



**CITY OF ALEXANDRIA**

**Strategic Plan FY26-28**





# Background: How We Got Here

- At the Winter 2025 Council Retreat, City Council established its **top priorities for the coming years**, building upon the framework adopted in 2022. This process was guided by data-driven analysis and structured discussion between Council and City staff.
- Engagement with City Council, employees, and the community ensures the Strategic Plan remains responsive and inclusive. Feedback is gathered through:
  - Council Retreat discussions
  - Employee Engagement Surveys
  - Resident Surveys and community plans
  - Boards and Commissions input





# Strategic Plan Framework

The Strategic Plan serves as a framework linking the City's mission, vision, and values to measurable action, ensuring that resources and efforts align with community needs while promoting adaptability and accountability.





# Advance Housing Opportunities, *Support quality housing options at a range of price points.*

Lead Departments: Office of Housing, Code Administration, Alexandria Health Department, and Planning & Zoning

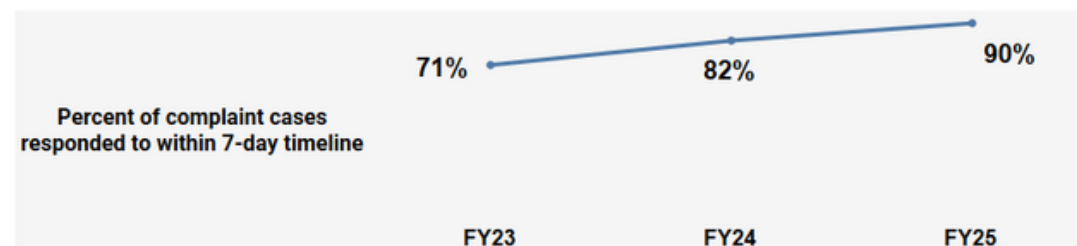
## Guiding Question

How do we accelerate the increase in the quantity and quality of housing and its availability at a range of price points?

## Objective

Preservation of quality of housing through efforts to preserve affordability and expand engagement with property managers on housing quality.

**Measurement:** % of complaint cases responded to within 7-day timeline

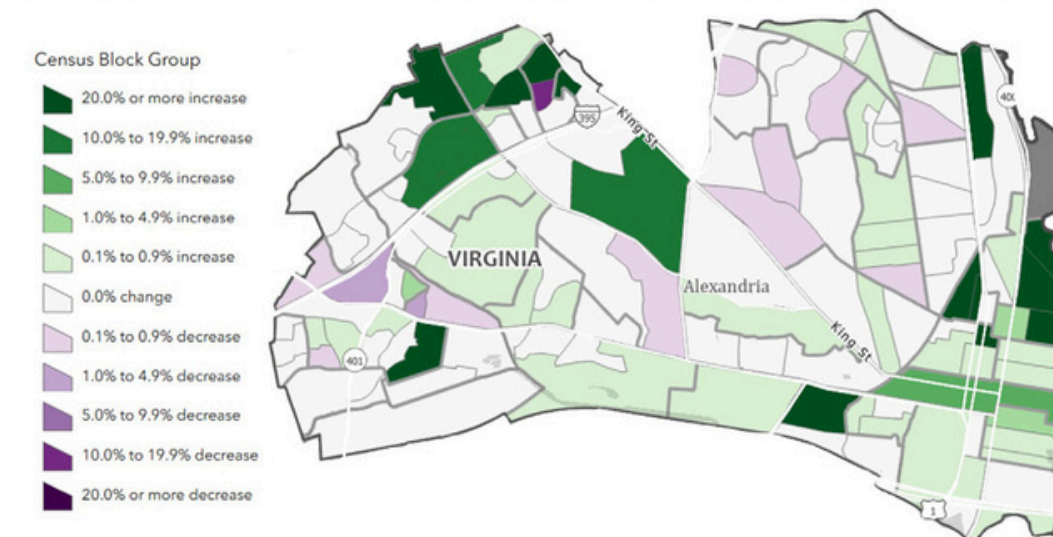


**Representative Initiative:**  
[Develop Housing 2040 Plan](#)

**Measurement:** Change in # of Housing Units

## City of Alexandria, Virginia

Change in Number of Housing Units from 2020-2024 by Census Block Group



**Representative Initiative:**  
[FY2025 Zoning for Housing Implementation Table](#)



# Reduce Community Disparities, *Align services with community needs to strengthen health, safety, and stability.*

**Lead Departments:** Department of Community and Human Services, Recreation, Parks, & Cultural Activities, Alexandria Health Department, Alexandria Police Department, Alexandria Criminal Justice Services, Alexandria Fire Department, Alexandria Sheriff's Office, Office of Communications and Community Engagement

## Guiding Question

Reflecting on the findings of the City's recent 2025 Community Health Assessment, how do we prioritize the time, effort, and resources it takes to provide our community services where they are needed most?

### Objective #1

Evaluate and strengthen our trauma-informed support services to ensure they are effectively coordinated, accessible, and available to youth and families in neighborhoods experiencing high rates of violence.

#### Measurement

Decrease % of 8th graders who have seen or heard violence or abuse at home

1 in 4 (27%) 8th grade respondents have seen or heard violence or abuse at home (2023)



Source: 2023 ACPS Youth Risk Behavior Survey

#### Representative Initiative

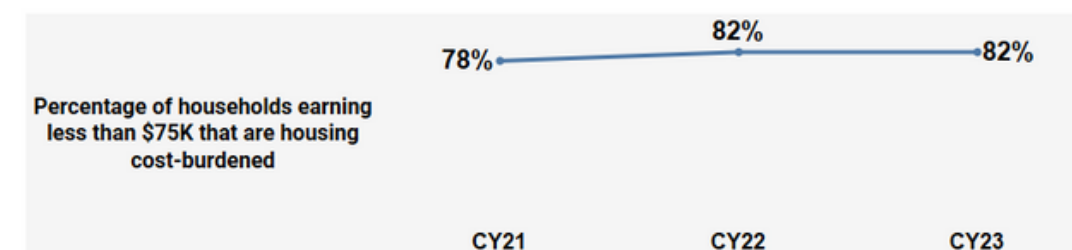
Develop the Community Health Improvement Plan (CHIP) 2030

### Objective #2

Improve the coordination and delivery of safety net supports, such as housing assistance, childcare subsidies, and workforce development, to more effectively increase stability and reduce stress for low-income residents.

#### Measurement

Decrease percentage of households earning less than \$75K spending 30% or more on housing



#### Representative Initiative

Eviction Prevention and Stability Initiative



# Strengthen Our Economy, Diversify the tax base and support equitable economic growth.

Lead Departments: City Manager's Office, Department of Community and Human Services Workforce Development Center, Alexandria Economic Development Partnership, Office of Finance, Office of Historic Alexandria, Visit Alexandria, and Planning & Zoning

## Guiding Question

How do we increase the economic strength of the city and its residents to ensure future financial stability by further diversifying the tax base and increasing revenue?

### Objective #1

Attract catalytic revenue generating industries that invest in and benefit the community.

### Measurement

Lessen the gap between our residential & commercial tax base

#### Real Estate Tax Distribution: CY 2008 to CY 2024

Including Multi-Family Rental Assessments with Residential Assessments



### Representative Initiative

Economic Summit and Economic Strategic Framework

### Objective #2

Strengthen the local economy by reducing barriers to establishing and sustaining business activity in the City.

### Measurement

Increase in % of plans approved by Council in 1 year or less:

**33% as of October, 2025**

Increase in % of plans approved for construction in 1 year or less:

**20% as of October, 2025**

*Note: This is baseline data as 2025 is the first year of recording*

### Representative Initiative

OneStart: Strengthen Development Review Processes



# Recruit and Retain a Thriving Workforce, *Ensure City employees feel valued and supported.*

Lead Departments: Department of Human Resources, City Manager's Office

## Guiding Question

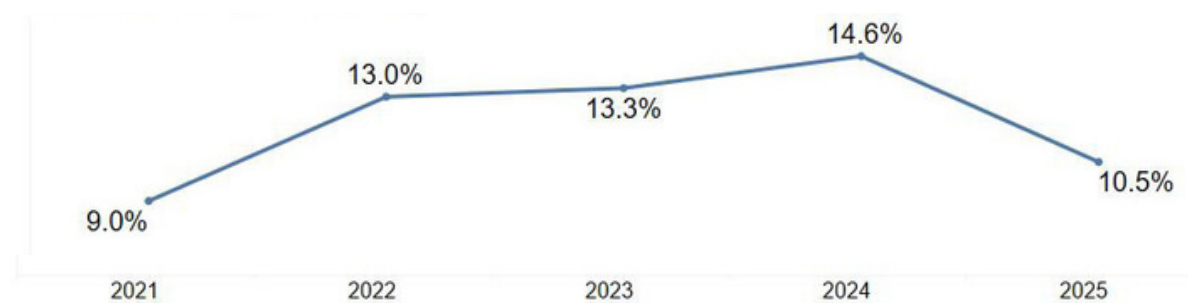
How do we develop a culture that attracts and retains diverse talent in the public sector and ensure our employees feel valued?

### Objective #1

Engage current and prospective employees to understand and promote what makes the City of Alexandria an employer of choice, using their insights to strengthen recruitment, retention, and workplace culture.

#### Measurement:

Turnover Rate



### Representative Initiative

Expand Recruitment Channels, with a high emphasis on hard to fill positions

### Objective #2

Ensure competitive compensation, improve working conditions, and formalize employee voice in workplace matters.

#### Measurement:

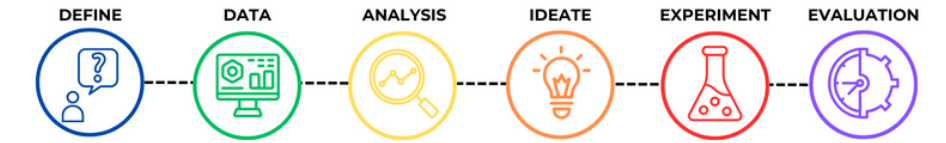
Complete three labor agreements and prepare for the organization of City's fifth bargaining unit

### Representative Initiative

Continue Collective Bargaining process with labor organizations in contract negotiation & contract implementation.



# Streamline Systems and Processes, *Improve workflows for efficiency and consistency.*



**Lead Departments:** Office of Performance Analytics, Information Technology Services, Office of Finance, Office of Communications and Community Engagement, Department of General Services, Department of Project Implementation, City Manager's Office

## Guiding Question

How do we create structured, efficient frameworks & workflows that support the organization's operations, enhance productivity, and ensure consistency in achieving goals?

### Objective #1

Simplify administrative tools, systems, and protocols.

#### Measurement

How satisfied are you with the ease of doing business with the City?

**How satisfied are you with the ease of doing business with the City (bill pay, applications, permits)?**



Source: [Alexandria 2024 Resident Survey Report](#)

### Representative Initiative

Explore ways to enhance efficiency & effectiveness of Procurement Process

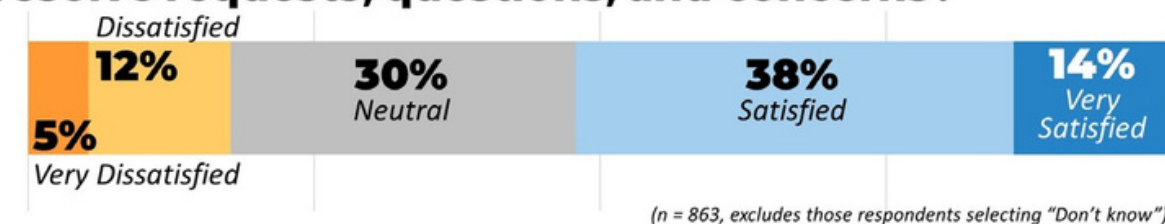
### Objective #2

Increase interdepartmental relationships and knowledge sharing

#### Measurement

How satisfied are you with the ability of staff to resolve requests, questions, and concerns?

**How satisfied are you with the ability of staff to resolve requests, questions, and concerns?**



Source: [Alexandria 2024 Resident Survey Report](#)

### Representative Initiative

Strengthen Citywide Customer Service



# Continuously Improve and Innovate, *Promote creativity and adaptability through data-driven solutions.*

Lead Departments: Office of Performance Analytics, Information Technology Services, Transportation and Environmental Services, City Manager's Office

## Guiding Question

How do we improve existing processes and services while introducing new, creative solutions that drive efficiency, and adaptability?

## Objective #1

Drive continuous improvement by identifying opportunities for change, refining initiatives through qualitative and quantitative analysis, and evaluating progress

## Measurement:

**How would you rate the overall quality of City services?**

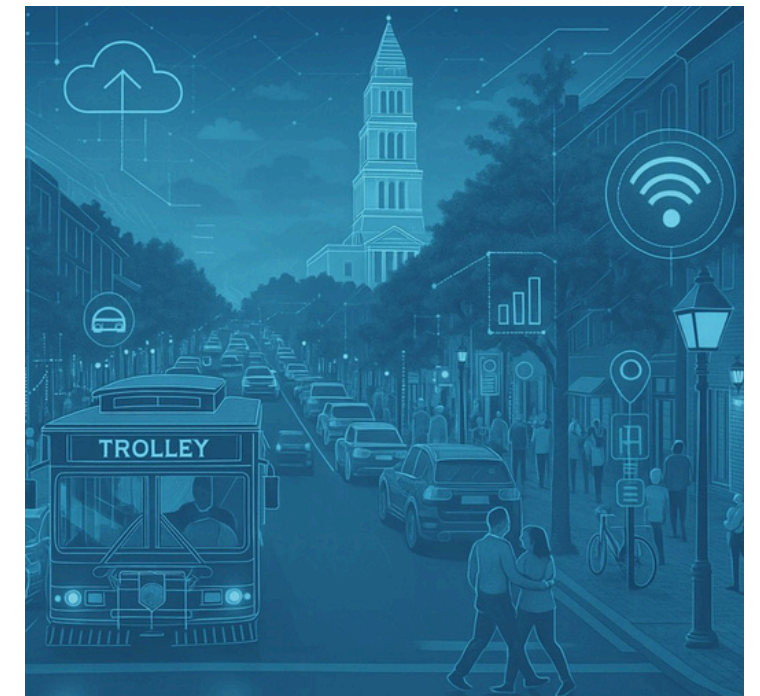


Data: 2024 Resident Survey Results,  
(n = 1117, excludes those respondents selecting "Don't know")

Source: [Alexandria 2024 Resident Survey Report](#)

## Representative Initiative

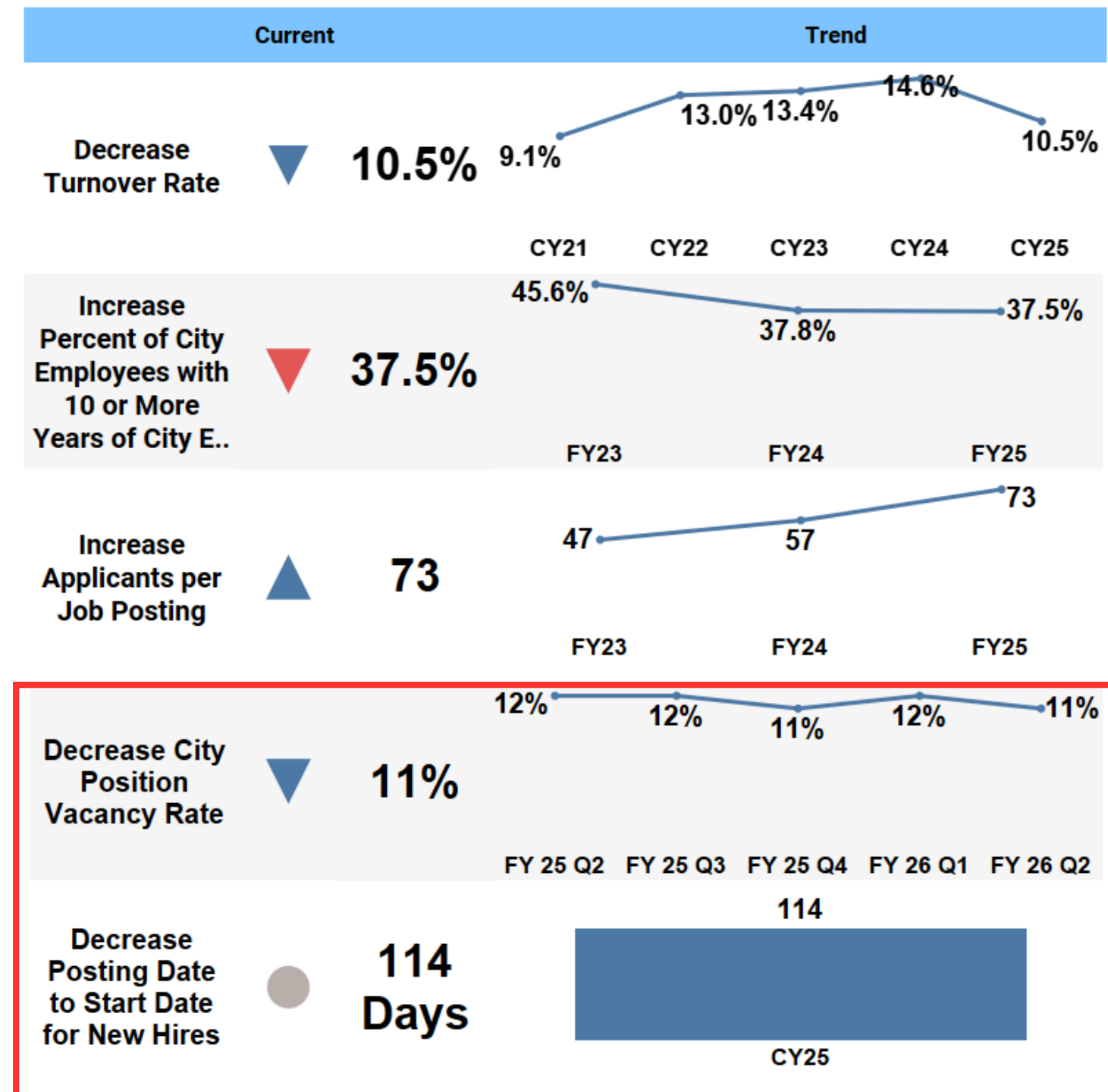
Digital Traffic Management and Smart Mobility



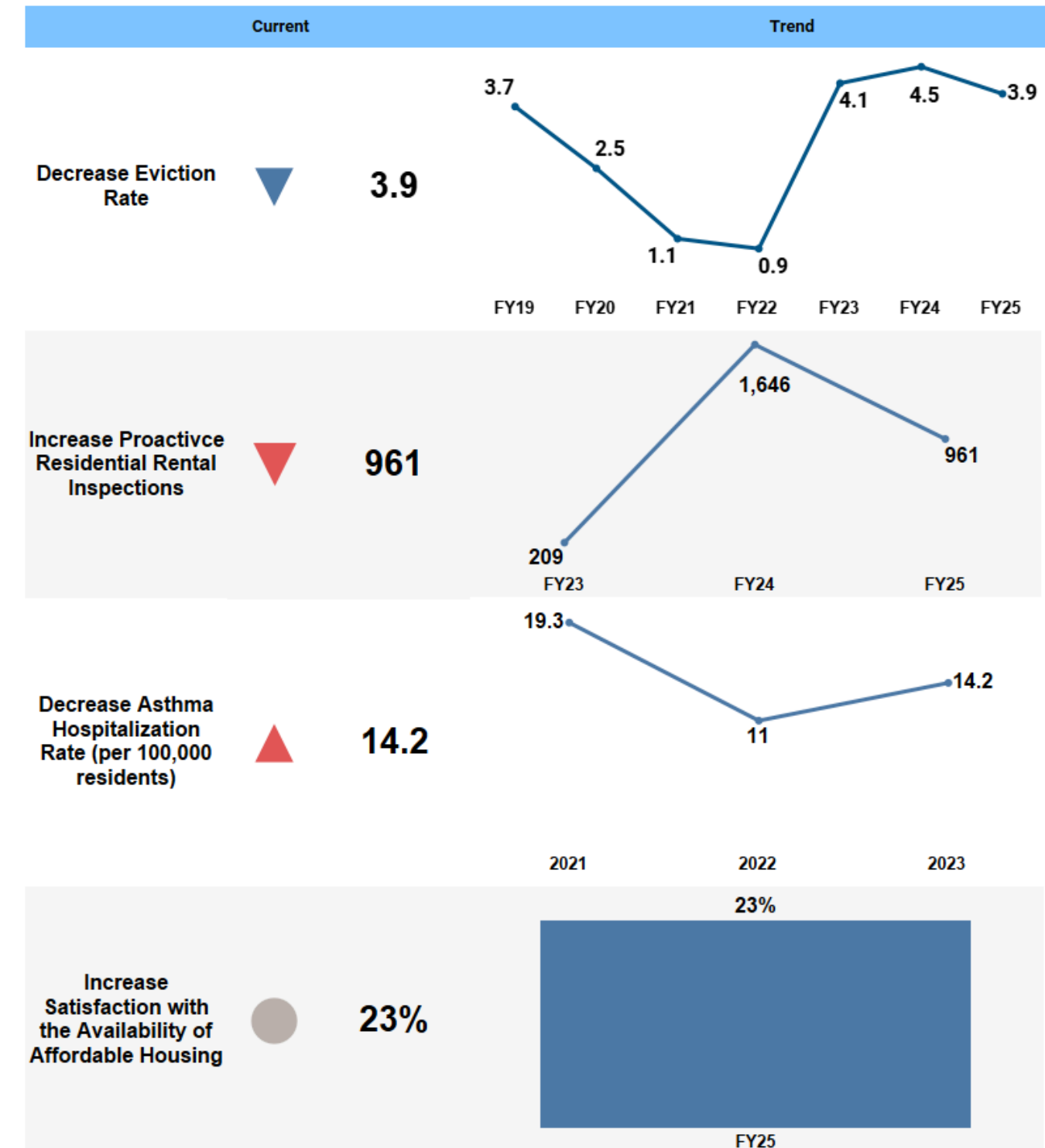


# Additional Measures

## Recruit and Retain a Thriving Workforce



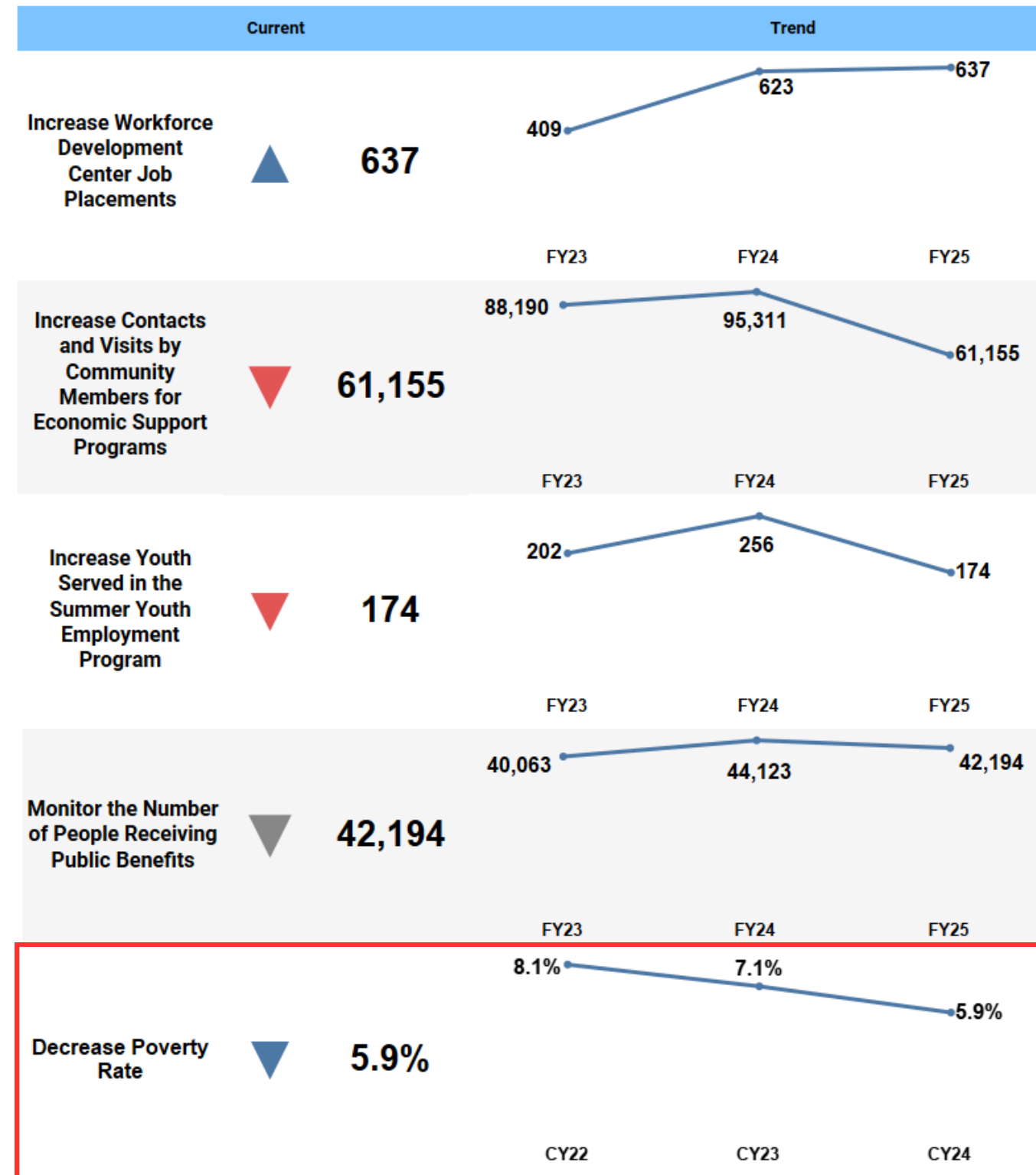
## Advance Housing Opportunities



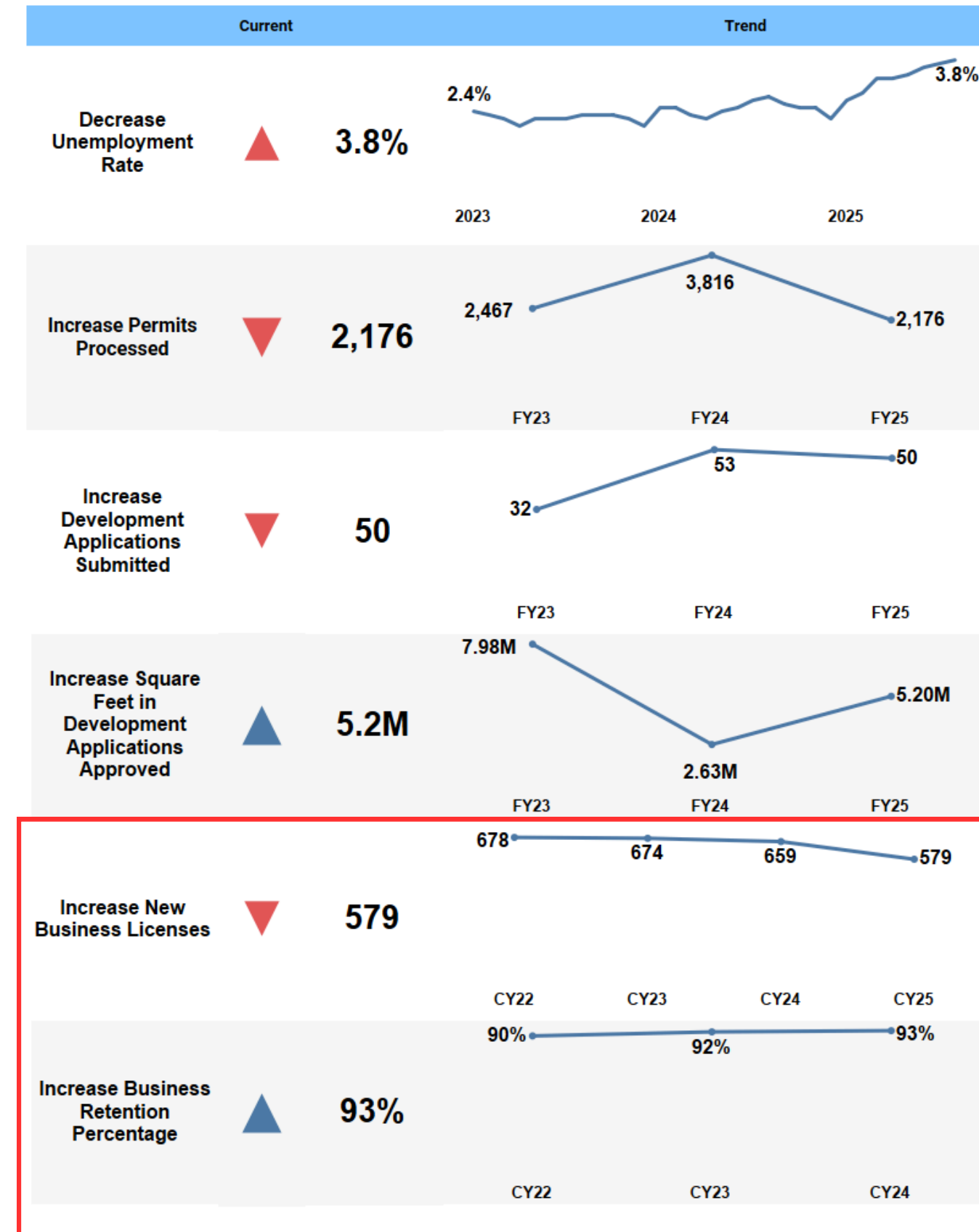


# Additional Measures

## Reduce Community Disparities



## Strengthen our Economy





# Implementation & Accountability

The FY26–FY28 Strategic Plan emphasizes continuous engagement, performance measurement, and accountability.

**Departmental Workplans:**  
Updated annually and reviewed quarterly to ensure alignment.

**Quarterly Updates and Tracking:**  
Monitored through the Council Priorities Community Dashboard.

**Stakeholder Feedback:**  
Continuous input from residents, boards, commissions, and employees.

**Reassessment:**  
Regular updates to mission, vision, and values every 10 years; priorities every 3 years.



# Engagement and Alignment

Two objectives guide deployment:

1. **Engagement and Awareness:** Ensuring employees understand how their work connects to the plan.
2. **Alignment and Integration:** Incorporating the plan into short and long term operations and planning, and onboarding.



# Questions?