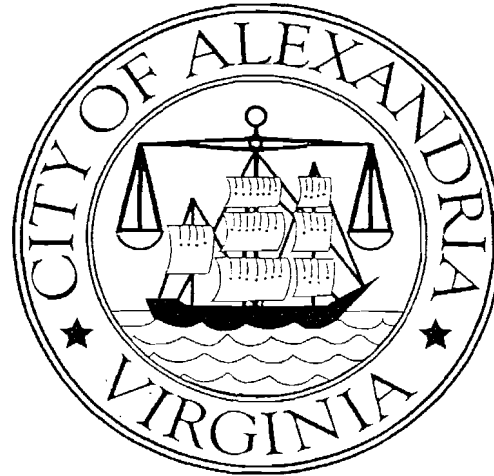











ALEXANDRIA CITY COUNCIL
STRATEGIC PLAN STATUS REPORT






UPDATED AS OF OCTOBER 9, 2008



ALEXANDRIA CITY COUNCIL
STRATEGIC PLAN STATUS REPORT
KEY


	GOAL 1: QUALITY DEVELOPMENT AND REDEVELOPMENT THAT IS WELL PLANNED AND CONSISTENT WITH ALEXANDRIA'S VISION
	GOAL 2: A CITY THAT RESPECTS, PROTECTS, PRESERVES AND ENHANCES THE NATURAL ENVIRONMENT AND HISTORIC RESOURCES
	GOAL 3: AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM POINT "A" TO POINT "B"
	GOAL 4: A STRONG LOCAL ECONOMY THAT IS GROWING IN VARIED SMALL BUSINESSES AND JOB OPPORTUNITIES
	GOAL 5: A CARING COMMUNITY THAT IS DIVERSE AND AFFORDABLE
	GOAL 6: A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT, AND COMMUNITY ORIENTED
	GOAL 7: A CITY THAT ENSURES THE SAFETY, SECURITY, EMERGENCY PREPAREDNESS AND WELL BEING OF THE COMMUNITY
	GOAL 8: PUBLIC SCHOOLS THAT ARE AMONG THE BEST IN NORTHERN VIRGINIA (IN PARTNERSHIP WITH ALEXANDRIA SCHOOLS)


GOAL 1:		QUALITY DEVELOPMENT AND REDEVELOPMENT THAT IS WELL PLANNED AND CONSISTENT WITH ALEXANDRIA'S VISION				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Landmark Mall Redevelopment	Redevelopment of Landmark Mall as mixed-use office, retail, residential center	Redevelopment concepts for the site are being discussed as part of the Landmark/Van Dorn Plan which envisions a mixed-use redevelopment of the site. General Growth Properties (GGP), has brought in a design team to explore alternative concepts and discuss them with the Landmark/Van Dorn Advisory Group.	Planning & Zoning	Jeffrey Farner Kathleen Beeton Pat Mann	1	

GOAL 1:		QUALITY DEVELOPMENT AND REDEVELOPMENT THAT IS WELL PLANNED AND CONSISTENT WITH ALEXANDRIA'S VISION				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Landmark/Van Dorn Focused Area Plan	Master plan update for the Van Dorn Street corridor in anticipation of redevelopment of Landmark Mall and development of nearby areas.	Draft plan is currently being prepared by staff, consultants and the Landmark/Van Dorn Advisory Group. Advisory Group meetings continue to be held with public hearings and plan adoption anticipated in Fall/Winter 2008. Council will hold a work session on the draft Landmark/Van Dorn Plan on October 28.	Planning & Zoning	Kathleen Beeton Pat Mann	1	






GOAL 1:		QUALITY DEVELOPMENT AND REDEVELOPMENT THAT IS WELL PLANNED AND CONSISTENT WITH ALEXANDRIA'S VISION				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Waterfront Development Plan	Plan for the future of the waterfront from Daingerfield Island to Jones Point	Finalizing Scope of Work, schedule and process for anticipated start of planning process in January 2009.	Planning & Zoning	Andrea Barlow Kathleen Beeton	1	
King Street Retail Study (completed)	The King Street Retail Strategy recommended ways to improve the retail environment and performance of the King Street retail district, stretching from the waterfront to the Metro station, including specific actions to allow the district to meet the needs of the residents, businesses, and visitors alike, and to compete in the regional retail market over the foreseeable future.	The retail strategy was adopted by City Council in June 2005. The King Street Outdoor Dining Program and Valet Parking regulations have been adopted and are being implemented.	Planning and Zoning	Kathleen Beeton Valerie Peterson	1	


GOAL 1:		QUALITY DEVELOPMENT AND REDEVELOPMENT THAT IS WELL PLANNED AND CONSISTENT WITH ALEXANDRIA'S VISION				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Residential Infill Development Study (completed)	Study to evaluate the appropriate size, scale, and mass of new buildings (infill construction) within existing neighborhoods, and to develop standards to ensure compatibility of the new construction with its adjoining neighborhood.	In April 2007, Council established the Infill Task Force. The Task Force Report was considered by the Planning Commission and Council in June 2008. Council approved the text amendments in June 2008 implementing the Task Force recommendations.	Planning & Zoning	Valerie Peterson	1	
Hunting Creek Area Plan	Preparation of Master Plan amendment for the area south of the Beltway and east of Route 1 intended to consider the changes resulting from Beltway interchange and bridge construction.	The Hunting Creek Area Plan was adopted September 27, 2005 by Council as an amendment to the Master Plan. A Hunting Creek Stakeholders Group was convened in August 2006 to provide feedback and input on development plans and affordable housing options for the Hunting Terrace and Hunting Towers projects. The Stakeholders met until July 2007 and a report on their work was issued in January 2008. Because of unresolved changes, including housing affordability, height, design, and timing of redevelopment, Planning Commission deferred action on all but the map amendment at their October 2008 meeting.	Planning & Zoning	Gary Wagner Pat Mann	1	


GOAL 1: QUALITY DEVELOPMENT AND REDEVELOPMENT THAT IS WELL PLANNED AND CONSISTENT WITH ALEXANDRIA'S VISION						
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Braddock East Plan	The Braddock East Plan will create a redevelopment plan for the public housing sites within the larger Braddock area. The process for creating the plan is a partnership between the City, ARHA, public housing residents, and Braddock area residents.	The Braddock East Advisory Group and community residents, the consultants, city staff and ARHA are analyzing the key issues of the income and mix of new housing, the approach to replacement housing, financing options and design guidelines for the redevelopment of each site. The dialogue and analysis will inform the policies and proposals of the final plan. This process will continue through the summer of 2008 with the presentation of the Braddock East Plan to the City Planning Commission and City Council scheduled for October 2008.	Planning & Zoning	Andrea Barlow	1	


GOAL 1:		QUALITY DEVELOPMENT AND REDEVELOPMENT THAT IS WELL PLANNED AND CONSISTENT WITH ALEXANDRIA'S VISION				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Potomac Yard Redevelopment	<p>Potomac Yard is a 295 acre site with CDD zoning and a CDD concept plan. The Potomac Yard plan is a pedestrian-oriented mixed use development with a series of integrated parks, variety of heights, and a grid street pattern. Potomac Yard permits up to 1.9 million square feet of office space, 135,000 square feet of retail (in addition to the existing 600,000 square foot Potomac Yard Shopping Center), and 1,900 residential units.</p> <p>Planning Commission will continue to serve as the forum for community input to enable all interested residents to participate. In addition, the Potomac Yard Design Advisory Committee (PYDAC) and the Park and Recreation Commission have met and will continue to do so over the course of the Potomac Yard planning and application process.</p>	<p>Preliminary infrastructure plans approved by the City in September 2005. Construction of the Monroe Avenue bridge is underway with completion scheduled for late 2008. A preliminary site plan and Development Special Use Permit for Landbay H was approved by the Planning Commission in October 2006. Discussions about a new fire station and affordable housing in Potomac Yard were held with the community during the Summer and Fall 2006. The Planning Commission and City Council gave preliminary approval to fire station and affordable housing proposals in October 2006. Construction is underway in 2008.</p> <p>The Potomac Yard Field Office is operational with limited staffing. Activities have been scaled back due to economic conditions. The fire station and affordable housing units have been permitted and work is underway. New staffing agreements being negotiated will bring a new model to the inspection of construction.</p> <p>The Planning Commission conducted work sessions on Land Bay G, pedestrian bridge, rail park, CDD triggers and an amendment to Landbay H in September and November 2007.</p>	<p>Planning & Zoning</p> <p>Recreation, Parks, & Cultural Activities</p> <p>Transportation & Environmental Services</p> <p>Code Enforcement</p> <p>Housing</p>	<p>Faroll Hamer</p> <p>Jeffrey Farmer</p> <p>Ron Kagawa</p> <p>Rich Baier</p> <p>Tom Culpepper</p> <p>John Catlett</p> <p>Mildrilyn Davis</p> <p>Helen McIlvaine</p>	1	



GOAL 1:		QUALITY DEVELOPMENT AND REDEVELOPMENT THAT IS WELL PLANNED AND CONSISTENT WITH ALEXANDRIA'S VISION				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Potomac Yard Redevelopment (continued)		<p>In June 2008 the Planning Commission and City Council approved Coordinated Development District special use permits for rail park, the pedestrian bridge and dog park. They also approved a transfer of density from Landbays J and L to Landbay H through a master plan amendment, text amendment and CDD concept amendment.</p> <p>RPCA staff is working with PYD to install synthetic turf replacement fields (based on City contribution) for conversion from the required and planned natural turf fields.</p> <p>On October 14, 2008 City Council will establish a Potomac Yard Advisory Planning Group and a Potomac Yard Metrorail Station Feasibility Work Group to assist in the upcoming land use and Metrorail Study processes. Council authorized Planning and Zoning staff to develop a Small Area Plan for Potomac Yard to look comprehensively at planning issues.</p> <p>City staff and the Washington Metropolitan Transit Authority are looking at the feasibility of a location a Metro Station at Potomac Yard.</p>				


GOAL 1:		QUALITY DEVELOPMENT AND REDEVELOPMENT THAT IS WELL PLANNED AND CONSISTENT WITH ALEXANDRIA'S VISION				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Land Use Master Plan	Comprehensive review and update of the City's Master Plan adopted in 1992.	Master Plan update is anticipated to begin after other pending plans, such as Landmark/Van Dorn, Braddock East, Waterfront, Eisenhower West are completed.	Planning & Zoning	Kathleen Beeton	1	
Eisenhower West Small Area Plan	Comprehensive Land Use Plan for the area generally east of the Van Dorn Metro Station to Clermont Avenue and south of the CSX Railroad tracks	Plan is anticipated to begin after completion of the Industrial Use Study in Fall 2009.	Planning and Zoning	Kathleen Beeton	1	
Beauregard Small Area Plan	Comprehensive Land Use Plan for the area generally on either side of the Beauregard Street east of Holmes Run to Seminary Road	Plan is anticipated to begin in Spring/Summer 2009	Planning and Zoning	Kathleen Beeton	1	
Potomac Yard Small Area Plan	Study of infrastructure, transportation, retail, design, and market requirements for future development of Potomac Yard and redevelopment of the Potomac Yard shopping center	Study will begin in Fall 2008, with completion anticipated by mid to late 2009.	Planning and Zoning	Valerie Peterson	1	
Mount Vernon Avenue Business Area Plan (Completed)	Plan creates a vision for the future that preserves the unique character of the avenue, strengthens businesses, creates an active retail street, and protects and enhances the adjoining neighborhoods.	Council adopted the Mt. Vernon Avenue Business Area Plan and related zoning changes in April 2005.	Planning & Zoning	Kathleen Beeton	1	



GOAL 2:		A CITY THAT RESPECTS. PROTECTS. PRESERVES AND ENHANCES THE NATURAL ENVIRONMENT AND HISTORIC RESOURCES				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Open Space Master Plan Implementation	Implementation of Open Space Master Plan, which establishes a framework to address the City's short-term and long-term open space needs.	Since its adoption in 2003, the City has protected over 64 acres of open space out of the 100-acre goal set in the Open Space Master Plan. Open Space continues to be protected through acquisition, dedication, easements and the development process. Acquired open space properties include three of five parcels along the waterfront known as the Strand Properties; four parcels on Mt. Vernon Avenue along Four Mile Run, a small parcel expanding Holmes Run Park, the first property for the City's Pocket Park program on South Early Street, and most recently, a new pocket park site on East Del Ray Avenue. Improvements and park planning are underway for the newly acquired open space properties, including a vigorous community process. Staff continues discussions with additional interested property owners regarding land acquisition and continues to work with the Open Space Advisory Group. Ongoing outreach, improved access to accurate open space information and education for citizens is underway through the Open Space Advisory Group.	Recreation, Parks, & Cultural Activities	Kirk Kincannon Laura Durham	2	


GOAL 2:		A CITY THAT RESPECTS, PROTECTS, PRESERVES AND ENHANCES THE NATURAL ENVIRONMENT AND HISTORIC RESOURCES				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Mirant Plant	<p>A study initiated after Alexandria residents expressed concerns over the negative health impact of pollution from the Mirant Potomac River Power Plant.</p> <p>The City has taken numerous actions to address issues of concern about the plant.</p> <p>In March 2008 the Richmond Circuit Court rejected Mirant's challenge to the permit issued by the Virginia Air Pollution Control Board effective June 1, 2008 limiting annual SO2 emissions and found no fault with the City's participation in the permit process.</p> <p>The Air Board declined to approve the two stack permit for Mirant. The City had opposed the permit.</p>	<p>Study initiated after residents expressed concerns over negative health impact of pollution from Mirant Potomac River Power Plant.</p> <p>Council has taken action including revoking SUPs and creating a community task force, the Mirant Community Monitoring Group, to monitor, discuss and provide input on these issues.</p> <p>The City continues to work on this issue.</p> <p>On July 1, 2008, City Council approved the settlement of a lawsuit with Mirant. The agreement was recommended unanimously by the City's Mirant Community Monitoring Group. Mirant agreed to invest \$34 million for pollution controls- related capital improvements at its Potomac River Generating Station to achieve emission reductions.</p>	Transportation & Environmental Services	<p>William Skrabak</p> <p>Rich Baier</p>	2	


GOAL 2:		A CITY THAT RESPECTS, PROTECTS, PRESERVES AND ENHANCES THE NATURAL ENVIRONMENT AND HISTORIC RESOURCES				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Mirant Plant (Continued)	<p>A study was initiated after Alexandria residents expressed concerns over the negative health impact of pollution from the Mirant Potomac River Power Plant.</p> <p>The City has taken numerous actions to address issues of concern about the plant.</p>		Transportation & Environmental Services	<p>William Skrabak</p> <p>Rich Baier</p>	2	



GOAL 2:		A CITY THAT RESPECTS, PROTECTS, PRESERVES AND ENHANCES THE NATURAL ENVIRONMENT AND HISTORIC RESOURCES				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Streetscape Program Enhancement	T&ES and P&Z development reviews have placed increased emphasis on streetscapes and enhanced pedestrian amenities, including crosswalks, sidewalks, street trees, benches, trash cans, bike racks, and transit shelters.	T&ES is working with P&Z to develop streetscape design guidelines for areas such as Mount Vernon Avenue and Eisenhower Avenue. T&ES has engaged a consultant to assist with the implementation of the next phase of improvements for the Arlandria area and is working on alternatives for the park entrance and landscaping.	Planning & Zoning Transportation & Environmental Services	Kathleen Beeton Emily Baker	2	
Clean Fuels for Buses and City Vehicles Policy and Action Plan	Review current use of clean fuels and determine policies and actions to increase use of clean fuels.	<p>The City's pool car fleet of Compressed Natural Gas vehicles was replaced with gas-electric hybrids. Currently, there are 16 Toyota Prius in use. Due to the vehicle's overwhelming popularity in the market, the manufacturer will no longer supply them to governments and other institutions on a fleet basis. The City is re-evaluating availability of comparable hybrids through other manufacturers, and is also considering the purchase of smaller gasoline-powered vehicles, as well as deferring new vehicle purchases until the hybrid market softens and availability increases.</p> <p>General Services had initiated a contract for bio-diesel fuel (B-5 and B-20) alternative that will result in lower costs and cleaner emissions. GS is currently working with OMB in the initiation of a direct agency chargeback system to other City agencies in order to optimize fuel conservation. Options include downsizing vehicle engines, extending useful vehicle life, and reassessing the need for and size of take-home vehicles.</p>	General Services DASH	Edward Mandley	2	



GOAL 2:		A CITY THAT RESPECTS, PROTECTS, PRESERVES AND ENHANCES THE NATURAL ENVIRONMENT AND HISTORIC RESOURCES				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
"Green" Building Policy for City Buildings and Facilities	Develop and implement "green" building policy actions for new and existing buildings.	The City is currently in the planning and construction phases for six "green" public projects that are registered with the U.S. Green Building Council for Leadership in Energy and Environmental Design (LEED) certification. These projects are: the Charles Houston Recreation Center; DASH operations and Maintenance facility; the new Alexandria Police facility; the Station at the Yard – fire station and housing project; and the Department of Human Services building. As part of the Low Impact Development Program the City has completed two projects incorporating green roofs on the Duncan Library and City's King Street Health Department facility. Two additional projects (City Hall and Barrett Library) are under review for green roofs.	General Services	Edward Mandley Jeremy McPike	2	

GOAL 2:		A CITY THAT RESPECTS, PROTECTS, PRESERVES AND ENHANCES THE NATURAL ENVIRONMENT AND HISTORIC RESOURCES				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Environmental Benchmarks and Measures Schedule	Exploration of establishment of Environmental Benchmarks and Measures/Eco-City Charter	Benchmarks and measures that address air and water quality, the City's tree canopy cover and health of the urban forest are part of the Environmental Action Plan developed by the Office of Environmental Quality partnering with Virginia Tech and the Environmental Policy Commission. Council adopted the Eco-City Charter in June 2008 following a May Environmental Summit.	Office of Environmental Quality	Bill Skrabak	2	
"Green" Building Development Program	Exploration of ways to enhance "green" building technology in development projects.	<p>The Green Building Checklist that was adopted for use in 2005 has been employed since that time as an educational and development tool. The guidelines are expected to be developed further and incorporated into the Eco-City Alexandria Strategic Planning discussions during Spring 2008. Further policy discussions with Council will take place in Fall 2008.</p> <p>A White Paper completed in November 2007 on options for the City to establish a green building program for private development projects. Inter-department committee from General Services, Planning and Zoning, T&ES, Recreation, Code Enforcement is meeting to further identify and refine options. A building industry workgroup is also meeting to discuss and develop appropriate standards. Adoption of a green building program, as part of the Eco-City Program, is anticipated by the end of 2008.</p>	<p>General Services</p> <p>Planning & Zoning</p> <p>T&ES</p> <p>Code Enforcement</p>	<p>Jeremy McPike</p> <p>Jeffrey Farmer</p> <p>Rich Josephson</p> <p>Bill Skrabak</p> <p>Al Cox</p>	2	


GOAL 2:		A CITY THAT RESPECTS, PROTECTS, PRESERVES AND ENHANCES THE NATURAL ENVIRONMENT AND HISTORIC RESOURCES				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Urban Forestry Plan	Plan being prepared by the Urban Forestry Steering Committee, was initiated to quantify the current state of Alexandria's urban forest and identify strategies to improve its health, quality, density, and diversity.	<p>The Departments of Recreation, Parks and Cultural Activities (RPCA), Planning and Zoning and Transportation and Environmental Services have reviewed a final draft of the Urban Forestry Master Plan.</p> <p>Efforts to quantify changes in the City's tree canopy are completed and have been performed in cooperation with Planning and Zoning's GIS division. RPCA has continued to sponsor tree sales in the spring and fall of each year. Over 500 trees have been sold to the public for planting on private property since the beginning of this program in the fall of 2005.</p> <p>The final draft report will be forwarded to the City Manager and community in the fall of 2008.</p>	Recreation, Parks, & Cultural Activities	<p>John Noelle</p> <p>Roger Blakeley</p>	2	


GOAL 2:		A CITY THAT RESPECTS, PROTECTS, PRESERVES AND ENHANCES THE NATURAL ENVIRONMENT AND HISTORIC RESOURCES				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Solid Waste Management Plan	Plan increases the City's recycling goal to 35 percent and creates a new recycling program for commercial and multi-family properties.	<p>In December 2005 City Council amended the City's recycling ordinance to require businesses and multifamily properties to develop and implement a recycling plan; notify residents, tenants, and employees about recycling programs; and report recycling rates to the City. This will assist the City in achieving the state-mandated 25 percent recycle rate and implement goals set forth in the Council-approved Solid Waste Management Plan.</p> <p>The ordinance language was developed following meetings with the Recycling Advisory Committee (RAC), a group of stakeholders representing the City's Environmental Policy Commission, Chamber of Commerce, the five major local business associations, condominium and apartment building management, private citizens, and waste haulers.</p> <p>The first phase of the business and multi-family properties has been implemented. The City has received the approximately 1/3 of the required plans. Additional information is being sent to the commercial properties to bring them into compliance with the ordinance. The second phase is the permitting of the commercial solid waste haulers being permitted to do business within the City. This phase is nearly completed.</p> <p>In the FY 2009 budget City Council approved funds to hire a commercial recycling staff person.</p>	Transportation & Environmental Services	Doug McCobb	2	


GOAL 2:		A CITY THAT RESPECTS, PROTECTS, PRESERVES AND ENHANCES THE NATURAL ENVIRONMENT AND HISTORIC RESOURCES				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Four Mile Run Master Restoration Plan	Master Plan for the restoration of 2.3 out of nine miles of the degraded Four Mile Run stream. The lower portion of Four Mile Run, from I-395 at the upstream end to the mouth at National Airport, is contained in a hardened flood control channel that marks the general boundary between Arlington and Alexandria.	The Master Plan was approved in March 2006 by City Council. A stream restoration demonstration project is in the design phase. Community input is underway through the Joint Task Force for the development of design guidelines for the corridor. The City received a joint STAG award for the development of the demonstration project and a TEA-21 grant for the design of a pedestrian bridge that would connect Eads Street to Commonwealth Avenue. The Pedestrian Bridge Design Competition is also in the initial planning phase. Work continues with the USACE on the Feasibility Study.	Recreation, Parks, & Cultural Activities Planning and Zoning	Ron Kagawa Mary Stepheson Brandi Collins	2	
Oronoco Outfall Resolution	Project created to address contamination at the Potomac River Oronoco Street OutFall caused by coal tar contaminants from the former City-owned Alexandria Gas Works (then Washington Gas) that operated in the 19 th and 20 th centuries.	Final Site Characterization/Risk Assessment and Remedial Alternative Screening Report was submitted to VDEQ in 2004. The City has been accepted into the Virginia Voluntary Remediation Program with the VDEQ. Implementation of the Corrective Action Plan began in FY 2004 with the installation of the free product recovery system. The relining of the Oronoco Storm sewer is complete.	Transportation & Environmental Services	William Skrabak	2	


GOAL 2:		A CITY THAT RESPECTS, PROTECTS, PRESERVES AND ENHANCES THE NATURAL ENVIRONMENT AND HISTORIC RESOURCES				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Oronoco Outfall Resolution (Continued)	Project created to address contamination at the Potomac River Oronoco Street Outfall caused by coal tar contaminants from the former City-owned Alexandria Gas Works (then Washington Gas) that operated in the 19 th and 20 th centuries.	The project will reduce migration of contaminants to the river. In addition, the City has retained an environmental consultant to develop and implement a remediation program to clean up the site. In FY 2008 the City initiated a Feasibility Study to evaluate an alternative of in-situ remediation at the site. Preliminary results are very positive and the City is pursuing the installation of a pilot program at the site in FY 2009.	Transportation & Environmental Services	William Skrabak	2	
Wayfinding Initiative	Comprehensive City-wide wayfinding signage program to project a consistent image for the entire City, reduce visual clutter, and promote walking, bicycling and use of transit.	A Wayfinding Stateholder Advisory Group (SAG) was established by the City Manager to provide input to the City and consultant team and to serve as a liaison to the community regarding the project as it develops. The advisory group is made up of representatives of business/civic groups and City Commissions and Boards. The SAG has been meeting since February to discuss and develop elements of the wayfinding signage plan. Alternatives Analysis of the Wayfinding program was completed in June 2008. The consultant presented an initial draft plan framework including design and program strategy in September 2008. Based on continued input from the public, SAG and City Working Group (CWG), completion of Final Design is expected by February 2009, to be followed by Mockup Review.	Planning and Zoning	Kathleen Beeton	2	


GOAL 2:	A CITY THAT RESPECTS, PROTECTS, PRESERVES AND ENHANCES THE NATURAL ENVIRONMENT AND HISTORIC RESOURCES					
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Wayfinding Initiative (continued)		Consultant will produce a design manual for the program, with completion expected in July 2009. At that point, the program will be ready for implementation pending funding.				


GOAL 2:		A CITY THAT RESPECTS, PROTECTS, PRESERVES AND ENHANCES THE NATURAL ENVIRONMENT AND HISTORIC RESOURCES				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
City Gateways and Entrances	Initiative created to upgrade landscaping at 15 major entrances to the City. Landscaping improvements are designed to create a sense of identity, continuity and community when entering Alexandria.	Thirteen of the fifteen gateway improvements have been implemented. Staff continues to monitor and change plant material as necessary. The South Washington Street Gateway has now been determined to be NPS property and staff will be meeting with NPS to determine their next actions related to the portal design of this area. Plans call for irrigation of all planting sites to ensure sites have water. Staff completed the gateway on North Washington Street at the George Washington Parkway with the addition of new plant material and will continue to review the area as an important gateway into the City. Work will continue throughout the City at each gateway, with future improvements including new gateway signs based on the outcome of the Wayfinding design program.	Recreation, Parks, & Cultural Activities	Roger Blakeley	2	


GOAL 3:	AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM POINT "A" TO POINT "B"					
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Transportation Master Plan (completed)	Development of an updated transportation element for the City Master Plan for consideration by the Planning Commission and adoption by City Council.	Transportation Master Plan has been completed. Approved and recommended to Council by the Planning Commission on February 5, 2008 and approved by Council on March 11, 2008. Council adopted the plan on April 2, 2008 and subsequently created an Alexandria Transportation Commission.	Planning & Zoning Transportation & Environmental Services	Rich Josephson Rich Baier Tom Culpepper	3	


GOAL 3:	AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM POINT "A" TO POINT "B"					
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Pedestrian Improvement Projects and Future Projects	Initiatives and projects to improve pedestrian accommodations, enhance pedestrian friendliness and encourage increased pedestrian travel throughout the city.	<p>In 2007, staff completed a major City-wide Pedestrian & Bicycle Mobility Plan that calls for 17.5 miles of new sidewalks, over 1,200 new or re-striped crosswalks, over 400 crossing improvements, 10 miles of new trails and nearly 37 miles of on-street bikeway improvements such as bicycle lanes. In 2007-2008 the City designed and/or installed over 8,000 linear feet of new sidewalks and completed intersection enhancements at over 70 locations such as new signals at accessible curb ramps. Major signalization and crossing improvements are planned on N. Van Dorn to provide pedestrian safety for a projected increase in transit ridership. Sixty bike racks were added in Old Town and Del Ray and 3.7 miles of new bikeways were added.</p> <p>The City published a new Bikeways Map for the first time in 10 years and rebranded its alternative transportation programs as Local Motion.</p>	Transportation & Environmental Services	<p>Tom Culpepper</p> <p>Rich Baier</p> <p>Yon Lambert</p>	3	




GOAL 3:		AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM POINT "A" TO POINT "B"				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Traffic Control Enhancements	To increase safety and reduce recurring congestion, Traffic Signalization Enhancements provide for the upgrade of traffic control facilities and the traffic signal computer system. Additionally, these enhancements provide for the optimization of traffic signal operation.	New traffic signals are planned for the intersections of Washington Street and Wolfe Street as well as Franklin and Columbus Street. A new type of hybrid pedestrian signal, known as the HAWK, is also being planned for the intersection of Van Dorn Street and Maris Avenue. Alexandria will be one of the first jurisdictions on the eastern seaboard to use this new innovative pedestrian signal. Flashing Yellow Left-Turn arrows have been installed at several intersections on Duke Street as well as at the intersection of Washington Street and Madison Street. These flashing arrows provide a unique opportunity to improve safety as well as reduce traffic delays during off peak hours. A traffic signal communications cable is being installed which will connect the signals in East Eisenhower with the traffic control computer. This communications cable will allow staff to better coordinate the operation of these signals.	Transportation & Environmental Services	Tom Culpepper Rich Baier Bob Garbacz	3	



GOAL 3:	AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM POINT "A" TO POINT "B"					
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Neighborhood Traffic Calming Program: Evaluation and Actions	The Neighborhood Traffic Calming Program (NTCP) incorporates education, enforcement, and engineered street design into protecting the quality of life in City neighborhoods. The NTCP provides residents with the opportunity to raise neighborhood traffic concerns and to participate in the selection of strategies that promote safe, lawful, and pleasant conditions for residents, pedestrians, bicyclists, and motorists in City neighborhoods. The NTCP primarily implements self-enforcing measures to alter driver behavior.	This year, T&ES staff completed the following Traffic Calming Program projects: Fort Worth, East Braddock, Valley/Gunston, Valley/Preston, Pegram/Polk and Seminary Road. Upcoming projects include East Glebe, Pegram/Pickett, Fayette/Queen, Fayette/Oronoco.	Transportation & Environmental Services	Sandra Marks Rich Baier	3	


GOAL 3:		AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM POINT "A" TO POINT "B"				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Woodrow Wilson Bridge Project and City Actions	Replacement of the original bridge with new bridges carrying 12 lanes (10 traffic lanes and 2 transit or carpool lanes) and providing increased clearance over the waterway. The Project extends 7.5 miles from the Eisenhower Connector Interchange to east of Maryland Route 210 and includes major reconstruction of the U.S. Route 1 and Telegraph Road interchanges in Alexandria. Elements of the project that are particularly relevant to Alexandria include: Reconstruction of South Washington Street with an urban deck over the Beltway and a gateway feature at the city limit; mitigation of impacts on Jones Point Park; acquisition and memorialization of Freedmen's Cemetery; and construction of an outdoor athletic facility southwest of the intersection of Duke Street and Telegraph Road.	<p>The City continues discussions with FHWA.</p> <p>The urban deck carrying Washington Street over the Beltway has been completed. Following the completion of the bridge and Route 1 Interchange construction in 2009, restoration and enhancement of Jones Point Park and the Freedman's Cemetery will begin. Reconstruction of the Telegraph Road Interchange, which includes major traffic improvements in Duke Street and Telegraph Road corridors, will intensify in 2008 and is scheduled for completion in 2013.</p> <p>Jones Point Park construction document phase continues with the National Park Service and WWB project. Freedman's Cemetery design competition award was presented by City Council on September 23, 2008. Design documents for the memorial will begin in fall 2008.</p>	<p>Transportation & Environmental Services</p> <p>Recreation, Parks and Cultural Activities</p> <p>Office of Historic Alexandria</p>	<p>Rich Baier Emily Baker</p> <p>Kirk Kincannon</p> <p>Lance Mallamo</p>	3	



GOAL 3:	AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM POINT "A" TO POINT "B"					
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
DASH Maintenance Facility Project: Fund project, complete design, and begin construction	Construction of a new maintenance and administrative building, covered bus storage, and parking structure.	The design/build contract was awarded to Hensel Phelps Construction in February 2008. Construction began in June 2008 with anticipated completion in winter 2009-10. The new facility will accommodate 96 buses with the capability to expand to 130 buses in the future. The facility will be designed to achieve a LEED silver certification.	General Services	Jeremy McPike	3	


GOAL 3:	AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM POINT "A" TO POINT "B"					
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Bus Shelters Project: Address shelter maintenance and replacement, including the City's role and funding	Project intended to fund the replacement of worn-out bus shelters and to erect bus shelters at locations warranting their installation, due to high transit ridership and demographics of adjoining communities.	The City has installed one shelter in 2008. In calendar year 2007, the City installed two bus shelters and two bus shelter pads. Additional shelters have been required by site developers in different parts of the City. In calendar year 2007 private developers also installed seven bus shelters. The City recently received an agreement with the Commonwealth to fund the replacement of 47 worn out WMATA bus shelters with Regional Surface Transportation Program funds. These shelters should be erected in late 2008 and in 2009, after the RFP is developed, circulated, and awarded. The City will continue to employ a private contractor to clean the shelters.	Transportation & Environmental Services	Jim Maslanka Tom Culpepper	3	


GOAL 3:	AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM POINT "A" TO POINT "B"					
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Eisenhower Avenue Bike Trail Project: Complete design and begin construction	Renovation of the trail along a two mile section of Eisenhower Avenue, near the Vola Lawson Animal Shelter. This project also provides for the construction of an underpass to traverse from the Holmes Run Trail under Eisenhower Avenue, connecting a portion of the two mile trail.	Construction documents are 99 percent complete, with VDOT comments forthcoming. Additional engineering on the underpass bridge portion (Phase 1A) is underway. Construction on Phase 1B to begin in 2008.	Recreation, Parks, & Cultural Activities Transportation & Environmental Services	Ron Kagawa Yon Lambert	3	
King Street Metro Station Platform Expansion: Monitor construction of the station platform (Completed)	Monitoring construction of the platform extension on the King Street Metro Station, a project managed by WMATA. This project is intended to improve safety and pedestrian access to this Metro Station.	This project has been completed. The dedication was held in May 2006.	Transportation & Environmental Services	Emily Baker	3	
Duke Street/P.T.O. Concourse Project (Completed)	A pedestrian tunnel to enable P.T.O. workers to walk directly to the King Street Metro Station.	Duke Street Concourse completed with dedication held July 2004.	Transportation & Environmental Services	Emily Baker	3	



GOAL 3:	AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM POINT "A" TO POINT "B"					
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Union Station Pedestrian Improvements Project (Completed)	Project to improve pedestrian access and safety.	External improvements at the station building, new bus shelters and sidewalks, landscaping and signage have been completed.	Transportation & Environmental Services	Emily Baker	3	
King/Beauregard Intersection Project	Project will implement an at grade improvement to address safety concerns, traffic flow, and pedestrian/bicyclist accommodations. This will be accomplished by addressing pedestrian crossing and features and bike lanes, by adding dual left turn lanes along King Street and Beauregard Street. In addition, this project will address various areas of conflict through the implementation of access management in this area of the King Street corridor.	Preliminary design work is underway. Public input and environmental review began in Fall 2006. The design should be completed and construction is anticipated to begin in 2010.	Transportation & Environmental Services	Emily Baker	3	


GOAL 3:	AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM POINT "A" TO POINT "B"					
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Eisenhower Avenue Project	Project involves widening Eisenhower Avenue between Stovall Street and Holland Lane. This improvement will provide added through lanes, turn lanes, and a wider landscaped median in accordance with the Eisenhower East Plan.	VDOT has funded the design of this project in their six year plan. An RFP for design services has been advertised. Design began in November 2007. 30% design plans are to be submitted for review in Summer 08. Citizen Information Meeting is anticipated to be held in Fall 2008.	Transportation & Environmental Services	Emily Baker	3	


GOAL 4:	A STRONG LOCAL ECONOMY THAT IS GROWING IN VARIED SMALL BUSINESSES AND JOB OPPORTUNITIES					
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Small Business Zoning Changes	Identification of regulatory policies and processes affecting small businesses and opportunities for improvement.	The City Manager-appointed Small Business Task Force reviewed City regulatory requirements and processes and made recommendations for changes. Staff drafted changes to the City's zoning regulations consistent with the Task Force recommendations. Extensive public outreach to the residential and business community has been done since January 2008. The Planning Commission recommended approval of proposed zoning changes in July 2008. City Council will consider changes in Fall 2008.	Planning and Zoning	Rich Josephson	4	
City's Economic Development Policy	Review of existing economic development programs and policies, as well as to plan for a post-BRAC City economy.	<p>Council held an Economic Sustainability Summit in January 2006 and discussed attracting and retaining businesses and associations, enhancing the quality of life and assisting small businesses and creating broad-based employment opportunities.</p> <p>In June 2006 Council created the Mayor's 10 member Economic Sustainability Work Group. The Group addressed a variety of economic sustainability issues in its report to Council in 2007. In 2008 City Council created an Economic Sustainability Implementation Committee to monitor the actions to implement the Committee report and they have prepared a report.</p> <p>A Mayor's BRAC committee and internal inter-departmental staff committees were formed to look at the impact and to respond to the relocation of federal offices from Alexandria.</p>	City Manager's Office	Mark Jinks	4	


GOAL 4:		A STRONG LOCAL ECONOMY THAT IS GROWING IN VARIED SMALL BUSINESSES AND JOB OPPORTUNITIES				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
City's Economic Development Policy (continued)		<p>As of fall 2008 AEDP has reconstituted its Board. AEDP is completing a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis funded by a BRAC grant. The analysis will target industries likely to be interested in Alexandria for expansion and relocation. On October 14 City Council will consider allocations for a total of \$125,000. 1. Target Industry Marketing Implementation (\$63,000); 2. Comprehensive Retail Utilization and Attraction Analysis (\$60,000); and 3. Competitive Cities Research (\$2,000 in Contingent Reserves funds).</p> <p>In October 2008 the Department of Defense announced that the Department of the Army Washington Headquarters Services with 6,400 employees was moving to the Mark Center in the City's West End from Arlington County. The addition of these jobs will nearly offset the 7,200 jobs that will be transferred from Alexandria, also as a result of BRAC decisions, to other military bases across the country.</p>			4	


GOAL 4:		A STRONG LOCAL ECONOMY THAT IS GROWING IN VARIED SMALL BUSINESSES AND JOB OPPORTUNITIES				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Cultural and Arts Programs and Policies	Develop the mechanisms and methods to increase and promote the various components of the Arts including the funding mechanisms needed to solicit and grow the arts initiative. Consider a Percent for the Arts Policy.	The Lord Art Report was completed and approved by City Council with a work session held on June 10, 2008 to review art initiatives, the creation of the Office of the Arts, the hiring of the Director of the Office of the Arts, and a student member position created on the Commission of the Arts. The New Policy on Acquired Art was approved by City Council in September 2008. Planning and Zoning staff and Recreation staff are working with developers to gain voluntary art funding.	Recreation, Parks and Cultural Activities	Kirk Kincannon Alisa Carrol	4	


GOAL 4:		A STRONG LOCAL ECONOMY THAT IS GROWING IN VARIED SMALL BUSINESSES AND JOB OPPORTUNITIES				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Industrial Use Study for Eisenhower West	Study to examine areas in Eisenhower West that are zoned and/or used for heavy industrial uses to determine whether there is a continued market for these uses and/or the cost if these uses were to be relocated or phased out. Study would also focus on economic and practical benefits from these industrial lands to the City.	Council endorsed preparation of an industrial use study in June 2008. Staff and consultant will begin the Study in Fall 2008 with anticipated completion in Spring/Summer 2009.	Planning & Zoning	Kathleen Beeton	4	
Tourism Development Strategy	Determine target tourism populations/regions and develop effective marketing programs. Prepare for impact of National Harbor	ACVA has (and will continue to) revamp their marketing strategies and materials to increase their effectiveness. City Council has provided \$300,000 for a new regional marketing initiative starting in FY 2009, as well as funded National Harbor related initiatives (King Street Trolley; City Marina relighting, beautification and dredging; creation of kiosks and new signing and banners; promotional video and brochures; training assistance to small business; year-round tree lighting on King Street; increased live historical interpretations). The private sector has initiated water taxi service between Old Town and National Harbor. In 2008 City Council modified the composition and functions of the Alexandria Marketing Committee and established a new committee known as the Alexandria Marketing Coordinating Council. On October 14, 2008 ACVA will present its 2009 Advertising Plans to City Council.	Alexandria Convention & Visitors Association National Harbor Collaborative	Stephanie Brown Mark Jinks	4	


GOAL 4:		A STRONG LOCAL ECONOMY THAT IS GROWING IN VARIED SMALL BUSINESSES AND JOB OPPORTUNITIES				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Visitors Center and Study of Motorcoach Policies	In follow up to the consultant study, look at how to make the Ramsay Visitors Center more effective, as well as determine how to better manage and facilitate motorcoaches in the City.	ACVA's Motorcoach Task Force completed its work and presented a final report to the City Manager. In partnership with the City, ACVA and the George Washington Masonic Memorial, motorcoach parking is now permitted at the Masonic Memorial with a charge to motorcoaches. Police have initiated a more aggressive ticketing program, and is not actively managing tour bus traffic at the unit block of King Street additional seasonal motorcoach parking created at Market Square. A new City motorcoach task force has been created to continue the work of the prior task force. During 2008, an architectural firm will be engaged by the City to work with ACVA to improve Ramsay House and look at Visitor Center options. In 2008 the City Manager created a motor coach task force to look at bus parking and other issues and continues to meet in Fall 2008.	City Manager's Office Alexandria Convention & Visitors Association Transportation and Environmental Services	Mark Jinks Stephanie Brown Yon Lambert Rich Baier	4	


GOAL 4:		A STRONG LOCAL ECONOMY THAT IS GROWING IN VARIED SMALL BUSINESSES AND JOB OPPORTUNITIES				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Streamlining Permit Process for Small Businesses New Tax Policy (Completed) Other study underway	Determine how the City can improve its processes for handling small business licenses, permits, and regulations.	<p>As of July 1, 2005, the City became the first jurisdiction in Virginia to simplify and reduce the tax burden for start-up businesses with estimated gross receipts of less than \$2 million per year. City ordinance approving BPOL tax reform adopted on June 21, 2005, and the new tax policy has been implemented. Feedback from the business community has been very positive.</p> <p>Code Enforcement staff continues to look at ways to improve permit services and is establishing a multi-agency permit center for permits with T&ES and P&Z Finance will have staff available to register businesses at the permit center.</p> <p>A consultant is also assisting in a study of the building permit process for future streamlining efforts.</p>	Finance Department	Laura Triggs John Catlett	4	


GOAL 5:		A CARING COMMUNITY THAT IS DIVERSE AND AFFORDABLE				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Affordable Housing Policy and Strategy	Actions to develop, preserve, or otherwise secure affordable rental and sales housing units for eligible persons living or working in Alexandria.	<p>The Council-established Affordable Housing Initiatives Work Group, chaired by Councilmen Krupicka and Gaines, has been meeting for just over one year with the goal of developing recommendations for Council regarding the City's housing policies, strategies and tools. The interim report and recommendations went to Council on May 13, 2008. Staff is developing a work plan for implementation of the report.</p> <p>In October 2005, City Council authorized the issuance of up to \$22.1 million in general obligation bonds to support affordable housing. The City also established a dedicated revenue source to service debt related to the general obligation bonds.</p> <p>Beginning in FY 2006, the City has used housing bonds, dedicated tax revenues, and other housing funding to provide loans for the preservation of the following properties: Beverly Park, Arbelo Apartments, Lacy Court Apartments, ParcView Apartments and Longview Apartments. In addition the City is providing a new loan for Beasley Square - closing on the final financing is expected to occur in April, with construction to begin immediately following.</p> <p>A loan was approved for ARHA's Quaker Hill.</p>	Office of Housing	Mildrilyn Davis	5	


GOAL 5:		A CARING COMMUNITY THAT IS DIVERSE AND AFFORDABLE				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Affordable Housing Policy and Strategy (Continued)	Actions to develop, preserve, or otherwise secure affordable rental and sales housing units for eligible persons living or working in Alexandria.	<p>Despite efforts by the City no agreement has been reached with the current owner of Gunston Hall. The owner has decided not to negotiate with the City. The City also made a loan from non-housing funds to pay off ARHA's mortgage on Glebe Park in order to facilitate the redevelopment of that property. At least for the short term Gunston Hall will continue as rental housing.</p> <p>Beginning in FY 2005 17 affordable sales and 64 affordable rental units have been produced under the City's set-aside program for affordable units provided through the development process. Twenty-four of the rental units were originally pledged as sales units, but were provided as rental due to market square. The Station at Potomac Yard, currently under construction, will include 44 pledged affordable units and 20 workforce units above a new City fire station. An additional 44-50 pledged units are pending: 36-42 of these will be rental while the remaining 8 may be provided either as sales or rental units.</p> <p>The City continues to promote and provide affordable homeownership opportunities through its home purchase assistance programs, homeownership counseling and training, and annual Homeownership Fair. A total of 70 households have received some form of City home purchase assistance in the first eight months of FY 2008.</p>	Office of Housing	Mildrilyn Davis	5	


GOAL 5: A CARING COMMUNITY THAT IS DIVERSE AND AFFORDABLE						
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Most Significant Needs of Elderly Study	Study conducted by the Commission on Aging to determine the most significant needs of senior citizens in Alexandria.	<p>The Commission on Aging Needs Assessment was presented to Council for review and approval on April 13, 2004. The findings confirmed that there is a general lack of knowledge in the senior community about the services that are available. A multi-faceted, multi-year outreach campaign is underway by the Office of Aging and Adult Services, which began with public education about the new Medicare Prescription drug program, to reach out to seniors. In addition, representatives of senior employment programs made presentations to the Commission. Work continues on the Program for All-Inclusive Care of the Elderly (PACE) program, with continuing attempts to identify a health care provider partner. The General Assembly appropriated \$250,000 for Northern Virginia to use as start up funds. A non profit is required to apply for these funds. The Northern Virginia PACE Work Group is currently seeking that non-profit.</p> <p>Since the initial status report was written, the Program for All- Inclusive Care of the Elderly (PACE) program has suffered a major set back since the funding from the State has been rescinded. A group of 7 non-profit agencies formed a consortium and hope to move forward with the program, but start-up funding remains nebulous.</p> <p>City Council will consider allocating \$90,000 on October 14, 2008 to retain a consultant to create a comprehensive plan to address the needs of the city's aging population and assist staff in developing a Strategic Plan for implementation.</p>	Department of Human Services	Leticia Lacomba Mary Ann Griffin	5	



GOAL 5:		A CARING COMMUNITY THAT IS DIVERSE AND AFFORDABLE				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
City Assisted Living Facility Study and Future Direction	Study coordinated by the Affordable Assisted Living Work Group to 1) evaluate potential options for assisted living: construction of a new facility, acquisition and rehabilitation of an existing structure, shared use of a regional facility, or possibly a combination thereof; 2) locate land for an assisted living facility; 3) identify sources of capital funding for the facility; and 4) identify the nature and scope of services to be delivered.	<p>The Office of the City Manager authorized the hiring of a consultant to summarize the needs for assisted living in Alexandria, to identify the barriers and to offer guidance as to how the City might move forward with this important endeavor.</p> <p>The Consultant Group that is retained will be expected to come in short-term to provide the City with potential options and produce a comprehensive report. The expectation is that this product will include all the cost assumptions and development of recommendations.</p> <p>On October 14, 2008, City Council will consider allocating \$10,000 to obtain consultant services for the study.</p>	Department of Human Services	Leticia Lacomba	5	


GOAL 5:		A CARING COMMUNITY THAT IS DIVERSE AND AFFORDABLE				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Safe Haven Program for the Homeless	Apartment program that will be operated by the Community Services Board to provide permanent housing and supportive services to up to 12 men and women who are homeless, have mental illness and/or other disabling conditions, and are on the streets and unwilling or unable to participate in housing services for homeless individuals. The Safe Haven serves as an entry way to the homeless and mental health service systems by offering support through a "Housing First" model that can help these homeless individuals establish trust and eventually engage in needed treatment and services.	<p>City Council upheld Board of Architectural Review (BAR) decision on January 21, 2006. On January 27, 2006, a citizen filed suit in the Circuit Court alleging that 115 North Patrick Street was improperly designated as multi-family housing. The City's counsel filed motions to dismiss the case. The first motion was upheld on March 22, 2006, permitting the plaintiff to file an amended complaint. A hearing on the second motion was held on September 29, 2006.</p> <p>A court hearing in December 2006 in response to a citizen lawsuit determined that the City had not acted improperly to suppress public knowledge of the City's zoning determination, or to circumvent public input into the determination process, but that the proposed Safe Haven did meet the definition of "congregate housing," and therefore required an SUP. Work on the project began in March 2006, after the Planning Commission and City Council approved the SUP. Partial interior demolition, asbestos abatement, and lead stabilization are now completed. Drawings were submitted for permit application the end of March 2008 and an RFP is estimated to be released in summer 2008 for selection of a contractor. Construction began in summer 2008.</p>	MH/MR/SA	Carol Layer	5	


GOAL 5:		A CARING COMMUNITY THAT IS DIVERSE AND AFFORDABLE				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Implementation of last phase of Cultural Competence Component	The last phase of the cultural competence component addresses cultural competency training. It tailors training objectives and assures that training is applicable to the daily needs and functions of the trainees in addition to those needs of the populations they serve.	<p>DHS Coordinated the translation of over 60 documents into Spanish, the review of over 25 Spanish translated documents and the use of in-person interpreter services for DHS Child Welfare services. DHS hosted two brown bag lunches on diversity. The first focused on identifying and reporting human trafficking victims, while the other focused on current issues facing the City's Asian community. Using the Alexandria Multicultural Coalition (AMC), DHS identified issues impacting immigrant families in the City and strategies to better serve them. DHS assisted various City departments and agencies with culturally appropriate outreach strategies.</p> <p>The AMC is currently working on developing strategies to educate the community on the importance of developing a plan detailing the care and safety of their children in the event that they are unable to care for their children due to an emergency or deportation.</p>	Department of Human Services	JoAnn Maldonado	5	





GOAL 5:		A CARING COMMUNITY THAT IS DIVERSE AND AFFORDABLE				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Monitor and update Language Assistance Plans (LAP)	Evaluate the Language Assistance Plans (LAP) for each City department.	<p>Each year the Language Assistance Plan for each City department is evaluated. The evaluation process includes assessing the current language needs of clients; assessing whether existing language assistance services were meeting the needs of clients with Limited English Proficiency and modifying and/or updating procedures; and assessing whether staff members understood their department's Language Assistance Plan.</p> <p>The City's Multicultural Services office continues to assist City departments and their staff with Language Assistance policies and procedures, how to carry them out, and whether language assistance resources and arrangements for those resources are current and accessible and provided Language Line Services Training to City staff.</p>	Department of Human Services	JoAnne Maldonado	5	


GOAL 5:		A CARING COMMUNITY THAT IS DIVERSE AND AFFORDABLE				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
City Employees Housing Assistance Policy and Program	The Employee Homeownership Incentive Program (EHIP) provides unsecured loans of up to \$5,000 to eligible employees to purchase homes in Alexandria that are priced no higher than the average assessed value for residential property. The program assists employees of the City, selects quasi-City entities, and the Alexandria City Public Schools.	The program is now in its fourth year of operation. Eighty-two loans (of which 79 have gone to settlement) have been approved for City and school employees. The Office of Housing continues to market the City's home purchase assistance programs, including EHIP, to City and ACPS employees through articles in employee newsletters, email alerts and attendance at City new employee orientation sessions and the annual new teacher welcome event. During FY 08, the Office of Housing and the Northern Virginia Association of Realtors co-sponsored a special homebuyer education event targeted to City and ACPS employees. The event was held at a time and location to allow broad attendance by both employee groups. The Office of Housing continues to market new and resale units available through the City's Affordable Set-Aside Units Program to City and ACPS employees. Three of the 7 set-aside units at The Residences at Cameron Station were sold to City employees during FY 08.	Office of Housing	Mildrilyn Davis	5	

GOAL 5:		A CARING COMMUNITY THAT IS DIVERSE AND AFFORDABLE				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Arlandria Neighborhood Health Center (ANSHI)/Primary Healthcare Grant for Low Income Residents	With the use of federal grant funds, ANHSI, a non-profit community based organization, provides primary health care for low-income residents of Alexandria and surrounding communities.	Previously operated as part of the Alexandria Health Department, ANHSI became a separate organization on February 1, 2004 when it became a Community Health Center (CHC). ANHSI provides primary health care to several thousand low-income and uninsured residents of Alexandria and surrounding communities. Space continues to be a major issue, having only been partially resolved with the opening of a new facility on Glebe Road in November 2005.	Health Department	Lisa Kaplowitz	5	
Community Health Assessment Implementation	The Alexandria Health Department, in partnership with the Alexandria Public Health Advisory Commission, completed and published a "state of Alexandria's health" report. Ten major health challenges, including obesity, chronic illness and mental health were outlined.	A City-funded Health Planner was hired and Partnership for a Healthier Alexandria (PFHA) was created to follow up on the Alexandria Community Health Assessment report. The Partnership is chaired by Marian Van Landingham. PFHA has formed work groups to address issues identified in the report.	Health Department	Lisa Kaplowitz	5	



GOAL 6:		A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT, AND COMMUNITY ORIENTED				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Efficiency and Best Practices Studies	Studies to evaluate the efficiency and effectiveness of certain functions within City departments by examining their operational policies and procedures, organizational structure, span of control, lines of authority, staffing, workloads, budget, outputs, and department service levels. This study will also involve reviewing and improving the departments' workload and performance measures, and benchmarking the results to comparative jurisdictions and industry standards.	<p>The efficiency and best practices studies of City services recommendations for the Fire Department and the Department of Transportation and Environmental Services (T&ES) were presented to Council on November 28, 2006. The fleet services study recommendations were presented to Council in March.</p> <p>Studies of personnel and pay issues are underway and will be completed by early 2009. Studies of the Personnel Services Department and public safety communications will be presented to City Council in November 2008. The Department of Recreation, Parks and Cultural Activities study will be presented to Council in November 2008. The building permit process study will be completed in early 2009.</p>	City Manager's Office	Michele Evans	6	


GOAL 6:		A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT, AND COMMUNITY ORIENTED				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
New Revenue Sources Study	Studies opportunities to diversify revenue sources to provide real estate tax relief and protect against downturns in the real estate market.	<p>In the FY 2006 budget, in an effort to diversify the tax base and to provide real estate tax relief, Council agreed to impose a tax on cell phones and admissions to certain events, and increased the cigarette tax, and the sanitary sewer usage fee to obtain full cost recovery for this service.</p> <p>In FY 2007 Council raised a number of fees and charges for services including refuse pickup and disposal fees, marina slip rental fees, ambulance fees and code enforcement and developer fees.</p> <p>The FY 2009 proposed budget includes an increase in the transient occupancy tax rate and restaurant meals tax rate as well as \$2.7 in increased fees and service changes. In addition, a fee compendium has been posted on-line that will document the fees changed and provide a platform for keeping them up-to-date.</p>	Office of Management and Budget	Bruce Johnson	6	


GOAL 6:		A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT, AND COMMUNITY ORIENTED				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
New Police Department Building Siting and Design	The proposed site for the new Police Department facility is City-owned property on Wheeler Avenue and Duke Street. It is set to be constructed in 2008 and completed by 2010.	The project was awarded in 2006 to HDR Architects for design. This design is currently on schedule with the SUP approved by Council in June 2008. Final design documents were completed in Fall 2008. The City has engaged Whiting Turner in a Construction Management at Risk contract to be the general contractor and to participate in final design and cost decisions and make relevant recommendations ultimately resulting in a negotiated guaranteed maximum price. The facility will be a three-story, approximately 119,000 square foot facility with an adjacent 550 space parking garage. The project is expected to be completed by 2011.	City Manager's Office General Services	Michele Evans Edward Mandley	6, 8	 
Public Safety Center: First Floor Slab Replacement	Replacement of the first floor concrete slab and renovation of the first floor work areas that have experienced damage due to slab settlement.	Remedial construction activity commenced in July of 2008 and is anticipated to be completed in 18-24 months.	General Services	Edward Mandley	6, 8	 


GOAL 6:		A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT, AND COMMUNITY ORIENTED				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Emergency Management Preparedness	Emergency Management and Preparedness includes educating residents and businesses on how to prepare for emergencies, preparing City departments for emergencies, ensuring that the City has plans and procedures that are both appropriate and are practiced.	<p>The "Be Ready Alexandria!" campaign continues to deliver information to all City businesses and households. Over two hundred residents have been trained by the Community Emergency Response Team and over 500 volunteers have been added to the Medical Reserve Corps in the Health Department, 40% of whom have received special. The City has received Homeland Security Grants and Centers for Disease Control and Prevention Grants to support the purchase of equipment, training, exercises, and to support the expansion of volunteer programs supporting first responders and Health Department Emergency Preparedness response. Numerous broad-ranging, as well as health-specific, drills and exercises have been conducted to test the City's readiness. A special focus in 2008 is on the medically vulnerable, and the City Manager is forming a special needs committee to address preparedness for the City and its special needs population.</p> <p>The City is currently revising its emergency plans to incorporate the federal National Incident Management System into City protocols. The Mayor's Pandemic Flu Committee has completed its second revision of a pandemic plan for Alexandria.</p> <p>The City is also working with other local governments in the region on developing regional emergency plans.</p> <p>City representatives have conducted frequent preparedness presentations in a wide range of venues.</p>	<p>Fire Department</p> <p>Health Department</p>	<p>Mark Penn</p> <p>Lisa Kaplowitz</p> <p>John Clizbe</p>	6, 8	



GOAL 6:	A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT, AND COMMUNITY ORIENTED					
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Emergency Management Preparedness (continued)		<p>The City has begun the development of continuity of operations plans for several major City departments.</p> <p>The City participates in numerous federal, state, regional and local exercises and training activities.</p>				


GOAL 6:		A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT, AND COMMUNITY ORIENTED				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Debt Policy and Bond Rating Reaffirmation	Maintain City's AAA/Aaa bond ratings with both Standard & Poors and Moodys Investors Service.	The City's Triple A bond ratings were reaffirmed by bond rating agencies in May 2008 with issuance of new general obligation bonds in July 2008. The City maintained a "strong" financial management assessment, the highest rating possible, in all seven of the Financial Management Assessment categories rated by Standard & Poor's. Debt policy guidelines have been reexamined through benchmarking against other Triple A rated jurisdictions. Recommendation by BFAAC to City Council to change the debt guideline was approved by Council on June 24, 2008.	Office of Management and Budget City Manager's Office Finance Department	Bruce Johnson Mark Jinks Laura Triggs	6	
All City-Sports Complex	Design and construction of City-wide lighted sports complex proposed to be located in Hensley Park. Facility would include large full size, multi-purpose athletic field, regulation 90 ft. baseball field, regulation 60 ft. softball field, public restrooms and team rooms, and bleacher seating to accommodate spectators and parking on site.	Council approved project design and the design firm completed the facility design. The project will be submitted for SUP approval when and if funding becomes available. The Capital Development Foundation was dissolved this spring so private fundraising is not planned to raise the \$5 million that is required to assist funding for the project. The project is on hold indefinitely.	Recreation, Parks, & Cultural Activities General Services	Roger Blakeley Jeremy McPike	6	



GOAL 6:		A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT, AND COMMUNITY ORIENTED				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Space Management Study	City-wide program that provides for the assessment of City-owned and leased buildings; the documentation and analysis of space needs versus space inventory; and relocation and other recommendations to optimize City-owned space.	<p>All backfill elements were completed at City Hall in Fall 2007, including work on all floors. All work associated with the relocation of T&ES and Recreation staff was completed in Fall 2007 and made part of the project. A consultant study for the combined requirements of the DHS and MH/MR/SA programs was completed in 2007. Staff will be examining other space options.</p> <p>A study related to existing properties use and potential disposition was initiated with the Staubach Group in Summer 2008 and preliminary recommendations in relation to underutilized facilities options is anticipated in the Fall 2008.</p>	General Services	Edward Mandley	6	


GOAL 6:		A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT, AND COMMUNITY ORIENTED				
One Stop Shop Permit Processing and Streamlining	<p>Process that allows individuals associated with small to mid-size tenant build out permits to schedule an appointment for a multi agency review to occur. The designer is present at the review session and adjusts the plans at the review session in response to comments made. Nearly all sessions result in the permit being issued at the end of the session. These appointments are currently available only on Wednesday mornings. This project will analyze how this program can be expanded and/or other services provided that will improve the time frame for building permit reviews for this type/size of project.</p>	<p>The One Stop operation has been successful by having over 76% of the projects that enter the program obtain a permit within the one hour time allotment. Previous changes to the program implemented over the last two years have improved the ability of our customers to utilize the project on larger projects. Expanded walk thru permitting has been dependent on the level of a plan reviewer available to process the plans. Expansion of walk thru services are being reviewed for expansion along with the possibility of a multi-agency permitting center. This concept will add T&ES, Planning and Zoning, and Finance to the immediate permit review loop, expanding the ability for customers to obtain permits at one location or to enter the permit review process at one point with accountability in the review process.</p>	Code Enforcement	John Catlett	6	


GOAL 6:		A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT, AND COMMUNITY ORIENTED				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Two-Year Budget Study and Action	Study possibility of developing a two-year budget.	<p>The FY 2006-2011 approved Capital Improvement Program (CIP) included detailed submissions and review of FY 2007 budget CIP needs (the second year of the six year CIP). As a result, requests for changes in funding for FY 2007 in the FY 2007-2012 CIP to be submitted to City Council were minimized. For the FY 2008 CIP, this process was continued by soliciting more detailed submissions for FY 2009, the second year of the six year CIP.</p> <p>In the FY 2009 CIP, the City Manager's proposed budget prioritized projects in FY 2009, FY 2010 and FY 2011. These priorities were used to indicate projects that could be funded with available resources in those years, as well as listed in priority order those categories of projects that were unfunded.</p> <p>The FY 2006 budget process included two departments (Fire and General Services) that participated in a pilot study of a two year operating budget submission. These proposed supplemental budget requests for FY 2007 were reviewed by the City Manager and submitted to Council for information. This pilot program on the operating budget has been discontinued due to its limited utility and the conversion of the FY 2008 budget to a program and activity based performance budget. Two year capital budget planning continues.</p>	Office of Management & Budget	Bruce Johnson	6	


GOAL 6:		A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT, AND COMMUNITY ORIENTED				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Citizens' Academy	Academy provides city residents with an opportunity to better understand how to access and become more involved in City government.	The Academy is offered twice a year in two-hour sessions for eight weeks. Class size is limited to 20 persons. The Fall 2008 session began in September.	Citizen Assistance	Rose Boyd	6	
Study of MH/MR/SA Services for children and families under Comprehensive Services Act (CSA) (completed)	Study of Mental Health services for youth and families clients under the Comprehensive Services Act.	<p>In FY 2006, MHMRSA senior staff worked closely with collaborative partners on the development of integrated programming (i.e. gang prevention initiative, Child Assessment and Treatment Center, and the Child Advocacy Center(CAC)). MHMRSA staff successfully sought funding to fill gaps in service identified by collaborative partners resulting in \$315,000 to support existing positions and \$685,000 in new permanent funding. These funds will be used to hire staff who will provide expanded behavioral health services to youth in juvenile detention, who have serious emotional and co-occurring disorders and youth coming out of residential treatment.</p> <p>In FY 2007 MHMRSA provided care to 1,325 youth, a 27% increase over the previous year. Staff worked collaboratively with DHS on the development of the CAC and three mental health teams moved to the CAC in March 2007 making them co-located with Child Protective Service.</p>	MH/MR/SA	Deborah Warren	6	


GOAL 6:		A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT, AND COMMUNITY ORIENTED				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
City Website Upgrade	Continuous improvements to City website to provide cutting-edge e-government services.	The City's primary website has been relaunched with a new graphic design and navigational functionality, and in a new content management system that allows department-level staff to create and maintain their own content. To increase reliability and provide for disaster planning, the servers and other hardware devices that support the City's websites have been replaced and relocated to modern data centers in redundant locations.	City Manager's Office	Craig Fifer Tony Castrilli	6	



GOAL 6:		A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT, AND COMMUNITY ORIENTED				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Charles Houston Recreation Center Renovation	Planned renovation and upgrade of Charles Houston Recreation Center to meet programmatic standards and existing/future community recreation needs.	Construction by Costello construction began in September 2007. Completion is anticipated to be completed in spring 2009. The project is on schedule and is targeted for a LEED silver certification.	General Services Recreation, Parks, & Cultural Activities	Jeremy McPike Kirk Kincannon John Buckler	6	
Patrick Henry Recreation Center Renovation	Planned renovation and upgrade of Patrick Henry Recreation Center to meet current standards and existing/future community needs.	Program planning started during summer of 2008 with a series of community meetings. A more defined program or the facility will be presented to Council during the FY 2010 CIP budget process.	Recreation, Parks, & Cultural Activities	Kirk Kincannon	6	



GOAL 8:		PUBLIC SCHOOLS THAT ARE AMONG THE BEST IN NORTHERN VIRGINIA (IN PARTNERSHIP WITH ALEXANDRIA SCHOOLS)				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Before/After School Program Expansion	To look at the creation of a best practice, uniform City-wide model for before and after school programs for grades K-5.	<p>In January 2006, a staff person was detailed to the Department of Human Services to work with the school system, recreation department staff, and key stakeholders to develop the framework for a comprehensive and accountable City-wide Before and After School (Out-of-School-Time) program. In early Spring, the City was one of eight cities awarded with the National League of Cities (NLC) Phase II City Leaders Engaged in Afterschool Reform (CLEAR) technical assistance grant. NLC has helped the City in the completion of the following tasks: (1) a thorough analysis of costs associated with operating licensed Recreation Department managed programs; (2) a nation-wide scan of successful before and after school program models and curriculum; and (3) meetings with the school administrators and elementary principals regarding the efficient use of school space.</p> <p>City Council held a work session in January 2007 in which staff presented three options: 1) state licensure for all neighborhood recreation center based after school programs; 2) a uniform sliding fee scale for the center and City-funded school based programs; and 3) establishment of a procurement process to select a provider for school-based programs. Recommendations regarding cost, staffing requirements and implementation strategies were presented to the City Manager for review this spring. Cost considerations have resulted in this project being deferred.</p>	Department of Human Services	Debbie Brown Anderson	8	

GOAL 8:		PUBLIC SCHOOLS THAT ARE AMONG THE BEST IN NORTHERN VIRGINIA (IN PARTNERSHIP WITH ALEXANDRIA SCHOOLS)				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Early Childhood Intervention Strategy	Plan for increasing access to preschool opportunities within Alexandria, with an initial emphasis on children who are not currently receiving a preschool experience.	<p>In response to a joint resolution between City Council and the School Board (in coordination with the Chamber of Commerce), a Universal Access Work Group was formed. This group is made up of a broad cross section of interested community members and has met monthly beginning in March. The work group submitted their final report to Council and the School Board in October 2006.</p> <p>At a budget work session in December 2007, the ECC submitted funding recommendations to Council. DHS participated in the governor's Pre-K Pilot Initiative that served 35 additional children.</p> <p>Council allocated an additional \$300,000 in June 2008 for early childhood programs.</p>	Department of Human Services	<p>Leticia Lacomba</p> <p>Carol Farrell</p>	8	




GOAL 8:		PUBLIC SCHOOLS THAT ARE AMONG THE BEST IN NORTHERN VIRGINIA (IN PARTNERSHIP WITH ALEXANDRIA SCHOOLS)				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Teen Pregnancy Reduction Program	Alexandria Campaign on Adolescent Pregnancy (ACAP) is a coalition of City agencies and community groups who play a critical role in preventing adolescent pregnancy and are dedicated to reducing pregnancies among adolescents in Alexandria.	ACAP continues reaching out to youth and adults with the message that adolescent pregnancy derails the future of Alexandria's youth. Plans include the promotion of alexgetreal.com web site to parents and adolescents; use of new media for outreach (i.e. podcasting); promotion of the Teen Text Message Line to youth; quarterly release of the "Let's Talk" Parent Newsletter; biannual release of the "Get Real" magazine produced by and for youth; technical assistance and training to youth program providers; support of adolescent pregnancy prevention programs; participation in Expect Respect curriculum delivery to ACPS 5 th , 7 th , 9 th and 10 th graders. ACAP has 4 workgroups do focus on key areas of teen pregnancy prevention: strengthening community-wide comprehensive programs and services; expanding the multi-level public awareness and communications plan; targeting key population segments; and implementing strategies for pregnant and parenting adolescents to improve pregnancy outcomes and to encourage self-sufficiency. ACAP's goal is to reduce the adolescent pregnancy rate from 58.6 per 1000 females ages 10-19 to 49.8 per 1000 females ages 10-19 by 2010.	Office on Women	Lisa Baker	8	




GOAL 8:		PUBLIC SCHOOLS THAT ARE AMONG THE BEST IN NORTHERN VIRGINIA (IN PARTNERSHIP WITH ALEXANDRIA SCHOOLS)				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
T.C. Williams High School Replacement Project	Complete replacement of the existing T.C Williams High School.	The school opened on September 4, 2007. The garage will be completed in the fall of 2008.	City School Administration (ACPS)	Mark Burke	8	




GOAL 2:		A CITY THAT RESPECTS, PROTECTS, PRESERVES AND ENHANCES THE NATURAL ENVIRONMENT AND HISTORIC RESOURCES				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
City Waterfront/Other Hurricane Isabel Restoration (Completed)	Renovation of City Marina and other facilities to repair damage caused in 2003 by Hurricane Isabel.	All storm damage related repairs were completed in the Spring of this year, allowing slip holders to return to the City Marina for the first time since September 2003.	General Services	Don Dodson	2	
Energy Conservation Initiatives	Implementation of energy saving initiatives to meet increasing demands in the most cost effective manner.	An Energy Engineer was hired in Fall 2007 and since has been examining records of utility billings, diagnosing high facility usage and working to establish internal and City-wide energy conservation teams. To date, the engineer has detected irregularities in billings that have resulted in substantial reductions; verified a goal of 3% per year reduction in energy-use. Energy management software has been procured and will be installed in the fall of 2008 to enable long term tracking of energy management initiatives. Wind energy acquisition will be considered for approximately 5% of City consumption this fall.	General Services	Jeremy McPike	2	



GOAL 2:		A CITY THAT RESPECTS, PROTECTS, PRESERVES AND ENHANCES THE NATURAL ENVIRONMENT AND HISTORIC RESOURCES				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Environmental Health Assessment	Identification of environmental conditions in Alexandria that may have an adverse impact on the health of Alexandria residents and development of indicators by which the community can measure progress towards the reduction of these conditions.	The final report was issued in April 2007. A City Council work session on the report was held on March 25, 2008. The Partnership for a Healthier Alexandria has created an Environmental Health Working Group that will begin working on some of the issues identified by the assessment.	Health Department	Bob Custard	2	
Contrabands and Freedmen's Cemetery	Historic grave yard with approximately 1200-1600 freed African Americans slaves buried during the 1863-1869 time period. Site will be developed as an historic memorial park.	The properties have been acquired and the existing buildings were demolished in Spring 2007. Archaeology was conducted through 2007 on the site. A design competition is being held and the winning design will be selected in mid 2008. Construction is anticipated to begin in 2010.	Transportation & Environmental Services Office of Historic Alexandria	Rich Baier Lance Mallamo	2	



GOAL 2:		A CITY THAT RESPECTS, PROTECTS, PRESERVES AND ENHANCES THE NATURAL ENVIRONMENT AND HISTORIC RESOURCES				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Jones Point Park	As part of the overall Woodrow Wilson Bridge Project, the impacts to the historical, cultural, park and recreational uses of Jones Point Park are being mitigated by the Federal Government through planned improvements to Jones Point Park, the existing Freedmens' Cemetery location, and the proposed Roth/Witter Street fields.	<p>The National Park Service (NPS) has completed the environmental review process for the Jones Point Park Environmental Assessment (EA). An EA was completed and distributed for public review in August 2006 and again in June 2007. Through environmental analysis and interagency review, the NPS has determined the selected alternative will not significantly affect the environment and has issued a Finding of No Significant Impact (FONSI) identifying Alternative 4A as the selected alternative for the Jones Point Park improvements.</p> <p>The next step in the process will consist of design and construction of park features, beginning with access and parking. The NPS will continue to engage with interested stakeholders during this process.</p> <p>Improvements to the park are mitigation commitments from the FHWA for impacts to the park from the Woodrow Wilson Bridge Replacement Project.</p>	Recreation, Parks, & Cultural Activities	Kirk Kincannon	2	



GOAL 2:		A CITY THAT RESPECTS, PROTECTS, PRESERVES AND ENHANCES THE NATURAL ENVIRONMENT AND HISTORIC RESOURCES				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Mount Vernon Avenue Improvements Phase V (completed)	Provides for undergrounding of utility wires along the length of Mount Vernon Avenue. This project began in the early 1990's as a community development and beautification project.	The fifth and final phase was completed in Spring 2007. This phase includes the undergrounding of utilities and streetscaping between Bellefonte and Nelson Avenues.	Transportation & Environmental Services	Suzanne Salva Emily Baker	2, 4	  



GOAL 2:		A CITY THAT RESPECTS, PROTECTS, PRESERVES AND ENHANCES THE NATURAL ENVIRONMENT AND HISTORIC RESOURCES				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Royal Street Relief Sewer (Completed)	Provides for engineering and construction of relief measures to alleviate flooding at the intersection of Pitt and Gibbon Streets.	The project was completed in Fall 2006.	Transportation & Environmental Services	Lucky Stokes	2	
Sewer Infiltration and Inflow - Commonwealth Avenue (completed)	Evaluation and remediation of infiltration and inflow in the City's sanitary sewer system in the Commonwealth Avenue sewer shed.	The project was completed in 2007.	Transportation & Environmental Services	Suzanne Salva Emily Baker	2	
Sewer Infiltration and Inflow-Four Mile Run (Completed)	Evaluation and remediation of infiltration and inflow in the City's sanitary sewer system in the Four Mile Run sewer shed.	This project was completed in Fall 2005.	Transportation & Environmental Services	Suzanne Salva	2	

GOAL 2:		A CITY THAT RESPECTS, PROTECTS, PRESERVES AND ENHANCES THE NATURAL ENVIRONMENT AND HISTORIC RESOURCES				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Sewer Infiltration and Inflow - Taylor Run	Evaluation and remediation of infiltration and inflow in the City's sanitary sewer system in the Taylor Run sewer shed.	The assessment phase of this project was completed in 2007. The repair and relining began in Spring 2008 and is scheduled for completion in Spring 2010.	Transportation & Environmental Services	Suzanne Salva Emily Baker	2	
Sewer Mapping (Completed)	Comprehensive field inventory and GIS mapping of the City's sanitary and storm sewer system.	This project was completed in Winter 2005.	Transportation & Environmental Services	Suzanne Salva	2	
Stream Assessment Phase II	Conducting Stream Habitat and Physical Condition Assessment	All field work is completed and the database has been delivered. Final report has been reviewed and will be delivered in May 2008. Data obtained is being used in the Cameron Run/Holmes Run Feasibility study as well as the Four Mile Run restoration project.	Transportation & Environmental Services	Claudia Hamblin-Katnik	2	



GOAL 3:		AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM POINT "A" TO POINT "B"				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Duke Street Traffic Congestion Mitigation	Project includes the installation of traffic detectors along Duke Street that monitor congestion in real-time. The traffic control computer will automatically adjust traffic signal plans to address the congestion. This project will also include the optimization of current traffic signal timing and phasing plans and the development of new traffic signal coordination plans. Pedestrian facilities will also be improved along the Duke Street corridor.	The City-State agreement has been approved and the RFP for this project is expected to be advertised in Spring 2008. The Engineering and Design will occur in Fall/Winter 2008 and construction will take place in Spring/Summer 2009.	Transportation & Environmental Services	Maha Gilini	3	
Highway Video Monitoring & ITS Integration	Project includes the installation of 12 traffic cameras for real-time traffic monitoring, allowing the City's traffic control center to pinpoint congestion and change traffic signal timing to alleviate congestion. These traffic cameras will also be used by the City's Police and Fire Departments for determining the location and severity of accidents, and determining the most appropriate response route to avoid congestion.	City and VDOT staff are re-evaluating funding for this project after the House and Senate passed the Omnibus Appropriations Bill for FY 2008 to cut the funds for ITS projects.	Transportation & Environmental Services	Ravindra Raut	3	


GOAL 3:		AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM POINT "A" TO POINT "B"				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Marina Siltation Study (Completed)	Study looked at methods of reducing siltation and extending dredging cycle.	Feasibility study completed 2004. The study determined that there was no effective way of extending the existing dredging cycle. The marina-dredging project went forward in December 2007 and was completed in February 2008.	Transportation & Environmental Services Recreation, Parks and Cultural Activities	Suzanne Salva Roger Blakeley	3	
Wilkes Street Ramp and Tunnel (Completed)	Structural reinforcement of the tunnel to accommodate vehicular loads on the street above; improve impact capacity of the brick parapet walls along the open western approach; improve safety for users of the tunnel walkway through improvement of paving, drainage, and lighting.	Structural repairs were completed in Spring 2008.	Transportation & Environmental Services	Mitchell Bernstein	3	



GOAL 4:		A STRONG LOCAL ECONOMY THAT IS GROWING IN VARIED SMALL BUSINESSES AND JOB OPPORTUNITIES				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Business, Professional, and Occupational Licenses (BPOL) Tax Reform (Completed)	Reform initiated to provide business tax relief, reform, and simplification for small and medium sized businesses (gross receipts between \$100,000 and \$2 million) during their first two years of operation in Alexandria. This initiative was created to provide assistance to existing new businesses and incentives for businesses to locate in Alexandria.	City ordinance approving BPOL tax reform adopted on June 21, 2005.	City Manager's Office	Mark Jinks	4	
King Street Business Improvement District (BID)	Creation of a special services district and Business Improvement District organization in the Old Town Area along King Street as well as selected adjacent and intersecting streets. This represents one of the implementation strategies approved by the City Council in the adoption of the King Street Retail Strategy.	"Old Town BID Steering Committee" was established, after adoption of the King Street Retail Strategy, to develop a BID proposal and determine the level of community support for this initiative. Committee completed its proposal in early October. Council held an October 19, 2005 work session, but consideration of the BID was deferred at the request of the BID Steering Committee. No BID initiative is foreseen in the near future.	City Manager's Office	Mark Jinks	4	




GOAL 5:		A CARING COMMUNITY THAT IS DIVERSE AND AFFORDABLE				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
ARHA Capital Needs	Assess capital condition of ARHA properties.	ARHA, in a joint venture with EYA, and following a 2007 community process, has proposed a mixed-income redevelopment of its Glebe Park site, to begin in Fall, 2008. It is also exploring the joint re-development of its James Bland and Bland Addition properties, to begin in 2008-09, if a Development Special Use Permit is approved later this year. Pursuant to the Memorandum of Understanding entered into between the City and ARHA, a strategic planning process will be undertaken in 2008 to update ARHA's capital needs assessment and to develop a comprehensive plan to address short, interim and long term physical needs, including redevelopment, of ARHA's public housing portfolio. The potential envelope to guide future redevelopment of several ARHA properties is being considered in the ongoing Braddock East Planning Process.	ARHA	Roy Priest	5	
Gunston Hall	To determine if the preservation of the 56-unit Gunston Hall for affordable housing is feasible.	Litigation by the owner of Gunston Hall Apartments against the City was resolved in late 2007 when the Supreme Court of Virginia elected not to consider the owner's appeal. In January, the owner attempted to revive the 2005 contract to purchase proffered by the Alexandria Housing Development Corporation for \$12.3 million, which it had previously rejected. AHDC desires to purchase the property at a fair market price.	Office of Housing	Mildrilyn Davis	5	



GOAL 5:		A CARING COMMUNITY THAT IS DIVERSE AND AFFORDABLE				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Gunston Hall (continued)		Despite efforts by the City no agreement has been reached with the current owner of Gunston Hall. The owner has decided not to negotiate with the City. The City also made a loan from non-housing funds to pay off ARHA's mortgage on Glebe Park in order to facilitate the redevelopment of that property. At least for the short term Gunston Hall will continue as rental housing.				



GOAL 5:		A CARING COMMUNITY THAT IS DIVERSE AND AFFORDABLE				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Healthy Communities Access Program (HCAP) (Completed)	A two year grant to INOVA Alexandria Hospital and partners, including the City, to look at streamlining healthcare eligibility and services for low income uninsured persons and coordinating care for patients in the health care safety net.	Federal grant to end February 2007, with a 3-month extension. Streamlined eligibility project was underway in Fall 2006. Project is complete.	Health Department	Lisa Kaplowitz	5	
Samuel Madden Redevelopment (Completed)	This project involves two related efforts: (1) Construction of 152 units, including 52 public housing units and 100 units of market rate housing at the former downtown public housing site; (2) Construction of 48 replacement public housing units at 1706 Braddock Road (6 units), 325 South Whiting Street (24 units), and 423 South Reynolds Street (18 units).	The Chatham Square project was successfully completed in 2005 and has been recognized with several national planning and building awards. Replacement units are located at various scattered sites, including Braddock Road, South Whiting Street, and South Reynolds Street. These units were completed in Winter 2006, and now are fully occupied. The Office of Housing is providing technical assistance to ARHA as it evaluates potential redevelopment and refinancing of other properties, as needed.	Office of Housing	Mildrilyn Davis	5	


GOAL 6:		A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT, AND COMMUNITY ORIENTED				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
American Public Works Association Accreditation (TES) (Completed)	APWA Accreditation is a national recognition from the American Public Works Association for an agency's policies, procedures, and management practices. Its purpose is to promote excellence, assist with operations and management improvements, provide an objective evaluation of programs, and instill pride and professionalism in public works employees.	The Department of Transportation & Environmental Services received full accreditation from the American Public Works Association (APWA) on February 28, 2006. Re-accreditation will be scheduled for Winter 2010. Updating of all the APWA requirements has commenced. This continuous review notes the impacts on past practices and improvements being made by T&ES. The City must also comply with the latest APWA Best Practice Manual and T&ES staff is reviewing past practices for compliance with the new manual.	Transportation & Environmental Services	Doug McCobb	6	


GOAL 6:		A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT, AND COMMUNITY ORIENTED				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Chinquapin Recreation Center	Planned renovation and expansion of the largest City indoor recreation facility that will update the facility to current standards to meet existing/future City-wide recreational needs. Proposed plans call for the expansion of the existing facility and programs that provide multi-generational recreational opportunities for citizens.	This project has been deferred to FY 2012.	Recreation, Parks, & Cultural Activities	Kirk Kincannon	6	
City Truck Wash	Project provides for a 2,475 foot facility that will enable solid waste, maintenance and similar vehicles to be cleaned professionally in a safe environment, facilitating service and extending the useful life of the vehicles and their components.	This project is to be incorporated as part of the overall Wheeler/Witter redevelopment project. The actual siting is under consideration at this time with construction to be consolidated with other elements.	General Services	Jeremy McPike	6	



GOAL 6:		A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT, AND COMMUNITY ORIENTED				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Courthouse Garage (Completed)	Repair and renovation of the underground parking garage.	This project was completed on time and within budget in the fall of 2006.	General Services	Edward Mandley	6	
Duncan Library (Completed)	Renovation of existing library and 5,000 square foot addition with a green roof.	This project is complete.	General Services	Edward Mandley	6	
Market Square Garage and Plaza	Renovations and improvements to the Market Square Plaza and underground garage.	Repairs to the limestone and brick mortar joints, pumps at the fountain, and the garage elevator have been completed. A new ticket booth was installed in the parking garage as well as improved pedestrian warning signage. The fountain pool lining and capstones are scheduled for remedial work in 2008.	General Services	Edward Mandley	6	


GOAL 6:		A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT, AND COMMUNITY ORIENTED				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Print Shop Study (completed)	Management and outsourcing analysis for City printing services.	The consultant completed the evaluations and recommendations study in January 2006. The consultant has completed several tasks to facilitate the transition from in-house printing to outsourcing/in-house high speed copy operations including significant operating budget cost reductions. The City is currently initiating an online sale of surplus printing equipment and planning for the ultimate reuse of the old print shop facility now vacated as a result of the consolidation.	General Services	Edward Mandley	6	
Stabler-Leadbetter Apothecary Museum Restoration (completed)	Restoration of private, early 19 th century apothecary museum and gift shop under City capital grant. The primary objectives of the project are to provide: (1) handicap access to the primary museum spaces and toilet; (2) a new code compliant fire stair; and (3) a full fire sprinkler and alarm system designed to protect the occupants, building and contents. After restoration is complete, the facility will be transferred to City ownership and operation.	Construction is completed and property was transferred to the City in a dedication ceremony held November 11, 2006. Facility is now open to the public and operated by the Office of Historic Alexandria as Stabler-Leadbetter Apothecary Museum.	Fire/Code Enforcement Office of Historic Alexandria	Al Cox Lance Mallamo	6	

GOAL 6:		A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT, AND COMMUNITY ORIENTED				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
T&ES/Recreation Maintenance Facility	Renovate approximately 61,000 square feet of flex/warehouse space located at 2900 Business Center Drive for the T&ES and RP&CA Maintenance Divisions.	This project was completed as of March 2007 and the building was occupied in late summer of 2008.	General Services	Edward Mandley Jeremy McPike	6	
Windmill Hill Park	Improved park design to provide an exciting and attractive park along the water and sense of connection for the separate park parcels that are part of Windmill Hill Park.	Community input and design development for bulkhead improvements began in Winter 2006, based on the approved design concept. The design consultant was selected in Winter 2007. Preliminary design concepts are under review in fall 2008. Concepts reviewed internally and minor revisions were recommended. Concepts to go out to the public by Fall 2008.	Recreation, Parks, & Cultural Activities	Kirk Kincannon	6	

GOAL 7:		A CITY THAT ENSURES THE SAFETY, SECURITY, EMERGENCY PREPAREDNESS AND WELL BEING OF THE COMMUNITY				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Anti-Gang Initiative	<p>The Senior Gang Policy Committee and the community Anti-Gang Task Force were formed to assist in City coordination of its anti-gang efforts.</p> <p>Police and Court Services Unit staff actively work within our region to gather and develop intelligence in order to intercept and prevent gang-related activities in the City. Within the City, Police work closely with Schools, Court Services, Recreation, and other City agencies on anti-gang efforts</p>	<p>Two police detectives assigned to the Criminal Investigations Section gather gang intelligence, provide gang awareness training, and investigate all reported gang crimes in the City. An investigator is also assigned to the Northern Virginia Gang Task Force to gather intelligence information and to assist in gang investigations that cross jurisdictional boundaries in Northern Virginia. Six school resource officers work with students and youth on a daily basis during the school year. In addition, a Gang Intervention Coordinator in the Court Services Unit organizes local and regional gang intervention and prevention efforts.</p> <p>A draft and several revisions of a Northern Virginia Comprehensive Gang Assessment have been completed. The Department of Justice is currently reviewing this report.</p> <p>Gang detectives give presentations on gang activity to the Citizens Police Academy, in March and September each year. Gang detectives give a presentation on gang activity to Leadership Alexandria each year. Gang detectives conduct training on gang activity/gang recruitment in the schools upon request. Gang detectives are scheduled to teach an 8-hour block of instruction on gang activity to patrol officers, detectives and deputy sheriffs at the Northern Virginia Criminal Justice Academy in October 2008.</p> <p>On March 25, 2006, the Community Anti-Gang Task Force hosted a successful summit at George Washington Middle School, resulting in the development of a strategic plan including various initiatives that have been implemented. Among those components are the development of an 11member Alexandria Mentoring Partnership; the development and distribution of a regional public service campaign and the development and implementation of Intervention Prevention Education Street Outreach Program.</p>	<p>Police Department</p> <p>Court Service Unit</p> <p>City Manager's Office</p>	<p>Earl Cook</p> <p>Lillian Brooks</p> <p>Mike Mackey</p> <p>Michele Evans</p>	7	

GOAL 7:		A CITY THAT ENSURES THE SAFETY, SECURITY, EMERGENCY PREPAREDNESS AND WELL BEING OF THE COMMUNITY				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Crime and Nuisance Activity	Police Department actively addresses nuisance and crime issues through a coordinated approach that involves the crime analysis unit, sworn police officers, and close relationships with civic, business, and residential organizations throughout the City.	<p>Crime analysis staff produce ongoing data on the prevalence of major crimes and nuisance activity, using maps and reports to track where to target responses and combat these activities.</p> <p>The City Manager's Quality of Life Committee meets bi-monthly and receives regular briefings on Police Department special efforts to address crime and nuisance activity. The Inner City, the First Street neighborhood and Arlandria all have received special police enforcement to address community concerns about nuisance and other criminal activity.</p> <p>In June 2007, the Police Department implemented a new Strategic Response System (SRS) model of policing. This model of policing uses information technology, operational strategy and managerial accountability to reduce crime in our community and places an emphasis on proactive problem solving to reduce crime. Commanders are assigned to specific geographic areas of the City and given the resources and responsibility to address crime and quality of life issues. The implementation has led to a significant reduction in Part I crimes.</p>	Police Department	Mary Garrand	7	

GOAL 7:		A CITY THAT ENSURES THE SAFETY, SECURITY, EMERGENCY PREPAREDNESS AND WELL BEING OF THE COMMUNITY				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Fire and Police Communications	Replace or upgrade existing systems.	<p>A new 800 MHZ radio system was implemented in December 2005. This citywide system takes advantage of digital technology and is comprised of four radio repeater sites that provide increased coverage for system users. A new Special Use Permit was implemented to require first responders radio communications coverage in new large buildings within the City in August 2006; (2) a new E-911 system was implemented on April 14, 2007 and takes advantage of the newest technology; and (3) implementation of Fire on Board computer system continues.</p> <p>A study of a combined communications facility is underway.</p>	<p>Police Department</p> <p>Fire Department</p>	Dave Baker and various Police and Fire Staff	7	
Fire Station Study	Comprehensive needs study currently being conducted by the TriData Group. This study will evaluate the suitability of the locations of the Departments existing fire stations; the need for any additional stations with special attention to the future needs in the Eisenhower Valley area; describe the impact of any new locations or re-locations on service delivery capability; study on optimum departmental staffing level in order to minimize overtime use; and assess the physical condition of the existing fire stations.	TriData, a division of System Planning Corporation, began work on this project June 2005. The report was received in October 2007 and is under review. The report and preliminary staff recommendations was presented to Council on June 24, 2008 and will be part of the 2008 Council Retreat and in the FY 2010 budget deliberations.	Fire	Adam Thiel	7	

GOAL 7:		A CITY THAT ENSURES THE SAFETY, SECURITY, EMERGENCY PREPAREDNESS AND WELL BEING OF THE COMMUNITY				
ACTION NAME	BRIEF DESCRIPTION	STATUS	LEAD DEPARTMENT	STAFF CONTACT	STRATEGIC GOAL SUPPORTED	SYMBOL
Public Safety Employee Compensation	Review of public safety sworn officers pay compensation to ensure the City's ability to retain police officers Firefighters and Sheriffs' deputies and to compete for the best possible recruits.	The City Council Pension/Employee Pay Subcommittee (Mayor Euille, Councilman Smedberg, and City staff) worked with the Police, Fire, and Sheriff's representatives to develop competitive pay adjustments for sworn personnel. City Council approved the pay changes for sworn public safety on December 13, 2005. Public Safety compensation will be addressed as part of the Watson Wyatt Study due to be presented to City Council in early 2009..	City Manager's Office Personnel	Michele Evans Terry Robinson Kathleen Schramm	7	

Update to be provided for Council Retreat

STATUS REPORT

August 1, 2008

CITY OF ALEXANDRIA
IMPLEMENTATION OF ECONOMIC SUSTAINABILITY RECOMMENDATIONS

RECOMMENDATION	LEAD AGENCY	STATUS
A. <u>Metrorail</u>		
A1. Develop land use plans for transit oriented development at the Braddock Road, King Street, and the Van Dorn Metrorail stations.	P&Z	Braddock Metro Neighborhood Plan incorporated transit-oriented development principles and was adopted April 12, 2008. Planned Eisenhower West Study, when undertaken, will address Van Dorn Station planning issues.
A2. Model density on best practices such as the retail/office/residential redeveloped Clarendon area in Arlington County which has a mix of heights and densities.	P&Z	Braddock Metro Neighborhood Plan reflects mix of heights, as well as uses. Potomac Yard Landbays G and H will have a mix of uses in its town center design. Redevelopment of Potomac Yard Retail Center represents an opportunity to model uses, density and design on best practices.
A3. Approve mixed-use development at Metrorail station sites with office uses as the primary type of development.	P&Z	Office focus reflected in Braddock Metro Neighborhood Plan, as well as in revised plans for Landbays G and H and the to-be-developed Retail Center in Potomac Yard.
A4. Create a world class development project at the King Street Metrorail station	TBD	
A5. Establish parameters for development of the Eisenhower West area.	P&Z	Eisenhower West Plan to be scheduled.
A6. When reviewing the Potomac Yard Landbays G and H (the town center landbays) and Potomac Yard Retail Center revised plans, consider higher densities that would better encourage the building of a new Metrorail station in the land reserved for such a station.	P&Z	Density transfer to Landbay H approved by Council on June 14, 2008. Potomac Yard Retail Center redevelopment planning at initial stages. Initial Metro station financing report issued. Council provided \$0.5 million in CIP funding for station financial engineering feasibility studies in FY 2009.

<p>A7. Rename the Metrorail stations in Alexandria so they provide economic value such as:</p> <ul style="list-style-type: none"> a. "King Street" to "Old town – King Street," or "Old Town – South" b. "Braddock Road" to "Old Town – Braddock Road" or "Braddock Road – Potomac Yard" or "Old Town – North" c. "Van Dom" to "Landmark – Van Dorn" d. Expand the "Eisenhower" Metrorail station name once the area develops more of an identity. 	TBD	
<p>A8. Consider creating a new Metrorail station near the Clermont/Eisenhower intersection.</p>	P&Z, T&ES	To be considered during Eisenhower West planning study.
<p>A9. Improve connectivity between Eisenhower Avenue and the rest of the City.</p>	T&ES	To be considered during Eisenhower West planning study.
<p>A10. Economic development activities and projects should be coordinated with the proposed Transportation Master Plan (such as a bus rapid transit "BRT" hub at Landmark).</p>	T&ES, P&Z, AEDP	The Comprehensive Transportation Master Plan, which was adopted by Council on March 11, 2008, has been, and will continue to be, incorporated into land use planning.
<p>A11. Alexandria's Metrorail station sites should not be developed with expanded parking for Metrorail parker/rider use (i.e., park and ride parking garages).</p>	P&Z	Braddock Metro Neighborhood Plan envisions mixed use commercial development at Braddock Road Metrorail station site.
<p>A12. When Metrorail station areas are planned for redevelopment and include public benefits and amenities, clear mechanisms should be put in place to capture a portion of the economic value created by the redevelopment to be used to pay for those amenities at such time redevelopment occurs.</p>	P&Z	Braddock Metro Neighborhood Plan incorporated this tax value capture concept into the Plan.

<p>B. <u>Commercial Economic Activity</u></p> <p>B1. Council should adopt specific policies regarding commercial development and land use.</p>	P&Z	Council's adoption in principle of the recommendations, contained in the Economic Sustainability report, and the application of those principles (as applicable) in each of the small area planning processes, as well as individual development plans, represents adoption of these policies on a plan by plan basis.
<p>B2. The City should update the fiscal impact model that was produced from the PTO project so that the fiscal impacts of commercial development are better understood by residents and those in decision making capacity.</p>	CMO	Consulting firm will be hired and provide an updated fiscal impact model in the fall of 2008.
<p>B3. Specific employment growth targets should be established.</p>	TBD	
<p>B4. Commercial and residential new development should be balanced.</p>	TBD	
<p>B5. The success of nearby mixed use retail centers such as Shirlington, Clarendon, as well as the emerging plans for Crystal City, should be studied to learn from those successes, as well as to better understand the competition.</p>	P&Z	Landmark/Van Dorn Advisory Group and City staff has visited/studied mixed use centers in the Washington, D.C. metropolitan area as part of the planning process.
<p>B6. The City should expand its focus on retail expansion as part of the economic development equation so that retail spending is a net import and not a net export.</p>	P&Z, AEDP	P&Z has hired nationally recognized retail consultant to provide advice and/or to undertake studies in the Landmark/Van Dorn, King Street and Potomac Yard areas. AEDP continues to participate in International Council of Shopping Centers (ICSC) events, exposing Alexandria to national and regional retailers, restaurants and brokers.
<p>B7. Tax incentives or tax increment financing (TIF) should become a judiciously used economic development tool where the situation warrants such actions to attract desired commercial development, or to entice "marquee" name office users.</p>	CMO	TIF financing being considered for Landmark Mall redevelopment, and as one of the financing mechanisms for the new Potomac Yard Metrorail station.

B8.	As outlined in the “creative class” literature, the value of the arts community on economic development and its future opportunities for the City should be recognized and further encouraged.	R&P	
B9.	The City should develop an explicit plan and strategy related to industrial properties, realizing that technological and business innovations sometimes need these types of spaces for product development.	P&Z	Eisenhower West Industrial Study planned for FY 2009.
B10.	Economic education of residents, business persons, City employees, City Council and other decision-makers should be ongoing.	AEDP	This item is addressed in AEDP’s Strategic Plan. Staff meets regularly with local business groups to discuss economic development issues. AEDP has provided ED information to two civic organizations in recent months and plans greater outreach to residents in coming months.
C.	<u>Potomac Waterfront Potential</u>		
C1.	Mixed use vibrant development should be encouraged along the waterfront in the remaining opportunity parcels with commercial retail, restaurant, arts, and hotel development opportunities targeted.	P&Z	Waterfront planning process to be initiated in January 2009.
C2.	Existing warehouse sites have high visibility and represent a major obstacle to completing the enhancement of the waterfront with world class redevelopment.	P&Z	Waterfront planning process to be initiated in January 2009.
C3.	Redevelopment architecture should be in keeping with 18 th and 19 th Century’s historic fabric of Old Town and be consistent with the historic image and brand of the City and respect the adjacent residential neighborhoods.	P&Z	Waterfront planning process to be initiated in January 2009.
C4.	A public access plan should be part of the waterfront plan. The waterfront is also an important element of the tourist experience.	P&Z	Waterfront planning process to be initiated in January 2009.

C5.	Existing public promenades along the waterfront should be linked and completed.	P&Z	Waterfront planning process to be initiated in January 2009.
C6.	Water uses such as kayak and sailboat rental and additional marina slips should be encouraged.	P&Z	Waterfront planning process to be initiated in January 2009.
C7.	Major existing docks should be maintained so that ships (such as the Coast Guard Eagle tall ship and small passenger ships) can still be accommodated.	R&P	T-Pier area of the City Marina dredged in the winter of 2008 to a depth of 24 feet to accommodate tall ships and other large vessels. Recreation and Parks staff to communicate to tall ship and small cruise line communities the availability of the T-Pier.
C8.	Further expansion of water taxis and water shuttles should be encouraged.	R&P	Water taxi service to National Harbor initiated in April 2008. Service to Washington Nationals baseball stadium awaits D.C. government action regarding piers and docks at the stadium.
C9.	Public parking needs along the waterfront should be addressed in the waterfront planning.	P&Z	Waterfront planning process to be initiated in January 2009.
C10.	The City should complete its planned waterfront land acquisitions, as well as negotiations with the Old Dominion Boat Club.	R&P, CMO, CAO	Discussions between the City and the Old Dominion Boat Club continue.
C11.	The City should work with the National Park Service and the U.S. Department of Justice on settling the waterfront title disputes for the seven parcels where a settlement agreement has not yet been completed.	R&P, CMO, CAO	Discussions among the National Park Service, U.S. Department of Justice, and the City ongoing. The decades old litigation between the federal government and the property owners has been assigned to a new federal judge who issued a status call earlier this year.

<p>C12. The City should take full advantage of the tourism and business development potential of National Harbor development across the Potomac River from the City, as well as future further waterfront development in the region.</p> <ul style="list-style-type: none"> a. The recently approved water taxi service between the City and National Harbor should be implemented as planned, and potentially expanded as demand and other related opportunities (the new Washington Nationals baseball stadium). b. A visitor center or similar orientation area/technology should be developed for tourists coming to the City by water taxi. c. Through better signage, as well as the production of marketing materials, efforts should be made to better educate and orient tourists coming from National Harbor as well as existing tourists. d. A fare-free shuttle type transit service should be developed between the foot of King Street at Union and the King Street Metrorail station. Such service should be integrated into the existing transit network in the city, as well as be aimed at moving existing workers, shoppers and residents up and down King Street on both weekdays and weekends. e. The food court at the City Marina should be rethought and revitalized. f. The underutilized area underneath the Chart House represents an opportunity to expand services to tourists and Marina users. g. Expand retail on South Union Street, the Strand and other areas, if feasible, as part of the waterfront redevelopment plan. 	<p>CMO</p> <p>R&P</p> <p>ACVA</p> <p>ACVA, P&Z, OHA</p> <p>T&ES</p> <p>P&Z</p> <p>P&Z</p> <p>P&Z</p>	<p>National Harbor collaborative initiated in early 2007, made recommendations to City Council in November 2007, which were approved with \$1.3 million in new funding provided.</p> <p>Water taxi service to National Harbor/Gaylord started in April, 2008. Service to baseball stadium is dependent on D.C.'s future dock configuration.</p> <p>Water taxi video created and is operational.</p> <p>Coordinated efforts resulted in unified orientation messages and graphics, as well as new informational kiosks.</p> <p>King Street Trolley initiated on April 1, 2008. Ridership has far exceeded expectations, peaking at 19,000 riders per week in early July.</p> <p>Owner of food court considering expansion and repositioning options.</p> <p>Water taxi visitor waiting area constructed and opened.</p> <p>Will be considered during waterfront planning process.</p>
<p>C13. The planned waterfront study should be commissioned as quickly as possible and be clearly defined in scope.</p>	<p>P&Z</p>	<p>Waterfront planning process to be initiated in January 2009.</p>

D. <u>Landmark Mall</u>		
D1. The City must pursue with all deliberate speed the total redevelopment of the 55 acres of the current Landmark Mall site into a high quality, mixed use City Center development. The ultimately planned proportionate mix and volume of office, residential and other uses needs to be planned carefully so that there is enough volume and variety of use to support the planned new retail uses.	CMO, P&Z, T&ES, AEDP	Redevelopment planning underway with General Growth Properties envisioning (early stage concept) 2.5 million square feet of office, 0.9 million square feet of retail, 1,700 residential units and 600 hotel rooms.
D2. A strategy to get Sears to become a partner in the Landmark Mall redevelopment needs to be found by the City, General Growth Properties (GGP) and the Macy's Department Stores. Alternatively, Sears could sell its land to General Growth.	CMO, AEDP	Macy's concurs with redevelopment scenario. Detailed contract with GGP to be next step. Sears and GGP continue active discussions and negotiations. AEDP is working with Mayor and CMO on back-up plan.
D3. General Growth Properties, Sears and Federated Department Stores should cooperate and put the redevelopment back on a fast track before the opportunity is eclipsed by other retail development in the regional market areas served by Landmark such as the Springfield Mall. If General Growth does not get this redevelopment process actively restarted by the end of 2007, the City should seek a joint venture lead partner for all of the Landmark properties (Sears, General Growth and Macy's).	CMO, AEDP	GGP has hired internationally recognized land use planning firm and transportation consultants who are now developing the initial plan framework, road network and site ingress and egress options. Traffic modeling to be undertaken in summer of 2008, which will help determine road network, as well as how much development the site can support.
D4. The City should regularly track the tax production trends of Landmark mall (as well as other retail areas of the City).	FIN	City tracks Landmark Mall tax revenues. The Mall currently produces about \$3.2 million in taxes to the City annually. On a year-to-year basis, tax revenues continue to decline about 5% to 7% per year. Mall sales now average about \$125 per square foot, which is very low for a regional mall.
D5. Using Reston Town Center as a model, the Landmark Mall prior redevelopment plan should be revamped to include substantial office space in addition to the previously planned retail and residential uses.	GGP	2.5 million square feet of office currently envisioned by GGP as part of the redevelopment plan.

D6.	A redeveloped Landmark Mall site should be an inviting town center with open space, public amenities (such as an ice rink, sports/recreation activities, theaters, etc.) and be pedestrian-oriented in its design.	GGP, P&Z	Although at the early stages, open space, to-be-identified public amenities, and creating a pedestrian friendly environment are City and GGP priorities.
D7.	As one of the Gateway sites and key sites in the West End of the City, care should be exercised to ensure that the redevelopment represents a quality product, so that this site becomes the focal point of West End activities and vibrancy.	P&Z	Quality redevelopment is a priority for the City and for GGP.
D8.	If warranted by the real estate economics, and the potential level of new tax production, the City should stand ready to utilize tax increment financing (TIF) in order to make the Landmark Mall redevelopment occur in such a way that it benefits the City in a major way.	CMO, FIN, OMB	TIF financing will be considered.
D9.	Given its history and current state, consideration should be made to rebranding the “Landmark Mall” name.	GGP	GGP will consider, but currently GGP sees value in keeping the “Landmark” name and making this project a landmark development with a full office building (approximately 25 stories) as its signature structure.
D10.	Consider making Landmark Mall redevelopment a totally green (such as LEED’s certified) project.	GGP	GGP has indicated that the redevelopment will have a “green” buildings and environmental emphasis.
D11.	The retail re-tenanting should have an upscale and “marquee” anchor focus.	GGP	GGP has indicted that their goal will be to move the retail tenants as up-market as the retail market would allow. P&Z consultant study shows large gap between consumer demand and available retail with the Landmark/Van Dorn market area substantially underserved.
D12.	Transportation demand in the Duke Street corridor makes mass transit (such as a BRT line) key to this property’s redevelopment.	T&ES	Transit (BRT and/or other transit options) will be a major element of any new Landmark Mall redevelopment plan.

E.	<u>Leveraging the City's Assets</u>		
E1.	The City should develop and keep up to date an inventory of properties that it owns.	GS	Asset study to be initiated in the summer of 2008. Staubach firm retained.
E2.	The City should periodically evaluate those properties to determine their long term use which would be in the long term best interest of the City.	GS	Asset study to be initiated in the summer of 2008. Staubach firm retained.
E3.	The City should sell, lease or otherwise dispose of properties that it determines are not needed for a public purpose after determining what is the highest and best use of those properties. Parcels the City owns in commercial areas or high land value areas should receive special focus.	GS	Asset study to be initiated in the summer of 2008. Staubach firm retained.
E4.	Funds derived from land sales or lease payments should be reprogrammed to meet currently unfunded City capital needs.	OMB	City's practice and future plan would be to reinvest any land sale proceeds into other capital projects.
E5.	The City should look to determine if the current uses planned for properties it owns represents the most efficient utilization of the property.	GS	Asset study to be initiated in the summer of 2008. Staubach firm retained.
E6.	The Alexandria City Public Schools should also undertake such a review of properties it owns and develop a long-range plan in conjunction with the City.	SCH	After City asset study is completed and the report issued, the Schools will be encouraged to undertake a similar study.

F. <u>Travel and Tourism</u>		
F1. The City's "brand" of being one of America's most historic, well preserved, unique, and vibrant, arts oriented, creative cities should be a consideration and a theme in nearly all land use, marketing, and other governmental and private sector activities particularly in the greater Old Town area. Historic preservation is a tourism asset. A professional marketing firm with tourism branding experience should be retained to study this issue and to make recommendations.	ACVA	ACVA completed a Brand and Image Study with Strategic Marketing and Research, a nationally recognized tourism marketing research firm in Indianapolis, Indiana. The study identified a brand focus that balances historic ambiance with contemporary flair. The study has guided the work of ACVA's media buyers and designers to inform the 2008/2009 advertising. The research consultants also led a branding exercise with City departments and community organizations.
F2. ACVA should look at its resource allocation to determine if additional staff and non-personnel funds should be devoted to marketing. ACVA marketing should become more web-focused which is how more tourists research and plan for their vacations.	ACVA	ACVA's Board of Governors approved a 2009 budget that includes one new full-time marketing position devoted to design and web content. ACVA has modernized its marketing mix, devoting nearly \$250,000 to web-based advertising in its spring and summer campaigns. The website's URL was changed from Funside.com to VisitAlexandriaVA.com. A contract was awarded for the complete redesign of the website and integrated CRM systems for membership and sales. Visits to the website increased 132 percent April – June.
F3. The City should increase its funding of ACVA's marketing programs once ACVA presents the City with a specific plan that is market research based.	CMO	City increased ACVA funding for National Harbor related initiatives, as well as for regional marketing (see F6.).
F4. ACVA needs to become more measurement and metrics oriented.	ACVA	ACVA has revised and improved its performance measures and metrics.
F5. A new or expanded Visitors Center with better accessibility is needed as Ramsay House, although well located, is too small and difficult to access.	ACVA, CMO, GS	Additional equipment will be installed on the first level of the Visitors Center (camera, bell) to better enable staff to assist visitors with disabilities. A flat-screen monitor and DVD are also being installed there to play the video developed for the water taxi.

F6.	The City should consider expanding ACVA's role as the lead agency in marketing the City's retail stores, restaurants, museums, art galleries and studios, and entertainment venues to the greater Washington, D.C. metropolitan area in order to gain a larger share of regional consumer discretionary spending. ACVA has indicated it would need additional resources to do this.	ACVA, CMO	Council approved \$300,000 in funding for ACVA's proposed new regional marketing initiative. ACVA's advertising firm is developing the specific plan and materials with three campaigns per year planned (fall, holiday, spring) starting in the fall of 2008.
F7.	ACVA should continue to focus its resources during the upcoming year on planning on how to get National Harbor convention and meeting attendees to visit the City.	ACVA	Starting in 2007 and continuing into 2008, ACVA has focused on marketing the City to National Harbor/Gaylord hotel guests. In-room and on-property advertising initiated, as well as the water taxi video was created and implemented. Orientation to Gaylord staff provided, as well as assistance in booking overflow conference room demand in Alexandria hotels.
F8.	When Landmark Mall is redeveloped, thought should be given to creating new tourism products so that the West End can better benefit from the City's tourism activity.	GGP, P&Z, ACVA	Redevelopment planning process, which has been initiated, will consider public amenities that could be marketed to tourists.
F9.	The City should evaluate conference and meeting space needs in the Old Town area and consider joint venturing with the private sector the building of additional conference and meeting space in conjunction with other development.	TBD	
F10.	Increasing the tie-ins of the City's historic and other tourist related assets with existing (Mt. Vernon) or new major regional tourism sites (Army Museum) should be considered in order to capture an additional share of the tourism market.	ACVA	ACVA initiated a Google Adwords campaign that uses large regional tourism attractions as key words.
F11.	The "Funside" branding has served the City for 10 years and should be reviewed and rethought.	ACVA	ACVA no longer focusing on "Funside" as its theme. URL changed to visitalexandriava.com.
F12.	More market-research in order to better understand the tourism market segments needs to be undertaken.	ACVA	In addition to the Brand and Image Study completed in December, ACVA has contracted with TNS to receive a comprehensive visitor profile (with volume estimate) for Alexandria. The contract will also provide profiles for visitors to DC and Northern Virginia as well as profiles for major origin markets.

F13.	ACVA should consider expanding its target marketing of different segments of the tourist market, as well as expand the media it uses to market the City.	ACVA	ACVA will focus on three target segments: 1) tourists after arrival in the region (tourist in-marketing campaign), 2) residents and neighbors for shopping and dining (regional campaign), and 3) mid-Atlantic destination visitors for overnight stays in Alexandria hotels (destination campaign).
F14.	Studies should be undertaken to determine if ACVA should expand its marketing further in foreign markets including collaboration with other tourism marketing organizations in marketing to those markets.	ACVA	With ACVA's current budget, they will continue to market internationally through the Capital Region USA marketing alliance between Virginia, D.C., and Maryland. A new website launched by the U.S. Department of Commerce and the Travel Industry Association will offer additional low-cost entry into foreign markets later this year. Of course, foreign visitors are included in the tourist in-market campaign after they have arrived in the D.C. region.
F15.	Further tourism marketing efforts should be undertaken at both National and Dulles Airports.	ACVA	ACVA will seek editorial coverage in publications distributed on airlines at the airports, but does not recommend, at this time, diverting funds from its core campaign to airport media.
F16.	The City should fast track its planned wayfinding signing program. This program should be informational and not just directional.	P&Z	Wayfinding planning process substantially underway and is scheduled for completion in the Spring 2009. Implementation funding is not currently in the CIP for FY 2010.
F17.	Consideration should be given to early implementation of signing for public parking garages and for signing the City marina and King Street for water taxi arrivals.	P&Z	New signs and kiosks created and installed at the Marina, the foot of King Street and at the King Street Metrorail station.
F18.	ACVA should consider expanding its direct mail campaigns.	ACVA	Direct mail will continue to be part of the marketing mix, including a 6-panel mailer being distributed to 50,000 households this fall. Mass e-mail is a focus for increased development through the redesigned website.
F19.	The City should consider improving the lighting on King Street, as well as keeping the holiday tree lights lit 12 months of the year.	R&P	Council approved and funded a 12-month tree lighting program which started in April 2008. Public response has been positive.
F20.	ACVA should expand its orientation and training program of concierges and other hotel staff for all City hotels, as well as those at National Harbor and in Arlington.	ACVA	During FY 2008, ACVA hosted six tourism training classes attending by more than 80 participants, including concierges from Gaylord National and King Street Trolley drivers.

F21.	In order to protect Alexandria's historic brand and reputation for historic preservation, initiatives should be considered that sustain publicly and privately owned historic assets in the City.	OHA, GS	Council has funded a multi-year historic public facilities capital program, and implementation is underway. OHA is planning a fundraising gala to raise funds for City and private museums.
F22.	The City should be ready for the impact of National Harbor (Maryland) development when it opens in April, 2008.	CMO, ACVA, R&P, P&Z, T&ES	The new water taxi dock, dredging, major lighting, kiosks and King Street Trolley were in place by National Harbor's opening. Other initiatives were completed in the spring and summer. Food Court bathroom restoration only partially complete.
F23.	More "experience" related activities (performing arts, street performers, historic interpretation characters) need to be planned for and should occur in the evenings and on weekends in key commercial areas.	OHA	Experience related activities initiated on weekends, generally at Market Square or at the Marina.
F24.	The further use of information technology in kiosks, at the Visitors Center and in hotels should be explored.	ACVA	ACVA entered a strategic partnership with Digital City Kiosk to improve the content offered through their kiosk system already in place in most Alexandria hotels, as well as in D.C. An electronic kiosk and computer with Internet access are available at the Visitors Center.
F25.	Consideration should be given to establishing a performance venue on or near the waterfront.	P&Z	The Waterfront Study will consider this recommendation.
G.	<u>Focus of Economic Development Activities</u>		
G1.	The City and its economic development agencies should work to retain and to expand its existing business clusters, thereby building on existing strengths: a) Hi-Tech, b) Intellectual Property, c) Associations, d) Tourism (see travel and tourism recommendations), e) Retail (see Landmark Mall and Commercial Economic Development Activity recommendations), f) Arts, Communication, Advertising, Graphics, Web design, and g) Educational Institutions.	AEDP	AEDP currently developing its proposed Strategic Plan, and intends to incorporate many of the Economic Sustainability recommendations in that Plan. Consultant study of strengths, weaknesses, opportunities and threats (SWOT) now underway, which will assist in identifying business clusters to target. Currently working to enhance association, federal government and associated contractors and higher education clusters through targeted outreach and events. AEDP has created a Higher Education Consortium (committee) that will begin meeting in the fall of 2008.
G2.	Business recruitment and retention activities should position the City as a leader and a first-tier organization in its economic development efforts.	AEDP	AEDP Strategic Plan to address this issue; Goal 3 = Promote a pro-business image of the City.

G3.	The City has an extensive “creative class” and “knowledge” economy. This should be exploited as a marketing tool. (Base on the widely accepted economic development theories of Professor Richard Florida.)	AEDP	AEDP Strategic Plan to address this issue. Board currently working to support “Imagine Alexandria” concept.
G4.	Economic development efforts, including marketing, need to be more aggressive and reach out to more markets across the United States.	AEDP	AEDP Strategic Plan to address this issue. Associations in NYC, Chicago and elsewhere have been contacted and are now part of overall attraction efforts.
G5.	Greatly expand the marketing budget for business recruitment.	CMO, OMB, AEDP	Council approved a \$125,000 contingent for AEDP initiatives in FY 2009. AEDP work session with City Council in September to fully discuss plans.
G6.	Effective targeted international recruitment should be planned if such recruitment can be done on a cost effective basis.	AEDP	AEDP Strategic Plan to address this issue. AEDP working with VEDP and GWI to leverage existing international marketing efforts.
G7.	With a revised economic development effort and structure in the City, private sector economic development organizations, such as AEDP, should continue to be an active part of regional business recruitment and tourism promotion efforts.	AEDP	AEDP Strategic Plan to address this issue. See G6.
G8.	Various City government departments and agencies should be used as resources in the recruitment and retention process and greater coordination of effort is essential.	AEDP, CMO	AEDP and City government departments and agencies (P&Z, Code, etc.) working more closely together on economic development issues.
G9.	The revitalized AEDP and related non-profit economic development agencies, should strengthen their focus on metrics and industry based research.	AEDP	AEDP and ACVA revising their metrics and performance measures. Consultant on-board to finalize metrics and presentation of results on a regular basis.
G10.	All outcomes of economic development activity must be measured on a return on investment manner (ROI) basis.	AEDP	AEDP and ACVA revising their metrics and performance measures. See G9.

G11.	The City should target high-value office users such as professional service firms, defense contractors, and others who pay medium to high salaries for locating or expanding in the City.	AEDP	See G1.
G12.	The City is favorably situated and already enjoying the presences of branches of major higher educational institutions; these need to be encouraged to expand, and the City should court these and other entities to grow and possibly coordinate activity in the City.	AEDP, CMO	AEDP and the City continue to encourage higher educational institutions to expand, or to move into the City. Landmark Mall redevelopment represents an opportunity for a higher educational institution. George Washington University will soon be expanding into new space in the Carlyle area. Regent University closed its Northern Virginia campus, which was based in Alexandria. Other schools currently assessing market and looking at space.
G13.	The transfer of 7,200 jobs from the City due to the recommendations of the Base Realignment and Closure (BRAC) Commission should be carefully monitored and viewed largely as a long-term opportunity.	AEDP, DHS	AEDP has obtained a federal grant and hired a BRAC consultant to assist in developing strategies in regard to space backfill and other issues. JobLink has teamed with Arlington with the opening of a BRAC job transition center in Crystal City.
G14.	The City should be open to selectively attracting the headquarters operations of highly visible and recognized federal agencies.	AEDP	AEDP is developing a strategy to attract desirable federal agencies. Presentation to federal government-wide leasing officers took place in July 2008. "Federal Friendly Zones" is marketing focus. Working with property owners to advise of federal requirements and assist with marketing.
G15.	Existing small businesses need to be nurtured and new small businesses encouraged.	SBDC, AEDP	SBDC has offered new seminars to assist retailers, restaurateurs and other small businesses. Council increased funding to SBDC for FY 2009 by \$50,000 which will help the SBDC to expand its services. Both agencies continue to provide facilitation services with City, regional and State departments.
H.	<u>Responsiveness of City Bureaucracy and City Processes</u>		
H1.	The City should review its business practices relating to land use and building regulation in order to make these processes better understood, more transparent, as well as to erase the regional negative perception of the City toward new business development; this includes greater efficiency and timeliness, with applicants seeing cross-departmental coordination as seamless and more efficient.	Code, P&Z, T&ES	Mapping of permit processing business practices is on-going. Permit center team will be working on streamlining processes as a result of this activity.

H2.	The City needs to make a cultural shift in its attitude, and that of its employees, towards businesses, so that it is less of a negative regulator and more of a partner and a facilitator.	Code, P&Z, T&ES	Code is in the process of implementing a reorganization plan that includes consolidating new construction functions under a newly appointed Deputy Building Official. A Customer Service Manager dedicated to the permit center will begin employment September of 2008. A Customer Service Technician (department call center concept) was implemented in June of 2008.
H3.	The City should develop the best customer relationship processes in the entire Washington, D. C. metropolitan area.	Code, P&Z, T&ES	Staff training that includes empowerment and decision-making skills has been implemented. In addition to the items noted in H2, a multi-agency permit center will be implemented before the end of 2008. This will include the departments of T&ES, P&Z and Finance. The goal will be to allow permit processing and some other activities to occur, or at least be initiated, at one location. A customer management software system that will assist with customer tracking and monitor time spent in the permit process is being considered with the permit center implementation. Web based application and permitting projects have been implemented.
H4.	City processes need to be business friendly, but retain the necessary protections in regard to historic preservation, health, safety, as well as quality of life.	Code, P&Z, T&ES	City agencies are seeking to find and implement the right balance of these community values.
H5.	The City should review its Special Use Permit (SUP) processes to determine which SUP categories could be eliminated or made administrative in order to reduce the time necessary to open a business.	P&Z	Small Business Task Force issued its report in June 2007. Specific proposals were drafted by P&Z staff, community meetings held, and a set of SUP reform proposals made in the spring of 2008. The Planning Commission revised these to some degree in July 2008. Council will hold public hearing and consider adopting SUP reforms in the fall of 2008.
H6.	The use of internet-based technology should be expanded both in the field, and by the provision of more online information and interactive functions between businesses and the City staff. The goal should be "on line, not in line."	Code, P&Z, T&ES, OC, ITS	Expansion of wireless/laptop program continues, as does enhancing website capabilities in Code Enforcement. Web based application and permitting projects have been implemented.
H7.	If the newly revised more interactive public participation model works (as being used in the Braddock Road Plan restart), then that model (or varying versions of it) should be used for future small area planning	P&Z	Landmark/Van Dorn planning process is utilizing interactive public participation model, including an advisory group and open to the public charette processes.

processes.		
H8. The name "Code Enforcement" should be changed to a more customer-centric name.	Code	Under active consideration, with name change likely to occur in the summer of 2008.
I. <u>Organization, Vision and Performance of Economic Development Functions</u>		
I1. The EDO Board should be reconstituted with all Board positions vacated and refilled based upon a to-be-determined makeup of persons knowledgeable in business or economic development. EDO Board positions should represent a cross section of the business community and also Board positions should have specific experience requirements (i.e., development, real estate finance, hotel management, etc.).	AEDP, City Council	Under active consideration. Reorganization planned to be completed in fall of 2008.
I2. A majority of the EDO Board should be appointed by City Council, with some of the Board appointed by organizations such as the Chamber of Commerce. The Civic Federation should also appoint a person to the EDO Board (this is a recent change made by AEDP).	AEDP, City Council	Under active consideration.
I3. The EDO Director should be employed by and report to the EDO Board.	AEDP	Recruitment of new director to be initiated in July 2008 using a search firm.
I4. The EDO Board should be an active Board and meet at least monthly, as well as have subcommittees to focus on specific issues or functions.	AEDP	AEDP Board is now meeting on a monthly basis, with Board Members actively participating on new AEDP committees, and in new AEDP tasks.
I5. The Chair of the EDO Board should be highly accomplished in the business community.	AEDP	Under active consideration.
I6. The EDO Board should utilize the best practices of board governance, including having term limits, an executive committee, an audit committee, and utilize 360 degree feedback.	AEDP	Under active consideration. Term limits and Executive Committee already in place.

I7. EDO should be fully accountable to the City (which is its funding source) with the City setting specific written performance and accountability standards.	CMO, AEDP	Performance Agreement, which will mutually establish and define the relationship between AEDP and the City, should be implemented in the fall of FY 2009. Agreement will outline metrics and reporting periods.
I8. The EDO Board should keep the City Council regularly informed of its plans and activities, and meet with the Council annually to discuss its proposed plans and initiatives for the upcoming year.	AEDP	Under active consideration. Quarterly meetings with the Economic Sustainability Monitoring Committee are proposed.
I9. The reconstituted EDO Board and staff should be given one year to meet the City's performance expectations, and if expectations are not met or significant progress has not been made, then EDO should be internalized and become a City Commission and the EDO staff would become a department of the City government.	Economic Sustainability Monitoring Committee, City Council	Given that FY 2008 was a transition year for AEDP and the first half of FY 2009 is also a transition time period, the "one-year" concept needs to be re-defined.
I10. One of the first tasks of the EDO Board would be to rename AEDP.	AEDP	AEDP has considered and has concluded that it should not change its name. A new logo and "look" is under development, with increased visibility and outreach to immediately follow.
I11. EDO staff compensation should be performance based.	AEDP	In FY 2007, AEDP incorporated this concept into its new President/CEO contract.
I12. A major initial step of the reconstituted EDO Board should be a study of the mission, functions and organization of economic development activity, including the current functions of AEDP and ACVA, the major private organizations funded primarily by the City, and components of a sound program that should be instituted.	AEDP	A consultant has been hired by AEDP who will review existing organizational relationships as part of larger strategic planning efforts. No AEDP study of ACVA functions is planned.

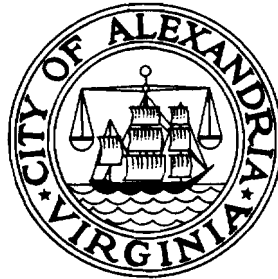
<p>I13. EDO should retain its offices outside City Hall in class “A” office space, as is the norm with many economic development organizations in other jurisdictions. This will facilitate the public/private features of the new arrangement and provide the “feel” of a true partnership in an enhanced economic development effort.</p>	<p>AEDP</p>	<p>AEDP plans to continue to rent class “A” office space and to remain at their current location.</p>
<p>I14. The functions of the new EDO Board should include:</p> <ul style="list-style-type: none"> a. Actively advising the City Manager and the City Council on economic development policy and consulting on related policies impinging on economic development. b. Being engaged on land use policies and major land use issues coming before the Planning Commission and City Council. c. Being tasked with developing a City-wide shared vision and proposed economic development strategy and a multi-year plan for achieving that strategy; the outcome being adoption by City Council of an economic development section of the Master Plan. d. City officials should no longer serve on the newly constituted group as the mayor, a member of City Council, and the City Manager do serve on the current AEDP Board. This will allow the EDO Board members to be free to provide independent advice. e. Resources for economic development need to be significantly increased including staffing and other budget categories such as marketing. AEDP, as now organized, is under-resourced compared to peer economic development organizations elsewhere. After a study, the functions assigned to EDO should be increased by at least three to four additional staff to a total of eight or nine. 	<p>AEDP</p>	<p>Under active consideration.</p> <p>Staff participation in DCC meetings; regular meetings with City staff on land use issues; plan for staff to advise AEDP Board as appropriate, resulting in Board engagement with PC and CC.</p>

I15.	One of the City's existing Deputy City Manager positions should be designated as having responsibility for economic development. Those would be to coordinate economic development matters inside the City government and to be the city's point staff person in dealing with EDO. The Executive Director of EDO, who should be considered the lead economic development executive in the City, should regularly meet with the City Manager, and the designated Deputy City Manger, in order to help keep matters between the City government staff and EDO coordinated.	CMO	Existing CMO vacant organizational development position converted into a new Assistant City Manager (ACM) position who will assume Economic Sustainability implementation responsibilities, as well as serve as the lead on many other economic development issues. The new ACM will work closely with the Deputy City Manager who will retain direct responsibility for a few major economic development projects.
I16.	In order to advocate for the economic development point of view, EDO staff under the new structure should have their views fully considered along with other points of view, through being a regular part of City staff meetings, as well as a regular part of the process that leads to the development of recommendations to the new EDO Board, the Planning Commission and City Council.	CMO	City Manager has invited ACVA and AEDP President/CEOs to be part of City department head meetings, as well as has incorporated AEDP and ACVA staff into more City staff meetings and processes.
I17.	The Business Facilitation function now housed in the City Manager's office should be transferred to the EDO.	CMO	Business Facilitator position eliminated. Code reorganization created new Customer Service Manager position, as well as reorganized by splitting off new construction to a new position and, thereby, created more time for existing Code Deputy Director to focus on day-to-day code issues. AEDP/SBDC provide front-line facilitation services and direct businesses to appropriate City staff.
I18.	The tourism activity now conducted by the Alexandria Convention and Visitors Association should be reformulated following a study by an outside tourism industry assessment team.	CMO	ACVA reformulation of programs was undertaken by new ACVA President/CEO and the ACVA Board. No outside assessment is recommended by the City Manager or ACVA at this time.
I19.	The EDO, ACVA, the Small Business Development Center (SBDC), and the Eisenhower Partnership, and any other economic development organization receiving a major portion of funding from City funds, should be governed under terms of specific written performance management contracts between these organizations and the City.	CMO, AEDP, ACVA, SBDC, EP	Once an AEDP performance agreement is put in place, then agreement will be used as a template for agreements with other organizations.

I20.	Business Improvement Districts (BIDs) should be encouraged.	TBD	
I21.	Residents should be more engaged in economic development, educational and participatory activities and related planning and decision-making.	P&Z	P&Z has implemented a more educational and participatory model of planning (including having an economic development element to the planning analysis). Braddock Road was the first example, with Landmark/Van Dorn being the second example. The waterfront planning process will also use this model.
I22.	A sense of the City's history should be a part of the EDO staff and governance thinking, including using the City's long commerce-based history as a marketing and branding focus.	AEDP	To be considered as AEDP develops marketing strategy.
I23.	To manage and oversee these economic initiatives, a top-level City staff person needs to be assigned responsibility, and have a full-time staff person (MBA level of education) to provide staff assistance.	CMO	See I15.
J.	<u>Tax Structure</u>		
J1.	The City must review its overall existing tax structure to determine how it can be changed in order to provide meaningful property tax relief to those citizens who find their standard of living reduced each year due to rising property tax assessments.	FIN, OMB, CMO	Review of existing tax options undertaken as part of FY 2009 budget process. See J3 below for results of that review.
J2.	The City should consider the changes in its tax authority related to transportation funding (a differential commercial real estate tax rate with 100% of the funds dedicated for transportation) recently enacted by the General Assembly to diversify its revenue base while at the same time providing property tax relief. A clear understanding of the pros and the cons, as well as the benefits of such a tax and use plan, should be understood as part of the decision-making process.	CMO, FIN, OMB, T&ES	Council appointed a business-resident committee to study this issue. The Committee recommended that Council adopt at least a 2¢ add on commercial real estate tax. Council decided not to adopt this add-on for FY 2009.

<p>J3. The goal is to adopt tax regimes that rely less on the regressive real property tax for city revenues.</p>	<p>CMO, FIN, OMB, T&ES</p>	<p>Council approved a 1% increase in the restaurant meals tax, and a 1% increase in the transient occupancy tax for FY 2009. User fees were also increased in many areas to better recover costs. While the real estate tax rate increased by 1.5¢, the average residential tax bill dropped by \$9. This was the second consecutive annual drop in the average residential tax bill. The City now has the lowest real estate tax rate (84.5¢) of any major jurisdiction in Northern Virginia.</p>
---	--	--

CITY OF ALEXANDRIA, VIRGINIA



MAYOR AND CITY COUNCIL

2004-2015 STRATEGIC PLAN

A GUIDE TO THE FUTURE

SUMMARY

First Adopted by City Council, September 14, 2004

**Adopted (with revisions) by City Council, January 21,
2006**

TABLE OF CONTENTS

Strategic Planning for the City of Alexandria	3
Alexandria Vision 2015	4
<p><i>Alexandria is a Vibrant, Diverse, Historic, and Beautiful City with Unique Neighborhoods and Multiple Urban Villages Where We Take Pride in Our Great Community.</i></p>	
Principle A: Vibrant	5
Principle B: Diverse	6
Principle C: Historic	7
Principle D: Beautiful	8
Principle E: Unique Neighborhoods	9
Principle F: Urban Villages	10
Principle G: A Great Community	11
Alexandria City Government – Our Mission	12
Principle A: Financially Sustainable	13
Principle B: Quality Services that are Valued by the Community	14
Principle C: Engages the Entire Community	15
Alexandria Plan for 2004-2009/Goals 2009	16
Goal 1: Quality Development and Redevelopment that is Well Planned and Consistent with Alexandria's Vision	17
Goal 2: A City that Respects, Protects, Preserves and Enhances the Natural Environment and Historic Resources	19
Goal 3: An Integrated, Multimodal Transportation System that Efficiently and Effectively Gets People from Point "A" to Point "B"	21
Goal 4: A Strong Local Economy that is Growing in Varied Small Businesses and Job Opportunities	23
Goal 5: A Caring Community that is Diverse and Affordable	24
Goal 6: A City Government that is Financially Sustainable, Efficient and Community Oriented	26
Goal 7: A City that Ensures the Safety, Security, Emergency Preparedness and Well Being of the Community	28
Goal 8: Public Schools that are Among the Best in Northern Virginia (in Partnership with the Alexandria Schools)	30

TABLE OF CONTENTS

Policy Agenda 2004 - 2005	32
Management Agenda 2004 - 2005	33
Major Projects 2004 - 2005	34

STRATEGIC PLANNING FOR THE CITY OF ALEXANDRIA

A Guide to Alexandria's Future

VISION

Destination: Where Alexandria Wants to be 2015

PLAN

City's Road Map to Fulfill Our Vision

EXECUTION

Policy Agenda

Management Agenda

MISSION

Purpose of Alexandria City Government

VALUES

Core Beliefs for Management and Service Delivery

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.
2. We preserve our historic resources including neighborhoods, buildings, structures, places, and archaeological sites.
3. We maintain our distinctive architectural character and design.
4. We plan new developments so that they are compatible with historic buildings and neighborhood character.
5. Residents understand and appreciate Alexandria's heritage.
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)**

➤ **Policy Actions 2004-2006**

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 2004-2006**

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

Plan for 2004-2009 (continued)

GOAL 2:	A CITY THAT RESPECTS, PROTECTS, PRESERVES AND ENHANCES THE NATURAL ENVIRONMENT AND HISTORIC RESOURCES
----------------	--

► 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:	Ensure the Continued Preservation of Historical, Cultural and Archaeological Resources and Increase Understanding of the Significance of these Resources.
Objective 6:	Increase the Number of People Who Travel in the City by Mass Transit, Bicycle or Walking and Become Less Auto Dependent.
Objective 7:	Improve the Quality of Air and Water in Alexandria.

► Policy Actions 2004-2006

1. Open Space Plan Implementation.	Top Priority
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	

Plan for 2004-2009 (continued)

GOAL 2:

**A CITY THAT RESPECTS, PROTECTS, PRESERVES
AND ENHANCES THE NATURAL ENVIRONMENT
AND HISTORIC RESOURCES (continued)**

► Management Actions 2004-2006	
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"
----------------	---

► 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 2004-2006

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)
----------------	---

➤ **Major Projects 2004-2006**

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 2004-2006

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

► Management Actions 2004-2006

- 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
----------------	--

➤ **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 2004-2006**

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 2004-2006

- | |
|---|
| 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 (ANSHD). |

➤ Major Projects 2004-2006

- | |
|---------------------------------------|
| 1. Community Health Assessment |
|---------------------------------------|

Plan for 2004-2009 (continued)

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

➤ 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 2004-2006

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 2004-2006

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 2004-2006

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

Plan for 2004-2009 (continued)

GOAL 7:

**A CITY THAT ENSURES THE SAFETY, SECURITY,
EMERGENCY PREPAREDNESS AND WELL-BEING
OF THE COMMUNITY**

► Objectives

Objective 1:	The City Protects Life and Property Ensuring that Alexandria is a Safe Place to Live and Work.
Objective 2:	City Public Safety Agencies Respond to Emergencies Promptly and Assist Those in Need of Services.
Objective 3:	The City and its Citizens are Well-Informed and Prepared to Respond to Natural Disasters and Other Emergencies.
Objective 4:	The City Provides High Quality Fire Suppression, Code Enforcement and Emergency Medical Services.
Objective 5:	The City Provides the Resources to Maintain and Operate Effective Judicial and Correctional Services and Facilities.
Objective 6:	The City is Committed to Coordinating and Cooperating with the Other Jurisdictions in the National Capital Region.

► Policy Actions 2004-2006

1. Provide City Resources to Address Crime and Nuisance Activity	
2. Support Ongoing City Gang Prevention, Intervention and Suppression Efforts	
3. Encourage Expansion of Citizen Participation in City Emergency Preparedness Planning	
4. Provide Funding for New Police Department Facility	

Plan for 2004-2009 (continued)

GOAL 7:

**A CITY THAT ENSURES THE SAFETY, SECURITY,
EMERGENCY PREPAREDNESS AND WELL-BEING
OF THE COMMUNITY (continued)**



Management Actions 2004-2006

- 1. Develop and Continue to Use Interagency Teams to Address Issues in Target Neighborhoods**
- 2. Update the City's Emergency Management Plan**
- 3. Conduct a Study to Determine Appropriate Site for a New Fire Station**



Major Projects 2004-2006

- 1. Hold a Community Gang Prevention Summit**
- 2. Begin Design\Implementation of New E-911 Emergency Communication System**
- 3. Purchase and Install New City-wide Radio System for City Agencies**

Plan for 2004-2009 (continued)

GOAL 8:	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 2004-2006

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

➤ Management Actions 2004-2006

1. Teen Pregnancy Reduction Program.

Plan for 2004-2009 (continued)

GOAL 8:	PUBLIC SCHOOLS THAT ARE AMONG THE BEST IN NORTHERN VIRGINIA (IN PARTNERSHIP WITH THE ALEXANDRIA SCHOOLS) (continued)
----------------	---

➤ **Major Projects 2004-2006**

T.C. Williams School Replacement Project.

➤ **School Priorities 2004-2006**

1. Education Excellence Strategy.

2. Vocational Education Program Study.

3. Quality Teacher Attraction and Retention Strategy.

**CITY OF ALEXANDRIA
POLICY AGENDA 2004 - 2006**

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 - 2006**

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 - 2006

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**