



CITY OF ALEXANDRIA

Strategic Plan FY26 - FY28



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STRATEGIC PLAN FRAMEWORK

Missions, visions, and priorities must evolve to stay relevant, responsive, and forward-looking. A mission defines our core purpose, a vision sets our desired future state, and priorities focus our efforts. As community needs, external conditions, and organizational capacity change, refreshing these elements helps ensure we remain aligned with residents, adapt to new challenges, and stay intentional about the path ahead.

The City of Alexandria's Strategic Plan serves the same purpose - a guiding framework that unites all employees and departments under one mission. It ensures that budget decisions, departmental work, and staff efforts directly support community needs while fostering organizational adaptability. By clearly defining objectives and tracking progress, we can deliver services more efficiently and effectively, understanding where we stand today and how to reach our future goals.

This update **strengthens the connection between City Council priorities and measurable departmental action** through a three-tiered framework:

Our Why: The City's mission, vision, and core values (last updated in 2018) articulate the purpose of local government and our desired future state.

Our What: City Council's priorities, updated every three years, define the strategic focus of government at this moment in time. These priorities communicate the legacy and impact Council seeks to achieve while providing a framework that translates vision into measurable action, guides departments, and ensures coordinated service delivery. Embedded within these priorities are the cross-cutting principles of equity, environmental justice, and community engagement, ensuring that local government decisions are fair, inclusive, and responsive to all residents.

This tier also introduces two internal organizational priorities: streamlining processes and fostering a culture of improvement and innovation. These priorities aim to deliver services more efficiently, effectively, and responsively.

Our How: Departmental work plans outline specific initiatives aligned with each Council priority. Maintained in a searchable database, these plans support performance tracking, integration with the Capital Improvement Program, and transparent reporting.

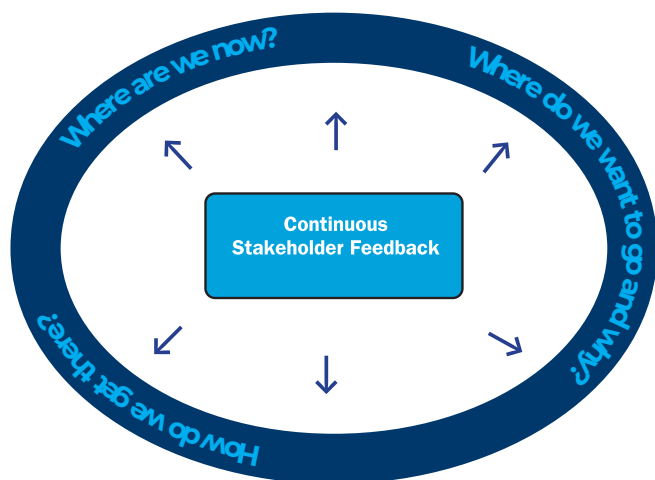


At the Winter 2025 Council Retreat, City Council Members established their top priorities for the coming years, building on the framework adopted in 2022. Through structured dialogue and collaborative discussion, Council, informed by broad community engagement and supported by data-driven analysis presented by City staff, refined focus areas and defined policy questions.

“Together, this framework keeps us clear in our purpose, aligned with our community, and focused on building a stronger future.”

CONTINUOUS STAKEHOLDER FEEDBACK

Continuous engagement between the City organization and key stakeholders, including City Council, Boards & Commissions, and community members (residents, partners, and businesses), ensures representative input, addresses concerns, and builds organizational buy-in. Strategic alignment and progress toward goals are supported through both qualitative and quantitative feedback, gathered through the following methods:



City Council

- **Council Retreat:** The City Council retreat, at the start of the new Council term, provides a forum for City Council to define priorities for their three year term, building on previous priorities and incorporating feedback from residents and employees.

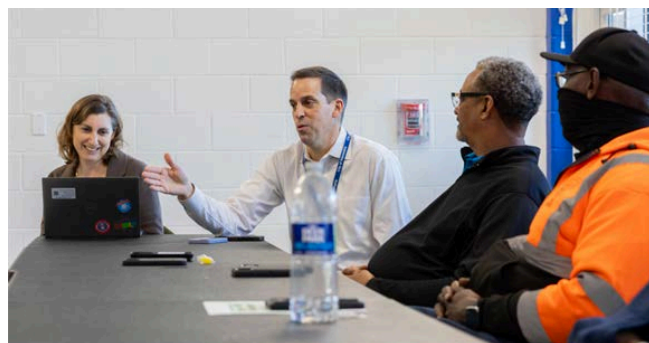
Employees

- **Bargaining Units:** Ensure competitive compensation, improve working conditions, and formalize employee voice in workplace matters.
- **Employee Engagement Survey:** Measures organizational culture, employee satisfaction, and engagement.
- **City Manager's Employee Advisory Committee:** Comprised of graduates of the Council of Governments Institute for Regional Excellence program (COG), the committee represents diverse departments and leadership levels. Members bring advanced training in public management and regional problem-solving.
- **Frontline Ambassadors:** Ongoing sessions between the City Manager's Office and frontline staff, the City's link to the community, build stronger relationships, foster collaboration, and improve service delivery.

Community Members (Residents, Partners and Non-Profits, & Business Owners)

- **Resident Survey:** Gathers a representative sample of resident feedback on quality of life and City services, including transportation, public safety, economic opportunity, and government operations. Results consistently demonstrate strong satisfaction with areas such as customer service, libraries, and refuse collection.
- **Community Engagement Integration:** The Strategic Plan is shaped by both qualitative and quantitative insights from existing and emerging City plans and engagement efforts. Recent initiatives with robust community input include, but are not limited to, the Housing Needs Assessment & Master Plan, Citywide Health Assessment, City Vision Plan, Alex West, Duke Street Plan, RPCA Needs Assessment and Customer Feedback, and the Unified Plan (CHIP, CYCP, and ACPS Plan).
- **Boards & Commissions:** Provide structured opportunities for residents to participate in decision-making, ensuring diverse perspectives inform policy and the priorities reflected in this plan.

Through these ongoing engagement efforts, the Strategic Plan remains a living, responsive framework that reflects community needs, supports organizational alignment, and drives measurable progress toward the City's vision.



STRATEGIC PLAN FRAMEWORK



OUR WHY

updated every 10 years

What is our basic purpose, our intended future, & our standards for accomplishment?

MISSION

Working together to
foster a thriving
Alexandria

VISION

A culture that supports
each of us and inspires
excellence

CORE VALUES

Respect - Integrity
Continuous Improvement
Teamwork



OUR WHAT

updated every three years

What is our current focus in
achieving our mission & vision?

CITY COUNCIL PRINCIPLES

City initiatives will integrate strategies that promote
Community Connection, Equity, and Environmental
Justice, ensuring equitable access to services, and
advancing local climate action.

2025-2027 STRATEGIC PRIORITIES COUNCIL

- Advance Housing Opportunities
- Reduce Community Disparities
- Strengthen our Economy
- Recruit & Retain a Thriving Workforce

2025-2027 STRATEGIC PRIORITIES ORGANIZATIONAL

- Streamline Organizational Systems & Processes
- Improve & Innovate



OUR HOW

updated annually

Captures our projects & initiatives that
establish outcomes in our priorities.

ANNUAL DEPARTMENT WORK PLANS

- Key Initiatives and Projects
- Performance Indicators

STRATEGIC PLAN PRIORITIES



CITY COUNCIL PRINCIPLES

City initiatives will integrate strategies that promote Community Connection, Equity, and Environmental Justice, ensuring equitable access to services, and advancing local climate action.

2025-2027 Strategic Priorities COUNCIL

Advance **Housing Opportunities**
by supporting quality options at a range of price points

Reduce **Community Disparities**
by aligning services with community needs.

Strengthen our **Economy**
by further diversifying the tax base.

Recruit & Retain a **Thriving Workforce**
by ensuring our City of Alexandria employees feel valued.

2025-2027 Strategic Priorities ORGANIZATIONAL

Streamline Organizational **Systems and Processes**
by supporting structured and efficient workflows.

Continuously **Improve and Innovate**
by offering new and creative solutions.

STRATEGIC PRIORITY: ADVANCE HOUSING OPPORTUNITIES

BY SUPPORTING QUALITY OPTIONS AT A RANGE OF PRICE POINTS



Guiding Question

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

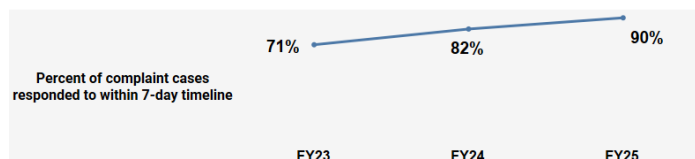
City Council Principles

City initiatives will integrate strategies that promote Community Connection, Equity, and Environmental Justice, ensuring equitable access to services, and advancing local climate action.

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

Housing 2040 is the City's update to the 2013 Housing Master Plan and will serve as a chapter of the Comprehensive Plan to guide Alexandria's housing policy through 2040. It will reflect community priorities, set new affordability targets, and address topics such as renter protections, homeowner resources, financial tools, Alexandria Rehabilitation and Housing Authority (ARHA) collaboration, senior housing, and affordable housing contributions. It will also advocate for increased legislative authority with regards to housing issues. Initial recommendations will be presented to City Council in December 2025 and implementation continuing through FY26/27.

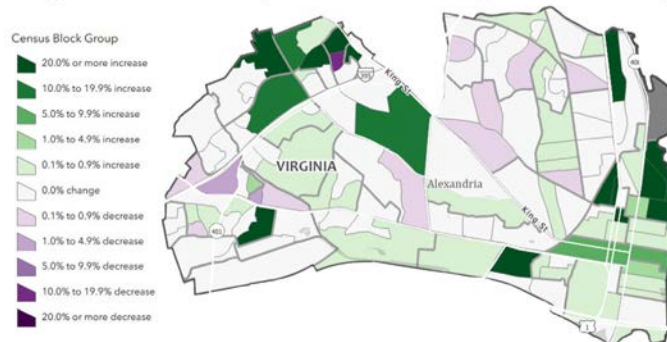
[Alexandria Housing 2040 Plan](#)

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

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

In FY2025, implementation of key housing reforms has led to measurable progress across Alexandria with information on the [Zoning for Housing](#) website. Planning and Zoning anticipates publishing a dashboard of related implementation updates in FY2026 and will post that information also on the Zoning for Housing/Housing for All website.

STRATEGIC PRIORITY: REDUCE COMMUNITY DISPARITIES

BY ALIGNING SERVICES WITH COMMUNITY NEEDS



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?

City Council Principles

City initiatives will integrate strategies that promote Community Connection, Equity, and Environmental Justice, ensuring equitable access to services, and advancing local climate action.

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)



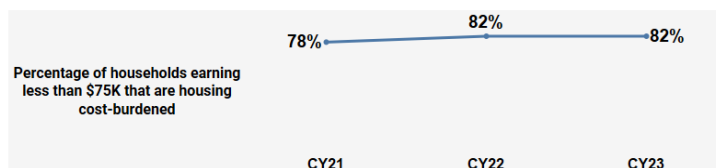
Source: 2023 ACPS Youth Risk Behavior Survey

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

Through the Health and Safety Committee, this initiative will look at ways to strengthen the eviction prevention systems by improving resident awareness of their rights, increasing access to early support services, and enhancing court-based outreach and education. It will also improve the efficiency and effectiveness of eviction-related assistance by reducing the number of filings that result in judgments and shortening the time it takes for residents to receive help.

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

STRATEGIC PRIORITY: STRENGTHEN OUR ECONOMY

BY FURTHER DIVERSIFYING THE TAX BASE



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?

City Council Principles

City initiatives will integrate strategies that promote Community Connection, Equity, and Environmental Justice, ensuring equitable access to services, and advancing local climate action.

Objective #1

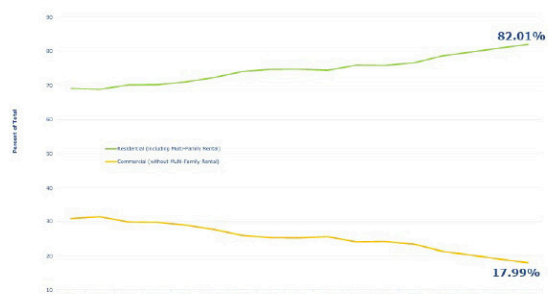
Attract catalytic revenue generating industries that invest in and benefit the community.

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

The Economic Strategic Framework aims to foster equitable economic growth in Alexandria through 2040, guided by extensive community engagement around three goal areas: place-based development, business retention and recruitment, and entrepreneurship and workforce development. Over the summer of 2025, the City, AEDP, and consultant team will refine strategies, identify transformative initiatives, develop an implementation plan, and establish criteria for evaluating projects. City Council adoption is anticipated in September 2025, with implementation beginning in FY26.

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

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

Planning and Zoning is leading a broad series of reforms to streamline development reviews while maintaining rigorous technical application reviews and securing the City Council's priorities for each project. Private investment is necessary to realize the community's vision, grow the local economy, and meet housing needs. New investment provides neighborhood benefits including new amenities and improved infrastructure. New investment also supports citywide services by positively contributing to the City's General Fund. Timely project reviews result in more value available for community benefits and earlier enjoyment of new amenities.

STRATEGIC PRIORITY: RECRUIT & RETAIN A THRIVING WORKFORCE

BY ENSURING OUR CITY OF ALEXANDRIA EMPLOYEES FEEL VALUED



Guiding Question

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

City Council Principles

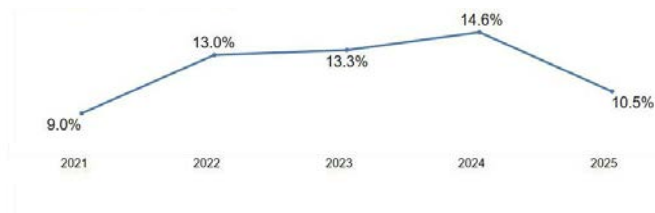
City initiatives will integrate strategies that promote Community Connection, Equity, and Environmental Justice, ensuring equitable access to services, and advancing local climate action.

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](#)

Identify new avenues for recruitment, ensuring our postings reach the widest possible audience, including former federal workers and students.

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

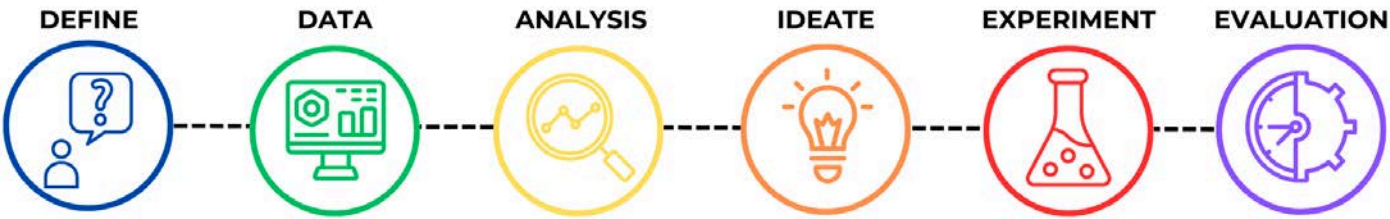
Representative Initiative

[Continue Collective Bargaining process with labor organizations in contract negotiation & contract implementation.](#)

Partner with labor organizations on contract negotiation, implementation, and training to support a healthy workplace and attract and retain talent. In FY26, complete collective bargaining agreements (CBAs) with Police, Fire, and Administrative/Technical units; launch joint Labor/Management CBA training; and prepare for the establishment and initial negotiations of the Professional bargaining unit.

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

STRATEGIC PRIORITY: STREAMLINE ORGANIZATIONAL SYSTEMS & PROCESSES
BY SUPPORTING STRUCTURED AND EFFICIENT WORKFLOWS



Guiding Question

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

City Council Principles

City initiatives will integrate strategies that promote Community Connection, Equity, and Environmental Justice, ensuring equitable access to services, and advancing local climate action.

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

Work towards transforming our procurement operations to be more strategic, efficient, and standardized. This transition includes adopting a new organizational model, redeveloping a blended internal and external procurement training program, and enhancing engagement between Procurement staff and department stakeholders. A refined Procurement Manual, Annual Procurement Plans, and a Desk Guide with standardized SOPs, templates, and process maps will ensure clarity 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

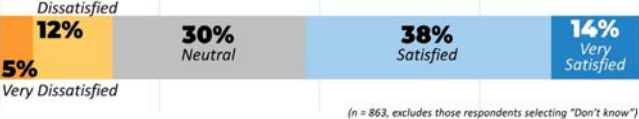
Objective #2

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

Enhance customer service and community engagement by equipping staff to respond effectively to resident needs, facilitate inter-agency referrals, and streamline non-emergency service responses. This initiative will create direct opportunities for City leadership and staff to hear from the community about their experiences with City services while improving access to government information.

STRATEGIC PRIORITY: CONTINUOUSLY IMPROVE & INNOVATE

BY OFFERING NEW AND CREATIVE SOLUTIONS

Guiding Question

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

City Council Principles

City initiatives will integrate strategies that promote Community Connection, Equity, and Environmental Justice, ensuring equitable access to services, and advancing local climate action.

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")

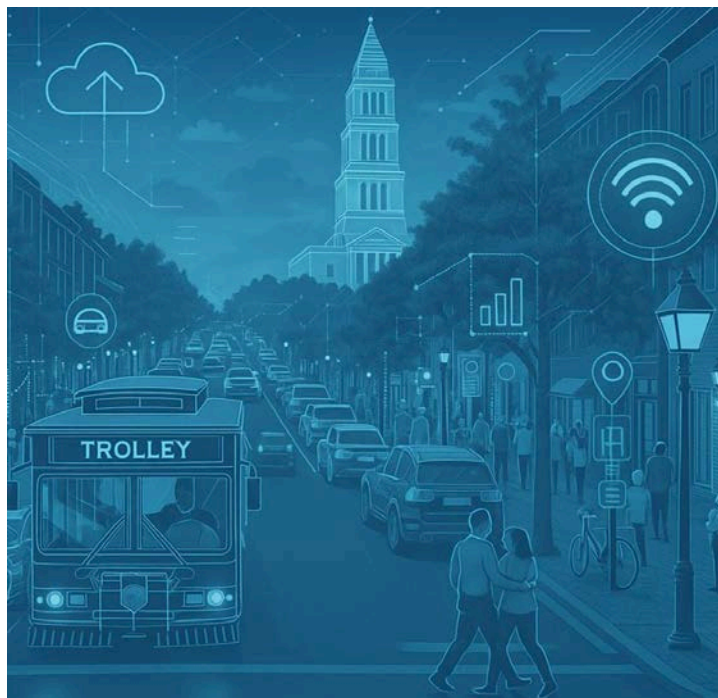
Source: [Alexandria 2024 Resident Survey Report](#)

Representative Initiative

Digital Traffic Management and Smart Mobility

The City is advancing a digital approach to traffic management by integrating smart mobility tools, data-driven signal optimization, and adaptive systems. This effort is part of a broader Digital City initiative that digitizes roadway, curb, and asset data into a shared model for scenario planning and proactive maintenance and decision-making. Together, these strategies create a modern, flexible, and efficient mobility system that supports equitable access, improves neighborhood connectivity, and advances the City's climate goals.

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



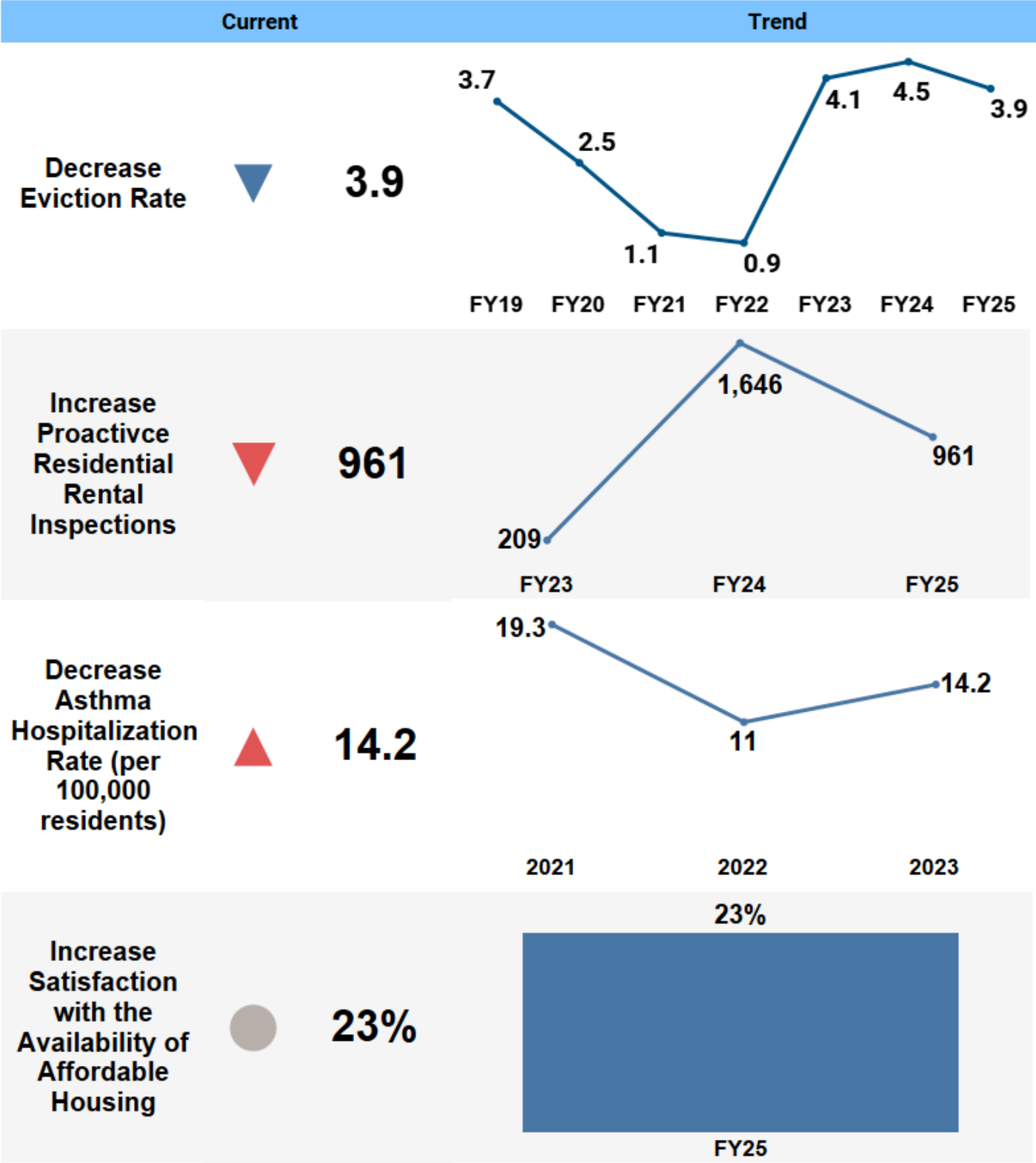
APPENDIX 1: KEY PERFORMANCE INDICATORS

The City of Alexandria is committed to being a data-informed organization. Using quantifiable data and analysis, the City tracks and measures success in achieving the Key Outcomes and Strategic Objectives defined in this plan. This includes establishing appropriate targets for each metric, tracking the actual performance of each one over time, and regularly reviewing and discussing the performance.

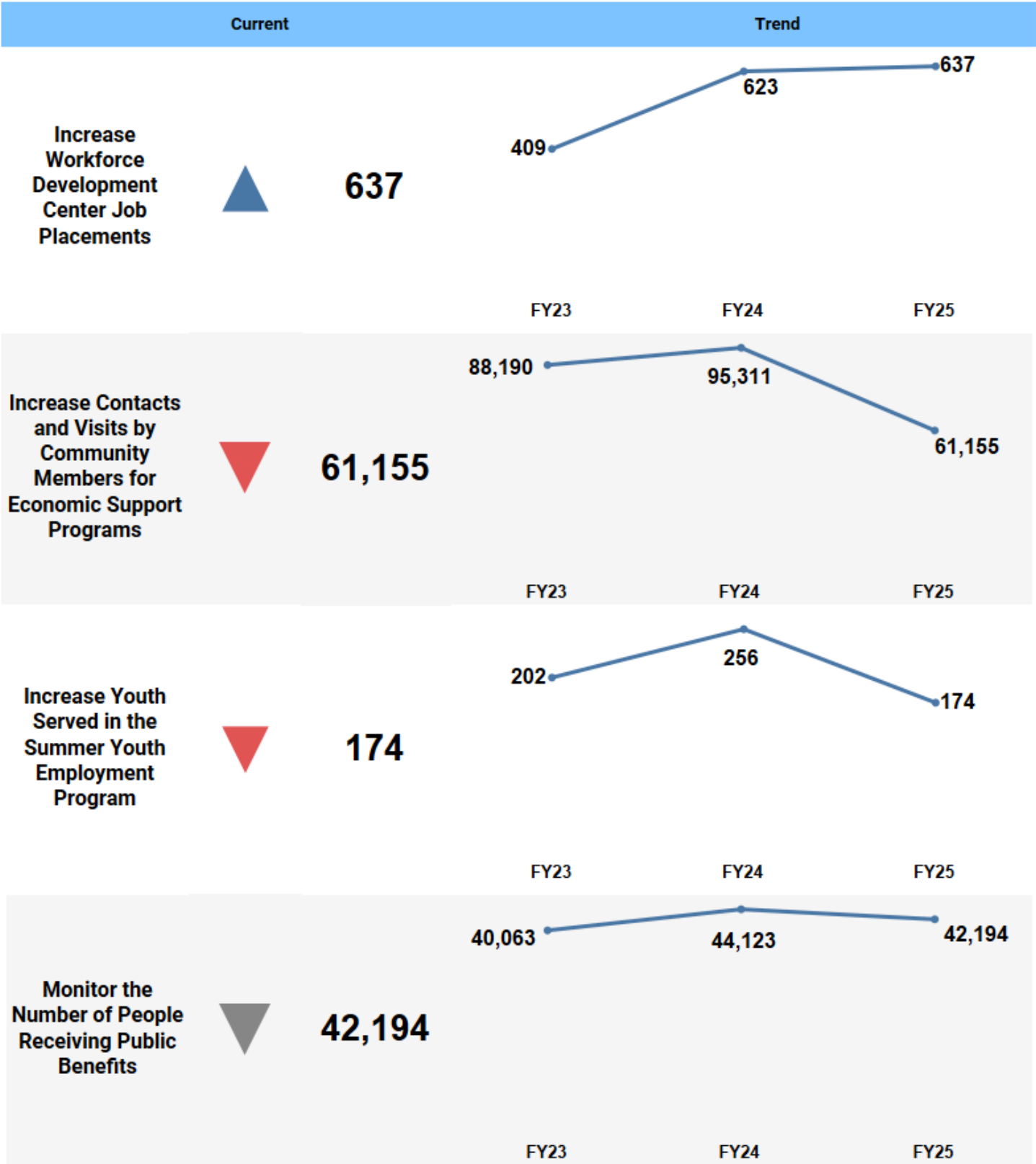
The Council Priorities Community Dashboard has four outcome areas that track, at a high level, the City's progress in achieving the desired outcome.

Every measure on the dashboard is measured against a target. The Community Dashboard is updated quarterly and can be found online at www.alexandriava.gov/city-council/city-council-priorities-dashboard.

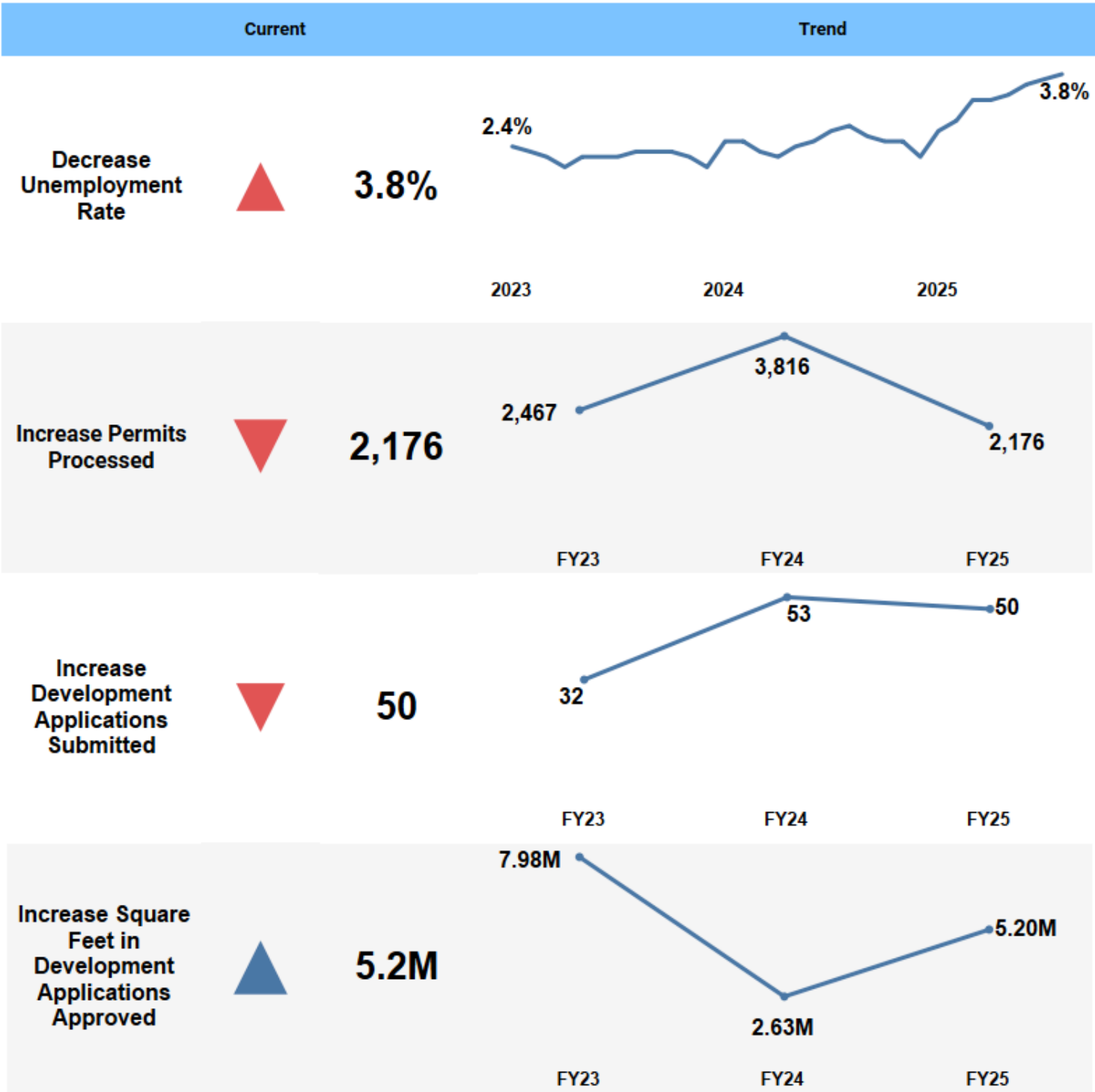
INDICATORS: ADVANCE HOUSING OPPORTUNITIES



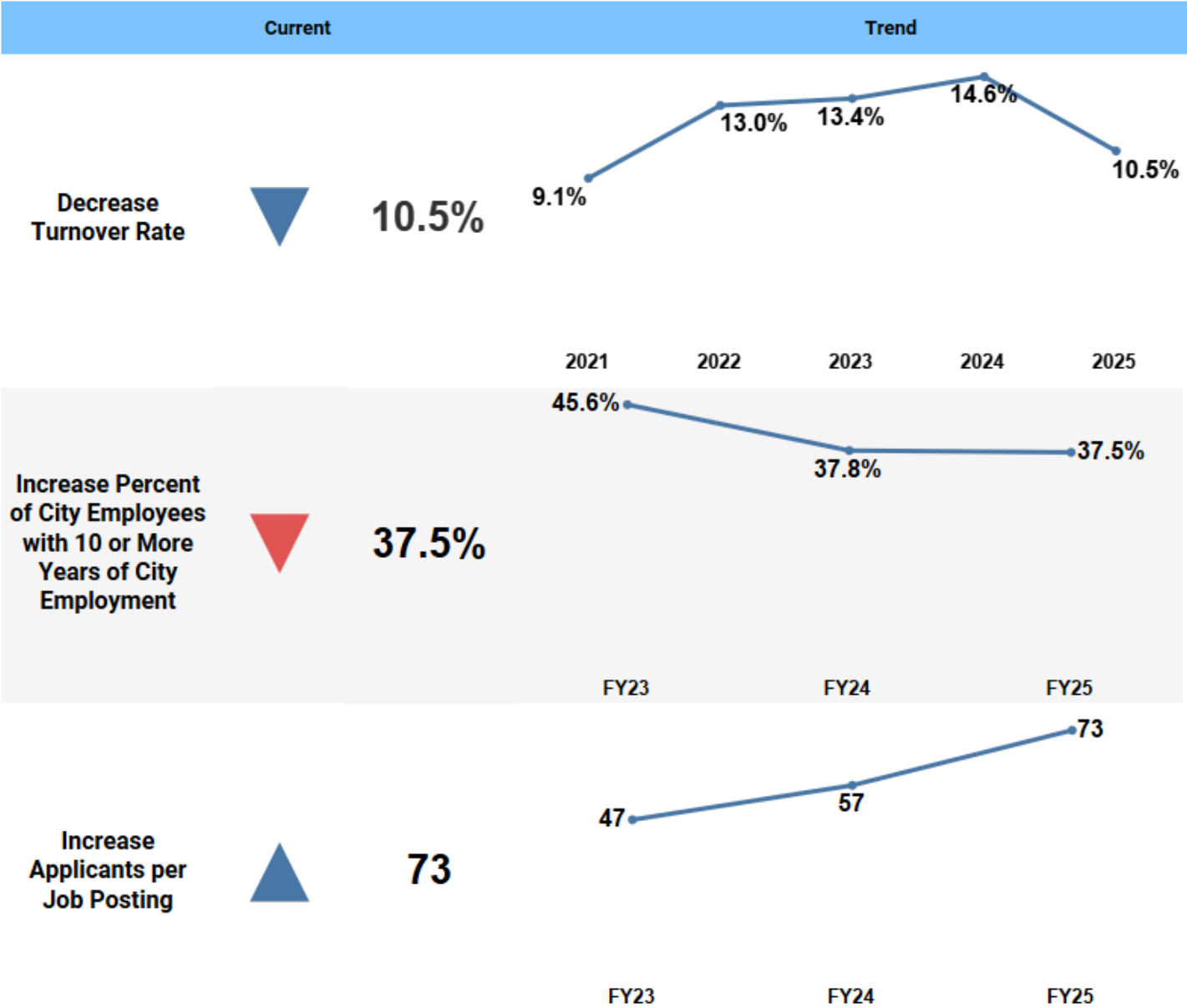
INDICATORS: REDUCE COMMUNITY DISPARITIES



INDICATORS: STRENGTHEN OUR ECONOMY



INDICATORS: RECRUIT & RETAIN A THRIVING WORKFORCE



Coming Soon: Time to Selection



City of Alexandria Strategic Plan