

# City Strategic Plan

# *Alexandria*

FY2017 to FY2022

**DRAFT**

**As of January 17, 2017**



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## **Introduction**

The City of Alexandria’s first Strategic Plan took effect in 2004, and the community principles it included still resonate today. This plan was updated in 2006 and again in 2010 to reflect changes and “new realities” in the community.

The FY 2017 – FY 2022 Strategic Plan builds upon our past strategic plan’s foundation while updating it for the future. This was accomplished through a collaborative effort whereby the community was engaged through meetings and online forums guided by the City’s engagement approach *What’s Next Alexandria*. The result of this effort is a vision, measurable key indicators, and alignment with adopted plans and policies.

# Alexandria's Vision

In 2022, Alexandria is a historic, inclusive city of kindness, with distinct, vibrant neighborhoods, a well-managed government, a safe community, flourishing arts, culture, and recreation, a strong economy, thriving children and youth, environmental sustainability, healthy residents of all ages, and multimodal transportation.

## **Making the Vision a Reality**

Our City's vision contains 10 thematic areas, key indicators, and action items that the City is focused on achieving. To further understand and achieve our vision, each of these 10 themes is explained below. Although these themes are described separately, they are intertwined and impact one another.

Accompanying each theme are four sections:

1. The first section contains a paragraph that describes what the theme means to the community.
2. The second section is a set of indicators with targets that provide actionable goals the City is striving to influence and achieve. These indicators and targets help us track our progress, successes, and challenges. By making the indicators a primary part of the plan, the City is committing to tracking and reporting on the progress of the plan to the community throughout the life of the document.
3. The third section is a list of important deliverables for each theme.
4. The fourth section includes the City's plans, documents, and policies that support achieving each theme and related indicators.

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### **Distinctive and Vibrant Neighborhoods**

In 2022, Alexandria values its history, honors its diverse communities, and respects its distinct, vibrant and walkable neighborhoods. The city has a small-town feel and is committed to sustaining a high quality of life in its urban, suburban and commercial areas. Alexandria is committed to historic preservation. Alexandria has complementary and varied architecture and a beautifully built environment, and the City ensures that new development and infill are compatible with the character of Alexandria's neighborhoods, natural environment, and historic resources.

#### **Key Indicators to Achieve by 2022:**

- Maintain the percentage of residents satisfied with the city's historic preservation at or above 2016's 83%.
- Maintain the percentage of residents with a positive view of the overall quality of new development in Alexandria at or above 2016's 64%.
- Maintain the percentage of residents with a positive view of their neighborhood as a place to live at or above 2016's 83%.

#### **Action Items (through FY 2018):**

- Construct Interim Fitzgerald Square
- Design the Waterfront Flood Mitigation with early utility construction
- Award a design build contract for the Potomac Yard Metrorail Station Project
- Digitize historic documents that illustrate changes to City's urban landscape
- Commemorate and interpret Alexandria's role in WWI
- Continue preservation of the historic ship and other artifacts from Alexandria's waterfront
- Complete Old Town North Small Area Plan
- Conduct update of North Potomac Yard Small Area Plan
- Begin Mt. Vernon Avenue planning study
- Provide support for the formation of a Business Improvement District in Old Town

#### **Supporting City Plans, Documents and Policies:**

- Aging Master Plan
- Alexandria Citywide Arts and Culture Plan
- Alexandria Library Five-Year Plan
- Alexandria Master Plan (land use master plan, includes all small area plans)
- Alexandria Park Plan
- Chesapeake Bay Total Maximum Daily Load Action Plan
- Dog Parks Master Plan
- Energy and Climate Change Action Plan
- Environmental Action Plan 2030 (including Eco-City Alexandria)
- Fort Ward Management Plan
- Housing Master Plan
- Open Space Plan

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**Supporting City Plans, Documents and Policies (continued):**

- Potomac Yard Metrorail Station Plan
- Public Art Implementation Plan and Policy
- Recreation, Parks and Cultural Activities Needs Assessment
- Urban Forestry Master Plan

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### **Inclusive City**

In 2022, Alexandria is a caring, kind, compassionate, fair, just and equitable city that supports an affordable and livable community for all. As an inclusive city, there is no place for intolerance in the community. Further, the city is committed to and values our diversity. Alexandria provides high-quality social services to eligible residents to reduce poverty and increase self-sufficiency. The city is welcoming to people in all stages of life and is known as an age-friendly community. The city has closed the broadband gap by ensuring quality access to all residents.

#### **Key Indicators to Achieve by 2022:**

- Reduce the percentage of low- and moderate-income households considered to be housing cost burdened from 2015's 67%.
- Increase the percentage of residents who do not perceive barriers to living in Alexandria based on age, gender, race, national origin, religion, disability, or sexual orientation from 2016's 80%.
- Reduce the percentage of residents living in poverty from 2014's 9.6%.
- Maintain the unemployment rate below the regional, state and federal unemployment rates.
- Reduce homelessness from 224 persons in 2016 to 173.

#### **Action Items (through FY 2018):**

- Support non-profits and ARHA to provide committed affordable housing
- Provide housing relocation support to Beauregard residents impacted by redevelopment
- Develop tools and strategies to create and maintain deeply subsidized committed affordable units
- Conduct Fair Housing Testing and Training
- Secure committed affordable housing through the development process
- Launch an equity and implicit bias initiative
- Create Title VI plan (to prevent discrimination on the basis of race, color, or national origin) for the City
- Create a comprehensive one stop workforce development shop
- Implement strategies to execute federal, state, and local goals toward functionally ending chronic homelessness by the end of 2017
- Identify and support homeless youth and transitional age youth (18-24) in Alexandria by implementing best practices developed by The Department of Housing and Urban Development and partnering with The Alexandria City Public Schools and Health Department
- Add language courses for English Language Learners at the Barrett and Duncan Library branches
- Conduct Route 1 South Planning Study

#### **Supporting City Plans, Documents and Policies:**

- Aging Master Plan<sup>1</sup>
- Alexandria City Public Schools Strategic Plan

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<sup>1</sup> In 2017 the Aging Master Plan will be retired and replaced by the American Association of Retired Persons/World Health Organization Age Friendly Community Network plan

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- Alexandria Library Five-Year Plan

### **Supporting City Plans, Documents and Policies (continued):**

- Alexandria Master Plan (land use master plan, includes all small area plans)
- Children and Youth Master Plan
- City Council's Statement on Inclusiveness
- Early Care and Education Common Agenda
- Housing Master Plan
- Long Range Education Facilities Plan
- Strategic Plan to Prevent and End Homelessness



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### **Well-Managed Government**

In 2022, Alexandria's government provides ethical, effective and efficient services that are responsive to the community and focused on improving quality of life. Major policy decisions are considered by City Council and are reflective of community engagement. City government is accountable, transparent, and backed by quality and responsive staff. Public facilities are maintained in a state of good repair so they can effectively support municipal operations and services.

#### **Key Indicators to Achieve by 2022:**

- Maintain that City government receives the highest bond ratings of AAA/Aaa by two rating agencies.
- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%.
- Increase the percentage of residents who approve of the overall customer service provided by City government employees from 2016's 69%.
- Increase percentage of residents who approve of the value of services received for taxes paid in Alexandria from 2016's 52%.
- Increase the percentage of City-owned building square footage that is rated in Grade C/Average or better according to the Facility Condition Index (FCI) rating from 2016's 56%.

#### **Action Items (through FY 2018):**

- Expand the customer account and payment portal
- Seek financing opportunities for complex public infrastructure projects (e.g. PY Metro Station, Storm water Infrastructure)
- Successfully update the five-year financial planning model for FY 2018-2022
- Develop a City mobile application
- Establish a single point of contact for all non-emergency government services (such as a 311 number)
- Establish a new cable franchise agreement through an open process
- Implement Stormwater Utility
- Begin implementation of the Sanitary Sewer Long Term Control Plan

#### **Supporting City Plans, Documents and Policies:**

- Alexandria Library Five-Year Plan
- Alexandria Master Plan (land use master plan, includes all small area plans)
- Alexandria Park Plan
- Combined Sewer System Long Term Control Plan
- Sanitary Sewer Master Plan
- Solid Waste Management Plan
- *What's Next Alexandria* Civic Engagement Policy

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### **Safe and Resilient Community**

In 2022, Alexandria residents, workers, and visitors feel safe at all hours. If they require help, the response from well-trained staff is timely, courteous and professional. Preventable problems are avoided, and City government takes a regional view of planning for safety and emergency response and recovery. The community is resilient and prepared to handle emergencies and emerging risks, including providing support to residents with special needs during emergencies. Buildings in Alexandria are up to code to ensure they are structurally sound and safe.

#### **Key Indicators to Achieve by 2022:**

- Reduce the number of violent crimes from the 2015 rate of 209 incidents per 100,000 residents.
- Reduce the response time for 90% of medical incidents from 6:52 (six minutes and fifty-two seconds) in 2016 to 6:30 (six minutes and thirty seconds).
- Reduce the response time for 90% of fire incidents from 6:57 (six minutes and fifty-seven seconds) in 2016 to 6:30 (six minutes and thirty seconds).
- Increase the percentage of residents who have a positive overall feeling of safety in Alexandria from 2016's 80%.
- Increase the City's Building Insurance Services Office rating from 82 out of 100 in 2016 to 85 out of 100.

#### **Action Items (through FY 2018):**

- Partner with Northern Virginia Family Services to double the amount of gang intervention prevention services to children deemed at risk of gang involvement
- Develop a response team by June, 2017 to enhance the City response to youth who run-away from home and to victims of human trafficking
- Implement strategies to assure the safety of key populations: children, victims of domestic violence, older adults, individual suffering a behavioral health crisis
- Emphasize community policing with youth engagement
- Implement the International Association Chief of Police Report recommendations on staffing
- Study the impact of relocating or replacing Station 205-Rosemont
- Initiate a community paramedicine program that engages and directs frequent contacts of the EMS system to appropriate medical and social resources
- Improve emergency preparedness by initiating a Community Risk Reduction Plan
- Design the Waterfront Flood Mitigation with early utility construction
- Adopt Vision Zero Resolution and Action Plan

#### **Supporting City Plans, Documents and Policies:**

- Aging Master Plan
- Alexandria City Public Schools Strategic Plan
- Alexandria Master Plan (land use master plan, includes all small area plans)
- Alexandria Library Five-Year Plan
- Chesapeake Bay Total Maximum Daily Load Action Plan

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**Supporting City Plans, Documents and Policies (continued):**

- Children and Youth Master Plan
- Complete Streets
- Potomac Yard Metrorail Station Plan
- Transportation Management Plan
- Transportation Master Plan

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### **Flourishing Arts, Culture and Recreation**

In 2022, Alexandria has a network of accessible parks and public open spaces that define neighborhoods and provide connections to local and regional open space systems and trails. Alexandria's parks will be a combination of active and passive open spaces and are intended to integrate historical interpretive elements and public art. The design of these spaces will create and enhance active public gathering places for neighborhood performances, concerts, and cultural activities. Arts, culture and recreation activities are available and accessible to residents of all ages and to those with disabilities.

#### **Key Indicators to Achieve by 2022:**

- Maintain the percentage of residents satisfied with opportunities to attend arts, culture, and music activities at or above 2016's 74%.
- Maintain the 2015 rate of 7.3 acres of open space per 1,000 residents.
- Increase the percentage of Alexandria households participating in recreation programs from 2016's 52%.

#### **Action Items (through FY 2018):**

- Update the Open Space Master Plan with new policies and goals
- Construct Interim Fitzgerald Square
- Evaluate alternative uses for Cameron Run Regional Park
- Construct Hensley Park renovation
- Implement playground improvements at Simpson Park
- Commemorate and interpret Alexandria's role in WWI
- Increase community programming at the City Libraries
- Continue preservation of the historic ship and other artifacts from Alexandria's waterfront

#### **Supporting City Plans, Documents and Policies:**

- Aging Master Plan
- Alexandria Citywide Arts and Culture Plan
- Alexandria Master Plan (land use master plan, includes all small area plans)
- Athletic Field Master Plan
- Chinquapin Park Recreation Center and Aquatics Facility Feasibility Study
- Environmental Action Plan 2030 (including Eco-City Alexandria)
- Fort Ward Management Plan
- Four Mile Run Restoration Project
- Natural Resources Management Plan
- Open Space Plan
- Potomac Yard Metrorail Station Plan
- Public Art Implementation Plan and Policy

## **Strong Economy**

In 2022, Alexandria is a business destination and center of innovation. Alexandria's business community is diverse, inclusive and robust. Mixed-use development is oriented around transit hubs and activity centers. Small businesses are supported and flourish, and the historic district attracts visitors that contribute to the tax base.

### **Key Indicators to Achieve by 2022:**

- Increase the local gross domestic product from \$11.1 billion in 2015 to \$12.3 billion.
- Reduce the office vacancy rate from 15.6% in 2015 to 12.4%.
- Increase the number of jobs in Alexandria from 106,238 in 2015 to 113,850.

### **Action Items (through FY 2018):**

- Implement a new land based management and permit system
- Update North Potomac Yard Small Area Plan
- Implement small business zoning and permit process improvements
- Complete Old Town North Small Area Plan
- Launch new tourism advertising campaign
- Continue marketing campaign for Season Two of Mercy Street on PBS
- Conduct cross-marketing campaign leveraging opening of MGM
- Provide support for the formation of a Business Improvement District in Old Town
- Implement Economic Sustainability 2.0 Work Group
- Create initiatives to support growth of the retail sector in Alexandria
- Conduct office competitiveness study to identify the ideal office tenant for Alexandria
- Award a design build contract for the Potomac Yard Metrorail Station Project

### **Supporting City Plans, Documents and Policies:**

- Alexandria Citywide Arts and Culture Plan
- Alexandria Master Plan (land use master plan, includes all small area plans)
- Combined Sewer System Long Term Control Plan
- Environmental Action Plan 2030 (including Eco-City Alexandria)
- Green Building Policy
- Housing Master Plan
- Potomac Yard Metrorail Station Plan
- Public Art Implementation Plan and Policy
- Transportation Management Plan
- Transportation Master Plan

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### **Thriving Children and Youth**

In 2022, Alexandria ensures the basic needs of all children and youth are met. Early childhood education and care, K-12 education, and before-and-after school activities are available, of high quality, and accessible to all children and youth. City government proudly collaborates with and supports Alexandria City Public Schools (ACPS).

#### **Key Indicators to Achieve by 2022:**

- Increase the percentage of students who participate in early childhood programs the year prior to entering ACPS kindergarten classrooms from 76% in 2016 to 83%.
- Reduce the percentage of youth who self-report current alcohol use from 2014's 26%.
- Increase the on-time high school graduation rate from 82% in 2016 to 92%.
- Increase the percentage of youth who self-report engaging in daily physical activity, lasting 60 minutes or more from 13% in 2014 to 16%.
- Increase the percentage of children and youth who report having three or more non-parent adults who provide support from 2016's 42%.
- Reduce the teen pregnancy rate from 23 per 1,000 in 2014 to 10 per 1,000.
- Reduce the City's infant mortality rate from 5.1 per 1,000 live births in 2014 to 3.1 per 1,000 live births.

#### **Action Items (through FY 2018):**

- Implement 1,000 Books Before Kindergarten initiative
- Offer new workshops and collections focused on STREAM subjects (science, technology, reading, engineering and math)
- Develop a response team by June, 2017 to enhance the City response to youth who run-away from home and to victims of human trafficking
- Partner with Northern Virginia Family Services to double the amount of gang intervention prevention services to children deemed at risk of gang involvement
- Restore the Teen Wellness Center to full capacity (2 full time nurse practitioners)
- Continue recreation program marketing efforts to enhance programs and enrollment
- Hire an intake diversion specialist to increase juvenile diversion rates and decrease juvenile crime and recidivism
- Implement Simpson Park Playground Improvements

#### **Supporting City Plans, Documents and Policies:**

- Alexandria City Public Schools Strategic Plan
- Alexandria Citywide Arts and Culture Plan
- Alexandria Community Health Improvement Plan
- Alexandria Health Profile I Report
- Alexandria Library Five-Year Plan
- Athletic Field Master Plan
- Children and Youth Master Plan

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### Supporting City Plans, Documents and Policies (continued):

- Chinquapin Park Recreation Center and Aquatics Facility Feasibility Study
- Complete Streets
- Developmental Assets Report
- Early Care and Education Common Agenda
- 2015 Recreation Parks and Cultural Activities Needs Assessment
- Long Range Education Facilities Plan
- Open Space Plan
- Public Art Implementation Plan and Policy
- Strategic Plan to Prevent and End Homelessness
- Youth Risk Behavior Surveillance System Report

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### **Environmental Sustainability**

In 2022, Alexandria has an abundant tree canopy, clean air, and clean waterways. City government conserves energy and works to reduce carbon emissions, including building and maintaining environmentally friendly infrastructure and utilizing sources of renewable energy. Residents and businesses participate in alternative methods of waste disposal, including recycling and composting, to minimize contributions to landfills. Alexandria is a clean, sustainable community with policies and education that promote environmental vitality and community well-being.

#### **Key Indicators to Achieve by 2022:**

- Increase the percentage of Alexandria land covered by tree canopy from 2014's 34%.
- Reduce greenhouse gas emissions from 13 metric tons of carbon dioxide per capita in 2012 to 10 metric tons per capita.
- Increase the percentage of Alexandria waste that is diverted through recycling, reuse, or composting from 48% in 2015 to 50%.
- Increase the percentage of the Chesapeake Bay Water Pollution Reduction Goal completed from 24% in 2015 to 45%.

#### **Action Items (through FY 2018):**

- Construct Windmill Hill shoreline replacement project
- Construct Lake Cook Stormwater Management Project
- Complete 20-year resource recovery strategic plan
- Implement Stormwater Utility
- Update Open Space Master Plan with new policies and goals
- Complete tree inventory for 20% of the City
- Present recommendations for Green Fleet Policy
- Begin implementation of the Sanitary Sewer Long Term Control Plan

#### **Supporting City Plans, Documents and Policies:**

- Alexandria City Public Schools Strategic Plan
- Alexandria Master Plan (land use master plan, includes all small area plans)
- Alexandria Park Plan
- Chesapeake Bay Total Maximum Daily Load Action Plan
- Combined Sewer System Long Term Control Plan
- Complete Streets
- Energy and Climate Change Action Plan
- Environmental Action Plan 2030 (including Eco-City Alexandria)
- Fort Ward Management Plan
- Four Mile Run Restoration Project
- Green Building Policy
- Housing Master Plan



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### Supporting City Plans, Documents and Policies (continued):

- Natural Resources Management Plan
- Open Space Plan
- Potomac Yard Metrorail Station Plan
- 2015 Recreation Parks and Cultural Activities Needs Assessment
- Sanitary Sewer Master Plan
- Solid Waste Management Plan
- Transportation Management Plan
- Transportation Master Plan
- Urban Forestry Master Plan
- Water Quality Management Supplement

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### **Healthy Residents**

In 2022, Alexandria ensures equal and ready access to opportunities that promote mental and physical well-being, and a happy, active lifestyle. Alexandria will work to reduce inequities in the health system, increase access to care for all residents and provide a system of support for residents with behavioral health needs.

#### **Key Indicators to Achieve by 2022:**

- Increase the percentage of residents who feel they are in very good or excellent health from 2016's 73%.
- Increase the percentage of clients who improve behavioral health functioning after receiving emergency services from 2016's 90%.
- Reduce obesity among city residents from 16% in 2013-2014 to 13%.

#### **Action Items (through FY 2018):**

- Implement the Program of Assertive Community Treatment team
- Restore Tuberculosis clinic services to function at full capacity (before September 2015)
- Improve environmental health on-time food facility inspections to 90%
- Restore the Women, Infants and Children (WIC) satellite clinics at Casey Health Center and the Neighborhood Health clinic at 2 East Glebe Road
- Grow the Employee Wellness Program for all City staff
- Construct Hensley Park renovation
- Continue recreation program marketing efforts to enhance programs and enrollment
- Adopt Vision Zero Resolution and Action Plan

#### **Supporting City Plans, Documents and Policies:**

- Alexandria Community Health Improvement Plan
- Alexandria Health Profile I Report
- Aging Master Plan
- Athletic Field Master Plan
- Children and Youth Master Plan
- Chinquapin Park Recreation Center and Aquatics Facility Feasibility Study
- Early Care and Education Common Agenda
- Environmental Action Plan 2030 (including Eco-City Alexandria)
- Open Space Plan
- Strategic Plan to Prevent and End Homelessness
- Urban Forestry Master Plan
- Youth Risk Behavior Surveillance System Report

## **Multimodal Transportation**

In 2022, Alexandria is regionally linked and easy to navigate regardless of resources or ability. City government supports a wide variety of safe, connected transportation options that enable access to daily activities. These options include bus, metro, bicycle, automobile, and walking. Public transportation has reliable and frequent service that is clearly communicated and understood.

### **Key Indicators to Achieve by 2022:**

- Increase the percentage of commuters using alternative transportation options from 37% in 2013 to 40%.
- Reduce the number of traffic crashes from 1,440 crashes in 2015 to 1,400 crashes.
- Reduce the number of traffic crashes that result in fatalities and severe injuries from 2015's 15.
- Maintain the percentage of residents with a positive view of the overall ease of getting to places they usually visit at or above 2016's 73%.
- Increase Alexandria's Pavement Condition Index rating from 58 out of 100 (fair) in 2016 to 71 out of 100 (satisfactory).
- Reduce the number of pedestrians and bicyclists struck by vehicles from 2015's 106.

### **Action Items (through FY 2018):**

- Begin design of West End transitway
- Implement Adaptive Traffic Management Initiative
- Award a design build contract for the Potomac Yard Metrorail Station Project
- Adopt Vision Zero Resolution and Action Plan

### **Supporting City Plans, Documents and Policies:**

- Aging Master Plan
- Alexandria Master Plan (land use master plan, includes all small area plans)
- Complete Streets
- Environmental Action Plan 2030 (including Eco-City Alexandria)
- Potomac Yard Metrorail Station Plan
- Transportation Management Plan
- Transportation Master Plan (including Vision Zero)
- Transit Development Plan

# Acknowledgements

## **City Council**

- Mayor Allison Silberberg
- Vice Mayor Justin Wilson
- Willie Bailey Sr.
- John Chapman
- Timothy Lovain
- Redella “Del” Pepper
- Paul Smedberg

## **Constitutional Officers**

- Jackie M. Henderson, City Clerk and Clerk of Council
- Bryan L. Porter, Commonwealth’s Attorney
- Edward Semonian, Jr., Clerk of Circuit Court

## **City Manager's Office**

- Mark Jinks, City Manager
- Emily Baker, Deputy City Manager
- Debra Collins, Deputy City Manger
- Laura Triggs, Deputy City Manager

## **Office of Performance and Accountability**

- Greg Useem, Chief Performance Officer
- Rebecca Schrier, Senior Performance Analyst
- Jonathan Mahlandt, Senior Performance Analyst
- Gus Carvalho, Performance Analyst

## **Department of Planning and Zoning**

- Karl Moritz, Director
- Carrie Beach, Division Chief
- Radhika Mohan, Principal Planner
- Katherine Carraway, Urban Planner
- Mary Catherine Collins, Urban Planner
- Jacob Pavlik, Intern

## **Department Directors**

- James L. Banks, Jr., City Attorney
- Mitchell Bernstein, Project Implementation
- Earl Cook, Police (retired)
- Rose Dawson, Library
- Robert Dubé, Fire
- Gregg Fields, Code Administration
- Craig Fifer, Communications and Public Information
- Kate Garvey, Community and Human Services

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### Department Directors (continued):

- Renee Gordon, Emergency Communications
- Stephen Haering, MD, Health
- David Huchler, Police (acting)
- Jean Kelleher, Human Rights
- Yon Lambert, Transportation and Environmental Services
- Stephanie Landrum, Alexandria Economic Development Partnership
- Dana Lawhorne, Sheriff
- Anna Leider, Voter Registration and Elections
- Michael Mackey, Court Services
- Lance Mallamo, Historic Alexandria
- Steve Mason, Human Resources (acting)
- Helen McIlvaine, Office of Housing
- Jeremy McPike, General Services
- Vanetta M. Pledger, Information Technology Services
- Morgan Routt, Management and Budget
- James Spengler, Recreation, Parks and Cultural Activities
- Kendel Taylor, Finance
- Patricia Washington, Visit Alexandria
- Deborah Welch, Internal Audit

### Department Liaisons

- Mathew Bosse, Fire Department
- Jack Browand, Recreation, Parks, & Cultural Activities
- Noraine Buttar, City Manager's Office
- Steve Chozick, Information Technology Services
- Al Coleman, General Services
- Ted Costigan, Finance Department
- Renee DiPilato, Alexandria Public Library
- Lee Farmer, Transportation & Environmental Services
- Tony Gammon, Department of Project Implementation
- Yvette Gayles, Information Technology Services
- Tim Gleeson, Alexandria Sheriff's Office
- Renee Gordon, Department of Emergency Communications
- Jackie Henderson, City Clerk & Clerk of the City Council
- David Huchler, Investigations Bureau
- James Hunt, Code Administration
- Tamara Jovovic, Office of Housing
- Jean Kelleher, Office of Human Rights
- Stephanie Landrum, Alexandria Economic Development Partnership
- Katie Leonard, Health Department
- Jessica Lurz, Community and Human Services
- Mike Mackey, District Court
- Lance Mallamo, Historic Alexandria
- Linda Odell, Court Service Unit
- Darrel Reynolds, General Services

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### Department Liaisons (continued):

- Melissa Riddy, Communications & Public Information
- Lisa Robrahn, Project Implementation
- Chris Sanders, Human Resources
- Suellen Savukas, Project Implementation
- Hope Toye, Community and Human Services
- Khoa Tran, Transportation & Environmental Services
- Patricia Washington, Visit Alexandria
- Rolando Welch, District Court
- Chris Wemple, III, Alexandria Police Department
- Art Wicks, Management & Budget
- Christina Zechman Brown, City Attorney's Office
- Deborah Warren, Assistant Director, Children and Families
- Suzanne Chis, Executive Deputy Director, Community and Human Services
- Melissa Riddy, Communications and Public Information

## Key Indicator Data Sources

Key Indicators	Data Source
<b>DISTINCTIVE AND VIBRANT NEIGHBORHOODS</b>	
Maintain the percentage of residents satisfied with historic preservation at or above 2016's 83% (fiscal year).	Alexandria Resident Survey
Maintain the percentage of residents with a positive view of the overall quality of new development in Alexandria at or above 2016's 64% (fiscal year).	Alexandria Resident Survey
Maintain the percentage of residents with a positive view of their neighborhood as a place to live at or above 2016's 83%.	Alexandria Resident Survey
<b>INCLUSIVE CITY</b>	
Reduce the percentage of low and moderate income households considered to be housing cost burdened from 2015's 67% (calendar year). <sup>2</sup>	U.S. Census Bureau (American Community Survey)
Increase the percentage of residents who do not perceive barriers to living in Alexandria based on age, gender, race, national origin, religion, disability, or sexual orientation from 2016's 80% (fiscal year).	Alexandria Resident Survey
Reduce the percentage of residents living in poverty from 2014's 9.6% (calendar year).	U.S. Census Bureau (Small Area Income and Poverty Estimates)
Maintain the unemployment rate below the regional, state and federal unemployment rates (calendar year).	Virginia Employment Commission
Reduce homelessness from 224 persons in 2016 to 173 (fiscal year).	<i>Homelessness in Metropolitan Washington</i> Results and Analysis from the Annual Point-in-Time (PIT) Count of Persons Experiencing Homelessness

<sup>2</sup> Data for this indicator is collected by the American Census Bureau. Low to moderate income households include all households making \$75,000 a year or less.

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<b>Key Indicators</b>	<b>Data Source</b>
<b>WELL-MANAGED GOVERNMENT</b>	
Maintain that City government receives the highest bond ratings of AAA/Aaa by two rating agencies (fiscal year).	Moody's and Standard and Poor's
Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77% (fiscal year).	Alexandria Resident Survey
Increase the percentage of residents who approve of the overall customer service provided by City government employees from 2016's 69% (fiscal year).	Alexandria Resident Survey
Increase percentage of residents who approve of the value of services received for taxes paid in Alexandria from 2016's 52% (fiscal year).	Alexandria Resident Survey
Increase the percentage of City-owned building square footage that is rated in Grade C/Average or better according to the Facility Condition Index (FCI) rating from 2016's 56%.	Department of General Services
<b>SAFE AND RESILIENT COMMUNITY</b>	
Reduce the number of violent crimes from the 2015 rate of 209 incidents per 100,000 residents (calendar year).	Police Department
Reduce the response time for 90% of medical incidents from 6:52 (six minutes and fifty-two seconds) in 2016 to 6:30 (six minutes and thirty seconds) (fiscal year).	Fire Department, amount of time for the department to turnout and travel to 90% of responses
Reduce the response time for 90% of fire incidents from 6:57 (six minutes and fifty-seven seconds) in 2016 to 6:30 (six minutes and thirty seconds) (fiscal year).	Fire Department, amount of time for the department to turnout and travel to 90% of responses
Increase the percentage of residents who have a positive overall feeling of safety in Alexandria from 2016's 80% (fiscal year).	Alexandria's Resident Survey
Increase Alexandria's Building Insurance Services Office rating from 82.41 out of 100 in 2016 to 85 out of 100 (fiscal year).	Insurance Services Office; average of the commercial and residential ratings
<b>FLOURISHING ARTS, CULTURE AND RECREATION</b>	
Maintain the percentage of residents satisfied with opportunities to attend cultural, arts, music activities at or above 2016's 74% (fiscal year).	Alexandria Resident Survey
Maintain the 2015 rate of 7.3 acres of open space per 1,000 residents (fiscal year).	Alexandria Department of Recreation, Parks, and Cultural Activities
Increase the percentage of Alexandria households participating in recreation programs from 2016's 52% (fiscal year).	Alexandria Department of Recreation, Parks, and Cultural Activities Needs Assessment Survey



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<b>Key Indicators</b>	<b>Data Source</b>
<b>STRONG ECONOMY</b>	
Increase the local gross domestic product from \$11.1 billion in 2015 to \$12.3 billion (calendar year).	Alexandria Finance Department, Gross Receipts of Alexandria businesses
Reduce the office vacancy rate from 15.6% in 2015 to 12.4% (calendar year).	CoStar
Increase the number of jobs in Alexandria from 106,238 in 2015 to 113,850 (calendar year).	Quarterly Census of Employment and Wages with MWCOG adjustment
<b>THRIVING CHILDREN AND YOUTH</b>	
Increase the percentage of students who participate in early childhood programs the year prior to entering ACPS kindergarten classrooms from 76% in 2016 to 83% (fiscal year, 2015 – 2016 school year).	Alexandria City Public Schools
Reduce the percentage of youth who self-report current alcohol use from 26% in 2014 (fiscal year, 2014 survey).	Youth Risk Behavior Survey
Increase the on-time high school graduation rate from 82% in 2016 to 92% (fiscal year, 2015-2016 School Year).	Virginia Department of Education
Increase the percentage of youth who self-report engaging in daily physical activity, lasting 60 minutes or more from 13% in 2014 to 16% (fiscal year, 2014 survey).	Youth Risk Behavior Survey
Increase the percentage of children and youth who report having three or more non-parent adults who provide support from 2016's (fiscal year, school year survey).	Youth Developmental Assets Survey
Reduce the teen pregnancy rate from 23 per 1,000 in 2014 to 10 (calendar year).	Virginia Department of Health
Reduce the City's infant mortality rate from 5.1 per 1,000 live births in 2014 to 3.1 (calendar year).	Virginia Department of Health

**DRAFT**

<b>Key Indicators</b>	<b>Data Source</b>
<b>Environmental Sustainability</b>	
Increase the percentage of Alexandria land covered by tree canopy from 2014's 34% (calendar year).	City of Alexandria Geographic Information Systems Division
Reduce greenhouse gas emissions from 13 metric tons of CO2 per capita in 2012 to 10 metric tons per capita (calendar year).	Washington Council of Governments Greenhouse Gas Inventory
Increase the percentage of Alexandria waste that is diverted through recycling, reuse, or composting from 48% in 2015 to 50% (calendar year).	Alexandria Department of Transportation and Environmental Services
Increase the percentage of the Chesapeake Bay Water Pollution Reduction Goal completed from 24% in 2015 to 45% (fiscal year).	Alexandria Department of Transportation and Environmental Services
<b>HEALTHY RESIDENTS</b>	
Increase the percentage of residents who feel they are in very good or excellent health from 73% (fiscal year).	Alexandria's Resident Survey
Increase the percentage of clients who improve functioning after receiving behavioral health <sup>3</sup> emergency services from 2016's 90% (fiscal year).	Department of Community and Human Services
Reduce obesity among city residents from 16% in 2013-2014 to 13% (calendar year) (reported using two years of data).	Virginia Behavioral Risk Factor Surveillance System Survey
<b>MULTIMODAL TRANSPORTATION</b>	
Increase the percentage of commuters using alternative transportation options from 37% in 2013 to 40% (fiscal year).	Washington Council of Governments State of the Commute Report
Reduce the number of traffic crashes from 1,440 crashes in 2015 to 1,400 (calendar year).	Alexandria Police Department
Reduce the number of traffic crashes that result in fatalities and severe injuries from 2015's 15 (calendar year).	Alexandria Police Department
Maintain the percentage of residents with a positive view of the overall ease of getting to places they usually visit from 2016's 73% (fiscal year).	Alexandria Resident Survey
Increase Alexandria's Pavement Condition Index rating from 58 out of 100 (fair) in 2016 to 71 out of 100 (satisfactory) (fiscal year).	Alexandria Department of Transportation and Environmental Services
Reduce the number of pedestrians and bicyclists struck by vehicles from 2015's 106.	Alexandria Police Department

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<sup>3</sup> Behavioral Health includes mental health, intellectual disability and substance abuse prevention