



Initiative	December 2022 Update	Level of Completion
Community Engagement		
Goal #1: Focus on communication strategies that promote trust-centered relationships		
Housing Master Plan Update	Engagement is anticipated to begin in Q1FY25	0%
Deployment of centralized grassroots organizers to initiate and support equitable resident engagement.	In Development with OCPI	0%
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.	Annual legal updates made to boards and commissions handbook in September 2022. Under review for comprehensive updates, including potential changes to civic engagement guidance prior to next update.	25%
Duke Street Transitway	Engagement Phase II Underway	25%
Employment of Youth Ambassadors to engage with peers and give voice to youth issues.	Currently in the process of hiring a Youth Engagement Specialist who will recruit the Youth Ambassadors.	25%
Community Health Worker initiative focused on reducing inequitable health outcomes through culturally competent engagement, navigation, education, and empowerment.	AHD has developed a CHW program framework with implementation beginning in late January as a pilot in AHD clinics.	25%
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.	Working with OCPI to launch BIPOC grant program in January with outreach in multiple language, assistance in filling applications and regular communication.	25%
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.	Youth SpeakUp event will be on January 19. This is the continuation of the series.	50%
Torpedo Factory Stakeholder Task Force	Conducted 3 task force meetings setting up introductions and expectations, facility improvements, marketing facilitated by Rhae Parkes from EJP Consulting. Next meetings scheduled for January and February.	50%
Alexandria Libraries 5-year plan, including libraries as Community Hubs	Alexandria Library's 5-year plan was refreshed on 9/2022, it still includes libraries as Community hubs. The library will provide programming that is diverse, dynamic, educational, and supportive of community concerns as well as providing community gathering space in safe and clean facilities.	100%



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.	Office of Human Rights & Human Rights Commissioners met w/ Tenants & Workers United in Arlandria in late August, met w/ the Eviction Prevention TF virtually monthly, and hosted a panel discussion on housing conditions at the October AHRC meeting. We have collaborated w/DCHS to address concerns of middle and high school students, are developing our Equity Initiative consistent with this CC Priority and are procuring a new case mgmt system to capture data on our contacts, intakes, cases, and outreach activities. We plan to meet in January with African Communities Together re tenant issues in the West End.	On-going
Oral History Program Manager to engage with and gather stories from Alexandria residents.	Between September 1st and December 31, the Oral History Center has conducted 20 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 creating a Spanish speaking tour at the Freedom House and an Oral History Training Workshop for residents of Alexandria. In order to recruit participants for oral history recordings and public programs, the Oral History Center has created 10 partnerships during this period with organizations that are a part of various diverse communities in Alexandria, such as Tenants and Workers United, the Social Responsible Group, Friends of Douglass, the Humanities Center at George Mason University, the Alexandria Remembrance Project, Aging and Adult Services, Alexandria Redevelopment and Housing Authority, and The Twig, The Junior Auxiliary of Inova Alexandria Hospital. During this period, the Oral History Center has also created a Community History Protection Code that will be included in current and future 106 mitigation plans. Lastly, the Oral History Center has commenced its archival digitization project, which will bring over 300 oral histories online that have been collected between the 1970s and 2021 and showcase various diverse communities in Alexandria	Ongoing
Ad-Hoc Stormwater Utility and Flood Mitigation Advisory Committee	The Committee met on October 20 under new Chair John Hill and received an update on the program, discussed the new 2022-2023 workplan, and voted to affirm the submittal of a memo supporting the stormwater utility and the proposed FY 2024 increase.	Ongoing
Citywide Vision Plan 2040	The Vision Plan has been postponed for this year's Work Plan to prioritize Zoning for Housing Initiatives. Staff presented this change during the November 2022 Legislative Meeting related to the draft interdepartmental work program. IDWP will be presented and approved to PC and CC in early 2023 for Spring 2023 approval.	Postponed
Develop and implement a Recreation, Parks and Cultural Activities (RPCA) community engagement plan to promote recreation services and financial assistance opportunities.	Recreation Services established a cross-sectional work team to develop and implement a community engagement plan. Work is underway; multiple outreach events have been completed since September.	25%



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

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.	Draft plan in development. Audit and assessment of citywide and department communications completed in Spring and Summer 2022. Next steps will include internal (OCPI) review.	25%
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.	Language Access Coordinator and Bilingual Writer (1) hired in 2022. LAP is in introductory stages - OCPI is assessing citywide and department - level assets (contracts, protocols, etc.)	25%
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.	Dashboard review group consisting of 5 most requests departments in CY2022 as well as OPA, 311, and ITS scheduled to meet in mid January. Thorough review and rating of all content as well as use case demonstrations will occur. This information will be used to publish an improved version of 311 dashboard that will better meet staff needs to serve the public and provide new insights into trends and data intelligence. Goal for beta testing new dashboard in early Spring 2023.	25%
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.	Web editor hired in 2022. Editor has regular and ongoing meetings with all department web editor(s) assignments. Editor is currently building internal systems to track website traffic and analytics, supporting both access to information and user experience goals.	50%
Disseminate information from technical subject-matter-expertise (SME) utilizing communications tools that emphasize storytelling techniques like infographics and testimonials from residents. Specific initiatives include: Flood Action Alexandria, Duke Street Transitway, Recurring Seasonal Operational Initiatives (e.g. Inclement Weather, Leaf Collections, Paving, etc.), and American Rescue Plan Act (ARPA) Projects Communications and Project Management	Flood Action Alexandria: <ul style="list-style-type: none"> • Redesign the newsletter to feel like a professional newsletter: Sections, news writing, powerful visuals and put the lead story headline as the subject line to entice more people to open the email. The number of subscribers to the newsletter has increased 145% since it was redesigned in December 2021. • Set standards for social content with an emphasis on compelling visuals, creative storytelling hidden gems and following trends on specific platforms to stay relevant. Impressions, engagement, audience size and video views have steadily increased over the past year, across all platforms. The best-performing content is videos with trending audio. • Media pitches to reach our non-digital audience by offering interviews with SMEs and locations/projects to capture images (24 earned media stories on Flood Action Alexandria program – with two forthcoming – since January. Media outlets cover print, television, radio and a national podcast) 	Ongoing
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.	OHA's social posts are driven by the department's four strategic plan goals. To highlight a few: <ul style="list-style-type: none"> •Diverse stories – 9/28: Soil Collection Event for ACRP pilgrimage oComment: "Proud of my city for this recognition and remembrance, both powerful tools in acknowledging the past and working towards justice in the future." •Instill a sense of place – 10/4: Yom Kippur in Alexandria •Spark curiosity and reflection - September: Posts about 1982 to honor OHA's 40th birthday •Resource in field – 10/20: Preserving Privies in Alexandria. Flood Action Alexandria: <ul style="list-style-type: none"> • Incorporate social media trends to stay relevant and engaging • Capture compelling visuals since social media places an emphasis on visual content (do not use out-of-focus video or reverb audio) • Incorporate eye-catching graphics and motion graphics to increase engagement 	Ongoing



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.	City, Fire, Police, Sheriff and Senior Services Academies all held a Fall 2022 session, the first fully in-person classes since fall 2019. Planning has started for the spring 2023 sessions (March/April start), which will include City, Fire, Police and Sheriff's Academy. Senior Services will resume in the fall and possibly Eco-City and Commonwealth's Attorney's programs. The coordinators are looking at methods to attract and include more of Alexandria's diverse population into these programs and share other opportunities to keep the graduates engaged in the community (more than a Board & Commission position) after completing the session(s). DCHS collaborates with ACPS on a Civic Academy structured similar to the Academy program and there is a possibility of new Academy programs coming on board to reach certain specific populations in the City.	Ongoing for the City Academy programs
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Goal #3: Be proactive in promoting City programs, services, and accomplishments

Establish versatile messaging through non-traditional marketing tools, including a podcast, live platform streaming and influencer marketing.	Visual Content Specialist in hiring process to guide multimedia production. Tentative start date in February 2022. OCPI Leadership, including Director and Digital Support Manager, will guide workplan which reflects potential multimedia production, marketing tools, and digital outreach.	0%
Expand outreach to ESL and Under 40 populations through prominent digital tools including TikTok, WhatsApp, Discord and NextDoor.	Social Media Strategist in hiring process to guide digital outreach and expansion, with direction from OCPI Director and Content Creation Manager. A workplan will be developed to reflect potential expansion on new or expanding platforms which support residents and businesses.	0%
Boost multimedia production, including visual message delivery and accessible educational materials, with quicker and consistent outreach.	Visual Content Specialist in hiring process to guide multimedia production. Tentative start date in February 2022. OCPI Leadership, including Director and Digital Support Manager, will guide workplan which reflects potential multimedia production, marketing tools, and digital outreach.	25%
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.	OCPI supported ACRP in 2022, including the lynchings and Montgomery pilgrimage, through press and digital communications. OCPI plans to expand promotion and community understanding of ACRP in 2023.	25%
Use the City's upcoming 275th Anniversary (2024) as an opportunity for collaboration and storytelling of our organization and community.	OCPI has participated in introductory planning meetings for 275th Anniversary, guided by CMO (Strategic Initiatives Officer). OCPI will take lead on initiative in January 2023.	25%
Integrate the City's Editorial and Media Manager to build relationships with media reporters and pitch stories to regional and national news outlets.	Editorial and Media Manager (Content Creation) was hired in November 2022. Currently building relationships with local, regional, and state media.	50%
Employ multimedia production to showcase internal City services, including the Office of Performance Analytics, Internal Audit, and the R.I.S.E. Leadership Academy.	Digital Support Manager oversaw multimedia production for OPA and R.I.S.E. Leadership Academy. OCPI Leadership meeting with OIA in January on 2023 Strategy and Content. Other internal production support will be guided by communications strategies in development or planning.	50%



COVID-19 Recovery

Goal #1: Focus on public health needs to mitigate future emergencies

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.	<p>Since August, an additional 253 people have been trained in Asset Building</p> <p>September</p> <ul style="list-style-type: none"> •24 SOHO mentors •25 OST providers •22 Gang Prevention Task Force members <p>October</p> <ul style="list-style-type: none"> •20 people trained as trainers of Everyone's an Asset Builder and Sharing the Asset Message •2 RPCA Sports Program staff <p>November</p> <ul style="list-style-type: none"> •14 ACPS Health and PE Teachers/Coaches •65 RPCA/LINK Club Staff (Intro to Developmental Assets framework) <p>December</p> <ul style="list-style-type: none"> •65 RPCA/LINK Club Staff (New training Helen and I developed called "Real Life Strategies for Nurturing Developmental Assets") •16 YSCC Members 	50%
Continue to monitor the prevalence of COVID-19 in the community and plan for robust surveillance of other potential viruses and public health threats.	AHD is monitoring hospital capacity issues from respiratory illness and working with the regional communications collaborative, StayWellNOVA, to promote basic health hygiene. This ad campaign launches in January.	50%
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.	AHD will be piloting the use of a universal screening tool for clinic clients to assess for needs like food and housing, and connect people with the relevant resources. The pilot, staffed by bilingual Community Health Workers, will launch in late January/early February.	50%
Work with ACPS on integration of recently expanded school-based mental health professionals to address student crisis intervention and support.	<p>In order for this effort to be considered fully implemented, the Emergency Services school-based position is still in need of a space at Alexandria City High School. All other activities have been implemented:</p> <ul style="list-style-type: none"> • DCHS Child and Family Behavioral Health Services (CFBHS) added four school-based mental health professionals, including a therapist supervisor, two licensed mental health professionals and a qualified mental health professional. The Team is based in every high school campus, middle school and k-8 school and is also working to increase access to Family Mental Health Services in schools. • CFBHS and ACPS worked together this summer to make initial efficiency adjustments to referral processes, including transfer from paper to electronic referrals. • CFBHS and ACPS collaborate to jointly run groups in response to mental health trends as reported by youth and families. Last school year, two groups ran at Patrick Henry and Jefferson Houston Schools, focused on mood, anger management, and conflict resolution. They also did a girls social skills group. Plans are to increase the number of groups offered. 	75%



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.	<p>The Court Service Unit Treatment Team has grown in scope and capacity in 2022.</p> <ul style="list-style-type: none"> •Two in-house Senior Therapists have provided services to 89 court involved families in English and Spanish utilizing a trauma-informed framework and treatment modalities. •One of the Senior Therapists was promoted to the newly created Therapist Supervisor position in July, leaving a Senior Therapist vacancy that was filled in December •The Focus on Parenting program for caregivers involved in custody and visitation disputes was redesigned and offered in-person at the start of 2022. Five classes have been offered in both English and Spanish, providing psychoeducational co-parenting support and education, based on requirements of the Virginia Supreme Court. <p>The Court Mental Health and Developmental Assets Builder Program (funded through ARPA) has significantly expanded service provisions for court-involved youth and families and has created a Substance Abuse Intervention Program, responding to the rapidly growing opioid crisis among youth in Alexandria.</p> <ul style="list-style-type: none"> •Two part-time, graduate-level, paid interns in counseling and social work programs from George Mason University are supervised by CSU Senior Therapists •One part-time bilingual clinical psychologist (PhD) has created and implemented a comprehensive Substance Abuse Intervention Program for youth and families 	75%
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.	Collected progress on CHIP tactics to date with initial progress report still planned for early 2023.	75%
Expand the Alexandria Co-Response Program (ACORP) and implement the Marcus Alert System to provide an appropriate behavioral health response to behavioral health emergencies.	ACORP has hired the 2 new clinicians and also selected the 2 police officers. All 3 teams are staffed. No new updates on Marcus planning	ACORP: 100% and Marcus: 20%
Continue equitable outreach and engagement to ensure residents are up to date on all vaccines.	Work has pivoted to focus on flu and COVID-19 boosters. AHD is conducting outreach at ALIVE! food distributions and to senior-serving entities.	Ongoing
Goal #2: Businesses throughout the City will recover from the pandemic and		
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.	Marketing and outreach presentation to local developers and building owners at November NAIOP/NVBIA meeting.	25%
Transition small business support from recovery to growth and profitability.	City Council adopted the BIPOC support plan in October 2022. A centralized website (https://www.alexandriava.gov/BIPOC) showcasing the City's support in the key theme of access in three focus areas was launched in October followed by a BIPOC business community engagement session in November 2022 to inform the BIPOC Small Business Grant program.	25%
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.	City Council adopted the BIPOC support plan in October 2022. A centralized website (https://www.alexandriava.gov/BIPOC) showcasing the City's support in the key theme of access in three focus areas was launched in October followed by a BIPOC business community engagement session in November 2022 to inform the BIPOC Small Business Grant program.	25%
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.	Update to be provided as part of ARPA Quarterly Report.	25%



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.	Visit Alexandria, in partnership with the City, applied for and was awarded a two-year \$990,000 tourism recovery grant from the Virginia Tourism Corporation. The funding is being invested in additional advertising to drive visitation. Alexandria's hotel revenue per available room (key benchmark) is up 47% for the first four months of Fiscal Year 2023, indicating that recovery is progressing well.	25%
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.	Update to be provided as part of ARPA Quarterly Report.	50%
Expand advertising to customers, speeding small business recovery and the negatively impacted tourism and hospitality industry.	Complete	100%
Continue to expand recent Black Travel and Spanish language campaigns to grow visitation and ensure an equitable approach to supporting the hospitality industry.	Complete	100%
Deliver major infrastructure projects including, Metro, Waterfront, Transit Initiatives so that businesses and visitors are attracted to the City.	Infrastructure projects are ongoing and current status is reflected in the quarterly CIP reports.	On going
Goal #3: Everyone's basic needs are met and recovery lifts all		
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.	Draft heat vulnerability assessment in development as part of Energy and Climate Action Plan (ECCAP) development process.	25%
	Completed research project with Worcester Polytechnic Institute (WPI) Washington Project Center to evaluate Urban Heat Island mitigation policies and programs.	
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.	A consultant started on the Project in September. Since then, they have developed and distributed a survey, targeted at understanding digital needs in low-income households, non-English speaking populations, and seniors. Results from the survey will provide guidance for focus groups in January and February.	25%
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.	Update to be provided as part of ARPA Quarterly Report.	25%
Develop the Open Space Policy Plan to increase access to quality outdoor spaces and tree canopy that furthers physical, social, and mental well-being.	Research for contributions when open space requirements are not met is being conducted. This research includes what the City has historically done, as well as other development contribution processes used within Virginia.	50%
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.	Update to be provided as part of ARPA Quarterly Report.	50%
Implement the Healthy Homes Initiative to assist with improving home conditions, including air quality, that contribute to poor health outcomes.	Currently developing the tools and processes for a permanent ALX Breathes program based on the pilot study lessons learned.	50%
Consolidate DCHS, AHD, Neighborhood Health and West End Service Center to ensure convenient access of co-located services to residents.	Construction progress continues on lower floors. City IT working on installing and testing network equipment and ensuring connectivity to City INET and City application services. Working with agencies on move coordination, new building operations, and decommissioning of existing leased and owned facilities is underway.	75%
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.	All resources to support rent and utility assistance have been exhausted as of November 2022. In September and October 2022, City departments conducted four Tenant Rights and Responsibility trainings. Planning for a second series of trainings, anticipated to be held in February 2023, is underway.	75%



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.	The Transportation Commission & DASH Board endorsed applications for the I-395 Commuter Choice Program to continue enhanced service on Lines 35 and 36. This grant application will also include funding for larger electric buses that will have more capacity for riders and will advance the goals of moving toward an all-electric fleet.	Ongoing
Diverse Housing Opportunities		
Goal #1: Provide diverse housing options at a variety of price points		
Begin internal planning for the Housing Master Plan update beginning in mid FY23.	Internal planning to start in Q3 FY23.	0%
Support pending and anticipated affordable housing projects.	Work continues on Seminary Road (AHDC); Mount Vernon-Glebe (AHDC); Parc Vue preservation and refinancing (AHDC); Parcview II and I (Wesley); Pendleton Boarding House preservation and renovation; Samuel Madden and Ladrey (ARHA); Whitter Place-2712 Duke Street (CHP); CLI-Elbert (CLI); Arlandria Assemblage (Wesley); Landmark Fire Station (FP-Enduring Housing); North Potomac Yard Block 23 (TBD).	25%
Explore opportunities for development of mixed income-affordable assisted living facility (MIAALF) using a financially sustainable model.	Interdepartmental team established to explore pilot MIALLF at The View (Goodwin Living).	25%
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.	Planning for renovation of the boarding house is proceeding. AHAAC briefed. Adjacent lots were sold. Loan request to be presented to AHAAC and City Council in Q3FY23.	25%
Continue feasibility evaluations of WMATA – Amazon Affordable Housing Initiative for Alexandria transit, Metro and HQ sites.	Schedule proposed for completion of study between January and June 2023.	25%
Support implementation of The Heritage redevelopment, including coordination with ACPS and the relocation team, in collaboration with developers, pursuant to tenant relocation plan.	Temporary relocation of income eligible residents has been completed.	50%
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.	In September and October 2022, City departments conducted four Tenant Rights and Responsibility trainings. Planning for a second series of trainings, anticipated to be held in February 2023, is underway.	50%
Establish Alexandria Housing Affordability Advisory Committee (AHAAC) Investment Committee, to examine underwriting, due diligence and assessment criteria.	The subcommittee met; enhanced underwriting guidelines under development. Anticipated meeting in January 2023 in preparation for February 2023 report out to AHAAC.	75%
Continue to evaluate and implement Zoning for Housing initiatives, including assessment of metrics.	Auxiliary unit legislation approved; bonus height amendment deferred by Planning Commission in July; staff is developing a new prioritization approach including a Council-requested comprehensive approach (as opposed to sequential).	Kick-off in Q1 (CY 2023)
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.	Program	Ongoing
Goal #2: Support low- and moderate- income homeowners and renters		
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.	Tracking DHCD's Housing Innovations in Energy Efficiency (HIEE) program implementation (currently on hold due to uncertainty around Virginia's continued participation in RGGI). Through Rocky Mountain Institute (RMI) electrification program design cohort (in partnership with Arlington County, and coordination with Montgomery County), engaging with CHP/WAP on LMI energy efficiency/electrification options.	25%



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.	Added most recent Dominion Energy and Washington Gas energy efficiency incentive programs to City website: https://www.alexandriava.gov/energy/energy-efficiency-electrification#CommunityEE Ongoing participation in SCC-Dominion Energy Virginia Energy Efficiency Stakeholder Process. https://rga.lis.virginia.gov/Published/2022/RD301 Provided outreach to 2 Alexandria small businesses on energy efficiency incentive opportunities. Intervened in Washington Gas rate case to advocate for affordable natural gas rates.	25%
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.	Energy Masters is coordinating workdays with Brent Place.	25%
Continue the Home Rehabilitation Loan Program (including the Energy Efficiency Loan and Emergency Grant initiatives) and the Rental Accessibility Modification Program (RAMP).	Three HRLP projects were completed in Q1-Q2 FY23. Two projects are under construction; one project is in the bidding stage; one project is in the plan development stage; two loans were issued; and five projects are in loan processing (2 projects over \$135,000 and 3 under \$75,000). Accessibility retrofits to the bathroom, doors and hallways at a three-bedroom AHDC-owned unit at Parkstone are anticipated to start before the holidays; the activity is funded under the RAMP and will ensure the unit can be fully utilized as temporary housing for the residents impacted by the Seminary Road project redevelopment.	25%
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.	The Alexandria Housing Development Corporation anticipates launching its Ready to Rent program in Spring 2023.	25%
Continue partnership with Local Energy Alliance Program (LEAP), state agencies, and other organizations to promote SolarizeAlexandria and solar energy programs for low- and moderate-income households.	Awaiting information and implementation of LMI solar program offerings through Virginia Energy and other state agencies. Pre-planning for FY23 SolarizeAlexandria to begin in February 2023.	50%
Implement the Healthy Homes Initiative, including expanded environmental justice research partnerships, to engage and empower residents around housing needs and available services.	The 2023 Healthy Homes Action plan has been completed. The Healthy Homes Network will be launched in January or February to coordinate services across the community and develop long-term goals.	50%
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.	Eight SRAP clients are fully housed. Three participants moved into their apartment homes between February-July. Five additional participants moved into The Waypoint in November and December. There are two additional slots available for this fiscal year.	75%
Proactively educate landlords and tenants on the Rental Inspection Program and their obligations and rights regarding property conditions and maintenance.	All four westend tenant workshops are complete. Partnered with DCHS, Housing, and Health.	100%
Provide Spanish and other language interpretation options in all housing-led engagement, meetings, and outreach, including AHAAC and Landlord Tenant Relations Board (LTRB).	Interpretation provided at AHAAC & LTRB meetings in Spanish; primary resource documents have been translated into Spanish, Amharic, and Arabic.	Ongoing



Goal #3: Ensure residents in affordable housing have easy access to services

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	The Heritage/Wilkes Street Park Project and Mount Vernon Avenue and Glebe Road are in Final Site Plan. Samuel Madden is anticipated to go to Council in early 2023.	25%
Develop a list of needed services by geographic location; approve agreements to provide specific services at housing units or apartment complexes.	Provided service space needs to the architects at AHDC for planning purposes.	25%
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	SBDC business assistance outreach to COOP Board completed under VH CIG. Architecture & engineering proposals for capital improvements are being reviewed; improvements anticipated to begin in Spring 2023.	25%
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.	Coordination continues with developer.	25%
Continue annual fair housing testing and reporting and actions to address issues identified in upcoming Regional Analysis of Impediments.	Release of RAI report was delayed; 60 day comment period anticipated in early 2023. Planning for 2023 annual testing underway.	50%
Continue implementing DASH and high-capacity transit improvements to ensure affordable public transportation options to residents.	The Duke Street Transitway is in the concept planning phase with the community	On-going

Support Youth and Families

Goal #1: Support high-quality out of school time programs

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)	Contingent on YSN Landscape Scan.	0%
Evaluate need for more flexible drop-in programs and spaces, such as library locations, with trained staff and no financial or registration barrier (D)	Contingent on YSN Landscape Scan.	0%
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	YSN Landscape Scan underway.	25%
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	Contingent upon YSN Scan.	25%
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)	Complete	100%
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)	Ongoing with recruitment for RPCA Recreation Leader positions for OSTP. Four multilingual staff were hired September through December 2022.	on-going

**Goal #2: Accommodate demand for after-school needs**

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)	Contingent on YSN Landscape Scan.	0%
Map and analyze open space near providers to identify needs for outdoor space and recreational opportunities and ensure access (D)	Contingent on YSN Landscape Scan.	0%
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)	Contingent on YSN Landscape Scan.	0%
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)	Contingent on YSN Landscape Scan.	0%
Implement compensation strategy for RPCA out of school time staffing, including full-time, part-time, and seasonal staff (I)	RPCA is recruiting for six new part time, benefited OSTP positions based on approved funding from the FY 2024 Contingent Reserves. The positions have been posted and are expected to be filled by February 2023.	50%
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)	Dependent on landscape scan	0%

Goal #3: Expand academic, social, and emotional support during out of school time

Implement recommendations based on the youth safety and resilience work (I)	Draft recommendations have been created and are under review.	25%
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)	A group of service providers have been recruited. Waiting for GW staff to identify what specific resources middle school youth would like to bring to campus.	25%
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)	Since the Civics Academy for Youth 2022 was launched in September, momentum has stalled while US Government teachers provide more information as to what issues their students are interested in learning more about this year. Meanwhile, progress has been made with building a partnership between the City and GW and Hammond Middle Schools. Every single civics class was visited by City staff to introduce students to how public policy is made at the local level. City staff will continue to work with students on their "Project Citizen" throughout the school year as students identify community issues they want to improve with policy recommendations.	50%
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)	Training has been offered through the Youth Support Network and the Youth Development team.	100%



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)	<ul style="list-style-type: none">•The Alexandria Mentoring Partnership (AMP) recruited over 150 prospective mentors in 2022.•AMP grew its partner members from 8-16, to include affiliate programs seeking to add or expand mentoring components of their programs.•On December 8, 2022 – The Department of Criminal Justice Services notified the Alexandria CSU that the City will be awarded a \$64,300 grant to support start-up costs for Mentor University: A tuition-free college for caring adults (including parents, school support and recreation staff). The span of the grant is April 1, 2023 – September 30, 2023 and will fund the following:<ul style="list-style-type: none">•\$20,000 for curriculum development, ensuring a variety of courses are relevant and appropriate for caring adult students of all ages, backgrounds and educational levels. Examples of course titles include Mentoring 101, Focus on Parenting, Establishing Boundaries and Setting Limits, Providing Emotional Support and Empathy, How to Have Difficult Conversations with Youth, and Developmental Asset-building, Combatting Drug Addiction in Youth, Mental Health First Aid, etc. Each course will allow participants to grow deeper in their understanding of how to support youth as they grow.•\$34,000 for 3-year license to use a learning management system to host the Mentor University website, a centralized location for students to browse and sign up for in-person and virtual courses, track course credits, host on-line courses, etc.•\$7,500 for the required cash match to receive support a one-year, full-time, AmeriCorps VISTA position. The VISTA, hired by MENTOR Virginia, will recruit parents, volunteer mentors and other caring adults, build capacity and support sustainable practices. The VISTA, under the leadership of the Alexandria Mentoring Partnership coordinator, will enhance systems and process in alignment with best practices, develop and design program curriculum, handbooks, and promotional materials, and support day-to-day activities and operations of Mentor University.•\$2,800 to purchase IT equipment for use by VISTA and Mentor U.•In collaboration with MENTOR Virginia, MENTOR MD/DC, ACT for Alexandria and the Department of Community and Human Services, AMP has offered, promoted, and recruited mentors, and program staff to participate in 19 unique mentoring and youth development trainings and workshops.•Alexandria Mentoring Partnership coordinator David Ulloa was selected as Co-Chair for the Youth-Support Network Social Emotional Learning work group which has been task with research and	Ongoing
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