Alexandria City Council Updated Priorities

February 13, 2024

Overall Council Guidance

1. **Have indicators specific to the lenses.**
   a. Staff Response:
      i. Develop specific indicators on Equity & Environmental Justice
      ii. Remove three lenses and embed them in other priorities:
         1. Civility & Respect : propose removing and embedding within community engagement
         2. Transparency : propose removing and embedding within community engagement
         3. Service : reframe as "public service" and embed within the compensation philosophy
2. **Reframe priorities into problem solving questions**
3. **Remove "Recover from Covid-19" as a priority**, while acknowledging that many of the quality of life /health and safety issues persist, particularly around disparities. These may be incorporated into the youth and families priority.

Current

COMMUNITY ENGAGEMENT

Current Statement: We will use both new and traditional outreach methods to ensure that engagement is efficient, effective, and accessible to all stakeholders, creating a clear connection between community input and its impact on policy decision, infrastructure needs, and financial considerations.

Goals:
- Focus on communication strategies that promote trust-centered relationship building, equitable engagement, and meet people where they are.
- Share and receive information in an accessible, effective, and dynamic way.
- Be proactive in promoting City programs, services, initiatives, and accomplishments.

Proposed

COMMUNITY CONNECTION

Proposed Problem-Solving Question: How do we widely connect all Alexandrians to City Government information, and that, through equity-centered community engagement, our plans, programs, and services reflect the diverse lived experiences of our residents and businesses?

Goals:
- Use engagement processes, built on trusted relationships, to empower participation in decision making, with intentional outreach to historically marginalized voices in our community.
- Be accessible to all community members and excel in customer service when addressing their concerns.
- Be proactive and creative in promoting City programs, services, initiatives, and accomplishments through multi-channel approaches that are designed to attract diverse audiences.

PROPOSED INDICATORS

Goal	Title	Department Responsible
2	Percentage of 311 requests completed within SLA timeline	DECC/311
2	Average customer 311 satisfaction rating	DECC/311
2	Percent of pages on the City website meeting plain language standards	OCCE
3	Average engagement rate for posts and content across all social platforms	OCCE

Current

COMPENSATION PHILOSOPHY

Current Statement: We will establish a new compensation philosophy to ensure we are the preferred "Employer of Choice" and that our employees feel valued.

Goals:
- Ensure the City offers compensation and benefits that position us as an Employer of Choice
- Establish an organizational culture, leadership practices, and supervisor skills that attract, retain, and motivates employees.
- Effectively communicate our public service employer value proposition to include total compensation, leadership opportunities, productive learning and development, and vibrant workplace culture to ensure we attract and retain talent

Proposed

EMPLOYEE ATTRACTION AND RETENTION

Proposed Problem-Solving Question: How do we attract and retain diverse talent in the public service sector and ensure our employees feel valued?

Goals:
- Provide a total compensation and benefits package, that is competitive within the public service sector.
- Grow an organizational culture, focused on leadership practices and supervisor skills, that promotes inclusivity and engagement.
- Communicate to prospective candidates why the City of Alexandria is an employer of choice and great place to work.

PROPOSED INDICATORS

Goal	Title	Department Responsible
1	Percent of employees opting into benefits	HR
2	Employee Turnover Rate #	HR/OPA
3	Average number of people attending employee recruitment outreach events	HR
3	Number of applicants per job posting	HR
3	Percent of applicants that applied for a position from an outreach event	HR

Demographic data available

Current

PROVIDE DIVERSE HOUSING OPPORTUNITIES

Current Statement: We will reconsider our zoning model and pursue other tools to facilitate an Alexandria housing economy that provides the necessary range of price points, safe and sustainable housing options, and the associated services to meet the needs of a thriving city.

Goals:
- Provide diverse housing options at a variety of price points to support a thriving and inclusive Alexandria
- Support low- and moderate- income homeowners and renters to remain in safe, healthy, accessible, affordable, and efficient homes
- Ensure residents in affordable housing are supported by having easy access to programs, services, and amenities.

Proposed

HOUSING OPPORTUNITIES

Proposed Problem-Solving Question: How do we increase quality housing and its availability at a range of price points?

Goals:
- Provide diverse housing options at a variety of price points to support a thriving and inclusive Alexandria including for workers essential to the local and regional economy
- Support low- and moderate- income homeowners and renters to remain in safe, healthy, accessible, affordable, and efficient homes
- Meet Alexandria's local and regional housing goals by leveraging City investment, policy, planning, and land use tools.

PROPOSED INDICATORS

Goal	Title	Department Responsible
All	Percent of renter households with incomes below $50,000 who are housing cost burdened	Housing
All	Zoning / housing for all indicators *	P&Z
All	Percent of multifamily housing that are committed workforce affordable rental housing units	Housing
All	Percent of homeownership units that are assisted	Housing
All	Eviction rate	OPA
All	Number of ALX Breathes participants	Health
All	Number of proactive residential rental inspections performed	Code/OPA

*Indicators still in development

SUPPORT YOUTH AND FAMILIES

Current Statement: We will explore how to expand academic, social, and emotional services and physical supports to all youth during the out of school time hours.

Goals:
- Support the development and alignment of equitable access to high-quality out of school time programs
- Ensure availability of space and staff to accommodate demand for after-school needs
- Expand academic, social, and emotional support during out of school time to ensure that kids know where to safely go to be heard by a trusted listener and that the city can appropriately respond to their specific needs

Eliminate Community Disparities

Proposed Problem-Solving Question: How can we provide support to Alexandrians across the lifespan, working towards eliminating social, health, and economic disparities in our communities?

Goals:
- Increase use of accessible, affordable, culturally sensitive, preventive and early treatment health services and health promotion opportunities through multi-sector collaborations.
- Coordinate seamless cross-agency support services for the physical, social, and emotional well-being of youth and their families, with a specific focus on families who disproportionately experience disparate health and economic outcomes.
- Increase stability, mobility, and pathways to prosperity for Alexandrians living with low incomes.

PROPOSED INDICATORS

Goal	Title	Department Responsible
1	Percentage of kindergarten students adequately immunized	AHD
1	Number of sexual and reproductive health visits provided for uninsured and underinsured individuals	AHD
1	Number of Medicaid expansion program enrollees	DCHS
1	Number of older adults served through DCHS home-based service program	DCHS
2	Number of Youth Served in the summer youth employment program #	DCHS
2	Percent of out of school time program enrollment at physical capacity	RPCA
2	Percent of youth and families with improved mental health functioning after receiving mental health services (CSU)	CSU
2	Percent of ACPS kindergartners who enter with a pre-kindergarten experience	DCHS
3	Percent of work force development participants who obtain full-time employment	DCHS
3	High school graduation rate #	ACPS
3	Percent of households moved from emergency shelter to permanent housing	DCHS

Demographic data available

ECONOMIC DEVELOPMENT

Current Statement: We will seek out and consider budgetary, land-use, regulatory, and other economic development tools to foster sustainable and equitable development in Alexandria, diversify revenue, and allow greater investment in our infrastructure.

- Provide programs and initiatives to attract new businesses to Alexandria and support the growth of existing businesses
- Stimulate economic development through use of financial and regulatory tools
- Ensure the public infrastructure and services are efficiently delivered and established to support economic development

ECONOMIC STRENGTH

Proposed Problem-Solving Question: How do we in increase the economic strength of the city and its residents to ensure financial stability and attract quality jobs.

- Expand the local economy by generating increased business activity and providing support for new and existing small businesses.
- Diversify and increase revenue by attracting catalytic commercial and entertainment projects that invest in and benefit the community and its workforce.
- Grow talent and opportunity within our community's workforce by attracting employers in various sectors.

PROPOSED INDICATORS

Goal	Title	Department Responsible
1	Value added to the tax base by new development projects	P&Z
1	Number of small businesses counseled #	AEDP
2	Percentage of City revenue from non-residential sources	Finance
3	Job Placements by the Workforce Development Center	DCHS

Demographic data available

Next Steps:

- Finalize priorities based on discussion

- Update initiatives and indicators, to reflect updated priorities

- Spring newsletter

- Transition priorities to strategic planning