



ALEXANDRIA'S COMMUNITY HEALTH IMPROVEMENT PLAN 2025

SPRING 2023 PROGRESS REPORT APPENDIX

Prepared by Alexandria Health Department and the
Partnership for a Healthier Alexandria

May 5, 2023

Tactic Monitoring Appendix

Housing

Strategy A: Identify and support creative land use and other models for affordable and market-rate housing.		
Tactic	Performance	Status
Co-location: Add affordable housing units to new City and recreational buildings.	<ul style="list-style-type: none"> Due to funding constraints on available city gap funding for affordable housing projects, the workgroup is working on a long-term community education campaign about co-locating housing and will continue collaboration on landmark mall affordable housing/fire station co-location project, a multi-year effort. 	In progress
Assess and promote viable zoning changes that will help to increase the supply of affordable housing.	<ul style="list-style-type: none"> Internal workgroup working with Office of Housing and other partners to develop an updated prioritization work program for Phase I and Phase II of the City’s zoning housing program. The purpose of the program is to expand housing production and affordability through identification of regulatory barriers to housing production and affordability in the City’s zoning ordinance and to develop new policy initiatives with the purpose of expanding housing production and affordability in mind. The kickoff for Alexandria’s Zoning for Housing/Housing for All was held on March 20 and 21, 2023. This initiative, with multiple community engagements, is expected to continue through calendar year 2023. Number of approved Accessory Dwelling Units to date: 35. 	In progress

Strategy B: Provide sustainable and predictive housing for individuals and families across incomes.

Tactic	Performance	Status
<p>Increase eviction prevention education activities and provide case management for individuals and families at risk of eviction.</p>	<ul style="list-style-type: none"> • The eviction prevention taskforce meets every two weeks; taskforce conducts outreach 3-4 times per week including at the courthouse for those facing eviction and at properties that have the highest filings for evictions (have a pay/quit notice). • Taskforce provides weekly client coordination call for all households on the docket for eviction. • Currently, the courthouse is in the process of expanding eviction dockets from 2 days (Tuesday/Wednesdays) to 3 days (Tuesday/Wednesday/Thursday) due to the increase in evictions. • \$1,275,000 invested in eviction prevention since 2021 in ARPA eviction prevention funding, an additional \$300,000 in rental assistance for the City for this fiscal year, an additional \$1,800,932 of Community Access and Emergency Support Grants through ACT for Alexandria. • 2 service navigators positions created; 2 housing relocating positions created; 2 housing justice attorney positions created. • \$150,000 allocated funding for storage and moving assistance program. • 35% of defendants in Alexandria's General District Court were supported with legal assistance from the Housing Justice Attorneys through Courthouse Outreach. 	<p>In progress</p>
<p>Utilize community land trusts and land banks.</p>	<ul style="list-style-type: none"> • This may be a topic to be discussed during Alexandria’s Zoning for Housing/Housing for All initiative. • The kickoff for Alexandria’s Zoning for Housing/Housing for All was held on March 20 and 21, 2023. This initiative, with multiple community engagements, is expected to continue through calendar year 2023. 	<p>In progress</p>
<p>Develop alternative forms of security deposits.</p>	<p>No data provided</p>	<p>No data provided</p>
<p>Adopt a linkage fee ordinance-a fee on institutional and commercial properties-plus property tax increases to fund affordable housing.</p>	<ul style="list-style-type: none"> • This may be a topic to be discussed during Alexandria’s Zoning for Housing/Housing for All initiative. • The kickoff for Alexandria’s Zoning for Housing/Housing for All was held on March 20 and 21, 2023. This initiative, with multiple community engagements, is expected to continue through calendar year 2023. 	<p>In progress</p>

Strategy C: Provide sustainable and predictive housing for individuals and families across incomes.		
Tactic	Performance	Status
Offer services (e.g., health clinic, day care, quality food access, etc.) in multi-functional space at housing units and apartment complexes.	<ul style="list-style-type: none"> Housing Alexandria will break ground on a new 474-unit affordable housing project in Arlandria-Chirilagua during summer 2023. This project includes lease space for locally focused non-profits and city agencies. Alexandria Health Department is working with Alexandria Redevelopment and Housing Authority to determine opportunities for health swing space in new redevelopment projects. 	In progress
Work with landlords to create pet-friendly policies regardless of socio-economic status.	No data provided	No data provided
Explore local use of Certified Organization for Resident Engagement and Services (CORES) at rental properties.	<ul style="list-style-type: none"> Housing Alexandria determined that obtaining certification for the organization will take two years, and is much bigger task for rental properties to become CORE certified. Began the certification process, which included reviewing CORE requirements. Will prioritize obtaining certification for the organization and developing a strategic plan/framework and sample formal agreements for organizations interested in becoming certified. Currently creating an evaluation framework for the organization before moving forward with program implementation. This will include hosting focus groups and tenant advisory board meetings to integrate resident feedback into relevant programming. 	In progress

Strategy D: Increase funding for housing development.		
Tactic	Performance	Status
Increase use of financial tools and funds for affordable housing as identified in the City of Alexandria Housing Master Plan.	<ul style="list-style-type: none"> These tools and funds will be re-evaluated and a topic for discussion during Alexandria's Zoning for Housing/Housing for All initiative. The kickoff for Alexandria's Zoning for Housing/Housing for All was held on March 20 and 21, 2023. This initiative, with multiple community engagements, is expected to continue through calendar year 2023. 	In progress
Property tax abatement for developers reserving a portion of their units for affordable housing.	<ul style="list-style-type: none"> The Alexandria Housing Affordability Advisory Committee is developing a long-term advocacy campaign to build political will for waiver reductions. This issue may be explored as part of Alexandria's Zoning for Housing/Housing for All. 	In progress

Monitor and engage with the Alexandria Redevelopment Housing Authority (ARHA) Redevelopment Work Group.	<ul style="list-style-type: none"> The Partnership for a Healthier Alexandria's Chair has been monitoring the work of the work group primarily by reading the Work Group's monthly meeting minutes. The meeting minutes can be found at https://www.alexandriava.gov/housing/arha-plans-projects-and-resolutions. The Partnership for a Healthier Alexandria's Steering Committee will explore how to make the monitoring and engagement process more formal. 	In progress
Explore the use of closed hotels for additional affordable units.	No data provided	No data provided

Strategy E: Support healthy, high-quality, energy-efficient housing.		
Tactic	Performance	Status
Promote energy efficiency policies.	No data provided	No data provided
Develop and implement a coordinated, healthy housing program.	<ul style="list-style-type: none"> An asset and gap analysis was completed in 2022. Alexandria Health Department completed a pilot study for 20 households in 2022. A citywide Healthy Homes Network and ALX Breathes home program is under development. 	In progress

Strategy F: Build appropriate supports for those experiencing homelessness.		
Tactic	Performance	Status
Increase permanent supportive housing for individuals and families experiencing homelessness.	<ul style="list-style-type: none"> In January 2023, the Partnership to Prevent and End Homelessness Governing Board adopted a new strategic plan that includes this tactic as a strategy. 	In progress
Increase rapid re-housing to individuals and families experiencing homelessness.	<ul style="list-style-type: none"> In January 2023, the Partnership to Prevent and End Homelessness Governing Board adopted a new strategic plan that includes this tactic as a strategy. PHA awarded a 2022 grant to Carpenter's Shelter. 	In progress
Create a systematic process to increase employment opportunities for people experiencing homelessness.	<ul style="list-style-type: none"> In January 2023, the Partnership to Prevent and End Homelessness Governing Board adopted a new strategic plan that includes this tactic as a strategy. 	In progress

<p>Advocate at the state, City, and foundation levels for more housing resources for people needing mental health and substance use services.</p>	<ul style="list-style-type: none"> In January 2023, the Partnership to Prevent and End Homelessness Governing Board adopted a new strategic plan that includes this tactic as a strategy. 	<p>In progress</p>
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Mental Health

Strategy A: Assure culturally appropriate and trauma-informed mental health resources, services, and support for all Alexandria's communities.		
Tactic	Performance	Status
<p>Partner with the faith community to increase access to mental health resources among communities of color.</p>	<ul style="list-style-type: none"> My Father's House Christian Church is developing a mental health ministry that will consist of two mental health professionals and trained faith-based leaders to provide therapeutic services and spiritual guidance for all with a particular focus on youth ages 10 and up. Services will include but not limited to family counseling, relationship counseling, and other services. Currently working toward full implementation in 2023. Concerned Citizens Network of Alexandria has partnered with the faith community to increase access to mental health resources among communities of color. ForUs Therapeutics has conducted 2 group sessions in 2021 on racial trauma and anxiety (8-week sessions). 	<p>In progress</p>
<p>Provide trauma-informed trainings to community groups.</p>	<ul style="list-style-type: none"> RAISE has developed its own trauma informed workshops initiative. Given limited capacity to develop workshops, and identify and train presenters, this undertaking will take longer than the initially planned 3 months. PHA awarded a 2021 grant to Move2Learn (formerly Running Brooke) to advance this tactic. Move2Learn provide professional development to 200 special educators (teachers and paraprofessionals), 160 school counselors, 200 ACPS Leaders in Central Office entitled, "Why Movement matters Now: Using Movement to Help Students Learn Their Best in Pandemic-Altered Schools." PHA awarded a 2021 grant to OAR of Arlington, Alexandria, and Falls Church to launch a Behavioral Health Support for reentry program at the William G. Truesdale Adult Detention Center in Alexandria and for Alexandrians residing at the Arlington Detention Center. 	<p>In progress</p>

Strategy B: Advocate for mental health services and education funding.		
Tactic	Performance	Status
Assess mental health services and education gaps and capacity.	No data provided	No data provided
Educate residents on available mental health resources.	<ul style="list-style-type: none"> Initial work for this tactic is being done under Strategy F: Expand early intervention programming and counseling in the community; Tactic: Create and deliver a mental health literacy program to eliminate mental health stigma. 	In progress
Train residents on how to advocate for services and funding.	<ul style="list-style-type: none"> Advocacy workshops have already been conducted by RAISE during the Trauma and Resiliency Summit. Due to limited capacity, trainers and trainings are in being identified. 	In progress
Advocate for needed funding for mental health services and education.	<ul style="list-style-type: none"> Friends of the Alexandria Mental Health Center is currently reviewing the recently signed governor's budget to understand the funding allocated to the Alexandria Community Services Board for FY 2023. Friends of the Alexandria Mental Health Center is working with other mental health organizations to continue to have a cohesive message to our service/funding needs. 	In progress

Strategy C: Expand opportunities to free and low-cost physical activity.		
Tactic	Performance	Status
Promote walking and other physical activity through ALEX Moves.	<ul style="list-style-type: none"> The Alexandria Bicycle and Pedestrian Advisory Committee has had trouble with promoting walking events and reaching the general community due to the pandemic forcing events to be canceled. The committee is collaborating with Partnership for Healthier Alexandria to identify ways to improve programming and outreach efforts. The committee will coordinate with neighborhood associations to collaborate on existing walking events/activities scheduled. 	In progress
Partner with ACPS to sponsor monthly "walk the block" events for students, parents, staff and community members.	<ul style="list-style-type: none"> Since engaging with the CHIP, Alexandria Bicycle and Pedestrian Advisory Committee has tried to send information about our walks and rides to other organizations such as Senior Services, as well as modifying the length and difficulty of some events to attract folks who are new to walking and riding. Due to many of the group walking and riding events being canceled from COVID-19, the committee has had difficulty conducting events on a consistent basis and reaching desired populations. 	In progress

Leverage physical activity groups such as Meet-Up to create walking groups and a walking route database.	<ul style="list-style-type: none"> Due to many events being canceled because of the pandemic, limited activities have been conducted or attended by Alexandria Bicycle and Pedestrian Advisory Committee. The Committee is currently trying to find a way to streamline existing low-cost physical activities to reach target populations as events frequency begins to increase. 	In progress
Develop a dog walking program for owners.	No data provided	No data provided
Advocate for safer streets for people of all ages.	No data provided	No data provided
Establish and implement a youth physical activity scholarship program to cover all fees for eligible youth.	No data provided	No data provided

Strategy D: Expand early intervention programming and counseling in the community.		
Tactic	Performance	Status
Expand behavioral health screening for youth (5th grade and up).	No data provided	No data provided
Expand behavioral health counseling services for youth (5th grade and up).	No data provided	No data provided
Expand mental health screenings for adults.	<ul style="list-style-type: none"> Suicide Prevention Alliance of Northern Virginia (SPAN) provides free screening tools on its website. SPAN is developing a plan in 2023 on how to increase awareness of access to these free screening tools in Alexandria and the four other Northern Virginia jurisdictions. 	In progress
Expand mental health counseling services for adults.	No data provided	No data provided
Expand programming for seniors to reduce social isolation.	No data provided	No data provided
Advocate for mental health treatment in youth and adult detention centers.	<ul style="list-style-type: none"> Alexandria Juvenile and Domestic Relations Court Services Unit is currently reviewing the recently signed governor's budget to understand the funding allocated to the Alexandria Community Services Board for FY 2023. Currently working with other Mental Health organizations to continue to have a cohesive message to our service/funding needs. Heard Nova added as a tactic owner. 	In progress

Strategy E: Incorporate mental health strategies into the school day.

Tactic	Performance	Status
Integrate Social, Emotional and Academic Learning (SEAL) activities across many different types of programs and classrooms.	<ul style="list-style-type: none"> • PHA awarded a 2021 grant to Move2Learn (formerly Running Brooke) who developed three Move2Learn SEAL lessons focused on teaching students the mind-body connection. Move2Learn Program Director taught 2-3 in-person lessons each to 20 different classrooms (approximately 500 students) at Samuel Tucker, Charles Barrett, ACHS AVID, and Cora Kelly. 	In progress
Invest in professional development so educators and support staff can learn how to incorporate Social-Emotional learning approaches into the school day.	Data coming soon	In progress
Streamline the youth mental services referral process.	<ul style="list-style-type: none"> • PHA awarded a 2022 grant to the Spitfire Club to do a pilot project. 	In progress
Strengthen school and community-based education, outreach, and access around family mental health.	<ul style="list-style-type: none"> • Through a grant provided by the Partnership for a Healthier Alexandria, Move2Learn completed the following: SEAL lessons taught to classrooms K-12; ACHS step challenge; Movement Challenges K-8; launch out of school time programs K-12; active seating in 150 classrooms; Pedals & Pages Stationary Bikes in all school K-12 (over 80 bikes in ACPS); ACPS Professional Developments regarding importance of movement in classroom on mental health. • COVID-19 restrictions initially impeded workgroup’s ability to access school facilities; ACPS staff has been overwhelmed by current demands in school; unable to take on more responsibilities. Move 2Learn workgroup members will ensure staff are available to go into schools and deliver prepared SEAL lessons, coordinate movement challenges, and support teachers as needed with rollout of kinesthetic equipment. • In accordance with ACPS’s equity action plan, services will be targeted to secondary schools, specifically after school, and meet needs of students with disabilities. • Move2Learn workgroup will use recently formed advisory council to reach underserved populations and ensure equitable delivery of programming. • PHA awarded a 2022 grant to the Spitfire Club to do a pilot project. 	In progress

Strategy F: Expand early intervention programming and counseling in the community.		
Tactic	Performance	Status
Provide Adult Mental Health First Aid training to community providers and residents.	<ul style="list-style-type: none"> • Department of Community and Human Services staffing changes to build capacity to deliver mental health first aid. • While there is a need to build greater capacity to deliver adult mental health first aid, 40 adults have received adult mental health first aid training between July 1, 2021, and February 2, 2023. Exploring ways to provide train the trainers program that might include support/involvement by Inova Alexandria and George Mason University students. • Between July 1, 2021, and February 2, 2023, 116 individuals have been trained in youth mental health first aid. More trainings are being planned for the remainder of 2023. 	In progress
Provide Youth Mental Health First Aid Training to community providers and residents.	<ul style="list-style-type: none"> • Between July 1, 2021, and February 2, 2023, 116 individuals have been trained in youth mental health first aid. More trainings are being planned for the remainder of 2023. 	In progress
Provide evidence - based simulated trainings for having conversations on mental health.	<ul style="list-style-type: none"> • Suicide Prevention Alliance of Northern Virginia is working on rebranding and will likely not start until late 2022 or until 2023. 	In progress
Create and deliver a mental health literacy program to eliminate mental health stigma.	<ul style="list-style-type: none"> • Department of Community and Human Services is working to finalize a spreadsheet of mental health resources for specific populations including elementary aged school youth, middle and high school-aged youth, parents, and school staff, aging adults, caregivers, and individuals with mental health conditions. • Department of Community and Human Services will continue to meet with stakeholders to gather input on resources and develop plan to move forward including mental health literacy campaign, website layout and drafting communications plan for the launch of the campaign. • Workgroup will collaborate with George Mason (GM); GM will provide emotional support and communication expertise. Will also work to establish emotional support line. 	In progress

Poverty

Strategy A: Increase quality, equity, and relevance of education for youth in and out of schools.		
Tactic	Performance	Status
Monitor and engage with the Out of School Time/Youth Support Network.	<ul style="list-style-type: none"> Weber Moore Partners is leading an extensive landscape study of out-of-school time and community-based programs in the City of Alexandria. Providers will be surveyed through a landscape scan about the barriers they experience and the support structures they need to effectively serve our youth. Middle school students, high school students, parents/guardians, and ACPS staff will be surveyed on the barriers they experience and their hopes and needs for accessible, meaningful out-of-school time and community-based programs. There will also be listening sessions with Alexandria families and middle and high school students. In conjunction with the Partnership for a Healthier Alexandria and Youth Support Network, the middle school programming was highlighted as one of our priority initiatives due to the historic shortage of Alexandria middle school students participating in Out of School Time programming. The Middle School Programming Work Group was created to identify strategies and solutions to expand middle school student engagement in Out of School Time and community-based programs. In conjunction with the Partnership for a Healthier Alexandria and Youth Support Network, the Social-Emotional Learning Work Group to identify strategies and practices that will support the professional development and well-being of staff and volunteers in fostering the social-emotional learning and development of youth. This effort will align with the Children & Youth Community Plan and ACPS' Equity for All 2025 Plan. The workgroup is currently focusing on Developmental Assets and Developmental Relationships, but we plan to review the frameworks practiced by ACPS (Adult Social-Emotional Learning, Positive Behavioral Interventions and Supports, Restorative Practices, RULER, Trauma-Informed Practices), and other research-based Social-Emotional Learning frameworks. The Partnership for a Healthier Alexandria is working to build a community program locator with the data gathered from the landscape scan. They also hope to establish program quality frameworks and a data system. 	In progress
Increase awareness among youth and their parents and guardians on the process, requirements, and techniques for participating in higher education.	<ul style="list-style-type: none"> Project Discovery sponsored the "Real Cost of College: How to Pay for It" workshop for parents on January 19, 2022. Project Discovery completed several "Understanding the Financial Aid Page" workshops with students in 2022 and 2023. Project Discovery and Educational Opportunities for Alexandrians expect to work together to begin, during the summer of 2023, developing a plan to create more workshops for students and parents. 	In progress

Support efforts to advocate for and implement restorative justice in ACPS.	No data provided	No data provided
Integrate ACPS Industry Advisory Boards and Career and Technical Education into middle schools.	<ul style="list-style-type: none"> Alexandria City Public Schools' (ACPS) Work-Based Learning Team is working to recharge the Industry Advisory Boards. Career and Technical Education is provided in Alexandria middle schools. ACPS includes in the career and Technical Education Advisory Committee's annual scope of work reviewing and monitoring Career and Technical Education course offerings for expanding, changing, or eliminating. 	In progress

Strategy B: Increase availability and lower costs of childcare and programming.		
Tactic	Performance	Status
Advocate for policy changes at the federal and state level to make childcare more accessible including revising childcare subsidy amounts and eligibility requirements.	<ul style="list-style-type: none"> Supporting “efforts to increase funding for the state’s childcare subsidy program and enact changes to increase participation of child-care providers in the program” was included in the City of Alexandria’s 2023 Legislative Package. 	In progress
Develop a multimedia, multilingual resource guide and create an awareness campaign that describes all types of childcare available, including and eligibility requirements.	<ul style="list-style-type: none"> Department of Community and Human Services has “A Parent’s Guide to Child Care” on its website and available in English, Arabic, Amharic, and Spanish. The Department also has a “Current childcare provider list” on its website. This list is currently only in English. 	In progress
Advocate for greater investments in childcare at the local and state levels, including subsidies, funding for childcare facilities and higher pay for childcare workers.	<ul style="list-style-type: none"> Supporting efforts to increase funding for the state’s childcare subsidy program and enact changes to increase participation of child-care providers in the program was included in the City of Alexandria’s 2023 Legislative Package. 	In progress
Expand the number of childcare providers who operate in the evenings and on weekends.	No data provided	No data provided

Strategy C: Address disparities in the criminal justice system.		
Tactic	Performance	Status
Support the sustainability of the Alexandria Treatment Court.	<ul style="list-style-type: none"> The goal of expanding the Alexandria Treatment Court is included, under Focus Area 4: Provide Opportunities for Diversion from the Criminal Justice System into the Treatment System of the Alexandria Opioid Work Group’s Strategic Three-Year Plan, Calendar Year 2023-2026. 	In progress
Sustain the Alexandria Crisis Intervention Training Program to provide jail diversion for individuals experiencing a mental health crisis.	<ul style="list-style-type: none"> The goal of expanding the Alexandria Treatment Court is included, under Focus Area 4: Provide Opportunities for Diversion from the Criminal Justice System into the Treatment System, of the Alexandria Opioid Work Group’s Strategic Three-Year Plan, Calendar Year 2023-2026. 	In progress
Develop strategies and steps that will meet the requirement and goals of the commonwealth of Virginia's Marcus Alert System Plan.	<ul style="list-style-type: none"> Two groups were formed to help guide the development and implementation of the Marcus Alert Plan—Mission Group and Technical Group. The Mission Group is made up of community partners, including members and representatives of Alexandria’s communities. The Mission Group meets every three months. In May 2022, training was provided to more than two dozen Sheriff deputies assigned to the Judicial and Special Operations Bureau who work primarily at the Alexandria Courthouse and in the community. Deputies learned about the Marcus system and its goals, how to differentiate four triage levels, and other important areas, such as identifying signs and outcomes of a behavioral health crisis and understanding the protocols used by the Department of Emergency and Customer Communications for handling such calls. 	In progress
Explore youth criminal justice best practices such as restorative justice, youth court, and other similar programs.	<ul style="list-style-type: none"> Workgroup is currently reviewing progress within Court Service Unit (CSU) leadership and brainstorm strategic direction/explore areas of need. CSU will build upon initiatives such as ARPA-funded increases in resources within CSU, the addition of Alexandria Mentoring Partnership Coordinator and efforts and adjustments to Virginia Juvenile Community Crime Control Act funding to allow greater flexibility to meet the needs of the community. 	In progress

<p>Monitor and engage in the establishment and implementation of the Alexandria Community Police Review Board.</p>	<ul style="list-style-type: none"> • Alexandria Independent Community Policing Review Board discussed its 2022 Annual Report at the City Council meeting on September 28, 2022. The Board has its first meeting in January 2022. • The Board expects to enact its bylaws and investigation procedures in 2023. Also, the Board expects execute a Memorandum of understanding with the Alexandria Police Department and start meeting with community groups, the Alexandria Police Department and police union in 2023. • The Partnership for a Healthier Alexandria’s Steering Committee expects to establish a formal process for monitoring and engaging with the Alexandria Independent Community Policing Review Board. 	<p>In progress</p>
<p>Advocate for more public data and greater transparency of data and accountability involving Alexandria Police Interactions with the public.</p>	<p>No data provided</p>	<p>No data provided</p>
<p>Establish pathways to connect impacted community members to resources to promote a holistic integration back into the community.</p>	<ul style="list-style-type: none"> • PHA awarded a 2022 grant to Friends of Guest House to partially address this tactic. 	<p>In progress</p>

Strategy D: Increase access to employment resources and opportunities.		
Tactic	Performance	Status
<p>Enhance work-based learning opportunities and expand the number of opportunities for youth.</p>	<ul style="list-style-type: none"> • This initiative is an ARPA-funded Work Based Learning program. • The Workforce Development Center’s (WDC) Re-Employment and Upskilling Initiative is continuing to enroll participants and remain a program priority. • WDC recently addressed staffing and capacity challenges and the goal is to serve 148 clients in work-based learning by December 2023. • 44 currently enrolled in work-based learning, 23 have completed the program. • 42 currently enrolled into vocation based English classes. • 4 pending job placements, average wage in work-based learning program: \$18.45 per hour, and 30 laptops distributed to job seekers. 	<p>In progress</p>

Create a neighborhood-based, peer support infrastructure pilot project to advance upward mobility.	<ul style="list-style-type: none"> The Alexandria Health Department is seeking funding opportunities to support this initiative. Bilingual community health workers will provide some of the service navigation and referrals needed to advance upward mobility in the interim. 	In progress
Support the City project to collect and map minority and immigrant businesses to strengthen existing businesses and encourage new businesses.	<ul style="list-style-type: none"> PHA awarded a 2022 grant to the Social Responsibility Group to partially address this tactic. 	In progress
Identify and assess best and promising practices for providing assistance to small businesses to help ensure their sustainability.	No data provided	No data provided

Strategy E: Establish policies that advance wage equity and hiring opportunities.		
Tactic	Performance	Status
Advocate for adoption of a \$15 minimum wage in Virginia before January 1, 2026 (the date currently set by Virginia State Code).	<ul style="list-style-type: none"> Economic Opportunities Commission is working to add these items to the agenda for fall 2023. 	In progress
Create and promote a “Hire Alexandrians” initiative for all development /building projects in Alexandria.	<ul style="list-style-type: none"> Economic Opportunities Commission is working to add these items to the agenda for this fall 2023. 	In progress
Advocate for adoption by Alexandria businesses of a voluntary Alexandria Living Wage Certification Program.	No data provided	No data provided

Strategy F: Fund tech or other skills training for vulnerable populations.		
Tactic	Performance	Status
Identify existing opportunities in the City for career exploration and workforce development programs.	Data coming soon	In Progress
Identify sources of financial support for career exploration and workforce development programs.	<ul style="list-style-type: none"> Economic Opportunities Commission is working to add these items to the agenda for fall 2023. 	In progress
Explore partnerships with Northern Virginia Community College and nonprofits to provide wraparound services to low-income college students.	<ul style="list-style-type: none"> Northern Virginia Community College leadership will work with the monitoring and evaluation team to identify the core needs of NVCC students to see what other non-profit connections may be helpful. 	In progress

Strategy G: Expand opportunities for community-centered financial resources.		
Tactic	Performance	Status
Expand the Virginia Cooperative Extension's Master Education Financial program to include people who are not fluent in English.	No data provided	No data provided
Advocate for community banking policies that are friendly to low-income individuals and families.	No data provided	No data provided
Expand access to credit for low-wealth individuals in Alexandria.	No data provided	No data provided

Strategy H: Remove barriers to public transit.		
Tactic	Performance	Status
Advocate for DASH to provide free transportation or reduced fares for low-income residents.	Project complete	Complete
Support funding for service increases of the 2022 and 2030 Vision Plan networks.	Data coming soon	In progress
Promote community engagement in the Alexandria Mobility Plan development to ensure that the voices of all communities are considered in the Plan's development.	Project complete	Complete

Strategy I: Eliminate the digital divide.		
Tactic	Performance	Status
Institutionalize access to the high-speed internet for low-income individuals and families.	<ul style="list-style-type: none"> City negotiated broadband franchise with a new ISP named TING. TING will participate in the FCC's Affordable Connectivity Program and will offer symmetrical gigabit service at no cost to 5% of the public housing facilities in the City - as identified by the City. 	In progress
Provide devices to under-resourced residents.	<ul style="list-style-type: none"> Computer Core is a third-party Microsoft refurbishing distributor. All computers and desktops are donated and refurbished. Refurbish and distribution numbers are based of device donations. Laptops are provided to participants enrolled in online computer classes, and desktops are provided to programs who serve people that need computers. Donations have been distributed to local organizations including Together We Bake, Friends of Guest House, and Christ House. Computer Core is actively seeking volunteers and exploring fundraising opportunities. 	In progress
Provide classes and tutoring in multiple languages to increase digital literacy.	<ul style="list-style-type: none"> Computer Core classes have begun. Due to funding barriers, grant applications have been discussed to obtain funding for digital training. Computer Core help desk has been created to offer free technical support to residents with digital access related questions. 	In progress

<p>Monitor and engage in the creation and implementation of Alexandria's Digital Equity Plan.</p>	<ul style="list-style-type: none">• The City's Digital Equity Plan is in development. There has been a community survey and targeted focus groups to understand key needs around digital access issues.• Broadband Analyst has been hired by the City.	<p>In progress</p>
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