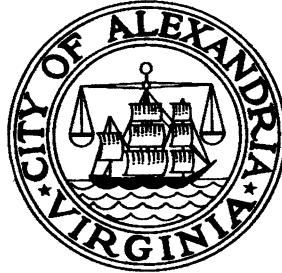

CITY OF ALEXANDRIA, VIRGINIA



MAYOR AND CITY COUNCIL

**2004-2015
STRATEGIC PLAN**

A GUIDE TO THE FUTURE

SUMMARY

Adopted by City Council, September 14, 2004

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A Guide to Alexandria's Future

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Purpose of Alexandria City Government

VALUES

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**ALEXANDRIA VISION
2015**

**Alexandria 2015 is a
Vibrant, ^(A) Diverse, ^(B) Historic, ^(C) and Beautiful City^(D)
with Unique Neighborhoods^(E) and Multiple
Urban Villages^(F) Where we take Pride in Our Great
Community. ^(G)**

PRINCIPLE A: VIBRANT

➤ MEANS:

1. Alexandria is an exciting place to live, to work and to visit.
2. The community actively participates in dialogues on issues.
3. People enjoy a variety of activities.
4. There is a synergy with our community.
5. The community is inviting to small businesses and entrepreneurs.
6. People come together to enjoy a variety of community events and festivals.
7. Alexandria is always looking to the future and for ways to get better.
8. The community takes actions and provides opportunities for a healthy life style and living.

PRINCIPLE B: DIVERSE

➤ MEANS:

1. People welcome and encourage differences. Age, culture, religion, race, lifestyle and abilities are respected.
2. The history and heritage of different cultures are celebrated.
3. Neighbors take care of neighbors.
4. People have a choice of housing opportunities for a variety of income and age levels and for workers in Alexandria.
5. People want to and are able to continue to make Alexandria their home throughout their lifetimes.
6. Alexandria is a friendly, respectful, open and inclusive community.
7. Alexandria strives to make our community affordable for all.
8. The Alexandria community works together to develop and provide an effective "safety net" for our residents in need.

PRINCIPLE C: HISTORIC

➤ MEANS:

1. We preserve and celebrate our historical roots and diverse heritage from the 18th Century to today.
2. We preserve our historic neighborhoods, homes, and other historic buildings and other historic sites.
3. We maintain our distinctive architectural character and design.
4. We plan new developments so that they are compatible with historic buildings and structures.
5. Residents understand and appreciate Alexandria's colonial roots.
6. Alexandria's history contributes to the local economy through tourism development.

PRINCIPLE D: BEAUTIFUL

➤ MEANS:

1. The Potomac River and Waterfront are attractive, accessible and usable.
2. Our environment – our water, our air, our land – is clean.
3. Open greenspaces and trees are located and well maintained throughout our community.
4. Our streetscapes, public spaces and canopied streets are attractive and well maintained.
5. Our entrances and gateways are welcoming and distinctive and you know that you are in Alexandria.
6. The City has achieved a balance between open space and development.
7. Public art is in many places throughout the community.
8. Our new developments and new city infrastructure are environmentally sensitive.

PRINCIPLE E: UNIQUE NEIGHBORHOODS

➤ MEANS:

1. Neighborhoods have their own distinct character and feeling.
2. Residents and property owners take responsibility for, and have great pride in, their neighborhood.
3. Neighborhoods are safe and secure.
4. Neighborhoods are protected from the impacts of non-residential traffic.
5. New development and redevelopment are integrated into the neighborhood.
6. Residents enjoy convenient access to walkways, trails and public transit.
7. The City maintains and regularly replaces quality public infrastructure.
8. Residents have easy access to neighborhoods, public and open spaces.

PRINCIPLE F: URBAN VILLAGES

➤ MEANS:

1. The City has a variety of mixed use developments that provide places to live, work, shop and recreate.
2. Urban villages are integrated with nearby neighborhoods, maintaining Alexandria's diverse character and charm.
3. The City retains our small-town "main street" feeling with community gathering places.
4. People enjoy pedestrian-friendly designs and signs that allow them to walk throughout the community while offering public places to rest.
5. Transit-oriented designs maximize the use of public transit.
6. Parks, trails and greenspaces are incorporated in the urban center and coordinated with nearby neighborhoods.
7. Convenient retail shopping and restaurant opportunities are available serving residents of the urban village and attracting others to come there.

PRINCIPLE G: A GREAT COMMUNITY

➤ MEANS:

1. Community organizations, businesses, institutions and residents work together contributing to a better Alexandria.
2. Residents of all ages have access to top quality education for life long learning.
3. Members of the community have an opportunity to get involved, to have constructive debates, to build the community, and to shape the future.
4. People feel safe and secure throughout the community.
5. Residents enjoy community events and cultural arts activities year round within the community.
6. Residents care about each other.
7. Individuals with special needs are able to realize their potential and to live in the community.
8. Alexandrians take pride in Alexandria.

ALEXANDRIA CITY GOVERNMENT OUR MISSION

**Alexandria City Government
is financially sustainable,^(A)
provides excellent services^(B)
that are valued by its
customers, and engages
the entire community^(C) as
it plans for the future.**

PRINCIPLE A: FINANCIALLY SUSTAINABLE

➤ MEANS:

1. The tax base and revenues are growing and diversifying to ease the real estate tax burden.
2. The City limits annual increases in City government spending to levels that are sustainable in the future.
3. The City provides services efficiently and within the City's means.
4. Public and private developments have provided maximum public benefits for the community.
5. There are strong financial reserves in place.
6. The AAA bond ratings are maintained with careful management of government resources.

PRINCIPLE B: QUALITY SERVICES THAT ARE VALUED BY THE COMMUNITY

➤ MEANS:

1. Services are responsive to the greatest community needs.
2. The City delivers its services using innovative approaches tailored to the Alexandria community
3. City employees provide City services with a friendly, personal touch.
4. Residents have convenient access to City government and services.
5. The City manages and maintains its facilities and infrastructure in an exemplary manner.
6. Residents have a high level of satisfaction with City services.

PRINCIPLE C: ENGAGES THE ENTIRE COMMUNITY

➤ MEANS:

1. There is a strong partnership between City government and the community.
2. The community and City government are informed of council-established priorities and their measures of success and how they contribute to community well being.
3. City government and community stakeholders communicate with and listen to each other.
4. Community members participate meaningfully in solving problems and in decision making.
5. Community stakeholders have trust and confidence in City government and public officials.
6. The Mayor and City Council lead the city – following the City's vision and strategic plan and producing results.

**ALEXANDRIA PLAN FOR 2004-2009
GOALS 2009**

**There is Quality Development and Redevelopment
that is Well Planned and
Consistent with Alexandria's Vision.**

**The City Respects, Protects and Enhances
the Natural Environment.**

**There is an Integrated, Multimodal Transportation
System that Efficiently and Effectively Gets
People from Point "A" to Point "B".**

**The City has a Strong Local Economy
that is Growing in Varied
Small Businesses and Job Opportunities.**

**Alexandria is a Caring Community
that is Diverse and Affordable.**

**The City Government is Financially Sustainable,
Efficient and Community Oriented.**

**Public Schools are Among the
Best in Northern Virginia
(In Partnership with Schools).**

Plan for 2004-2009 (continued)

GOAL 1: QUALITY DEVELOPMENT AND REDEVELOPMENT THAT IS WELL PLANNED AND CONSISTENT WITH ALEXANDRIA'S VISION

► Objectives

Objective 1:	Ensure that New Development, Redevelopment and Infill Development are Compatible with the Character and the Scale of Alexandria Neighborhoods, its Natural Environment and its Historic Resources.
Objective 2:	Ensure that New Development and Redevelopment Enhances the Vitality of Our Neighborhoods and Creates their Own Sense of Place.
Objective 3:	Ensure that New Residential Development and Redevelopment Deliver Mixed Income Housing Units and Provide Accessible Housing Opportunities.
Objective 4:	Encourage New Development and Redevelopment that are Highly Transit Oriented.
Objective 5:	Ensure that New Development and Redevelopment Along Major Corridors have High Quality Design.
Objective 6:	Approve and Maintain an Updated Comprehensive Master Plan that Reflects the City's Vision and Community Goals, and is Used in Land Use and Development Decision Making.
Objective 7:	Ensure that the Development Process Encourages Community Participation.

Plan for 2004-2009 (continued)

GOAL 1:	QUALITY DEVELOPMENT AND REDEVELOPMENT THAT IS WELL PLANNED AND CONSISTENT WITH ALEXANDRIA'S VISION (continued)
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➤ Policy Actions 2004-2005

1. Landmark Mall Redevelopment and Area Study.	Top Priority
2. Waterfront Development Plan: Schedule, Funding, Initiation.	Top Priority
3. Infill Development Study: Schedule, Funding, Initiation.	
4. Hunting Towers/Hunting Terrace Study.	
5. Braddock Road Metro Station Area Plan.	
6. Potomac Yard Area Redevelopment.	
7. Land Use Master Plan.	

➤ Management Actions 2004-2005

1. King Street Retail Study.	Top Priority
2. Mt. Vernon Avenue Plan.	

Plan for 2004-2009 (continued)

GOAL 2:

A CITY THAT RESPECTS, PROTECTS AND ENHANCES THE NATURAL ENVIRONMENT

➤ **Objectives**

Objective 1:	Apply Greater Environmental Sensitivity in Planning New Development and Redevelopment and Public Facilities.
Objective 2:	Increase the Amount of Open Space, Recreation Space and Park Acreage Per Resident.
Objective 3:	Protect and Expand the City's Overall Tree Canopy.
Objective 4:	Improve Appearance of Gateways, Entrances and Corridors.
Objective 5:	Increase the Number of People Who Travel in the City by Mass Transit, Bicycle or Walking and Become Less Auto Dependent.
Objective 6:	Improve the Quality of Air and Water in Alexandria.

➤ **Policy Actions 2004-2005**

	Top Priority
1. Open Space Plan Implementation.	
2. Mirant Plant Study.	
3. Streetscape Program: Enhancement.	
4. Clean Fuels for Buses and City Vehicles Policy and Action Plan.	
5. "Green" Building Policy for City Buildings and Facilities.	
6. Environmental Benchmarks and Measures Schedule.	
7. Urban Forestry Plan	

➤ **Management Actions 2004-2005**

1. Solid Waste Management Plan.	
2. Four Mile Run Improvement Study.	
3. Oronoco Outfall Resolution.	
4. City Gateways and Entrances.	

Plan for 2004-2009 (continued)

GOAL 3:	AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM POINT "A" TO POINT "B"
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► Objectives	
Objective 1:	Increase the Percentage of Residents and Commuters Who Use Mass Transit.
Objective 2:	Increase the Percentage of Residents Using Alternate Transportation Modes (Walking, Biking, etc.).
Objective 3:	Improve and Increase Connectivity within and throughout the City by Transit, Car, Bicycle or Walking.
Objective 4:	Increase Ridership on DASH Buses through Improved Routing and Other Incentives.
Objective 5:	Ensure that the Design of Future Developments is Pedestrian Friendly and Mass Transit Friendly.
Objective 6:	Move "Through Traffic" through the City as Efficiently as Possible and Minimize its Impacts on Neighborhood Streets.
Objective 7:	Increase City Participation in Regional Decision Making to Develop Effective Transportation for the Region that Efficiently Moves People and Goods throughout the region.

► Policy Actions 2004-2005	
1. Transportation Master Plan.	Top Priority
2. Pedestrian Improvement Projects and Future Projects.	
3. Traffic Signalization Enhancements.	
4. Neighborhood Traffic Calming Program: Evaluation and Actions.	
5. Woodrow Wilson Bridge Project and City Actions.	

Plan for 2004-2009 (continued)

GOAL 3:	AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM POINT "A" TO POINT "B" (continued)
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➤ Major Projects 2004-2005

1. DASH Maintenance Facility Project
Fund project, complete design and begin construction.
2. Bus Shelters Project
Address shelter maintenance and replacement, including the City's role and funding.
3. Eisenhower Avenue Bike Trail Project
Complete design and begin construction.
4. King Street Metro Station Platform Expansion
Monitor construction of the station platform.
5. Duke Street/P.T.O. Concourse Project
Complete construction and complete landscaping and public art.
6. Union Station Pedestrian Improvements Project
Complete project improving pedestrian access.
7. King/Beauregard Intersection Project
8. Eisenhower Avenue Project

Plan for 2004-2009 (continued)

GOAL 4:

A STRONG LOCAL ECONOMY THAT IS GROWING IN VARIED SMALL BUSINESSES AND JOB OPPORTUNITIES

► Objectives

Objective 1:	Increase the Percentage of Residents Who Live and Work in Alexandria.
Objective 2:	Achieve a Balance Between the Residential and Commercial Real Estate Tax Bases.
Objective 3:	Increase Job Opportunities in Alexandria for Persons at Various Income Levels and Abilities.
Objective 4:	Become a Business Friendly City and Increase the Number of Small Businesses that Start and Grow in Alexandria.
Objective 5:	Increase the Number of Tourists Who Visit Alexandria.
Objective 6:	Develop Strategies to Increase the Employability of Residents through Skill and Workforce Development and Support Services.

► Policy Actions 2004-2005

1. City Regulation of Small Businesses.
2. City's Economic Development Policy.
3. Industrial Zoning Study.
4. Tourism Development Strategy.

► Management Actions 2004-2005

1. Visitors Center and Study of Tour Bus Policies.
2. Streamlining Permit Process for Small Businesses.

Plan for 2004-2009 (continued)

GOAL 5:	A CARING COMMUNITY THAT IS DIVERSE AND AFFORDABLE
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► Objectives

Objective 1:	Increase Number and Availability of Affordable Housing Units with Emphasis on Low and Moderate Income City Workers, Seniors, Individuals with Disabilities and Others.
Objective 2:	Provide Youth and Adults with Opportunity to Maximize their Potential and Live Productive Lives.
Objective 3:	Enable Elderly Residents to Continue to Reside in the City.
Objective 4:	Provide and Fund Appropriate Types and Levels of Human and Social Services.
Objective 5:	Increase Availability of Medical and Mental Health Care for Uninsured and Underinsured Residents.

► Policy Actions 2004-2005

1. Affordable Housing Policy and Strategy.	Top Priority
2. Most Significant Needs of Elderly Strategy.	
3. City Assisted Living Facility Study and Future Direction.	
4. Safe Haven Program for the Homeless.	

Plan for 2004-2009 (continued)

GOAL 5:

A CARING COMMUNITY THAT IS DIVERSE AND AFFORDABLE (continued)

➤ **Management Actions 2004-2005**

1. Cultural Competency Assessment/Direction
2. City Employees Housing Assistance Policy and Program.
3. Primary Healthcare Grant for Low Income Residents.
4. Arlandria Neighborhood Health Center (ANSHI).

➤ **Major Projects 2004-2005**

1. Community Health Assessment

Plan for 2004-2009 (continued)

GOAL 6:	A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT AND COMMUNITY ORIENTED
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► Objectives

Objective 1:	Expand and Diversify City Tax and Non-Tax Revenue Base.
Objective 2:	Deliver City Services in the Most Cost-Effective Manner.
Objective 3:	Ensure that City Services are Responsive to the Changing Needs of Our Community.
Objective 4:	Achieve and Maintain a High Level of Community Satisfaction with City Services.
Objective 5:	Maintain "AAA" Bond Ratings.
Objective 6:	Improve Community Understanding of All Aspects of City Government: Services, Finances, Processes and Decisions.

► Policy Actions 2004-2005

1. City Services Performance Audit and Benchmarking.	Top Priority
2. New Sports Facility.	

Plan for 2004-2009 (continued)

GOAL 6:

A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT AND COMMUNITY ORIENTED
(continued)

➤ Management Actions 2004-2005

1. New Revenue Sources Study.	Top Priority
2. New Police Department Building Siting.	Top Priority
3. Emergency Management and Preparedness.	Top Priority
4. Debt Policy and Bond Rating Reaffirmation.	Top Priority
5. City Government Spaces Needs.	
6. One Stop Shop Permit Processing and Streamlining.	
7. Two-Year Budget Study and Action.	
8. Residents Academy: Expansion.	
9. Outsourcing study for Mental Health/Mental Retardation/Substance Abuse	
10. City Website Upgrade.	

➤ Major Projects 2004-2005

1. Patrick Henry Recreation Center Renovation.
2. Charles Houston Recreation Center Renovation.

Plan for 2004-2009 (continued)

GOAL 7: PUBLIC SCHOOLS THAT ARE AMONG THE BEST IN NORTHERN VIRGINIA (IN PARTNERSHIP WITH THE ALEXANDRIA SCHOOLS)

► Objectives

Objective 1:	Quality of Public Schools that will Contribute to Attracting and Retaining a Diversity of Families and Businesses.
Objective 2:	Produce Responsible Adults through the Education System, School Programs and City Programs Who are Prepared for Higher Education and for the 21 st Century Workplace.
Objective 3:	Increase Parental Involvement in their Child's Learning, Education and Activities.
Objective 4:	Enhance and Expand the Partnerships for Educational Excellence Between and Among Parents-Schools-City-Business-Community.
Objective 5:	Prepare Children to Enter City Schools with the Basic Knowledge and Skills needed to be Successful.

► Policy Actions 2004-2005

1. Before/After School Program Expansion.
2. Early Childhood Intervention Strategy.

► Management Actions 2004-2005

1. Teen Pregnancy Reduction Program.

Plan for 2004-2009 (continued)

GOAL 7:

**PUBLIC SCHOOLS THAT ARE AMONG THE BEST IN
NORTHERN VIRGINIA (IN PARTNERSHIP WITH THE
ALEXANDRIA SCHOOLS) (continued)**

➤ Major Projects 2004-2005

T.C. Williams School Replacement Project.

➤ School Priorities 2004-2005

1. Education Excellence Strategy.
2. Vocational Education Program Study.
3. Quality Teacher Attraction and Retention Strategy.

**CITY OF ALEXANDRIA
POLICY AGENDA 2004 - 2005**

TOP PRIORITY

Landmark Mall Redevelopment and Area Study

Transportation Master Plan

City Services Performance Audit and Benchmarks

Affordable Housing Policy and Strategy

Waterfront Development Plan

Open Space Plan Implementation

**CITY OF ALEXANDRIA
MANAGEMENT AGENDA 2004 - 2005**

TOP PRIORITY

City Entrances and Gateways Beautification Projects

Debt Policy and Bond Rating Reaffirmation

King Street Retail Study

New Revenue Sources Study

New Police Building Siting

Emergency Management and Preparedness

**CITY OF ALEXANDRIA
MAJOR PROJECTS 2004 - 2005**

Dash Maintenance Facility Project

- Bus Shelters Project
- Eisenhower Avenue Bike Trail Project
- King Street Metro Station Platform Expansion
- Duke Street/P.T.O. Concourse Project
- Union Station Pedestrian Improvement Projects
- King/Beauregard Intersection Project
- Eisenhower Avenue Project
- Recreation Centers Renovation Projects
 - ◆ Patrick Henry
 - ◆ Charles Houston
- T.C. Williams High School Replacement Project
- Community Health Assessment

ALEXANDRIA CITY COUNCIL
STRATEGIC PLAN GOAL - RELATED ACTIONS

NOVEMBER 20, 2004

PRIORITY		POLICY ACTION	LEAD DEPT.	MANAGEMENT ACTION	PROJECT ACTION	STATUS
TOP	HIGH					
X		Landmark Mall Redevelopment and Area Study	PZ			Preliminary discussions have been held with General Growth Properties. Various conceptual plans have been under discussion with detailed project plans expected to be submitted in 2005. Traffic and financial analyses are underway and the Urban Land Institute Advisory Panel has completed its work. The first community meeting was held on October 21.
X		Waterfront Development Plan: Schedule, Funding, Initiation	PZ			Scheduled to begin in early 2005. To be coordinated with the City's Open Space Plan.
X			PZ	King Street Retail Study		Joint work session was held in October with City Council and Planning Commission; 5 public work shops held. Following additional community input, plan goes to Planning Commission and City Council in early 2005.
		Infill Development Study: Schedule, Funding, Initiation	PZ			Scheduled for 2006.
		Hunting Towers/Hunting Terrace Study	PZ			Advisory Committee has been selected and has begun work. Recommendations from committee to Council are expected by the end of 2004 or in early 2005.

ALEXANDRIA CITY COUNCIL
STRATEGIC PLAN GOAL - RELATED ACTIONS

NOVEMBER 20, 2004

GOAL 1: QUALITY DEVELOPMENT AND REDEVELOPMENT THAT IS WELL PLANNED AND CONSISTENT WITH ALEXANDRIA'S VISION
(Continued)

PRIORITY		POLICY ACTION	LEAD DEPT.	MANAGEMENT ACTION	PROJECT ACTION	STATUS
TOP	HIGH					
		Braddock Road Metro Station Area Plan	PZ			Plan update scheduled to begin in Spring 2005, taking Planning and Zoning 12 to 18 months to complete.
		Potomac Yard Area Redevelopment	PZ			Joint work session held with Council and Planning Commission in October. For next 18 months, Pulte's plans involve building infrastructure and changing town center plan and beginning actual development. PYDAC membership decided by Council on November 13, 2004. PYDAC to advise Planning and Zoning Director. Planning Commission work session held on November 16, 2004.
		Land Use Master Plan	PZ			Plan is scheduled to begin after Waterfront, Braddock Rd. and Landmark Plans are completed.
			PZ	Mt Vernon Avenue Plan		Council work session held in February, 2004. Work Group met several times then reviewed Draft Plan in October. Final draft plan is being considered at community meeting on December 1, 2004. Plan is to go to Planning Commission and Council in early 2005.

ALEXANDRIA CITY COUNCIL
STRATEGIC PLAN GOAL - RELATED ACTIONS

NOVEMBER 20, 2004

GOAL 2: A CITY THAT RESPECTS, PROTECTS AND ENHANCES THE NATURAL ENVIRONMENT

PRIORITY		POLICY ACTION	LEAD DEPT.	MANAGEMENT ACTION	PROJECT ACTION	STATUS
TOP	HIGH					
X		Open Space Plan Implementation	Rec			<p>Council adopted Open Space Steering Committee Report on June 22, 2004, and also adopted the list of priority sites in the Open Space Priorities and Opportunities Report and approved criteria for adding or deleting sites on the Priority List. Open Space Plan with amendments approved by Council on November 9, 2004. Plan Implementation Proceeding and Open Space Steering Committee continues its work.</p>
		Mirant Plant Study	TES			<p>On June 22, 2004, Council directed staff to pursue revocation of two Special Use Permits (now a December 18, 2004 docket item) and the non-complying use status (revocation approved 11-13-04) with ordinance to be considered in December, 2004. Council authorized consultant services to assist staff to review air quality, technical and important issues. Council also created a community task force to monitor, discuss and provide input on Mirant issues.</p>

ALEXANDRIA CITY COUNCIL
 STRATEGIC PLAN GOAL - RELATED ACTIONS

GOAL 2:
 (Continued)
 A CITY THAT RESPECTS, PROTECTS AND ENHANCES THE NATURAL ENVIRONMENT

PRIORITY		POLICY ACTION	LEAD DEPT.	MANAGEMENT ACTION	PROJECT ACTION	STATUS
TOP	HIGH					
		Streetscape Program: Enhancement	PZ/TES			TES and Planning and Zoning development reviews have placed increased emphasis on streetscapes and enhanced pedestrian amenities (crosswalks, sidewalks, street trees, benches, trash cans, bike racks and transit shelters). Planning and Zoning is currently developing the Washington Street guidelines for gateway, streetscape and public realm enhancements. Improvements have been proposed with the small area plans, including Eisenhower East and Arlandria, and the draft Mt. Vernon Avenue and King Street plans. Crosswalk enhancements have recently been made in Arlandria, and CIP funds are available for additional improvements in Arlandria over the next few years. Many such improvements in Eisenhower East will take place with new development.
		Clean Fuels for Buses and City Vehicles Policy and Action Plan	GS			DASH is exploring clean fuel buses for future purchase. The City's General Services Department continues to explore clean fuel options including expanding the use of hybrid vehicles in the City fleet. They will pursue use of bio-diesel fuel in FY 2006.

ALEXANDRIA CITY COUNCIL
STRATEGIC PLAN GOAL - RELATED ACTIONS

NOVEMBER 20, 2004

GOAL 2:
(Continued)
A CITY THAT RESPECTS, PROTECTS AND ENHANCES THE NATURAL ENVIRONMENT

PRIORITY		POLICY ACTION	LEAD DEPT.	MANAGEMENT ACTION	PROJECT ACTION	STATUS
TOP	HIGH					
		"Green" Building Policy for City Buildings and Facilities	GS			City Green Building Policy initiated by General Services Department; Duncan Library and new Health Department building to get green roofs; Future new projects and City building renovations will have green elements.
		Environmental Benchmarks and Measures Schedule	Rec			The City will explore establishment of Environmental Benchmarks and Measures over the next year following training for involved City agencies on development of such measures.
		Urban Forestry Plan	Rec			The City Manager established an Urban Forestry Steering Committee which has met three times and continues to meet monthly to discuss City tree issues and the development of an urban forestry plan. Recreation staff has been working with several citizens to develop a scope of work for contracting with a consultant to assist in the development of the City's Urban Forestry Plan. An RFP will go out in early 2005 when Council will also receive an interim report from the Steering Committee.

ALEXANDRIA CITY COUNCIL
STRATEGIC PLAN GOAL - RELATED ACTIONS

NOVEMBER 20, 2004

GOAL 2:
(Continued)

A CITY THAT RESPECTS, PROTECTS AND ENHANCES THE NATURAL ENVIRONMENT

PRIORITY		POLICY ACTION	LEAD DEPT.	MANAGEMENT ACTION	PROJECT ACTION	STATUS
TOP	HIGH					
			TES	Solid Waste Management Plan		The plan was adopted by Council on June 12, 2004. The Plan increases the City's recycling goal to 35% and provides that later in FY 2005 there will be a new recycling program for commercial and multi-family properties.
			Rec	Four Mile Run Improvement Study		The citizens task force and consultants Rhodesside and Harwell will lead development of a master plan for Four Mile Run restoration by summer 2006. Jointly with Arlington County, the public outreach process is to begin in December and continue through February. Visioning sessions will follow with master plan development going into the summer.

ALEXANDRIA CITY COUNCIL
STRATEGIC PLAN GOAL - RELATED ACTIONS

NOVEMBER 20, 2004

GOAL 2:
(Continued)

A CITY THAT RESPECTS, PROTECTS AND ENHANCES THE NATURAL ENVIRONMENT

PRIORITY		POLICY ACTION	LEAD DEPT.	MANAGEMENT ACTION	PROJECT ACTION	STATUS
TOP	HIGH					
			TES	Oronoco Outfall Resolution		Based on the site characterization report prepared by the City in 2003, VA Department of Environmental Quality has authorized the City to develop and implement the project's remedial phase. A free product recovery system installed in February 2004 next to the former gas works site has removed over 65 gallons of pure product from the site. In Spring 2004 City staff provided residents on the 400 block of N. Union Street with indoor air quality assessments. Thus far, no further assistance has been requested by residents. The City is finalizing design to reline the Oronoco Street pipeline to prevent site-related substances from migrating into the Potomac River. Once the above steps are completed, the City will implement a dredging/treatment plan to address coal-tar impacted sediments in the Potomac River near Oronoco Street.
			Rec	City Gateways and Entrances		All 15 of the City's major gateways have been refurbished. Over the next two years discussions will occur on enhancing gateways and signage throughout the City.

ALEXANDRIA CITY COUNCIL
STRATEGIC PLAN GOAL - RELATED ACTIONS

NOVEMBER 20, 2004

GOAL 3: AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM POINT "A" TO POINT "B"

PRIORITY		POLICY ACTION	LEAD DEPT.	MANAGEMENT ACTION	PROJECT ACTION	STATUS
TOP	HIGH					
X		Transportation Master Plan	PZ/TES			Council created the Ad Hoc Transportation Policy and Program Task Force, which has held three meetings this fall. The Task Force is discussing transportation solutions that will lead to the development of our updated Transportation Master Plan which will be submitted to the Planning Commission and Council for review, comment and adoption in about 18 months.
		Pedestrian Improvement Projects and Future Projects	TES			Council approved a new pedestrian coordinator position for FY 2005. The TES position is being advertised and the person in the position will coordinate the pedestrian initiatives in TES with other Public Works entities in other jurisdictions as well as interface with Planning and Zoning and Recreation, Parks and Cultural Activities on the development of pedestrian initiatives for the City. TES also has continued to replace existing sidewalks and crosswalk markings at an expedited pace and is working on other pedestrian initiatives such as the pavement mounted crosswalk lights that have been installed along Braddock Rd. at the Metro station and along Yeakum Pkwy.

ALEXANDRIA CITY COUNCIL
STRATEGIC PLAN GOAL - RELATED ACTIONS

NOVEMBER 20, 2004

GOAL 3: AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM POINT "A" TO POINT "B"
(Continued)

PRIORITY	POLICY ACTION	LEAD DEPT.	MANAGEMENT ACTION	PROJECT ACTION	STATUS
	Traffic Signalization Enhancements	TES			Installation of ADA compliant pedestrian and optical vehicle detection devices have been completed on Duke Street at Jordan, Beauregard and Nottingham, Seminary and Howard and Seminary at Library Lane as well as at the King St. Metro crossing on Diagonal Rd. Signal light re-synchronization is being studied as part of our multi-year project to improve synchronization of traffic signals Citywide. As an early product of this study the signals along Duke and Route One have been retimed. In addition, 60 intersections have been retrofitted with internally illuminated way-finding street signs. Seventeen additional signals have been retrofitted with pedestrian countdown signals.
	Neighborhood Traffic Calming Program: Evaluation and Actions	TES			Fifteen traffic calming projects are now in place City-wide with nine new projects underway: East Braddock Rd., West Braddock Rd., Janney's Lane, Union Street, Osage Street, West Street, Woodland Terrace, Reynolds and Glebe Rd. Staff continues to receive requests for additional projects, which it evaluates and prioritizes in light of budget limitations. City has been requested to present the traffic calming program later this month to the Town of Vienna and assist them with their program.

ALEXANDRIA CITY COUNCIL
STRATEGIC PLAN GOAL - RELATED ACTIONS

NOVEMBER 20, 2004

GOAL 3: AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM POINT "A" TO POINT "B"
(Continued)

PRIORITY	POLICY ACTION	LEAD DEPT.	MANAGEMENT ACTION	PROJECT ACTION	STATUS
	Woodrow Wilson Bridge Project and City Actions	TES			Outerloop bridge superstructure is under construction. The shift from the old to the new bridge is planned for mid 2006. Route 1 interchange construction is underway. Jones Pt. Park and Freedmen's Cemetery planning is also progressing with involvement from the City and the community task force, which is also involved in discussions with bridge project staff about parking at Jones Pt. Park. The planning for acquisition of the Witter field property is beginning with acquisition expected in summer of CY 05.
		GS		DASH Maintenance Facility Project: Fund project, complete design and begin construction	\$22.8 million in VDOT monies requested to be reprogrammed for facility construction. This is not sufficient to cover the cost of an enclosed facility for buses. Preliminary program of requirements is complete and a City/DASH project steering committee is working on project planning. Focus is on whether or not design/build should be used for construction. Construction is expected to begin in 2007.

ALEXANDRIA CITY COUNCIL
STRATEGIC PLAN GOAL - RELATED ACTIONS

NOVEMBER 20, 2004

GOAL 3: AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM POINT "A" TO POINT "B"
(Continued)

PRIORITY		POLICY ACTION	LEAD DEPT.	MANAGEMENT ACTION	PROJECT ACTION	STATUS
TOP	HIGH					
			TES		<p>Bus Shelters Project: Address shelter maintenance and replacement, including the City's role and funding</p>	<p>Installation of 8 new shelters began in November 2004. The City also will begin replacing worn-out WMATA bus shelters using City and grant funds. DASH has completed a ridership survey and is compiling results. A contract for bus shelter cleaning of the City's 90 bus shelters was awarded and cleaning began in September.</p>
			Rec		<p>Eisenhower Avenue Bike Trail Project: Complete design and begin construction</p>	<p>The 75% plan design was sent to VDOT for their review, and comment. Bike trail construction should start in 2005.</p>
			TES		<p>King Street Metro Station Platform Expansion: Monitor construction of the station platform</p>	<p>Construction will occur over a two and a half year period, ending in 2006. Staff continues to monitor progress on this WMATA project to improve pedestrian access and safety.</p>

ALEXANDRIA CITY COUNCIL
STRATEGIC PLAN GOAL - RELATED ACTIONS

NOVEMBER 20, 2004

GOAL 3: AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM POINT "A" TO POINT "B"
(Continued)

PRIORITY		POLICY ACTION	LEAD DEPT.	MANAGEMENT ACTION	PROJECT ACTION	STATUS
TOP	HIGH					
			TES		Duke Street/P. T. O. Concourse Project: Complete construction and complete landscaping and public art.	Duke Street Concourse completed with dedication held July 2004; landscaping was completed this fall. The art is expected to be completed and nine of the 12 panels have been installed and the remaining panels will be installed by December.
			TES		Union Station Pedestrian Improvements Project: Complete project improving pedestrian access.	This project to improve pedestrian access and safety included exterior improvements at the station building, new bus shelters and sidewalks, landscaping and signage, and is now completed.

ALEXANDRIA CITY COUNCIL
STRATEGIC PLAN GOAL - RELATED ACTIONS

NOVEMBER 20, 2004

GOAL 3: AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM POINT "A" TO POINT "B"
(Continued)

PRIORITY		POLICY ACTION	LEAD DEPT.	MANAGEMENT ACTION	PROJECT ACTION	STATUS
TOP	HIGH					
			TES		King/Beauregard Intersection Project	Council held work session in Fall 2004. Project design is proceeding. Project scaled down to a \$6.25 million project with additional lanes, improved accommodation for pedestrians and bikers. Public input, environmental review and design will occur from August 2004 through August 2005. Construction is expected to be complete in 2006.
			TES		Eisenhower Avenue Project	The \$18.4 million widening project between Stovall Street and Holland Lane will provide added through lanes, turn lanes, and a wider landscaped median in accordance with the Eisenhower East Plan. The City has asked VDOT to reallocate funds from other projects so that the design phase can begin in early 2005.

ALEXANDRIA CITY COUNCIL
 STRATEGIC PLAN GOAL - RELATED ACTIONS

GOAL 4: A STRONG LOCAL ECONOMY THAT IS GROWING IN VARIED SMALL BUSINESSES AND JOB OPPORTUNITIES

PRIORITY	TOP HIGH	POLICY ACTION	LEAD DEPT.	MANAGEMENT ACTIONS	PROJECT ACTION	STATUS
		City Regulation of Small Businesses	CMO			The City's Business Facilitator and Planning and Zoning Department continue to identify the regulatory policies and processes where there are opportunities for improvement.
		City's Economic Development Policy	CMO			This is a topic for City Council's November 20 Retreat.
		Industrial Zoning Study	PZ			The study which will include identification and development of strategies for the future location and retention of desired industrial uses is scheduled for 2006.
		Tourism Development Strategy	CMO			ACVA has adopted a 2005-2008 Strategic Marketing Plan, as well as a FY 2005 Marketing and Business Plan. In February, ACVA will present to Council its FY 2006 budget proposals which will include tourism development initiatives. Council approved in November the expansion of the fall arts programs starting with the Arts Festival in order to create a month-long series of performing and visual arts events aimed in part at tourism development.

**ALEXANDRIA CITY COUNCIL
STRATEGIC PLAN GOAL - RELATED ACTIONS**

NOVEMBER 20, 2004

GOAL 4: A STRONG LOCAL ECONOMY THAT IS GROWING IN VARIED SMALL BUSINESSES AND JOB OPPORTUNITIES

PRIORITY		POLICY ACTION	LEAD DEPT.	MANAGEMENT ACTIONS	PROJECT ACTION	STATUS
TOP	HIGH					
			CMO	Visitors Center and Study of Tour Bus Policies		In conjunction with the City, ACVA created a resident-business comprised Motorcoach Task Force to study tour bus issues and to make recommendations to Council. ACVA has just extended the study period to the fall of 2005. The study of how to improve Ramsay House using its basic current footprint, as well as looking at the Tavern Square option will commence in mid-2005.
			CMO/CE	Streamlining Permit Process for Small Businesses		Preliminary discussions have been held with some members of the business community in regard to the business license process. The creation of a formal advisory group of accountants to assist the Finance Department is planned for the first quarter of 2005.

NOVEMBER 20, 2004

ALEXANDRIA CITY COUNCIL
STRATEGIC PLAN GOAL - RELATED ACTIONS

GOAL 5: A CARING COMMUNITY THAT IS DIVERSE AND AFFORDABLE

PRIORITY	PRIORITY		POLICY ACTION	LEAD DEPT.	MANAGEMENT ACTIONS	PROJECT ACTION	STATUS
	TOP	HIGH					
X			Affordable Housing Policy and Strategy	OH			The City continues its aggressive effort to use federal and state funding for our Affordable Housing Program. The Affordable Housing Development Corporation is in place and its goal is to preserve 75-100 affordable housing units per year. The Affordable Housing Developer Contribution Group has met, and a report on a new affordable housing policy on developer contributions will come to Council in December or January.
			Most Significant Needs of Elderly Strategy	DHS			Council approved this report in fall 2004. Meetings are being held with Senior Services to discuss senior employment and other issues. The PACE program is being pursued to address home health care needs of seniors.
			City Assisted Living Facility Study and Future Direction	OH			Phase I consultant study is underway, and a report to Council is expected in January 2005.
			Safe Haven Program for the Homeless	MH			HUD grant was approved by Council on June 22, 2004, and submitted; now awaiting HUD decision. The Community Group authorized by Council in June will meet in November. This will be a Council docket item in early 2005.

ALEXANDRIA CITY COUNCIL
STRATEGIC PLAN GOAL - RELATED ACTIONS

NOVEMBER 20, 2004

GOAL 5: A CARING COMMUNITY THAT IS DIVERSE AND AFFORDABLE
(Continued)

PRIORITY		POLICY ACTION	LEAD DEPT.	MANAGEMENT ACTIONS	PROJECT ACTION	STATUS
TOP	HIGH					
			DHS	Cultural Competency Assessment/Direction		First phase is completed - all City departments were surveyed as to who they serve. Language assistance is now available for their clients, and City documents and brochures that need to be translated are being identified.
			OH	City Employees Housing Assistance Policy and Program		The program has been implemented and 8 loans given in 2004 to employees: 2 City, 4 City Schools, 1 Juvenile Court, 1 Commonwealth's Attorney. Two City employee loans are pending.
			Health	Primary Healthcare Grant for Low Income Residents		The Community Health Grant was approved, ANSHI is implementing the grant, and seeking interim space. Long term clinic space is being sought at Glebe Park and the City is working with them on this.
			Health	Arlandria Neighborhood Health Center (ANSHI)		
			Health		Community Health Assessment	The final report is completed and being printed and will be presented to Council on January 11, 2005.

ALEXANDRIA CITY COUNCIL
STRATEGIC PLAN GOAL - RELATED ACTIONS

NOVEMBER 20, 2004

GOAL 6: A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT AND COMMUNITY ORIENTED

PRIORITY		POLICY ACTION	LEAD DEPT.	MANAGEMENT ACTIONS	PROJECT ACTION	STATUS
TOP	HIGH					
X		City Services Performance Audit and Benchmarking	OMB			The RFP is being drafted and will be issued in December 2004. Consultant selection is expected by the end of February, with studies to be completed by summer 2006 for use in FY 2007 budget. TES and Fire will be the first of City agencies reviewed. Benchmarking and Performance Measures Development Training help for City departments will be part of the RFP.
X			OMB	New Revenue Sources Study		For FY 2006, staff is looking at user fees as alternative revenue including building code fees, sewer service fees, parking meter fees and sewer connection fees.
X			CMO	New Police Department Building Siting		The Ad Hoc Task Force that Council created in June has met three times and is planning to make a recommendation to Council on December 14 to be followed by traffic study and community meetings in 2005. City Council public hearing is expected in February or March 2005.

ALEXANDRIA CITY COUNCIL
 STRATEGIC PLAN GOAL - RELATED ACTIONS

GOAL 6: A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT AND COMMUNITY ORIENTED
 (Continued)

PRIORITY	POLICY ACTION	LEAD DEPT.	MANAGEMENT ACTIONS	PROJECT ACTION	STATUS
X		Fire	Emergency Management and Preparedness		<p>The Alexandria Citizens Corps Council and Alexandria Office of Emergency Management launched the Be Ready, Alexandria! Campaign, a year-long door-to-door effort to distribute emergency management information to businesses and residents. The Citizen Corps Council also held an emergency management preparedness public forum on October 19, 2004 to provide a public briefing on City agency emergency preparedness and to seek public input.</p> <p>The City CERT program trained over 150 Cert volunteers, and 100 people are on the waiting list for CERT training, which enables the volunteers to assist the City in a time of emergency.</p> <p>Staff from City agencies participated in numerous national capital region planning and training meetings and exercises, while the City held two training exercises of its own to train City department staff on emergency response procedures. The City received over \$1.2 million in emergency management grant funds in calendar 2004, and City public safety agencies have acquired equipment necessary to respond to chemical, biological, radiological, nuclear, and explosive (CBRNE) incidents. The Health Department has taken a lead role in preparing for disease outbreak or other medical emergencies that may affect the City and the region.</p>

NOVEMBER 20, 2004

**ALEXANDRIA CITY COUNCIL
STRATEGIC PLAN GOAL - RELATED ACTIONS**

GOAL 6: A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT AND COMMUNITY ORIENTED
(Continued)

PRIORITY	POLICY ACTION		LEAD DEPT.	MANAGEMENT ACTIONS	PROJECT ACTION	STATUS
	TOP	HIGH				
X			CMO	Debt Policy and Bond Rating Reaffirmation		The City bond rating was reaffirmed (AAA/Aaa) by Moody's and Standard and Poor. In conjunction with two recent bond sales in October and November, Moody's and Standard and Poor have both twice reaffirmed the City's top AAA/Aaa ratings. The City's current debt policies are being reviewed in relation to those of other AAA/Aaa rated jurisdictions with any recommended changes in policy to come to Council in March in conjunction with the proposed FY2006 to FY2011 CIP.
		New Sports Facility	Rec			The consultant was selected and the study is underway and anticipated to be completed by the end of November 2004, with a report to Council on December 14. \$100,000 is in the FY 2005 budget as a placeholder for this project.

**ALEXANDRIA CITY COUNCIL
STRATEGIC PLAN GOAL - RELATED ACTIONS**

GOAL 6: A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT AND COMMUNITY ORIENTED
(Continued)

PRIORITY		POLICY ACTION	LEAD DEPT.	MANAGEMENT ACTIONS	PROJECT ACTION	STATUS
TOP	HIGH					
			GS	City Government Space Needs		<p>A long range City government space plan is under development. Some of the agency needs under study or review include the Police Department for which a new facility is planned to open in 2011. A study of Human Services Department space needs is underway and is expected to be completed in June 2005. That study will also look at the possibility of co-locating the department with the Department of Mental Health, Mental Retardation and Substance Abuse when their lease expires in the next four to five years. The new Health Department and MH/MRSA Clubhouse facility at 4480 King Street is fully operational, and the old Health Department building on North St. Asaph Street is slated to be used for City offices for the next few years while total space needs are assessed.</p> <p>Several City departments will be moving out of City Hall to rental space in the next year to free up space in City Hall which is in short supply. The City will also replan the layout of the City agencies, including DASH, that currently are located from Duke Street, Wheeler Avenue and Business Center Drive to Roth Street. That effort will involve working with the community on the City's plans to improve the appearance of the area and to provide more adequate offices and maintenance facilities for TES, Recreation, Parks and Cultural Activities, DASH and others already located in this area.</p>

ALEXANDRIA CITY COUNCIL
 STRATEGIC PLAN GOAL - RELATED ACTIONS

GOAL 6: A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT AND COMMUNITY ORIENTED
 (Continued)

PRIORITY		POLICY ACTION	LEAD DEPT.	MANAGEMENT ACTIONS	PROJECT ACTION	STATUS
TOP	HIGH					
			CE	One Stop Shop Permit Processing and Streamlining		The One Stop Shop for review of building permits is available on a limited basis. A long term plan will be developed in 2005-2006 to expand the current efforts in this area.
			OMB	Two-Year Budget Study and Action		The CIP is now being proposed with a two year time frame for making decisions. In the past, the focus was on a one year at a time process. Fire and General Services will pilot a two year operating budget in FY 2006.
			CA	Residents' Academy: Expansion		This is on hold with our full staff effort going to the CERT program, which has a waiting list of 100 volunteers who wish to attend the program. Council needs to discuss the need for a separate citizens academy.
			MH	Outsourcing Study for MH/MR/SA		This study will provide for use of in house Mental Health services for ACPMT youth clients instead of contracting out services. This is a several year effort that should reduce expenditures of CSA funds.

ALEXANDRIA CITY COUNCIL
STRATEGIC PLAN GOAL - RELATED ACTIONS

GOAL 6: A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT AND COMMUNITY ORIENTED
(Continued)

PRIORITY	POLICY ACTION		LEAD DEPT.	MANAGEMENT ACTIONS	PROJECT ACTION	STATUS
	TOP	HIGH				
			ITS	City Website Upgrade		The City's internet name was changed to the easier to remember alexandriava.gov. The eight-year old City web site has been upgraded with a more use-friendly and visually appealing home page design, an interactive mapping application, on-line payment of City taxes and bills by residents and businesses and expanded email subscription services to 36 categories of information about the City. Users can subscribe to receive information from the City by e-mail, text pager, or cell phone.
			Rec		Patrick Henry Recreation Center Renovation	The design phase for renovation and expansion of the facility will begin in summer 2005. The project is expected to run approximately 6-8 months behind the Charles Houston project.
			Rec		Charles Houston Recreation Center Renovation	Staff members from General Services and Recreation are working with community members, civic groups, and other facility users, to reach a consensus regarding the key elements that will be included in the project. Once a design is agreed upon and completed by the architect, bids will be issues with construction expected to begin in summer 2005.

**ALEXANDRIA CITY COUNCIL
STRATEGIC PLAN GOAL - RELATED ACTIONS**

GOAL 7: PUBLIC SCHOOLS THAT ARE AMONG THE BEST IN NORTHERN VIRGINIA (IN PARTNERSHIP WITH THE ALEXANDRIA SCHOOLS)

PRIORITY		POLICY ACTION	LEAD DEPT.	MANAGEMENT ACTIONS	PROJECT ACTION	STATUS
TOP	HIGH					
		Before/After School Program Expansion	DHS			The Work Group has been meeting since February, 2004. Consultant report due to City Manager by early February 2005 with recommendations on a model program for Alexandria after an assessment of Alexandria's program structure. Additional community input will be sought during January 2005.
		Early Childhood Intervention Strategy	DHS			Department of Human Services staff will meet with representatives of the Early Childhood Commission, City Schools and other agencies to develop a comprehensive strategy to increase access to affordable pre-school programs to promote healthy growth and development of children and families.
			OW	Teen Pregnancy Reduction Program		ACAP continues to work on strategies to address teen pregnancy. A strategic planning session is set for November 23. Staff is developing an interactive website for parents and teens as its publicity campaign continues.
			CMO		T. C. Williams School Replacement Project	Contract awarded; groundbreaking on December 4, 2004. New school to open September 2007 with demolition of old building and garage construction complete in 2008.