership through a process of assessment, analysis, reflection, and action planning/implementation.
 - Increase effective leadership by implementing Leadership Principles, delivering a one-day High Performance Organization (HPO) Course, and providing Executive Coaching for high potential leaders.
 - Develop and implement a new City-wide Performance Management process
- Internal Audit, Office (IA)
 - OIA will implement standing working groups to coordinate Enterprise Risk Management (ERM) and internal control/fraud prevention initiatives
 - OIA will execute planned audits involving one (1) major DCHS program and an audit of the City's parking garage operations.
 - OIA will complete the City-wide audit of inventory operations and facilitate actions to increase security of City-owned assets
- Performance & Analytics, Office (OPA)
 - COVID-19 data and analysis support to inform the City's COVID-19 response and provide the public with transparent data dashboards.
 - Provide analytics to assist City departments with data and analysis to implement, support, and further the City's priority initiatives.
 - Key indicator dashboards for the public and City Council that measure how well City services are performing.
 - 311 analytics for the 311 team to proactively monitor, improve, and inform decisions to respond to community requests efficiently and effectively.

Planning & Zoning (P&Z)

- Arlandria Affordable Housing Strategy
- Landmark Mall Redevelopment
- Zoning for Housing
- Business support/economic recovery
- Regulatory caseload, particularly development applications

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Police Department (APD)

- Body Worn Camera Implementation (if funded)
- Support Community Policing Review Board implementation
- Police data transparency and analysis
- Police response to behavioral health issues planning and implementation
- 21st Century Policing Plan Action items

Project Implementation, Department (DPI)

- Advance Project Management standard processes and tools. Implement first 6 high priority processes, with associated tools.
- Implement City-wide project management training. Program to start with monthly classes on high-priority topics.
- Continue disciplined owner oversight of Potomac Yard Metrorail Station project. Minimize change orders through risk mitigation measures. Manage SW Access \$50 million grant reimbursement.

Recreation, Parks and Cultural Activities, Department (RPCA)

- To return the department to pre-COVID-19 levels of activity for all services by June 30, 2021.
- To determine and implement lessons learned or best practices in response to COVID-19 for permanent implementation as part of normal operations and revision of the existing COOP by June 30, 2021.
- To maintain maintenance cycles and standards for all parks to maintain a public satisfaction with quality of City parks at 86% or higher by June 30, 2021.

Transportation & Environmental Services, Department (T&ES)

- Flooding/Stormwater Planning and Project Implementation
- Duke Street Transitway Planning
- Alexandria Mobility Plan Update
- Sanitary Sewer Master Plan and RiverRenew Implementation

Visit Alexandria

- Small Business Recovery: Expanded holiday and spring/summer PR and promotions
- Regional Marketing: Leveraging regional and national media coverage supported by increased advertising to consumers within driving distance and the DC Metro
- Black History and Travel: Expanded initiative featuring new Black history content
- Meetings Adaptation: Lay foundation for longer term meetings bookings

Voter Registration and Elections, Office

- Conduct accurate, fair, and transparent primaries and elections for Virginia Governor, Lieutenant Governor, Attorney General, House of Delegates, Commonwealth's Attorney, Sheriff, Mayor, Members of City Council and School Board
- Implement the "Permanent Absentee Voter List" as passed in HB 207.

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- Update and maintain the Virginia Election and Registration Information System (VERIS) based upon changes from the redistricting process.