

ALEXANDRIA CITY COUNCIL 2022 PRIORITIES



Recover from the COVID-19 Pandemic

Identify the policies, practices and resources needed to ensure a resilient and equitable recovery for all residents and businesses.



Provide Diverse Housing Opportunities

Reconsider our zoning model and explore other tools to better facilitate an Alexandria housing economy that provides the necessary range of price points, styles of housing and associated services to meet the needs of a thriving city.



Define Our Community Engagement Approach

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 effects on policy decision, infrastructure needs and financial considerations.



Support Youth and Families

Explore ways to expand academic, social and emotional services and physical support to all youth during out-of-school hours.



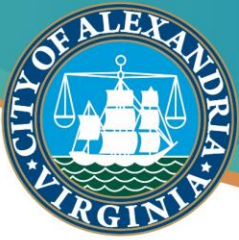
Foster Economic Development

Seek out and consider budgetary, land use, regulatory and other economic development tools to foster sustainable and equitable development, diversify revenue and allow greater investment in our infrastructure.



Develop a Compensation Philosophy

Establish a new compensation philosophy to ensure we are the preferred workplace of choice and that employees feel valued.

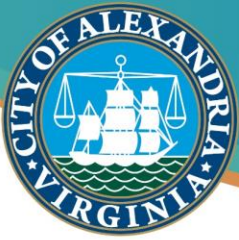


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How will these be used?

- In combination with the City's Mission, Vision, and Values, these Council Priorities provide a cohesive framework for the budget, policy, and communication focus in the year ahead.
- Each priority will have a business plan designed to meet the initiatives goals.
- The plans are meant to be interdepartmental and look at how objectives can be reached from a wholistic perspective.
- While these are current priorities, our core services are always at the forefront to ensure that we are accountable and support a safe, vibrant, and liveable community.



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Principles

Equity: Will these initiatives identify and overcome intentional and unintentional barriers in our City's systems and services?

Environmental justice: Do these initiatives provide equitable access to a healthy environment and take proactive measures to mitigate and adapt to future climate change?

Civility & Respect: How do we ensure that all interactions associated with these initiatives are done so in a way in which there is a healthy exchange of ideas and perspectives?

Transparency: Are we operating in a way that is easy for others to see and understand what is happening in these initiatives?

Service: Do these initiatives put the public's interest first and make a difference in the community?



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Timeline

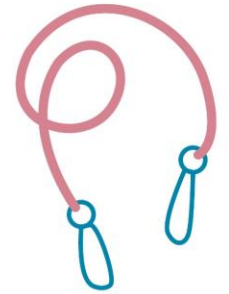
We will provide an update to Council on two of the priorities each quarter:

- *June 2022*: COVID 19 Recovery and Housing
- *September 2022*: Community Engagement and Youth and Family Out of School Time
- *December 2022*: Compensation Philosophy and Economic Development
- *Winter*: Council retreat to develop 2023 priorities
- *March 2023*: Confirmation of 2023 priorities



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Support Youth & Families

We will explore ways to expand academic, social and emotional services, as well as physical support to all youth during out-of-school hours.

VISIT [ALEXANDRIAVA.GOV/COUNCIL](https://alexandriava.gov/council) FOR MORE INFORMATION



Goal #1: Support the development and alignment of equitable access to high-quality out of school time programs

- a) Build a network of out of school providers to develop a Landscape Study that coordinates an understanding of current and future out of school time needs and program design for all providers within the City
- b) Identify strategies and solutions to expand middle and high school student engagement in out-of-school time and community-based programs
- c) Using information gathered from the Landscape Study, evaluate issues of equity in Out-of-School Time registration systems and policies, including appropriate fee assistance and sliding scales for out of school time programs and transportation options are available to students
- d) Expand LINK club sites, including six new programs on the west-end and four new middle school sites
- e) Hire multi-lingual out of school time staff to improve accessibility for ESOL Families



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Youth Support Network Current Initiatives



- Middle School Programming
- Social-Emotional Learning
- Landscape Study
 - Surveying providers
 - Surveying middle and high school youth
 - Surveying families
 - Listening sessions with youth and families





Youth Support Network Potential Initiatives

- Community program locator
- Professional development
 - Program quality framework
 - Additional needs
- Shared student data system
- Collaborative summer or afterschool programming



Goal #2: Ensure availability of space and staff to accommodate demand for City-supported after-school needs

- a) Using information from the Landscape Study, determine physical space needs for after-school city supported programs and facilities, including academic enrichment programming
- b) Coordinate future out of school time program needs for capital projects, such as George Mason and Cora Kelly, based on demand data from landscape study
- c) Understand and adapt to new childcare licensing requirements for after school programs, and identify where capacity exists in the city to meet these requirements
- d) Implement compensation strategy for RPCA out of school time staffing, including full-time, part-time, and seasonal staff
- e) Map and analyze open space near providers to ensure access to outdoor spaces and recreational opportunities



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Goal #3: 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

- a) Support Out of School Time providers by offering access to training in Social and Emotional Learning (SEL), positive Behavioral Interventions and Supports (PBIS), Adverse Childhood Experiences (ACEs), and Developmental Assets programs and sharing best practices for trauma-informed practice (RAISE) and develop training standards for all city-supported program staff
- b) Recruit more mentors through the efforts of the new Alexandria Mentoring Partnership Coordinator, support enhancement and expansion of mentoring programs, and establish comprehensive training opportunities for caring adults
- c) Implement recommendations based on the Youth Safety and Resilience work
- d) Conduct a needs assessment of professional learning opportunities with staff involved in Division-wide after school programming to collaborate with ACPS for academic services during Out of School Time (ACPS)



For more information, visit the
Out of School Time Programming page

acps.k12.va.us



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What does success look like?

<https://www.alexandriava.gov/performance-analytics/covid-19-recovery-indicator-dashboard>

Status	Indicators	Current	Trend & Target	Status	Indicators	Current	Trend & Target
●	Total City Sponsored OSTP Sites This indicator measures the number of five-day-a-week Out of School Time Program sites, such as Charles Barret Recreation Center, for school-aged children operated by the City and Campagna. The target for this indicator is to add an additional site this year.	23	 Target	●	Youth with Adult Support This indicator measures the percentage of children and youth who reported having three or more non-parent adult supports. The target for this indicator is to improve on the baseline from the 2016 survey. This indicator is from the Alexandria Public Schools Developmental Assets survey.	38%	 Target
●	Total City OSTP Enrollment This indicator measures the enrollment in five-day-a-week Out of School Time Program sites for school-aged children operated by the City and Campagna. The target for this indicator is to reach pre-COVID peak capacity.	1,814 (2021-2022 school year)	 Target	●	High School Graduation Rate This indicator measures the percentage of high school students in Alexandria Public Schools who graduated on-time. The target for this indicator is an 92% graduation rate. This indicator is from the Virginia Department of Education.	91%	 Target



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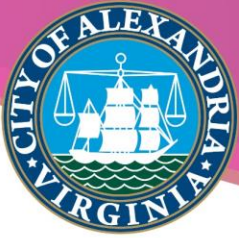
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Define Our Community Engagement Approach

We will use both new and traditional outreach methods to ensure that engagement is efficient, effective, and accessible to all stakeholders.

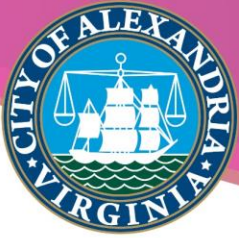
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Goal #1: Focus on communication strategies that promote trust-centered relations building, equitable engagement, and meet people where they are.

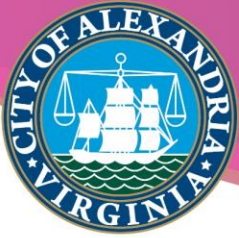
- a) Increase awareness and reiterate expectations for community engagement, as outlined in Alexandria's Civic Engagement Policy (2014), including updating the Boards and Commissions Staff Liaison Handbook.
- b) Administer strategies that remove barriers to participation in long-term planning efforts and engage a demographically representative sample of the community.
- c) Recruit and employ neighborhood communicators within Alexandria that have the language skills, cultural humility, and diverse backgrounds to build long-term trust, a reliable presence, empowerment, and responsiveness with residents, particularly in historically marginalized, underserved, and hard to reach communities.
- d) Utilize neighborhood outreach strategies focused on building authentic relationships.
- e) Use neutral third-party facilitation to help with consensus building when necessary.



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Goal #2: Share and receive information in an accessible, effective, and dynamic way

- a) Establish a city-wide communications plan to tell the story of the community and its residents, and that supports major City priorities.
- b) Integrate new web editor at the Office of Communications and Public Information to create and increase access to information, as well as enhance user experience.
- c) Develop a centralized Language Access Program to implement policies on language services, cultural fluency, and meaningful representation of the City's primary languages, as well as the deaf and Hard of Hearing communities.
- d) Disseminate information from technical subject-matter-expertise (SME) utilizing communications tools that emphasize storytelling techniques like infographics and testimonials from residents.
- e) Advance digital content creation and implement strategies that increase the quantity and quality of social and web engagements, and measure effectiveness.
- f) Offer free, educational programs to residents that promote City government operations, services, and programs



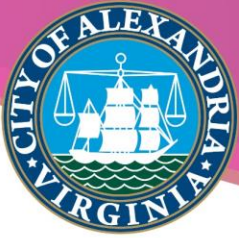
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Goal #3: Be proactive in promoting City programs, services, and accomplishments

- a) Boost multimedia production, including visual message delivery & accessible educational materials, with quicker, consistent outreach.
- b) Establish versatile messaging through non-traditional marketing tools.
- c) Expand outreach to ESL and Under 40 populations through digital tools including TikTok, WhatsApp, Discord & NextDoor.
- d) Integrate the City's Editorial and Media Manager to build relationships with media reporters
- e) Promote the Alexandria Community Remembrance Project, a city-wide initiative dedicated to helping Alexandria understand its history of racial terror hate crimes, to local, regional, and national media
- f) Use the City's upcoming 275th Anniversary (2024) as an opportunity for collaboration and storytelling of our organization and community.
- g) Employ multimedia production to showcase internal City services, including the Office of Performance Analytics, Internal Audit, and the R.I.S.E. Leadership Academy.

An aerial, high-angle shot of a multi-lane highway with traffic moving away from the camera. The road has several lanes in each direction, separated by a median. Various vehicles, including cars, vans, and a large white truck, are visible. The scene is bright and clear, with trees and a bus stop on the left side of the road. The word "TOGETHER" is overlaid in large, white, sans-serif capital letters across the center of the image.

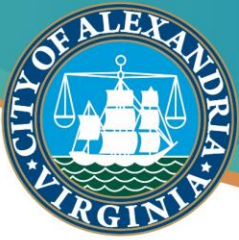
TOGETHER



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Status	Indicators	Current	Trend & Target	Status	Indicators	Current	Trend & Target
●	Welcoming Citizen Involvement This indicator from the resident survey measures resident perception of the job the Alexandria government does at welcoming citizen involvement. The City's target is to strive to see annual improvement.	55%		●	Responsiveness to Resident Requests This indicator from the resident survey measures resident perception of the responsiveness of Alexandria government to resident's requests, questions, and concerns. The City's target is to strive to see annual improvement.	56%	
●	Public Information Services This indicator from the resident survey measures resident perception of the quality of public information services. The City's target is to strive to see annual improvement.	73%		●	Transparency to the Public This indicator from the resident survey measures resident perception of Alexandria government's transparency to the public. The City's target is to strive to see annual improvement.	52%	
●	Opportunities to Participate This indicator from the resident survey measures resident perception of opportunities to participate in community manners. The City's target is to strive to see annual improvement.	73%					

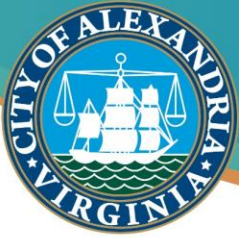


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What's Next...

- Receive quarterly updates on COVID-19 Recovery, Housing, Youth & Families, and Community Engagement, including:
 - Progress on initiatives
 - Indicators (updated on website)
- Compensation Philosophy and Economic Development Business Plans in December



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Discussion