

**THREE YEAR
PROGRESS
REPORT & A
WAY FORWARD
2020-2025**





A Message from Race & Social Equity Officer Jaqueline Tucker

Three years ago, I shared with City staff that we would be on an intentional journey to normalize conversations on race; organize infrastructure with staff and the community; and operationalize race and equity principles into day-to-day work with the aim of reducing and eliminating disparities for all residents. Achieving our goals these past three years has not come without challenges, primarily the COVID-19 pandemic coupled with the nuanced ever-evolving nature of and interest in equity work. This report aims to capture progress toward our goals over the last three years (2020-2023). This work has laid the foundation for us to go deeper. Over the next two years (2023-2024), we will work on fortifying the framework needed to transform the way we design policies and build programs. This includes introducing and implementing the consistent use of tools and building accountability systems that help assess how well we are promoting racial equity in everything we do. This is just the beginning.

- *Jaqueline Tucker, Esq.*

This progress report is dedicated to long time City employee and equity devotee, Percy Ell White III (April 29, 1960 - January 10, 2023). Percy was an energetic light to this work and an inspiration to all of those who worked with him toward liberation for all.

2020-2023: Laying the Foundation



Please see key highlights of achievements related to advancing racial equity in the City of Alexandria over first three years, using the Government Alliance on Racial Equity's (GARE) framework of normalize, organize, and operationalize – primarily focusing on normalizing and organizing – with the goal of eliminating disparities for all residents.

Normalize staff and community conversations around race, racism, racial equity and related topics.
Organize staff and community by creating internal and external infrastructure that advances equity.
Operationalize race and social equity principles into everyday processes with the use of tools.

2020

2021

2022

Normalize

- Designed four trainings:
 - o 30 Day Challenge (RASE)
 - o Advancing Racial Equity (GARE)
 - o Racial Equity Tool (GARE)
 - o Bias and Microaggressions (DCHS Core Team)
- Began staff capacity building
- Trained ALL Department Heads + most of Senior Leadership
- Trained ALL Equity Leads representing each Department
- Created Communications Plan
- Designed Website

- Trained over 600 staff in Advancing Racial Equity: The Role of Government
- Launched Equity Core Teams
- Launched Train-the-Trainer Academy to prepare volunteer staff from various Departments to help train all City staff

- Trained additional 200 staff in Advancing Racial Equity: The Role of Government
- Hosted three sessions of 30 Day Challenge in partnership with ACT for Alexandria
- Delivered 70 trainings to ~800 staff (2020-2023)
- Hosted two 30 Day Challenge sessions for staff

Organize

- Organized staff representative from each Department to form ALL Alexandria Racial Equity Core Teams
- Formed and activated COVID-19 Community Response Group (awarded Literacy Council of NOVA, Community Partner of the Year Award)
- Participated in Metropolitan Washington Council of Governments/GARE Cohort (2020-2022)

- ALL Alexandria Equity Core Teams meet regularly to share tools and progress toward advancing equity
- Developed internal interactive data map to show which areas of the city require targeted policies and programs to promote racial equity
- Formed Data Equity Work Plan

- Transitioned to 1:1 coaching model with equity leads and core teams
- Reorganized inter-departmental workgroup
- Hosted internal and external listening sessions
- Hired two full time staff: Manager of Programs and Partnerships and Policy and Impact Analyst

Operationalize

- Used equity tools in decision making processes
- Evaluated Language Access Plan and provided formal recommendations
- Reviewed and scored ARPA funding submissions
- Advised staff on various long-term initiatives and strategies

- Budget Equity Tool
- Evaluated Language Access Plan and provided formal recommendations
- Reviewed and scored ARPA funding submissions
- Advised staff on various long-term initiatives and strategies

- Used Racial Equity Budget Tool on FY'23 Budget and FY'24 Budget
- Launched first round of departmental equity assessments
- Initiated the creation of Equity Index Map, Racial Equity Tool, and Equity Research and Data Guide

Since beginning our equity journey in the City of Alexandria, several departments have made great strides in identifying and addressing inequities in services, policies, practices, and procedures. City agencies and community partners are consistently advancing equity in our local libraries and in transit; helping each Alexandrian access a healthy and hazard free home; and developing programs that assist those living below 50% of Area Median Income, to highlight a few.

Promising Policies & Practices

ALEXANDRIA LIBRARY



“The Alexandria Library is committed to removing any barrier we can that would keep those who need us from getting what they require.”

- Rose Dawson, Executive Director

Alexandria City Council voted to eliminate all Overdue Fines effective July 1, 2021 by adding funds to the Library's budget to offset the annual revenue formerly raised by collecting overdue fines.

Learn more about Alexandria Library's [Fine Free](#) Program.

DEPARTMENT OF COMMUNITY & HUMAN SERVICES (DCHS)

“Racial equity is a key priority for the City of Alexandria, as is sustaining an inclusive, affordable, and livable city for all. For these reasons and more, the City of Alexandria has committed \$3 million of the American Rescue Plan Act (ARPA) for Alexandria Recurring Income for Success and Equity (ARISE), a guaranteed income pilot. ARISE has centered its program approach around the values of dignity, respect, and deservedness of people.”

**- DCHS Director Kate Garvey and
Center for Economic Support Lesa Gilbert**



Learn more about the DCHS [ARISE](#) program.

ALEXANDRIA HEALTH DEPARTMENT (AHD)

“This initiative was championed by residents as part of Alexandria’s Community Health Improvement Plan. We will continue to center the lived experiences and expertise of our community as we bring this program to life.”

- Natalie Talis, Population Health Manager

The Healthy Homes Initiative is designed to help each Alexandrian access a healthy and hazard-free home. Multiple City departments, community-based organizations, healthcare providers, housing providers, and residents are working together on data analysis, programs, and systems change to improve the safety and sustainability of Alexandria housing. As part of the initiative, Alexandria Health Department is launching ALX Breathes, a home-based intervention particularly focused on supporting lower-income communities of color, to reduce asthma and COPD hospitalizations.

Learn more about AHD's [ALX Breathes](#) initiative.



DASH

“The city’s most vulnerable residents have benefitted immensely from zero-fare DASH service and the agency’s more frequent and accessible new network, particularly low-income, senior, and minority community members. More importantly, it was an investment in our riders, our community, and Alexandria’s future.”

- Josh Baker, General Manager

Learn more about [Fare-Free Transit](#) at DASH.







A Way Forward

the next 2 years...

Based on the progress made in the first three years, it is clear what the 2023-2025 goals and top priorities are to advance racial and social equity in a meaningful way. Over the next two years, we will continue normalizing and organizing as done in the previous three years; additionally, we will increase our focus on operationalizing racial equity and assessing our efforts to strengthen ongoing work.

STRATEGIC GOALS

-  City staff are able to independently assess policies for more racially equitable processes and outcomes.
-  The policies and programs that are racially equitable eliminate racial divides across all life measurements.
-  Shift culture within government institutions to become racially equitable internally with staff and procedures, and externally with community engagement and relationship building.
-  Build the infrastructure that helps staff continue to normalize, organize, operationalize and assess racial equity in their internal and external work to eliminate racial divides.

Priorities

2023

- Release and implement a Racial Equity Tool, Equity Index Map and Equity Data and Research Guide
- Racial Equity Departmental Action Plan Cohort I
- Employee Demographic Dashboard
- Host department and community Racial Equity Tool Implementation Pilot
- Increase community-based engagement
- Center race and social equity throughout the City Council priority implementation
- Department leadership has codified race and equity goals and measures
- ALL staff trained in racial equity foundations
- Assess impact of all racial equity foundational trainings
- Continued advisement and technical assistance on departmental projects and plans

2024

- Complete Racial Equity Action Plans for all departments
- Embed racial equity in employee performance evaluations
- Increase engagement with residents
- Infuse foundational racial equity training into new staff onboarding
- Infuse racial equity foundational training into new staff onboarding
- Add trainings on white supremacy, bias and microaggression, and allyship
- Administer city-wide race and social equity assessment and survey
- Expand reach of racial equity resources and training to boards, commissions, and committees

2025

- Develop community-based 5-year Race and Social Equity Action Plan for 2025-2030
- Increase resident engagement and capacity building



Acknowledgements

The achievements outlined in this progress report were made possible with the dedicated support of an inter-department team of City of Alexandria staff. The work necessary to complete our five year plan *will require* the continued commitment of *all* staff, department leaders, City Council and community residents.

Special acknowledgements and supporters of ALL Alexandria:

- Jaqueline Tucker, Race and Social Equity Officer
- Kim Hurley, RASE Manager of Programs & Partnerships
- Emily Finchum-Mason, RASE Policy and Impact Analyst
- Jeanne Pecori, Race and Social Equity Special Projects Support, 2021-2022
- Allyson Coleman, DCHS Organizational Development and Equity Division Chief
- The DCHS Race and Equity Core Team
- Raytevia Evans, AFD Senior Public Information Officer
- Amy Bertsch, ASO Public Information Officer
- Jim Parajon, City Manager
- Mark Jinks, Retired City Manager, 2015-2022
- Debra Collins, Deputy City Manager
- Dr. Yannique Redwood, if, A Foundation for Radical Possibility
- Temi F. Bennett, if, A Foundation for Radical Possibility
- Marlysa D. Gamblin, GamblinConsults

We thank you for your continued support in our efforts to contribute to the advancement of racial equity in the City of Alexandria.

Contact

ALL Alexandria - Achieving Racial and Social Equity | City of Alexandria, VA

alexandriava.gov/Equity

equity@alexandriava.gov

