



ALEXANDRIA'S COMMUNITY HEALTH IMPROVEMENT PLAN 2025

Fall 2023 PROGRESS REPORT APPENDIX

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

December 14, 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"> The Alexandria City Council in November 2023 adopted a series of zoning proposals contained in Zoning for Housing initiative designed to increase the supply of affordable housing along with addressing other land use issues. Land use and zoning reform to develop new housing opportunities requires some significant changes to our existing development patterns, requiring more discussion. A communication campaign is being considered to inform community members who don't follow these issues about why these reforms are needed. This could also address some of the misinformation being broadcast with regard to neighborhoods being overrun with multifamily development and resulting decline in property values. 	In progress

Strategy B: Provide sustainable and predictive housing for individuals and families across incomes.		
Tactic	Performance	Status
Increase eviction prevention education activities and provide case management for individuals and families at risk of eviction.	<ul style="list-style-type: none"> • Education activities are in conjunction with Workforce Development Center and Legal Services of Northern Virginia offering monthly “Know Your Rights” trainings to participants and providers. • The Eviction Prevention Task Force continues to meet monthly and has six committees: Tenant & Community Outreach, Landlord Outreach, Data Analysis and Evaluation, Courthouse Navigation, Legislative Advocacy, and Client Coordination Call. • Emergency assistance funds have been exhausted, additional funds are needed to support staff and emergency rental assistance needs. • The Taskforce is also working to find ways to make the previously ARPA funded positions permanent- Eviction Prevention Service Navigators, Housing Justice Attorneys, in addition to moving & storage assistance. • The Legislative Advocacy group is meeting with the delegation and Sarah Taylor to recommend 5 key housing stabilization policies for the general assembly. The delegation includes Christie Marra from VPLC, Jill Norcross from NVAHA, Senator Adam Ebbin, Delegates Charnelle Herring, Alfonso Lopez, and Elizabeth Bennet-Parker. 	In progress
Utilize community land trusts and land banks.	<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. 	In progress
Develop alternative forms of security deposits.	No data provided	No data provided
Adopt a linkage fee ordinance-a fee on institutional and commercial properties-plus property tax increases to fund affordable housing.	<ul style="list-style-type: none"> • As part of a future legislative package to the Virginia General Assembly, it is possible that the City will advocate for legislative authority to make its voluntary monetary affordable housing contribution policies mandatory. 	In progress

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.	<ul style="list-style-type: none"> Animal Welfare League of Alexandria (AWLA) started planning a Pets and Housing Summit tentatively scheduled for March 2024. Funding has been obtained to fund the summit. In December 2023 and January 2024, AWLA will be holding listening sessions with housing providers, developers, and other stakeholders. Summit sessions will be based on feedback obtained during the listening sessions and an online survey. 	In progress
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 a 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"> As part of the FY24-25 Housing Master Plan Update, staff will continue to explore new funding and zoning tools, partnerships, and best practices to preserve and create committed affordable rental and homeownership opportunities in the city. 	In progress
Property tax abatement for developers reserving a	<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. 	In progress

portion of their units for affordable housing.	<ul style="list-style-type: none"> This issue may be explored as part of Alexandria’s Zoning for Housing/Housing for All. 	
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.	<ul style="list-style-type: none"> The Office of Climate Action is a new team within the City of Alexandria and is currently building its staff. 	In Progress
Develop and implement a coordinated, healthy housing program.	<ul style="list-style-type: none"> An asset and gap analysis were completed in 2022. Alexandria Health Department completed a pilot study for 20 households in 2022. A citywide Healthy Homes Network is implementing a Healthy Homes Action Plan. The ALX Breathes home-based program for asthma and COPD has been implemented in English and Spanish and is currently enrolling more households. The Partnership for a Healthier Alexandria awarded a 2023 grant to Rebuilding Together. 	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"> The Partnership to Prevent and End Homelessness (PPEH) FY-2023-28 Strategic Plan’s Objective 2 under Goal 1 is to “Provide more permanent, supportive housing choices and supportive services to address the needs of those experiencing chronic and recurrent homelessness.” PPEH’s FY2023-2028 Strategic Plan’s Goal 3 is to: “Increase Community Support and Funding for Housing Affordability and Stability Services.” In November 2023 PPEH held a public forum on the issue of housing affordability for households with children. 	In progress

<p>Increase rapid re-housing to individuals and families experiencing homelessness.</p>	<ul style="list-style-type: none"> • The Partnership to Prevent and End Homelessness (PPEH)FY-2023-28 Strategic Plan’s Objective 2 under Goal 1 is to “Provide more permanent, supportive housing choices and supportive services to address the needs of those experiencing chronic and recurrent homelessness. “ • PPEH’s FY2023-2028 Strategic Plan’s Goal 3 is to: “Increase Community Support and Funding for Housing Affordability and Stability Services. • In November 2023 PPEH held a public forum on the issue of housing affordability for households with children. • PHA awarded grant to Carpenter’s Shelter in 2022. • Carpenter’s Shelter anticipated serving 140 households through its Rapid Re-Housing (RRH) program and ultimately was able to serve 191 households in FY 2023. The funding was used to expand the capacity of the RRH operations. As a result, 4 households were able to receive direct services. • The program provided support to individuals experiencing a housing crisis and offered tailored supports that promoted long-term stability. Services included access to benefits, job opportunities, training, healthcare, childcare, and more. 	<p>In progress</p>
<p>Create a systematic process to increase employment opportunities for people experiencing homelessness.</p>	<ul style="list-style-type: none"> • PPEH’s FY 2023-28 Strategic Plan’s Objective 1 under Goal 2 is to “Expand and maintain access to meaningful and sustainable employment opportunities for people experiencing or at risk of homelessness.” • PPEH’s Governing Board, in September 2023, establish an Employment and Income Committee that is responsible for advancing work on this objective. 	<p>In progress</p>
<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"> • PPEH’s FY 2023-28 Strategic Plan’s Objective 3 under Goal 2 is to “Integrate primary and behavioral health care services with homeless assistance programs and housing to reduce people’s vulnerability to, and impacts of, homelessness.” • PPEH’s Governing Board assigned responsibility for advancing work on this objective to its Gaps and Needs Committee. 	<p>In progress</p>

Mental Health

Strategy A: Assure culturally appropriate and trauma-informed mental health resources, services, and support for all Alexandria's communities.		
Tactic	Performance	Status
Partner with the faith community to increase access to mental health resources among communities of color.	<ul style="list-style-type: none"> CCNA is partnering with The American Psychiatric Association Foundation (APAF) to establish <i>The Mental Health Coalition of Virginia</i>, a consortium of like-minded organizations dedicated to addressing mental health. 	In progress
Provide trauma-informed trainings to community groups.	<ul style="list-style-type: none"> RAISE has developed its own trauma informed workshops initiative. 1058 individuals have been trained on trauma-informed approaches with a 98% knowledge increase. 213 individuals have been trained on advocating for policy changes with a 91% knowledge increase. PHA awarded a 2021 grant to Move2Learn (formerly Running Brooke) to advance this tactic. Move2Learn provided 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. OAR successfully used the funds to support 35 individuals through facilitating Health and Wellness, Employment, and Healthy Relationships courses in the William G. Truesdale Adult Detention Center and the Arlington County Detention Facility (where several Alexandrians are located) while incarcerated and post release. Launched a new Gender responsive program, designed to focus on the unique needs of those identifying as women, females, or femmes. This program supports those participants identifying as women, females, or femmes while incarcerated and post-release. 	In progress

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"> Work for this tactic is still 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 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. • The Alexandria Department of Recreation, Parks and Cultural Activities provides Walk and Fit Training for individuals 55 & Up at the Patrick Henry Recreation Center. 	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. • Move2Learn Organized Step Challenge at ACHS for Mental Health Awareness Month with school counselor and social worker to provide over 1200 high school students M2L lesson plans. 	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.	<ul style="list-style-type: none"> • The Animal Welfare League of Alexandria working on creating quarterly "walk and talk" events with the organization's staff and dog owners. 	In Progress

	<ul style="list-style-type: none"> The intent is to start the events in spring 2024. 	
Advocate for safer streets for people of all ages.	<ul style="list-style-type: none"> Successfully advocated for bike and pedestrian accommodations on Duke Street as part of Duke Street in Motion. Advocated for sidewalk safety improvements, E/W bike/mobility connected route to connect West Alexandria, advocated for change in STOP signs on roads crossing MVT to improve pedestrian/bike safety. Spoke at various meetings on Duke Street in Motion in favor of options that improve pedestrian safety and transit access, Participated in two city-sponsored walk audits near schools. continue to engage with City and State governments on safety issues. Continue to participate in ACPS Biking in the Schools (BITS) program to teach kids to bike safely. Continued to run Bike Rodeos to teach kids safe bike skills. 	In Progress
Establish and implement a youth physical activity scholarship program to cover all fees for eligible youth.	<ul style="list-style-type: none"> Discussion started in November 2023 on research questions and issues to create, fund and administer such a scholarship program. Key stakeholders will be invited to participate in a meeting regarding these research issues and questions in early 2024. The Partnership for a Healthier Alexandria awarded a 2023 grant to the Alexandria Soccer Association to expand free after school soccer programming at five elementary and middle Alexandria City Public Schools. 	In Progress

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).	<ul style="list-style-type: none"> In October 2023, Alexandria City Public Schools launched a new mental health service with Hazel Health. Students can meet with a licensed Hazel Health therapist virtually for a therapy appointment. 	In progress
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.	<ul style="list-style-type: none"> The Partnership for a Healthier Alexandria awarded a 2023 grant to Postpartum Support Virginia to train community member to provide evidence-based peer and social support to those 	In progress

	suffering from mental health issues during pregnancy and postpartum.	
Expand programming for seniors to reduce social isolation.	<ul style="list-style-type: none"> In November 2023, the Partnership for a Healthier Alexandria voted to sponsor or co-sponsor work sessions with community organizations to do a gap and needs assessment of programming in the City focused on loneliness and isolation related to all age groups. The first work session is being planned for late winter/early spring 2024. 	In progress
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. Heard NOVA has resumed onsite arts programming (improvisation) twice weekly at the Northern Virginia Juvenile Detention Center. Additionally, Heard NOVA has offered periodic arts programming at the Alexandria Adult Detention Center. Most recently they offered 12 weekly singing lessons/karaoke classes. 	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. Currently M2Learn is experiencing challenges scaling up due to budget constraints limiting the number of students that can be served. Move2Learn is exploring other funding options. 	In progress
Invest in professional development so educators and support staff can learn how to incorporate Social-Emotional learning approaches into the school day.	<ul style="list-style-type: none"> Move2Learn developed three M2L SEAL lessons focused on teaching students the mind-body connection. M2L/RB Director of Programs taught two to three in-person lessons each to 20 different classrooms (approximately 500 students) at Samuel Tucker, Charles Barrett, ACHS Avid, and Cora Kelly. 	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

	<ul style="list-style-type: none"> • The Spitfire Club (TSC) is piloting a model of integrated wraparound mental healthcare services into TSC’s core book club programming. The pilot program aimed to establish 1-2 cohorts of up to 30 girls in Title I schools, affordable housing communities, or community centers serving low-income neighborhoods. • Approximately 17 youth and 8 caregivers were directly engaged in social-emotional learning programming. 80% of participants self-reported that this program has positively impacted their mental health, exceeding the target rate of 75%. 71% of respondents reported assets growth in “Support” and 57% of respondents reported assets growth in “Positive Identity” categories. Lastly, 100% of responding caregivers reported perceived improvement of social-emotional wellbeing in participants. • DCHS is experiencing ongoing vacancies including direct service, supervisory and administrative. Increasing challenge hiring bilingual (Spanish/English) staff. The pool (both Spanish speaking and English only) is dwindling across the region, state, and country; and candidates are going to other regional jurisdictions where they can make more money. Vacancies in administrative positions across the Department and City impact ability to adjust in response to need. • DCHS doubled the number of days their therapists are based at Hammond. • DCHS is focused on identifying recruitment and retention incentives and will keep focus on hiring and refining data collection. Updated metrics can be seen below. <p>Metrics Update from Department of Community and Human Services:</p> <ul style="list-style-type: none"> • Assessment of existing services, waitlist, and referral process completed; COMPLETED within DCHS Child & Family Behavioral Health Services • Service redundancies and gaps identified; COMPLETED within DCHS • Plans to create greater efficiencies and close gaps developed and implemented; COMPLETED within DCHS • Increase in school referrals to DCHS Youth Central Intake; IN PROGRESS - data collection issue being addressed. • Reduced wait time for appointments; IN PROGRESS within DCHS - wait times increased but remained lowest for students at highest risk. • # of ACPS referrals to the DCHS Family Assessment and Planning Team; IN PROGRESS - In FY23: 54 ACPS referrals for Private Day placements and one for Wraparound funding to support locally administered IEPs 	
Strengthen school and community-based	<ul style="list-style-type: none"> • Through a grant provided by the Partnership for a Healthier Alexandria, Move2Learn completed the following: SEAL lessons 	In progress

<p>education, outreach, and access around family mental health.</p>	<p>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.</p> <ul style="list-style-type: none"> • 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 (TSC) to do a pilot project. • TSC piloted a model of integrated wraparound mental healthcare services into TSC’s core book club programming. The pilot program aimed to establish 1-2 cohorts of up to 30 girls in Title I schools, affordable housing communities, or community centers serving low-income neighborhoods. 	
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Strategy F: Expand early intervention programming and counseling in the community.		
Tactic	Performance	Status
<p>Provide Adult Mental Health First Aid training to community providers and residents.</p>	<ul style="list-style-type: none"> • Department of Community and Human Services staffing changes to build capacity to deliver mental health first aid. • In Fall 2023, new trainers were recruited to facilitate the AMHFA curriculum in the community. • New trainers currently going through certification process. • During fiscal year 2023, 52 people completed Adult Mental Health First Aid. • Adult Mental Health First Aid classes are being offered to community members in November and December 2023. 	<p>In progress</p>
<p>Provide Youth Mental Health First Aid Training to community providers and residents.</p>	<ul style="list-style-type: none"> • Between July 1, 2021, and February 2, 2023, 116 individuals were trained in youth mental health first aid. Since February 2, 2023, 75 more individuals were trained. Virtual and in-person trainings are being offered to accommodate for limited number of certified trainers and to expand reach. 	<p>In progress</p>
<p>Provide evidence - based simulated trainings for having</p>	<ul style="list-style-type: none"> • Suicide Prevention Alliance of Northern Virginia (SPAN) launched its new suicide prevention awareness campaign: Ask. Talk. 	<p>In progress</p>

<p>conversations on mental health.</p>	<p>Connect. With a virtual presentation on how community members can Ask. Talk. Connect. in September 2023.</p> <ul style="list-style-type: none"> • The content on the SPAN web site was redone to focus on the new suicide prevention campaign. • SPAN is working on developing campaign materials that will be used in Alexandria and the four other Northern Virginia jurisdictions. 	
<p>Create and deliver a mental health literacy program to eliminate mental health stigma.</p>	<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. • The Mental Health Literacy WG partnered with George Mason University Grad Students to support this tactic. The GMU NRT group created and disseminated (with workgroup support) a survey that asked about respondents whether they'd experienced depression, anxiety, and PTSD. It also asked questions that determined whether respondents had faced stigma when seeking mental health help, their awareness of resources that existed in the community and barriers to seeking help. 	<p>In progress</p>

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. Several members of the Partnership for a Healthier Alexandria’s Steering Committee attended the Youth Support Network’s Landscape Study Community Meeting on October 16, 2023. 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 Youth Support Network 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. • The Partnership for a Healthier Alexandria awarded a 2023 grant to Casa Chirilagua to support its Casa to College program. 	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 October 2023 DCHS in partnership with private and publicly funded childcare centers and family day home programs will launch its coordinated enrollment initiative. Following two practice years under Virginia Quality Birth to 5 (VQB5); enrollment coordinators from the various programs have developed an understanding of each program's eligibility criteria for the purpose of developing a common application for any family seeking childcare for children birth to 5 years of age. A common multi-lingual brochure is in development. A dedicated email, 	In progress

	phone number and Coordinated Enrollment Office will be available to ensure families have ready "no wrong door" access. In person support through the Coordinated Enrollment Office is available at 4850 Mark Center Drive on the 1st floor and will be staffed by DCHS and ACPS Enrollment Coordinators.	
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 (ATC) 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. To date, \$500,000 has been invested to provide services such as legal support, service referrals, and mental health services to people struggling with substance use disorder. Currently ATC has 10 clients with an overall court attendance rate of 90%. 8 clients have successfully completed the program and graduated. ATC will continue to seek funding opportunities in the coming year to sustain program. 	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. ATC has hired a new therapist, program coordinator and expanded the number of participants in the program. Housing security continues to be a barrier for participants. ATC is currently working on promoting its program with hopes to obtain more funding in the coming year. 	In progress

<p>Develop strategies and steps that will meet the requirement and goals of the commonwealth of Virginia's Marcus Alert System Plan.</p>	<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. 	<p>In progress</p>
<p>Explore youth criminal justice best practices such as restorative justice, youth court, and other similar programs.</p>	<ul style="list-style-type: none"> • Additional funding was included in the City's budget relative to mental health/substance use disorder services through the Court Service Unit (FY24). Additionally, the Court Service Unit is finalizing its request for an additional position via the state. • Workgroup is currently reviewing progress within 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. • Building Mentor University. • Recently, there have been staffing challenges and increased demand for services. 	<p>In progress</p>
<p>Monitor and engage in the establishment and implementation of the Alexandria Community Policing 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. • Friends of Guest House has successfully serviced 170 reentering women across all programs, including Residential, Aftercare, Outreach, and Peer Support Services. Each resident took part in in the Workforce & Life Development (WLD) Program, equating to over 2,000 class hours on topics such as parenting, personal finance, and job skills training. • During the grant period, 39 women participated in the Aftercare program through the Second Chance Community, a house and three apartments with single rooms that clients can rent on a transitional basis with a sliding pay scale. • The Outreach program provided non-residential assistance to 47 women transitioning directly from incarceration into the community. Services provided range from short-term support, such as locating affordable housing in the community, to longer-term case management. • PHA awarded a 2022 grant to Offender Aid and Restoration (OAR). • OAR successfully used the funds to support 35 individuals through facilitating Health and Wellness, Employment, and Healthy Relationships courses in the William G. Truesdale Adult Detention Center and the Arlington County Detention Facility (where several Alexandrians are located) while incarcerated and post release. 	<p>In progress</p>

Strategy D: Increase access to employment resources and opportunities.		
Tactic	Performance	Status
Enhance work-based learning opportunities and expand the number of opportunities for youth.	<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. 	In progress
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. • The Social Responsibility Group aims to establish a marketing/media platform to showcase individual businesses and entrepreneurs in addition to establishing an annual business expo. • Approximately 200 businesses/entrepreneurs were engaged resulting in the creation of a database of newly established and existing businesses. • Business within this network will have opportunities to build business relationships, identify opportunities for growth while gaining increased awareness within the community. This effort is ongoing. 	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.	AHD has adjusted tactic to research recent policy changes to prevent predatory loan practices.	In progress
Expand access to credit for low-wealth individuals in Alexandria.	AHD has adjusted tactic to identify potential partners and opportunities for intervention.	In progress

Strategy H: Remove barriers to public transit.		
Tactic	Performance	Status
Advocate for DASH to provide free transportation or reduced fares for low-income residents.	<ul style="list-style-type: none"> Project complete - Recently published a letter explaining the importance and value of free fare in the Alexandria Times on August 31, 2023 	Complete
Support funding for service increases of the 2022 and 2030 Vision Plan networks.	<ul style="list-style-type: none"> Currently coordinating a letter-writing campaign to City Council and the City Manager to fund additional DASH bus service increments. The obstacle to funding more DASH bus -service is a fiscally constrained City budget. Sent letters to City Council members asking them to provide funding in the FY24 City budget for additional DASH service. Council added \$120,000 to increase Sunday service on DASH route, but more funding is needed in FY25 	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. • The Workforce Development Center (TWC) recently received a grant from the Public Library Association which will be used to expand computer classes. Currently staff have limited capacity to speak other languages. Recruiting, training, and retaining volunteers with bilingual capacity is a priority moving forward. • TWC will also aim to partner with Computer Core in the coming future. 	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. • The Workforce Development Center (TWC) aims to use the grant from Public Library Association and partnership with Computer Core to expand capacity to serve residents. There is a need for volunteers that are bilingual. 	In progress
Monitor and engage in the creation and implementation of Alexandria's Digital Equity Plan.	<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. 	In progress