

Priority	Level of Completion	March 2023 Update
<b>Youth and Families Initiatives</b>		
<b>Goal #1: Support the development and alignment of equitable access to high-quality out of school time programs</b>		
Using information gathered from the Landscape Scan, 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 that are available to students (D)	0%	Contingent on YSN Landscape Scan.
Evaluate need for more flexible drop-in programs and spaces with trained staff and no financial or registration barrier (D)	0%	Contingent on YSN Landscape Scan.
Identify strategies and solutions to expand middle and high school student engagement in out of school time and community-based formal and informal programs and safe spaces	25%	Contingent upon YSN Scan which is in progress
Work in partnership with the Youth Services Network (YSN) to build a network of out of school providers to develop a Landscape Scan that coordinates an understanding of current and future out of school time needs and program design for all providers within the City	50%	YSN Landscape Study distributed to providers in February 2023. Families received the survey through ACPS.
Hire multi-lingual out of school time staff to improve accessibility for families who are speakers of other languages, including onsite instruction and material supports at existing community hubs and safe spaces (I/D)	on-going	Ongoing recruitment of Recreation Leaders for school year and now beginning summer hiring.
Expand LINK club sites, including four new programs sites: two on the west-end, one in Arlandria, and one new middle school site (I/D)	100%	Complete
<b>Goal #2: Ensure availability of space and staff to accommodate demand for after-school needs</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 Scan (D)	0%	Contingent on YSN Landscape Scan.
Map and analyze open space near providers to identify needs for outdoor space and recreational opportunities and ensure access (D)	0%	Contingent on YSN Landscape Scan.
Using information from the Landscape Scan, determine physical space needs for after-school city supported programs and facilities, including academic enrichment programming, [and programs for students with special needs] (D)	0%	Contingent on YSN Landscape Scan.
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)	25%	Work with ACPS to ensure LINK Club programs meet new requirements. Capacity needs contingent on YSN Landscape Scan.
Implement compensation strategy for RPCA out of school time staffing, per budget	50%	Six part time OSTP positions coming on board in March 2023.
<b>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</b>		
Implement recommendations based on the youth safety and resilience work (I)	25%	Interviews were conducted for the Youth Engagement Specialist who will oversee the youth safety and resilience work. Recommendations will be reviewed by Youth Ambassadors.
Pilot of a "Resource Corner" at George Washington Middle School, exploring the use of dedicated space at the school where middle school students can meet with service providers on a rotational basis to learn about the resources available to them. If successful, this model could be expanded into other schools and recreation centers after school. (I)	25%	GWMS is exploring adequate and appropriate space to house this initiative.
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. (D)	25%	Dependent on landscape scan which is currently underway.

Conduct a Civics Academy for Youth this Fall, in partnership with U.S. Government and Civics teachers of ACPS. The Academy is seven weeks long and introduces a range of City departments to students. This program, which has the potential to reach hundreds of students throughout the year, will also be an opportunity to hear feedback from youth on what support they need. (I)	50%	At the end of January, a new version of Titan Lunch at the Alexandria City High School will begin. US Government teachers would like to use that time to organize the Civics Academy for Youth. The Academy will run during the 2nd semester. Additionally, the chair of the Gang Prevention Community Task Force is looking to start another version of the Academy, called "Junior Academy," for students to learn about City services.
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 (I)	Ongoing	The City Council proclaimed January as Alexandria Mentoring Month and 4 recruitments events were held and eighty-eight prospective volunteer mentors were referred to AMP programs. One new program joined AMP, UNCUT Youth.
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 (D)	100%	Training continues to be offered through YSN and the Youth Development Team. We now have 20 Assets trainers. YD team also has a Training and Prevention Specialist who is coordinating Assets and ACES trainings.
<b>Community Engagement Initiatives</b>		
<b>Goal #1: Focus on communication strategies that promote trust-centered relationship building, equitable engagement, and meet people where they are.</b>		
Housing Master Plan Update	0%	Preplanning is underway.
Deployment of centralized grassroots organizers to initiate and support equitable resident engagement.	0%	Built community engagement into RFP for third-party support
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 so that members of the community are actively, constructively, and meaningfully involved in the public decisions that affect them.	25%	Continued review of existing handbooks both for Staff Liaisons and for Board members. Plan to incorporate legal changes later this Spring based on bills passed by the General Assembly and Governor. Out reach to relevant staff on improvements to engagement efforts for boards and commissions.
Community Health Worker initiative focused on reducing inequitable health outcomes through culturally competent engagement, navigation, education, and empowerment.	25%	Universal screening pilot has been delayed until later in the spring to begin in the new location of 4850 Mark Center Drive. CHWs are currently being hired and will begin supporting residents after onboarding and training.
Duke Street Transitway	25%	Targeted engagement with businesses and neighborhood groups occurred over the winter. The project team launched "Hello Duke Street," a new multilingual tool that invites residents, workers and visitors to interact through text-based mobile phone chats to reach underrepresented groups where they are and get feedback on the project. Community Engagement Phase III will be kicking off in April 2023.
Alexandria West Community Plan	25%	Phase 1 of the planning process will conclude with a community meeting on March 27. In Phase 1, more than 900 community members participated in the initial poll, provided input at local popups, participated through their community organization meetings, and attended the process launch on November 15. Throughout Phase 1, staff has worked to make the process accessible to the broad diversity of residents and stakeholders in Alexandria West, providing a variety of opportunities to participate in multiple languages. Staff will continue to review and refine engagement strategies as needed to ensure an equitable planning process for all.
Alexandria Libraries 5-year plan, including libraries as Community Hubs	100%	The five year plan was approved by the Library board on 9/2022
Citywide Vision Plan 2040	Postponed	This initiative has been postponed.
Employment of Youth Ambassadors to engage with peers and give voice to youth issues.	25%	Candidates were interviewed and a Youth Engagement Specialist will be onboarded in March. They will hire and train the Youth Ambassadors

Oral History Program Manager to actively engage with and gather unique stories from Alexandria resident from diverse background.	Ongoing	Between January 1 and February 28th, the Oral History Center has conducted 7 oral histories with past and current residents of Alexandria. These oral histories have spanned topics related to African-American history, Latinx history, Housing in Alexandria history, the Alexandria Community Remembrance Project, Douglass Cemetery, Military history, the history of businesses in Alexandria, and the history of Alexandria Hospital. Additionally, the Oral History Center has conducted three public programs during this period, which included tabling at the Launch Event for the African American Heritage Trail, co-organizing/co-presenting with ARHA at a Black History Month Event with Samuel Madden residents, and speaking at a City Council meeting about the program.
Establish targeted outreach for grant programs accessible to minority-owned small businesses in the West End. This outreach will prioritize the provision of materials in multiple languages, assistance in filling out applications, and regular communications.	25%	City staff is currently developing the framework for a Grant program to assist disadvantaged small businesses, which will, in the long term, establish strong relationships and provide the infrastructure for technical assistance, access to networking, and capital.
Develop and implement a Recreation, Parks and Cultural Activities (RPCA) community engagement plan to promote recreation services and financial assistance opportunities.	50%	Recreation Services is implementing a community engagement and outreach plan with multiple pop-events planned for the spring beginning in March. Financial Assistance information and request forms are translated into four languages for these events.
Advance youth safety and resilience efforts through initiatives like the "Youth Speak Up" event series hosted by ACAP, SAPCA, and the Children, Youth and Families Collaborative Commission, as well as regular Teen Block Parties and other teen events hosted by RPCA.	100%	Youth Speak event was held at GWMS on 1/19. The Planning Group shared the notes with the Children Youth and Families Collaborative Commission. The next Youth Speak event will take place at Hammond before the end of the school year.
Through the Office of Human Rights, hold regular, small, community listening sessions at accessible and convenient locations to facilitate discussion on how to continue to combat discrimination, increase equal opportunity, and protect human rights for persons who live, work, or visit in Alexandria.	On-going	Office of Human Rights Director & Human Rights Commission Chair met with Director of African Communities Together. Staff has met to develop a workable plan for outreach, intake and listening given the challenges distinguishing between unlawful discrimination and landlord/tenant or code violation matters. Will collaborate with other departments and community organizations whenever possible, connecting with communities in the West End, beginning with ALIVE! food distribution site on Van Dorn. Hoping to launch and train on the case management system this 25%.
Taylor Run and Strawberry Run stream projects collaboration with staff and the community being facilitated by the Institute for Engagement and Negotiation (IEN). Consensus Building Groups (workgroups) have been meeting to hear approaches and formulate a consensus approach.	25%	Taylor workgroup met 1/31 and 2/13 to discuss approach and consensus meeting should take place mid-March. Strawberry met 1/26 and met separately on 2/27. Consensus meeting also targeted for mid-March.
Torpedo Factory Stakeholder Task Force	50%	The Torpedo Factory Art Center Stakeholder process concluded on February 15, 2023. The task force facilitated by Rhae Parkes recommended a facility improvements plan, a sustainable governance structure and branding recommendations to increase visibility and utilization of Torpedo Factory Art Center
Ad-Hoc Stormwater Utility and Flood Mitigation Advisory Group.	Ongoing	The Group held it's first bi-monthly meeting of the year on 2/23 to discuss support for the 5% increase in the SWU fee to continue acceleration of capital projects and operating programs and discussed content for the annual report.
<b>Goal #2: Share and receive information in an accessible, effective, and dynamic way</b>		
Establish a city-wide communications plan to tell the story of the community and its residents, and that supports major City priorities. The plan will include a strategic approach to integrating and coordinating the initiatives in this business plan.	25%	Identification of how best to integrate projects vs everyday work into a comprehensive city-wide plan remains in development.
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. This is supported by the hiring of a Language Coordinator and Bilingual Writers.	25%	The Language Access Policy is being finalized by the City Attorney's Office and will be rolled out to City communicators in mid-March. Development of the actual program will be guided by the policy and ideally supported by employees who qualify for the Language Pay Program.

Receive, review, and manage Alex311 calls and performance indicators to proactively identify trends and opportunities for community engagement, outreach, and response to targeted issues in the community.	25%	Dashboard review group session was held and lots of good information and feedback was gained. Work on improvement and simplification on 311 Dashboard v2 has begun. Goal to send a test version of new dashboard out to review group by late March/early April.
Advance digital content creation and implement strategies that increase the quantity and quality of social and web engagements, and measure effectiveness. Specific initiatives in the upcoming year include Flood Action Alexandria, RPCA Connect with Us, the Alexandria Library System, and Historic Alexandria's digital content.	Ongoing	Specific initiatives mentioned within are led by departments. OHA's social posts are driven by the department's four strategic plan goals: 1) Diverse stories – 1/13: Launch of the African American Heritage Trail South, 2) Instill a sense of place – 2/2 Groundhog Day + Bioturbation, 3) Spark curiosity and reflection – 2/9 Apothecary Collection item for National Toothache Day, 4) Resource in field – 1/25 + 2/21 + 2/22 Highlighting Spring Interns' work.
Offer free educational programs to residents that promote City government operations, services, and programs, including City Academies, building code trainings, environmental workshops, and library conversation clubs.	Ongoing for the City Academy programs;	Sheriff, APD, AFD & City spring 2023 academy sessions will all start in March. Application periods have closed and targeted participant goals were met. Use of social media and word of mouth were more heavily used this time over the standard news release. Need to find additional ways to promote the programs. *With the hiring of the Language Access Coordinator, discussions have begun on best practices, through an academy-style program, to reach the diverse populations of the City for whom English is not their first language. Code Administration is planning a Free Training event on Energy Code requirements with the goal of coordinating with the Climate Change office on relevant and important topics in mutual support of our goals. The event is tentatively planned for May '23.
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.	100%	Complete
<b>Goal #3: Be proactive in promoting City programs, services, and accomplishments</b>		
Establish versatile messaging through non-traditional marketing tools, including a podcast, live platform streaming and influencer marketing.	0%	Implementation of the products mentioned within will begin once OCPI team structure is complete (all staff hired) and production equipment is purchased...by the end of July
Expand outreach to ESL and under-40 populations through prominent digital tools including WhatsApp, Discord and NextDoor.	0%	Social media strategist is onboard and will work with third party community engagement team to identify which apps will work best for diverse populations and how to implement into our larger communications and outreach approach.
Boost multimedia production, including visual message delivery and accessible educational materials, with quicker and consistent outreach.	25%	Visual Content Specialist position is vacant, however OCPI has increased production and output of visual assets for every major project over the past 90 days. The expectation is to continue to increase output and, once the position is filled, build robust visual assets into project plans on the outset.
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. This will advance the City's goal of building a welcoming community bound by equity and inclusion.	25%	In January and February, OHA worked with Alexandria City High School to launch the EJI Racial Justice Scholarship Contest on Dr. Martin Luther King, Jr.'s birthday. Alexandria's public high school students will compete for money for educational endeavors by submitting an 800-1000 word essay as part of the work of ACRP. The contest closes March 17 and the winners will be recognized on May 20. The Steering Committee participated in a planning retreat in early January and have a draft schedule through December 2023. The first post-covid public meeting of the ACRP is planned for April 22 at Charles Houston Rec Center (still tentative.)
Use the City's upcoming 275th Anniversary (2024) as an opportunity for collaboration and storytelling of our organization and community.	25%	OCPI and OHA met to discuss how to best coordinate this commemoration across all city departments and will be preparing to implement next steps.

Integrate the City's Editorial and Media Manager to build relationships with media reporters and pitch stories to regional and national news outlets.	50%	Ongoing
Employ multimedia production to showcase internal City services, including the Office of Performance Analytics, Internal Audit, and the R.I.S.E. Leadership Academy.	50%	Ongoing
<b>Covid-19 Initiatives</b>		
<b>Goal #1: Focus on public health needs to mitigate future emergencies, including severe cases of COVID-19, in ways that are culturally appropriate, normalized, and aligned with regional efforts</b>		
Work with ACPS on integration of recently expanded school-based mental health professionals to address student crisis intervention and support.	25%	<p>•The 1.0 FTE Emergency Services licensed mental health professional is building relationships and currently located at Cora Kelly one day a week and Hammond two days a week and are at the Mental Health Center the other two days. They respond to ACPS student emergency services needs regardless of their location.</p> <p>•DCHS Child and Family Behavioral Health Services (CFBHS) have 7.5 FTE school-based mental health professionals (5.5 FTE are bilingual English/Spanish), including a therapist supervisor, 5.5 FTE licensed mental health professionals and one FTE qualified mental health professional. Note: the 7.5 total includes the added 4.0 FTE from last fiscal year.</p>
Provide mental health treatment team supports, including the Court Mental Health and Developmental Assets Builder Program that will respond to the growing need for trauma-based crisis intervention and resource navigation for supportive services for court-involved families.	25%	CSU continues to grow and enhance range of trauma-informed mental health services to court-involved youth and families, provided in English and Spanish, and with support from language line for clients who speak other languages. Part-time bilingual clinical psychologist (PhD) has created and implemented a comprehensive Substance Use Intervention Program for youth and families involved with the juvenile court and for families involved in custody and visitation disputes, which includes substance use evaluations based on the American Society of Addiction Medicine criteria, treatment groups, individual therapy, and implementation of accountability measures for youth being supervised by the CSU.
Continue to monitor the prevalence of COVID-19 in the community and plan for robust surveillance of other potential viruses and public health threats.	25%	Modeling is being developed based on COVID-19 cyclical trends to better prepare for spikes in cases and hospitalizations.
Continue to monitor progress of tactics in the Community Health Improvement Plan (AHD) that aim to address the root causes of chronic, preventable diseases and health disparities, including poverty, mental health, and housing.	25%	Internal reporting complete for the Partnership for a Healthier Alexandria; external report expected in Spring 2023.
On-going implementation of the Children and Youth Community Plan initiatives that support mental health and wellness, including free trainings and technical assistance for program providers and caring adults on how to build positive and supportive relationships with youth.	50%	Since December, an additional 20 people were trained in Asset Building. This includes youth serving professionals from Northern VA Family Services, the Teen Wellness Center and Children Youth Family Collaborative Commissioners.
Expand the Alexandria Co-Response Program (ACORP) and implement the Marcus Alert System to provide an appropriate behavioral health response to behavioral health emergencies.	50%	<p>ACORP has expanded to 3 teams now. They are fully operational providing coverage everyday of the week.</p> <p>Marcus alert planning is pushed to be completed by 7/1/2024. We are awaiting funding from the Department of Behavioral Health and Developmental Services (DBHDS). DBHDS' timeline for implementation is contingent upon the State budget process. Alexandria will implement according to the state budgetary decisions.</p>
Reduce chronic, preventable diseases and health disparities that lead to more severe cases of COVID-19, through development of a Community Health Worker Program that engages, educates, navigates, and empowers residents where they are.	50%	CHW training is being developed for launch this spring. The Universal Screening pilot has been moved to implementation following the move into Mark Center Drive.

Continue equitable outreach and engagement to ensure residents are up to date on all vaccines.	Ongoing	AHD is exploring federal funding with Senior Services of Alexandria to create a COVID-19 booster and flu shot campaign for 2023-2024. AHD is also partnering with ACPS to evaluate childhood immunization rates and barriers.
<b>Goal #2: Businesses throughout the City will recover from the pandemic and thrive</b>		
Provide outreach to businesses in all sectors with applicable public health safety, energy efficiency, and environmental guidance, including promotion the Commercial Property Assessed Clean Energy program.	25%	Developed new Sustainability Coordinator position with a specific focus on outreach to businesses and residents, including promotion of PACE and development/promotion of other financing programs.
Launch efforts focused on supporting entrepreneurs in new industries and underrepresented demographics to ensure an equitable approach to supporting existing and future small, women- and minority-owned businesses.	25%	City staff is currently developing the framework for a Grant program to assist diverse small businesses, which will, in the long term, establish strong relationships and provide the infrastructure for technical assistance, access to networking, and capital.
Provide Foundational Support for Business Organizations to support programs associated with immediate economic recovery efforts and long-term financial success conducted by organized business association.	25%	This project is managed through the ARPA program management. The updates occur every 25%. Once the ARPA report is received, reviewed and validated, it is reported to Council and this update is populated. This update will be ready through May 2023. Grants were administered to the business associations in December 2022- reporting and ongoing support of the grantees will continue through calendar year 2023.
Implement the Virginia Tourism Recovery Program to provide long-term critical assistance to the small business sector and will help support increases to the City's consumption tax revenues (lodging, meals and sales) by way of tourism marketing.	25%	For FY 23, Visit Alexandria has 100% deployed the first 50% of this two-year \$990,000 tourism recovery grant from Virginia Tourism Corporation. The second 50% will be deployed in FY 24. In January, Visit Alexandria previewed for elected officials, community stakeholders and members its new spring ad campaign and new branding that will be launched in March to drive spring and summer revenues. Through December 2022, the midpoint in the fiscal year, hotel Revenue Per Available Room (RevPAR) was up 44% over prior year, as our primary indicator of recovery progress.
Transition small business support from recovery to growth and profitability.	50%	AEDP is finalizing a reorganization and expansion of small business support services, based on information collected and feedback received from businesses over the course of the pandemic. The new services will be supported by key AEDP personnel, and augmented by consultants and business mentors. Businesses will be able to access free services as counseling, attendance at various programs and through expanded online resources.
Through the Unified Early Childhood Workforce Stabilization Initiative, address the childcare resource gap, assuring operators can provide service at hours and locations needed to support a diverse workforce.	50%	Throughout the quarter, ACT and DCHS conducted outreach and provided technical assistance for childcare providers who had not submitted reports or required edits to their submitted reports. ACT and DCHS also assisted childcare providers with Bill.com and continued to request any missing information that providers needed to submit in order to receive payment
Expand advertising to customers, speeding small business recovery and the negatively impacted tourism and hospitality industry.	100%	Complete
Continue to expand recent Black Travel and Spanish language campaigns to grow visitation and ensure an equitable approach to supporting the hospitality industry.	100%	Complete
Deliver major infrastructure projects including, Metro, Waterfront, Transit Initiatives so that businesses and visitors are attracted to the City.	On going	<a href="https://www.alexandriava.gov/Budget#CapitalProjectsStatusReport">Provided in the Capital Projects 25%ly Status Report: https://www.alexandriava.gov/Budget#CapitalProjectsStatusReport</a>
<b>Goal #3: Everyone's basic needs are met and recovery lifts all</b>		
Complete an extreme heat vulnerability analysis to identify areas that are particularly vulnerable to the effects of climate change relative to the rest of the City and inform future policy decisions.	25%	<a href="https://www.alexandriava.gov/sites/default/files/2023-01/ECCAP%20Draft_01062023.pdf">This was completed as a part of the Energy and Climate Change Action Plan - starts on page 88 of the ECCAP Draft (https://www.alexandriava.gov/sites/default/files/2023-01/ECCAP%20Draft_01062023.pdf). They are also included in the draft recommended steps (on page 110) but those have not been verified as commitments or reviewed for feasibility or timelines.</a>

Develop a Digital Equity Action Plan, provide a community help desk through Computer Core, and continue lending technology through libraries to pursue digital equity for all residents.	25%	Digital Equity Survey complete. Focus groups to be held throughout February and final report with recommendations due in May.
Consolidate DCHS, AHD, Neighborhood Health and West End Service Center to ensure convenient access of co-located services to residents.	25%	The consolidation of DCHS into 4850 Mark Center Drive has begun. Interior renovation is in the punch list phase. Construction on the exterior continues. 2525 Mt. Vernon, 1900 Beauregard and 6101 Stevenson are currently being decommissioned. Additional moves will take place in the coming months.
Continue support for the Eviction Prevention Task Force, including easily accessible and culturally fluent assistance with housing and resource navigation and housing relocation when necessary.	25%	Staff participation in the Eviction Prevention Task Force continues; eviction prevention services include providing referrals to Legal Aid services, coordinating landlord-tenant mediation and working with impacted households to identify other housing options, as needed. Housing staff partners with DCHS on referrals for senior rental housing, food and medical assistance. Planning for a second series of Tenant Rights and Responsibility trainings, anticipated to be held in the Spring in Arlandria, is underway.
Implement a Guaranteed Basic Income program that provides direct, recurring cash payments of \$500 a month, with no restrictions on use, giving participants more freedom, dignity and self-determination to make choices for their financial well-being.	25%	The ARISE pilot achieved major milestones during the first quarter of 2023 (Jan. 1 – March 31, 2023). In January, all 170 randomly selected participants were notified and onboarded. During the first week of February, participants received their debit cards from MoCaFi, the disbursement partner. The first payment was issued on February 15th, 2022, and the second on March 1st. From here on, funds will be disbursed on the debit cards on the first of each month. Also, many participants have been requested information and referrals to established services and resources, including dental services and food distribution, and received information on the upcoming health fair, workforce development, and financial literacy classes. In the next quarter, participants will be contacted to garner interest in storytelling about the impact of the guaranteed income. The researcher, Abt Associates, hired two Alexandrians to serve as research fellows and began their data collection and outreach training. Additionally, the control group members were finalized, and 17 participants who receives the guaranteed income showed interest in participating in the ethnographic study. During the next reporting period, Abt Associate will complete the training of the research fellows and the IRB process for the ethnographic study. Also, Abt will begin ethnographic data collection by scheduling baseline interviews with study participants.
Implement the Healthy Homes Initiative to assist with improving home conditions, including air quality, that contribute to poor health outcomes.	25%	AHD is finalizing program details with an anticipated spring launch.
Develop the Open Space Policy Plan to increase access to quality outdoor spaces and tree canopy that furthers physical, social, and mental well-being.	50%	Draft Task 3 of the Open Space Policy Plan was completed. Task 3 establishes a policy for when an applicant has been unable to meet its open space requirement, and an alternative is not already guided by the Small Area Plan. Additionally, Task 3 recommends a contribution policy for development projects that supports acquiring, maintaining, and improving the City's open space and mitigates the stresses of additional density to the open space system.
Establish two community food hubs and continue support of pantry networks and food delivery for seniors to advance the City's food security system and ensure healthy and affordable food is accessible across the city.	50%	The state has announced the end of the monthly extended COVID emergency benefits to SNAP recipients effective February 2023. We anticipate this reduction in benefits, after approximately 2 years receipt will create a hardship for impacted households and increase demand and need for food.

Continue coordination with DASH to implement the 2030 Alexandria Transit Vision Plan Network, including route realignments, major frequency and span improvements, and expansion of electric bus infrastructure, ensuring safe and equitable access to public transportation.	Ongoing	The City will be submitting an application to purchase electric buses and upgrade the DASH facility to enable electrification of the fleet
<b>Housing Initiatives</b>		
<b>Goal #1: Provide diverse housing options at a variety of price points to support a thriving and inclusive Alexandria</b>		
Begin internal planning for the Housing Master Plan update beginning in mid FY23.	0%	Internal preplanning work is underway.
Continue to evaluate and implement Zoning for Housing initiatives, including assessment of metrics.	25%	Kick-off to occur via a 1.5 day event on March 20 and March 21 at the Holiday Inn in Carlyle, 2460 Eisenhower Avenue. Event to be published on the City's Calendar on 3/3; webpage to go live on 3/3 and eNews to be sent on 3/6. Abbreviated Program to be available on the webpage.
Support pending and anticipated affordable housing projects.	25%	CHP loan request, Elbert DSUP, and Samuel Madden DSUP and loan request approved by City Council in February.
Establish Alexandria Housing Affordability Advisory Committee (AHAAC) Investment Committee, to examine underwriting, due diligence and assessment criteria.	25%	Subcommittee met in February in preparation for April-May meeting with AHAAC.
Explore opportunities for development of mixed income-affordable assisted living facility (MIAALF) using a financially sustainable model.	25%	A joint Housing-DAAS/DCHS site visit is being planned for March-April.
Develop and execute plan for rehabilitation of Pendleton Boarding House and coordinate with the Office of Historic Alexandria to memorialize the site's cultural, historical and architectural significance to Alexandria's black history.	25%	A loan request is planned to be presented to AHAAC in Q4 FY23; the proposed plan is being reviewed by SHP; pending their determination, the loan and renovation process will proceed.
Continue feasibility evaluations of WMATA – Amazon Affordable Housing Initiative for Alexandria transit, Metro and HQ sites.	25%	Schedule drafted for January and September 2023 project timeline. Study to analyze City-owned Substance Abuse Center/Community Shelter on Mill Road and Van Dorn Metro Station area to evaluate potential for new affordable housing proximate to transit.
Support implementation of The Heritage redevelopment, including coordination with ACPS and the relocation team, in collaboration with developers, pursuant to tenant relocation plan.	50%	Site work has begun.
Finalize and launch Housing-Code initiative to provide education and training to City tenants, landlords and cadre of trusted partners and "tenant advocates" regarding their rights and responsibilities under Virginia Residential Landlord and Tenant Act (VRLTA), as well as multilingual/culturally competent communications campaign to empower and support tenants in reporting poor building conditions.	50%	An option to report complaints via text was introduced in Fall 2022. Spring tenant rights and responsibility trainings are planned to be conducted in Spanish in Arlandria.
Annually inspect and monitor all affordable housing development in which the City has invested (including review of property financial statements) to track fiscal and physical conditions and conduct asset management to maximize loan performance.	Ongoing	One 154-unit property was inspected carrying a \$2.5 M loan. Three properties are scheduled for inspection in March. New asset manager hired to complete inspections.
<b>Goal #2: Support low- and moderate- income homeowners and renters to remain in safe, healthy, accessible, affordable, and efficient homes</b>		
Expand use of Weatherization Assistance Program (WAP) and, as available, Virginia Department of Housing and Community Development (DHCD) Housing Innovations in Energy Efficiency (HIEE) programs to assist residents with energy efficiency and affordability.	25%	By all indications, Alexandria continues to have little participation in the WAP program. The Office of Climate Action is reaching out to Community Housing Partners to discuss opportunities to us back to levels in 2018 and 2019. We will work with CHP to increase public outreach in Alexandria.
Continue promotion of Dominion Energy and Washington Gas energy efficiency programs and, also, advocacy of State Corporation Commission (SCC) proceedings to include energy efficiency programs that enhance energy and utility affordability.	25%	Office of Climate Action will be creating materials to share with the public that combine local, utility, and federal incentives for energy efficiency and renewable energy for home and business improvement, as a part of the Sustainability Coordinator and Public Affairs positions that are currently being filled. The City is also working on franchise agreement negotiations with WGL and Dominion, which should provide opportunities for additional partnership on energy efficiency programming.
Continue City partnership with Energy Masters to educate multifamily residents, including those residing in housing owned/operated by ARHA, on energy efficiency improvements to lower usage and tenant-paid utility costs.	25%	Workdays scheduled at Parc View Apartments in March.

Continue the Home Rehabilitation Loan Program (including the Energy Efficiency Loan and Emergency Grant initiatives) and the Rental Accessibility Modification Program (RAMP).	25%	Three projects are under construction; one project is in the loan approval process stage and will be funded with two loans (HRLP and EELP); two projects are in the plan development stage; three loans have been issued; and five projects are in loan processing stage (2 projects over \$135,000 and 3 under \$75,000). 581 brochures have been mailed to city residents.
Support development and implementation of Ready to Rent Program framework to ensure all eligible applicants have access to new affordable housing resources in the City.	25%	Housing Alexandria (former AHDC) is in the process of on-boarding a new employee to lead the Ready to Rent program.
Continue to coordinate State Rental Assistance Program (SRAP) to provide eligible individuals with intellectual and/or developmental disabilities access to rental housing so they can live as independently as possible.	25%	The two SRAP slots remain to be filled by the State.
Continue partnership with Local Energy Alliance Program (LEAP), state agencies, and other organizations to promote Solarize Alexandria and solar energy programs for low- and moderate-income households.	50%	The Solarize program for the current year has ended. For the 2023/2024 year, the Office of Climate Action will increase the advertising of the program, potentially including testimonials and photos from existing Solarize participants, and reminder of the property tax incentives.
Implement the Healthy Homes Initiative, including expanded environmental justice research partnerships, to engage and empower residents around housing needs and available services.	50%	AHD and the Climate Action Office are identifying and applying for environmental justice funds to carry out the healthy homes initiative.
Provide Spanish and other language interpretation options all housing-led engagement, meetings, and outreach, including AHAAC and Landlord Tenant Relations Board (LTRB).	Ongoing	Language support continues to be provided at AHAAC and LTRB meetings. Interpretation was provided in Spanish and Amharic at the first Regional Fair Housing public meeting; the second meeting was held in Spanish with English interpretation.
Proactively educate landlords and tenants on the Rental Inspection Program and their obligations and rights regarding property conditions and maintenance.	100%	Additional meetings are being planned for April and May '23 in partnership with Housing. There will be more details as they become available.
<b>Goal #3: Ensure residents in affordable housing are supported by having easy access to programs, services, and amenities.</b>		
Support planning and incorporation of open space near affordable housing, including the Heritage/Wilkes Street Park Project, Mount Vernon Avenue and Glebe Road, and the Samuel Madden projects, consistent with adopted city plans.	25%	The Wilkes Street Park, as part of the Heritage Project, Grading Plan signature set has been released. The Heritage and AHDC Project on Mt Vernon and Glebe are in Final Site Plan.
Develop a list of needed services by geographic location; approve agreements to provide specific services at housing units or apartment complexes.	25%	This project is paused until after the Big Move service transition is complete.
Continue to support the Arlandria Chirilagua Housing Cooperative (co-op), including completing a capital needs assessment to address prioritized improvements, facilitating governance training and capacity building, and memorializing co-op membership shares	25%	Membership share recordation process is nearing completion; planning is underway for spring start of governance training. ACHS has selected an arch/eng firm to prepare construction plans and specifications for the proposed capital improvements to be completed. The improvements are anticipated to begin in the Spring.
Continue coordination and planning for Arlandria flex space to improve neighborhood access to City and community services, including daycare, medical, pre-K, AHD, DCHS/benefit and workforce development, and housing/landlord tenant services.	25%	Coordination continues with developer.
Continue annual fair housing testing and reporting and actions to address issues identified in upcoming Regional Analysis of Impediments.	50%	Draft Regional Fair Housing Plan was released on January 31 and public comment period lasts until March 31. Three meetings to receive public comment will be held, two in-person, one virtual. One of the in-person meetings will be in Spanish with English interpretation. Annual testing is underway.
Continue to provide low income residents with access to fresh and healthy foods at the Old Town Farmers' Market and acceptance of SNAP/EBT	Ongoing	DCHS continues to administer the SNAP/EBT at the Old Town Farmers Market and will kickoff its annual Bike for Good Food Rescue Program in the Spring.
Continue implementing DASH and high-capacity transit improvements to ensure affordable public transportation options to residents.	Ongoing	The West End Transitway is in design and will be discussed with the community during the Alex West planning process. The Duke Street Transitway is currently in concept planning phase with the community.
<b>Economic Development Initiatives</b>		
<b>Goal #1: Provide programs and initiatives to attract new businesses to Alexandria and support the growth of existing businesses</b>		

Establish and support a Black, Indigenous, People of Color (BIPOC) and women owned business ecosystem to retain and grow existing businesses and/or assist with start-up activities.	25%	City staff is currently developing the framework for a Grant program to assist diverse small businesses, which will, in the long term, establish strong relationships and provide the infrastructure for technical assistance, access to networking, and capital.
Launch "Expand Your ALX" diverse neighborhoods campaign to extend the benefits of tourism to all parts of the City of Alexandria.	50%	"Expand Your ALX" campaign launched in Fall continues this spring. Working with Neighborhood Business Associations to continue outreach.
Engage companies in emerging, high-growth industries, for relocation to Alexandria that result in new jobs and investment in the city, including defined sub-industries.	Ongoing	AEDP began implementing a new outreach campaign based on specific high-growth industries in January 2023. The identified industries represent companies at the cross-section between growth, sustainability, and the future of commerce- most likely to grow and find Alexandria a compelling location. Over 85% of businesses on AEDP's target list have been contacted over the last two months- representing more than 850 contacts. In addition, AEDP's Business Development team has taken three trips across the United States to visit prospective businesses, which include two conferences and two call trips.
Work closely with stakeholders (e.g., organizations, developers, etc.) associated with major catalyst projects, including Virginia Tech Innovation Campus, Inova Medical Campus, and the former Potomac River Generating Station site. This will help identify and bring large anchor businesses to each site.	Ongoing	Ongoing
Meet with existing major employers to build relationships and secure each company's long-term growth in Alexandria through the business retention and expansion program.	Ongoing	Ongoing
Provide tools and resources to existing business owners and identify strategies to minimize the negative impacts of redevelopment, including through services found at the Small Business Development Center.	Ongoing	AEDP is finalizing a reorganization and expansion of small business support services, based on information collected and feedback received from businesses over the course of the pandemic. The new services will be supported by key AEDP personnel, and augmented by consultants and business mentors. Businesses will be able to access free services as counseling, attendance at various programs and through expanded online resources.
Support employers' talent attraction and development needs by offering workforce training programs and initiatives, including workforce housing opportunities that connect workers with employment prospects.	Ongoing	Expansion of employment services to both businesses and individuals through the Alexandria Workforce Development Center (WDC) via employment fairs, individualized recruitment efforts on behalf of employers and promotion of state and federal-funded employment incentives. Promoted opportunities for employer recruitment through regional efforts led by the NOVA EDA and related efforts.
Launch small meetings campaign to expand the conference business, supporting robust tourism, culture, and hospitality sector.	100%	New national accolade with Alexandria as one of Travel + Leisure's "50 Best Places to Travel in 2023" providing added leverage for Sales Team's "Being the Best at Being Small is Kind of Our Thing". Completed meeting with hoteliers in Feb to map out plan for balance of 2023.
<b>Goal #2: Stimulate economic development through use of financial and regulatory tools</b>		
Activate or 100% utilize districts throughout the City, including Tourism, Innovation and Arts & Culture through Zoning for business updates.	25%	The Arts District continues to be implemented through redevelopment in Old Town North; the City's two innovation districts (North Potomac Yard and the PRGS site) informs the development of both sites.
Guide proponent groups interested in exploring the formation of business improvement districts by utilizing the adopted Business Improvement District Guidelines.	25%	The City has been approached by Old Town Business Association ("OTB") regarding their interest to form a Business Improvement Service District within Old Town. The City has also responded to OTB's data requests. OTB has an active petition campaign to meet the threshold noted in the City's Guidelines. The City has also been approached by the Landmark/West End redeveloper regarding their interest to form a Business Improvement Service District as a part of the Landmark Redevelopment.

Evaluate the APEX Permitting & Land Use System upgrade to ensure that the permit and approvals process are timely and adds value.	25%	APEX upgrades were performed in 2022 and another scheduled for March 2, 2023. Upgraded features include: 100%y integrated HTML5 version, upgraded Prod and Testing environments, new search templates, global updates to custom fields, enhanced cashiering, Inspection Management tables to simplify work assignments, new Energov search app, new User roll assignment page, large scale user interface, additional bug fixes and further enhanced plan review features to improve processing capability.
Unlock the economic development potential of small area plans through zoning tools, such as in the Eisenhower East and Potomac River Generation Station (PRGS) CDD.	50%	The Potomac River Generating Station continues to move through the approval process with public discussions of the Coordinated Sustainability Strategy and the infrastructure site plan hearing scheduled for June.
Identify state and federal funding programs for consideration to support the business community and economic development.	Ongoing	The Old Town North Arts District continues to be implemented as redevelopment continues and the City is exploring the use of an innovation district as imagined at two additional sites (North Potomac Yard and the PRGS site). Staff evaluated the opportunity to establish additional Tourism Zones and/or expand the zone established in January 2022 to facilitate the Hotel Heron project, and determined that no further benefit would be achieved.
Incentivize use of local technical assistance providers, when possible, to benefit workforce development and attract economic growth opportunities.	0%	Will be developing programs that help promote Alexandria-based businesses that can help improve building performance to meet Alexandria's commitments, as well as improving the businesses' ability to compete in emerging markets based on DC and Montgomery County building performance policies.
Lower implementation barriers and promoting Commercial Property-Assessed Clean Energy (CPACE) to encourage commercial building owners to implement clean energy and efficiency initiatives.	25%	Coordinating with Virginia Energy office, Fairfax County, and local CDFIs to explore options that broaden appeal and availability of loans from PACE's limitations (\$50k minimum by design, \$250k minimum in practice).
Support the equitable implementation of publicly accessible electric vehicle charging infrastructure.	25%	Work with City fleet services to identify vehicles targeted for electrification in the next 3-5 years to then identify best places for city/public charging.
<b>Goal #3: Ensure the public infrastructure and services are efficiently delivered and established to support economic development</b>		
Preserve and protect tax base from climate change impacts through infrastructure projects such as Flood Action Alexandria.	25%	The Flood Action Alexandria initiative preserves and protects the tax base from the effects of climate change impacts through adaptation measures which includes the 2/21/2023 public kickoff of the design for the Commonwealth, Ashby, and Glebe large capacity projects, the installation of 13 new curb inlets under the Spot Improvement program, near complete of the Four Mile Run Dredging, and continued preventive maintenance.
Implement standard project management tools, processes, and training to advance the quality, efficiency, and effectiveness of our capital project delivery.	25%	Project management training is ongoing. Interim tools were developed and rolled out for use by Project Managers. The Project Management Information System is nearly complete, with testing starting in March 2023.
Leverage state and federal transportation and infrastructure grant opportunities.	50%	Staff are working closely with consulting firm in preparation for submitting earmark requests in the spring, while also continuing to seek grant opportunities, including the Low-or-No Emission Bus and Bus Facilities Grant Program, Waterfront FEMA BRIC Grant, and Part 151 Assistance on Reimbursement for Costs of Firefighting on Federal Property.
Utilize the Joint City-ACPS Facilities Master Plan (JFMP) to make informed and efficient capital investment decisions for community facilities.	Ongoing	Joint staff meet 25%ly (at a minimum) to update the database/tools in order to provide decision makers with up-to-date information and recommendations. The most recent application of this tool was for the current CIP process, to inform the October 2022 joint work session discussion on facilities, and will next be used to inform a spring work session on facilities and shared uses.

Ensure development approvals include appropriate actions or contributions toward housing affordability, green building, open space, mass transportation and public arts.	100%	The City's Standard Development Conditions continue to strongly require affordable housing, green building, open space, transportation improvements and public art to the latest regulatory and policy standards. Also, two major affordable housing projects were approved this 25%with over 400 units of affordable housing.
Implement prevailing wage provisions to the Alexandria City Code for construction maintenance contracts larger than \$250,000.	25%	Prevailing wage provisions have been added to the City Code for construction and construction maintenance contracts larger than \$250,000 on or after July 1, 2023. A letter will be sent in early April to all businesses registered to work in the City of Alexandria who could be impacted by this change. Additional information will be included in upcoming solicitation packages. In addition to these direct mailings, information will be added to the Purchasing webpage and shared with partners that work directly with the business community (e.g., AEDP, SBDC, Business Associations, Chambers of Commerce).
Invest in major infrastructure that supports the City's economic viability and growth, including:		
Bus Rapid Transit Corridors	25%	Duke St Transitway is in planning phase. Current estimate is for design to start in FY24. West End Transitway (Traffic Systems Management phase) is currently in design phase.
395/Duke Street Access to Landmark/West End	25%	Procurement of the design consultant is in progress, with award anticipated in the summer.
Potomac Yard Metrorail Station	25%	Project is in final stages of construction with station opening anticipated for May 2023.
Waterfront Implementation Project	25%	Procurement of the Design-Build team is in process. Phase 1 of the procurement was completed with three teams shortlisted. Phase 2 is underway.
Municipal Broadband	25%	Project is under construction and progressing smoothly.
Stormwater and sanitary sewer system capacity improvements	Ongoing	Storm and sanitary system improvements are ongoing, with significant portfolios of capacity improvement projects. Projects continue per plan, with regular updates provided in 25%ly status reports and project webpages.
<b>Compensation Philosophy Initiatives</b>		
<b>Goal #1: Ensure the City offers compensation and benefits that position us as an Employer of Choice</b>		
Implement collective bargaining ordinance and negotiate collective bargaining agreements that promote recruitment and retention.		
Trades bargaining agreement	0%	Underway. The Union submitted its initial proposals to the City. The City's initial proposals are due in mid-April.
Police bargaining agreement	100%	Completed. The City is actively working on implementing the non-compensation provisions of the collective bargaining agreement.
Fire bargaining agreement	100%	Completed. The City is actively working on implementing the non-compensation provisions of the collective bargaining agreement.
Establish a routine cycle that benchmarks employee compensation and benefits for 95% of the workforce every three years against the regional jurisdictions.	25%	Payfactor will be the compensation system to assist with the routine benchmarking. This will be implemented in FY 23.
Provide work/life balance incentives and a reduction in commute times, including promotion of first-time home-buyers program, transit benefits, hybrid work week for office-based staff, and alternative work schedules.	25%	Evaluating and assessing the current format of making these incentives known to city employees. Review
Identify and evaluate trends on benefits that can be offered as a package and evolve based on an employee's point in life needs.	25%	Working with Willis Towers Watson (Broker of Record) to implement Voluntary Benefits that will expand the offerings to meet the personal life matters of the city employees. i.e. Pet Insurance.

Build out an expansive employee wellness program	25%	Work'n Well Program received the Gold Award from the American Heart Association. Evaluating the Work'n Well Program activities with feedback from medical providers to align program activities to assist with addressing high risk diagnosis etc. Also expanding the focus of the program to eight areas.
<b>Goal #2: Establish an organizational culture, leadership practices, and supervisor skills that attract, retain, and empower employees</b>		
Obtain employee feedback about the City of Alexandria's organizational culture and assess how employees currently relate to those characteristics in order to provide baseline data, set priorities, and measure leadership commitment.	25%	Evaluating the previous surveys completed in 2019/2020. Reviewing the council 2022 objectives, city mission, vision and values to help develop a survey that will assist with assessing employee feedback about the city organizational culture.
Implement a standardized onboarding process to ensure practices and processes are compliant, equitable, and consistent.	25%	Evaluating and assessing the current process. Identifying process improvements and how NeoGov Onboarding module can help standardize and elevate the process.
Recruit with an intentional focus on the organizational alignment of mission, vision, values, and leadership principles.	25%	Evaluating and assessing the current process. Identifying process improvements. City of Alexandria is a certified V3 employer effective February 1, 2023.
Transform the current annual employee evaluation process into a goal-oriented performance development one, which promotes ongoing conversations and continuous feedback between the employee and their supervisor.	50%	A two page fillable evaluation form has been created. The rollout of the usage of this form will be in March 2023.
Develop and implement a course for supervisors at all levels that would focus on providing meaningful work, ongoing specific feedback, and recognition.	25%	Working on the creation of an in-house leadership training program. Have partnered with SHRM to utilize PMQ as an initial leadership training platform that will provide universal leadership training and follow-up with the in-house leadership training program.
Vertical and horizontal pathways for skills-based growth within the organization.	25%	Evaluating and assessing (if applicable) any existing/established pathways.
Provide the Respect, Integrity, Support and Excellence (R.I.S.E.) program to employees, which identifies the City's emerging leaders and provides participants with the training and preparation to compete for senior executive positions, both interim and permanent, within the City.	50%	The inaugural class is in the final months of completion. Preparation for the second class is under process. Will have an evaluation of the inaugural class to ensure that the program is meeting its objectives.
Focus on social and racial equity understanding for leaders, including in three professional development core courses on advancing racial equity: the role of government, using a racial equity tool, and bias/microaggressions education.	Ongoing	In person Advancing Racial Equity (ARE) training is offered monthly by RASE facilitators and 25%ly by DCHS facilitators. 50 staff participated in 3 RASE sessions offered during this 25%. Bias & Microaggression is offered every other month in DCHS and Racial Equity Tool training has been paused during the development of Alexandria's racial equity resources.
Continue strategic investment in energy performance and greenhouse gas reductions, indoor environmental quality, and comfort for City buildings and operations to ensure a healthy physical environment for employees.	25%	Will be filling vacant Energy Manager position and continuing coordination between Climate Action and DGS.
Renovate City Hall and establish a modern workplace with cutting-edge technology standards for all City office-based facilities.	25%	Procured AE to update City Hall Programming. Will be setting up meetings with departments within the next month.
Review, develop and implement practices, policies, and procedures to make the City a more competitive	25%	In the process of updating the city AR's. It will be done in two phases. Phase I is
<b>Goal #3: 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</b>		
Work with City leadership and a representative group of employees to identify, demonstrate, and communicate what makes us an "Employer of Choice."	25%	Establishing partnerships with city and liaison departments to showcase benefits that are explicit to City employees that will differentiate our benefit offerings.
Implement processes to ensure diversity, equity, and inclusion strategies are at the forefront of recruitments.	25%	The City has been certified as a V3 Employer. Establishing relationships with diverse radio stations/newspapers etc. to advertise career opportunities.

Use multiple and various outlets to market our total compensation, including base salary and all benefits, to attract and retain high-performing talent.	25%	Created a double-sided one page benefit explanation of offerings that will be shared at career/sourcing fairs to potential candidates and provided to new hires to display the total compensation package message.
Boost awareness and frequent communication about the retirement and savings opportunities that allow eligible employees to create wealth by working for the City, including: the Alexandria Firefighters and Police Officers Pension Plan, the City's Supplemental Retirement Plan, and Virginia Retirement System (VRS) Plans and optional savings programs like the 457 Deferred Compensation Plan and MissionSquare's Payroll Deduct Roth IRA.	25%	The pension team is developing an education session that we will make available to departments or groups around the City to ensure a better understanding of the City's savings options and the wealth that is created by participating in the City's plans.
Define, establish, and broadcast our City's commitment to current and prospective employees and tell persuasive stories through videos, social media, and other media outlets, positioning the City of Alexandria as an "Employer of Choice."	25%	Working with OCPI to have DHR have access to utilize the city social media platforms to share upcoming events via flyers/announcements. Evaluating companies to create stories through videos that will be a storytelling outlet.