

City of Alexandria, Virginia

MEMORANDUM

DATE: JANUARY 24, 2017
TO: JUSTIN M. WILSON, VICE MAYOR
FROM: MARK B. JINKS, CITY MANAGER 
SUBJECT: QUESTIONS AND COMMENTS ON THE
PROPOSED FY 2017-FY 2022 CITY STRATEGIC PLAN

Prior to the City Council Legislative Meeting on January 24, 2017, you sent to the City Manager ideas to consider incorporating into the Proposed FY 2017-FY 2022 City Strategic Plan. Staff have reviewed these ideas and provided comments and suggested language to consider if Council wishes to amend the Proposed Strategic Plan after holding the Public Hearing this coming Saturday. (Attachment1)

Your comments focused on the City Strategic Plan's action items. Please note, action items were developed intentionally to be a high-level list highlighting major staff work adopted by City Council. They are not intended nor do they represent all of the work that staff is doing in these themes because representing everything would become overly detailed.

Attachment 1

cc: The Honorable Mayor and Members of City Council

Attachment 1. Vice Mayor Wilson's Ideas to Incorporate into the FY2017 -FY 2022 City Strategic Plan with Staff Comments (bold and italic)

Under "Inclusive City"

1) There are no actions around the "closing the broadband gap" language. Seems as though we have many actions we can list, and I would probably list one under the "Strong Economy" section.

Action items to consider adding are:

- ***“The City intends to close the broadband gap by ensuring quality access to all residents by forming a public-private partnership with broadband service providers to utilize the City’s available spare conduit infrastructure”***
- ***“Deploy a fiber optic infrastructure for the City Government”***

2) I think the actions we have listed only touch on a portion of the housing affordability issue. Did staff look at any actions to include around the impact of our land-use actions on affordability. Not sure how to phrase that.

One action item to consider adding is: ***“Develop strategies and identify resources to preserve existing committed affordable units.”*** However, please note, we do not have in any staff work program a broad analysis of the impact of land use controls on affordability.

Under "Well Managed Government"

1) Why are there no actions around our City facility work? We should probably add the on-going Strategic Facilities Planning, and add that plan to the list of plans referenced.

One action item to consider adding is: ***“The City will develop a citywide Strategic Facilities Master Plan”***

Under "Safe & Resilient"

1) Under actions, it says that we are implementing the IACP Staffing Study. I believe we just accepted it, and we still have a lot of analysis to go to determine which portions we will implement and how. I think it's premature to say we will completely implement it?

The action item could be updated to read: ***“Continue to analyze, prioritize, and determine areas to implement from the IACP Staffing Study”***

2) There is no reference to the Fire Station Study, that I believe is in the process of concluding. It seems as though that should be referenced as a broader action, versus the analysis of Fire Station 205 on its own.

The action item could be updated to read: ***“Complete the Fire Station location analysis to identify the impact of relocating or replacing stations throughout the City”***

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3) Why haven't we included any actions around the on-going dual-mode provider implementation within the Fire Department?

One action item to consider adding is: ***“Continue the Fire Department's fire and medical dual role provider implementation”***

Under "Flourishing Arts"

1) It seems as though we need an action around our efforts for recreation. If we're going to increase participation, how?

An action item to consider adding is: ***“Twenty percent of the recreation programs offered are new each registration session.” Please note, this is an industry benchmark that staff are tracking now.***

Under "Strong Economy"

1) Not listing actions around Landmark Mall redevelopment in this section seems like a major omission.

An action item to consider adding is: ***“In conjunction with the owner/developer facilitate the redevelopment of the Landmark Mall site.”***

Under "Thriving Children and Youth"

1) I think we need an action around early education, and probably after-school.

Two action items to consider adding are:

- ***“Continue implementation of the Early Care and Education Work Group's “Common Agenda” for early care and education.”***
- ***Complete analysis and begin development of citywide afterschool programs including Alexandria City Public Schools”***

2) Those are pretty dramatic decreases in Teen Pregnancy. If we're going to include those types of reductions, it seems as though we would need more aggressive actions. Same issue for infant mortality.

Action items to consider adding are:

Teen Pregnancy

- ***“Encourage delayed onset of sexual activity through outreach and education”***
- ***“Increase access to family planning services”***
- ***“Increase use of highly effective contraceptives”***

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Infant Mortality

- ***“Expand OB-Prenatal care to Teen Wellness Center (to reduce access barrier)”***
- ***“Increase participation by vulnerable pregnant women and infants in AHD Baby Care case management”***
- ***“Expand outreach of WIC Nutrition Prevention services to vulnerable pregnant women, infants and young children”***

Under "Environmental Sustainability"

1) We don't really have any actions listed that will help increase tree canopy. Perhaps some language around how we use the redevelopment process to do so?

An action item to consider is: ***“Maintain proactive maintenance of street trees on a five-year cycle.” “Develop and implement new landscape guidelines.***

2) I think we should have an indicator around our green building progress. Perhaps percentage of new development meeting a specific LEED level, or equivalent?

The City Strategic Plan includes a comprehensive indicator, citywide greenhouse gas emissions, which is inclusive of the impacts of the city's green building progress. Because of this, staff suggest considering as a supporting indicator ***“the percentage of new development meeting green building guidelines”***, which the City currently tracks.

Under "Multimodal Transportation"

1) I think we need to include an action around our Transportation Management Plan/Demand Management work.

A refinement to consider is to update the action item: ***“implement adaptive traffic management initiative” to include “that enhances safety and accessibility for multimodal transportation.”***