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# FOCUSED ON COMMUNITY

2015 Community Impact Report



Department of Community  
and Human Services

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FY 2015  
City Government

**Mayor**

William D. Euille

**Vice Mayor**

Allison Silberberg

**City Council**

John Taylor Chapman

Timothy B. Lovain

Redella S. Pepper

Paul C. Smedberg

Justin M. Wilson

**City Manager**

Mark B. Jinks (2015)

Rashad M. Young (2014)

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**Vision**

The Department of Community and Human Services envisions a community in which residents enjoy a sense of well-being, safety and self-sufficiency.

**Mission**

The Department of Community and Human Services provides effective and essential safety net services that measurably improve or maintain the quality of life for Alexandrians.

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# A Message from the Director

We are proud to present the Department of Community and Human Services' 2015 Community Impact Report. In this report we share our highlights for the year as well as the scope of the services provided. As you go through these pages, you will see the significance of our impact on the community.

As in previous years, the demand for our services continued to increase while our resources have been diminishing. In spite of that challenge, we continued to pursue approaches proven to be effective and to produce better outcomes for individuals and families. These kinds of strategies were critical to meeting the needs of those we serve and doing so in the most efficient ways possible.

Our volunteers and collaborative partners are another critical element in assuring a strong community impact. This report acknowledges the many ways that residents and organizations lent a hand in supporting our work. Alexandrians continued to show great generosity in their time, spirit and resources. They truly made a difference.

I must acknowledge the dedication and hard work of our 650+ employees who make an impact every day. I marvel at their commitment, resiliency, tenacity and skill. Their daily investment in this work makes a difference in the lives of thousands of Alexandrians each year.

We are also grateful for the support we have received from Boards and Commissions, City Council and City leadership. This strong network makes it possible to expand and strengthen our impact and move closer to a community in which all residents enjoy a sense of well-being, safety and self-sufficiency.

Thank you!



Kate Garvey



# Values and Guiding Principles

FY 2015  
Leadership Team

**Kate Garvey**  
Department Director

**Suzanne Chis, MSW**  
Deputy Department Director

**Carol Layer, LCSW**  
Center Director,  
Aging and Adult Services

**Deborah Warren, DCSW**  
Center Director,  
Children and Families

**Dennis McKinney**  
Center Director,  
Economic Support

**Lisa Baker, MPA**  
Chief Officer, Office of  
Strategic Initiatives  
& Communication

**Jim Fleming, MPA**  
Fiscal Officer

**Jeff Bollen**  
Human Resources Manager

**Paul Kim**  
Tech Services Director

## Equal Access

Our services are available to all people regardless of economic status, language, race, sex, ethnicity, national origin, age, disability, religion, sexual orientation or gender identity and expression.

## Dignity and Respect

We promote self-determination and honor the dignity and rights of the people we serve.

## Cultural Competency

We honor the cultural backgrounds, values and preferences of the people we serve.

## Ethics and Accountability

We are ethical stewards of the resources entrusted to us and are accountable for our actions.

## Collaboration

We partner with individuals, families, service providers and the community to ensure that our services promote responsive, efficient and innovative solutions to current and emergent challenges.

## Competency

We employ a qualified, empathetic and diverse staff recognized for creativity and professional achievement.

## Integrity

We communicate consistently, honestly and openly and demonstrate integrity in all aspects of our work.

## Continuous Improvement

We employ innovative best practices and we strive to continuously improve our programs and services based on outcomes.

# Boards and Commissions

The following boards and commissions provide oversight and guidance to DCHS programs:

**The Alexandria Community Policy Management Team (ACPMT)** sets policy for and administers the Children's Services Act.

**The Alexandria Community Services Board (CSB)** sets policy for and administers Alexandria's publicly-funded mental health, intellectual disability and substance abuse services.

**The Children, Youth & Families Collaborative Commission** advocates for children and youth, aged prenatal to 21 years, and their families by advising on policies, promoting the City-wide coordination of services and promoting research and best practices.

**The Commission on Aging** advocates for issues related to aging and promotes the implementation of the Older Americans Act. The Commission advances services that address the needs of older Alexandrians.

**The Commission on Employment** is responsible for developing the City-wide plan for employment services that reflects the goals of linking existing City employment and training programs with those of the school system and the Alexandria Chamber of Commerce's economic development program.

**The Commission for Women** provides consultation to City Council on issues concerning women, with focus on human rights, legislation, HIV/AIDS, the economic and health status of women, breast cancer and domestic violence.

**The Economic Opportunities Commission** advocates for the interests of the City of Alexandria's most vulnerable residents. The EOC serves as the commission to Alexandria's Community Action Agency and advises City Council, the Virginia State Legislature and the Virginia Congressional Delegation about legislative matters and issues affecting low-income households.

**The Social Services Advisory Board** monitors the formulation and implementation of social welfare programs and advises City officials on all public welfare matters.

**The Workforce Investment Board** supports the employment and training needs of the City of Alexandria and Arlington County. They aim to build a workforce development system that prepares the local labor force for the 21<sup>st</sup> century.



# Center for Adult Services

There were a number of notable highlights in the Center for Adult Services in FY 2015. The **Transitioning Adults into Successful Living (TRAILS)** program was developed with funding from the Virginia Department of Behavioral Health and Developmental Services. TRAILS serves individuals aged 16-25 who have experienced their first episode of psychosis. With comprehensive early treatment, TRAILS helps individuals cope with symptoms and improves their ability to work and/or go to college, live independently and have enjoyable relationships.

The **Opioid Treatment Program** saw a 25 percent increase in the number of persons seeking treatment.

The increase to 191 clients mirrors a nationwide trend of an increase in heroin abuse, due in large part to the availability of prescription opiates.

**Emergency Services** saw an 82 percent increase in persons served. This reflects a statewide increase in crisis response services and involuntary psychiatric hospital admissions. Likely causes include an increase in the public's awareness of mental health issues due to programs like the Crisis Intervention Team and Mental Health First Aid, as well as changes to the Virginia Code.

Through the **New Lease of Life Program**, a federal grant-funded primary care integration project, medical staff from Neighborhood Health are on-site two days

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# Emergency Services saw an 82 percent increase in persons served.

a week providing primary medical care to behavioral health clients. Coordination of behavioral and medical health care results in better overall outcomes for clients.

The Virginia Department of Behavioral Health and Developmental Services awarded DCHS an ongoing grant to operate a **Crisis Intervention Team Assessment Center (CITAC)**. The CITAC will be located at Alexandria Hospital and will allow for Alexandria Police to quickly and safely transfer custody of individuals under an Emergency Custody Order to a CIT security guard in the hospital emergency room. CITACs have shown excellent results in increasing the number of persons diverted into treatment and away from the criminal justice system.

The CIT program has trained over 400 Alexandria first responders to effectively work with persons with behavioral health disorders.

The annual **Point-in-Time (PIT) Count** revealed 267 persons experiencing homelessness — temporarily sheltered and unsheltered in the City of Alexandria — the same as 2014. Decreases in the numbers of single individuals were offset by increases of families in the Domestic Violence and Emergency shelters. PIT Count results help assess unmet needs and gaps in services, inform funding and other planning decisions, and evaluate progress made in preventing and ending homelessness.

## EMERGENCY SERVICES

# 1,591 SERVED

Providing 24-hour crisis intervention to individuals having a serious mental health and/or substance abuse problem. There were 850 served, with an additional 674 interventions provided at the jail and 67 geriatric emergency interventions.

## MENTAL HEALTH AND SUBSTANCE ABUSE OUTPATIENT SERVICES

# 1,017 SERVED

Providing individual and group mental health therapy to 595 adults, substance abuse counseling to 332 adults and mental health services to 90 older adults. Of those participating in services, 88 percent became higher functioning.

## DETOX CENTER

# 338 SERVED

Operating 24/7 providing a short-term treatment environment for persons withdrawing from alcohol or drugs and working with them to accept ongoing treatment as appropriate.

## ADULT PROTECTIVE SERVICES

# 302 SERVED

Receiving and investigating reports of suspected adult abuse, neglect and/or financial exploitation. Of these, 127 cases were founded. Ninety-five percent of individuals with founded cases do not experience recurrence of maltreatment within 12 months of APS involvement.

## RESIDENTIAL PROGRAM

# 209 SERVED

Providing permanent or transitional living arrangements, support, supervision and training to promote personal growth for persons with severe mental illness including those with co-occurring substance use disorders and those with intellectual disabilities. Of those with intellectual disabilities, 93 percent met or partially met health and well-being goals.

## WEST END WELLNESS CENTER

# 144 SERVED

Offering psychosocial rehabilitation for adults with severe mental illness through skill building classes, recreational and socialization activities; family support and education, and pre-vocational and vocational services to support job placement.

## ADULT DAY CENTER

# 38 SERVED

Offering services to older adults who cannot or may not want to stay at home alone during the day. The Center provides physical, social and mental activities; nutritious meals; medication administration and caregiver support.

# Center for Children and Families

The Center for Children and Families saw a number of successes over the past year. **The Alexandria Community Policy Management Team (ACPMT)**, comprised of leaders from Alexandria's child-serving agencies, assisted 94 percent of children at risk for placement in congregate care to remain in less intensive community-based interventions. Alexandria reduced the number of children placed in residential facilities by 79 percent, from a high of 66 children in FY08 to 14 placed in FY15. This has resulted in over \$4 million in reductions.

What this success looks like: A 17-year-old comes to the attention of the school and court services

for truancy and assault charges. They are unable to engage the family, which lives in a shelter. Response in 2009: Place the youth in foster care, a group home or residential treatment center — even though major behavioral health symptoms were not exhibited. Response in 2015: Child and Family Behavioral Health coordinates with the family and others involved for an assessment. This assessment is presented to the **High Risk Youth Review Team**, comprising managers from the City's child-serving agencies and the family. This team determines whether a child meets strict criteria for congregate care placement. He does

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# ACAP celebrated 15 years of success, including helping to reduce the teen pregnancy rate by 54 percent.

not, so a plan of care is developed that includes family services to address housing, safety through Child Welfare, monitoring through Court Services, academic support through the school, and a behavioral health assessment and parent coaching through the **Community Wraparound Team**. The family decides to participate in an intensive High Fidelity Wraparound care coordination process. The team meets monthly to ensure the plan is working and includes a variety of natural supports. The youth is connected with a youth peer professional who provides support to reach goals.

The **Alexandria Campaign on Adolescent Pregnancy (ACAP)** celebrated 15 years of success, including helping to reduce the teen pregnancy rate by 54 percent. In 2000, the city's teen pregnancy rate was 56.4 per 1,000 10-19 year-olds. Now, the rate has dropped to 24.8 pregnancies. Among the partners contributing to this success are the Health Department and Alexandria City Public Schools.

The **Preschool Prevention Team** completed 12 years of Al's Pals: Kids Making Healthy Choices programming. This year, 518 children in 37 pre-school classrooms completed the program with 60 percent showing improvement in pro-social skills and 64 percent showing improvement or no increase in problem behaviors. Al's Pals is a science-based program that utilizes puppets, songs and activities to teach children to be good decision makers. Prevention programs increase protective factors and decrease risk factors, which helps to improve school readiness and positive outcomes across the developmental spectrum.

The **Sexual Assault Center** implemented Rape Prevention Education (RPE) through multiple youth serving organizations in the city. RPE best practice strategies are inclusive of youth aged 12-17. Curricula cover healthy relationships building resilience, engaging bystanders and changing social norms.

YOUTH DEVELOPMENT

## 4,900 ENGAGED

Youth Development Counselors, the Alexandria Campaign on Adolescent Pregnancy, the Substance Abuse Prevention Coalition of Alexandria and Youth Voice Alexandria engaged youth and parents in evidence based programs, support services and educational and leadership programs and initiatives. Of those engaged, 90 percent reported positive changes.

24-HOUR SEXUAL ASSAULT AND DOMESTIC VIOLENCE HOTLINES

## 2,334 SERVED

Providing multi-lingual crisis intervention and support to victims and others affected by domestic violence, intimate partner violence and sexual assault. Services include information on safety and referrals to legal and social services, housing and child-care providers.

CHILD AND FAMILY BEHAVIORAL HEALTH

## 990 SERVED

Providing assessment, care coordination, mental health and substance abuse treatment services through the Community Wraparound and Youth and Family teams. Ninety percent of youth served by the Youth & Family Team improved or maintained functioning, and 98 percent of youth served by the Community Wraparound Team remained in the community.

FEE-BASED CHILD-CARE ASSISTANCE

## 825 CHILDREN SERVED

Providing funding to enhance the quality, affordability and availability of child care for Alexandria families.

INFANT AND TODDLER CONNECTION

## 761 SERVED

Providing early intervention services to children, from birth to age three, with developmental disabilities.

CHILD PROTECTIVE SERVICES

## 559 FAMILY ASSESSMENTS

Receiving and responding to concerns of abused or neglected children and working to ensure their safety. Of these assessments, there were 46 founded cases. Ninety-nine percent of children receiving Child Welfare Services do not have additional findings of abuse or neglect within 12 months of services.

MONTHLY AVERAGE IN FOSTER CARE

## 89 CHILDREN SERVED

Providing substitute care in licensed households to children needing care for a temporary or extended period of time while, when possible, the biological family works to improve unhealthy situations so children can be returned.

ADOPTION  
**8 CHILDREN PLACED**

Identifying stable and permanent families to welcome children after every effort is made to return them to their biological families.

# Center for Economic Support

## Office of Community Services

The City successfully met the national “Mayors Challenge” to functionally end veteran homelessness and is now housing more veterans than those who are homeless. Any identified homeless veteran will move into permanent housing within an average of 90 days after connecting with the community-based homeless response system. The DCHS Office of Community Services led this initiative and worked with PATH Homeless

Outreach, local homeless and veteran service providers, and the Office of Veteran Affairs to achieve this goal.

The **Rent Relief Program** for seniors and adults with disabilities received a budget increase of \$150,000, which allowed the maximum monthly subsidy to be increased from \$375 monthly to \$500 monthly. This allows recipients to use their limited income towards other living expenses such as food and medications.

FINANCIAL STABILIZATION SERVICES & RENT RELIEF

**2,650 ASSISTED**

ALEXANDRIA COMMUNITY SHELTER

**316 SHELTERED**

WINTER SHELTER

**313 SHELTERED**

HOMELESS PREVENTION FUNDING

**159** INDIVIDUALS FROM **53** HOUSEHOLDS SERVED

RENT SUBSIDIES TO SENIORS AND PERSONS WITH DISABILITIES

**83 SERVED**

## Workforce Development Center

The Workforce Development Center, formerly JobLink, continued to rebrand the program and expand its service delivery model, including: development of an online job board for job seekers and businesses; Career Readiness Workshops and a Youth Career Academy; e-News briefs for consumers; and expanded career paths such as a STEM Program (Science, Technology, Engineering and Mathematics) in partnership

with Alexandria City Public Schools and George Mason University and a Culinary Training Program for women with barriers to employment.

The **Summer Youth Employment Program** maintained a 97.3 percent retention rate for 153 participants. The program provides job search skills, placement opportunities, work experience and supportive services for youth ages 14 through 21.

**243** JOB BOARD POSTINGS

20,311 Hits

**5,759 VISITS**

Career Center and Youth Career Academy

**545 SERVED**

Consumers placed into jobs with average full-time wage of \$13.90/hour

**418**

Businesses served

## Benefits

**997 SERVED**

Monthly Average of Temporary Assistance for Needy Families (TANF) Recipients

**12,749 SERVED**

Monthly Average of MEDICAID Recipients

**8,853 SERVED**

Monthly average of recipients in the Supplemental Nutrition Assistance Program (formerly Food Stamps)



# DCHS Community Impact

Volunteers make a difference. They expand our supports and services and help us touch more lives.

**The Fund for Alexandria's Child**, supported by an advisory council of 15 volunteers, raised over \$72,000 for foster and at-risk children to participate in activities that help to normalize their lives, such as athletic teams, dance classes, holiday gift sharing, prom, graduation celebrations and transportation to jobs and medical appointments.

In the **Holiday Sharing Program**, 409 individuals and groups sponsored 401 families, 187 seniors or adults with disabilities and 92 foster children by providing them with food, clothing and gifts for the holiday season. Over 170 volunteers coordinated

the **Holiday Sharing Program**, giving 850 hours. Donated gift cards for groceries totaled \$9,175 and gift cards for teens in foster care totaled \$13,795.

**The Domestic Violence Program** had 75 volunteers who provided 3,219 hours of service answering the 24-hour hotlines, facilitating support groups, providing court accompaniment and advocacy, and providing support to shelter residents and children.

**The Sexual Assault Center** had 40 volunteers who provided 11,151 hours on call and 72 hours of direct service answering the 24-hour hotlines, facilitating support groups, providing court accompaniment and advocacy, and providing support to shelter residents and children.

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# Volunteers make a difference.

**Friends of the Alexandria Mental Health Center**, a non-profit group of volunteers that provides financial assistance to DCHS clients with mental illness, substance use and intellectual disabilities, responded to 232 requests for assistance with rent, utilities, medication and more. Friends managed \$42,731 in contributions in addition to several funds designated for special use. Friends supported **Mental Health First Aid Training** and fostered staff development by funding specialized clinical trainings through the Krasnow Fund.

Behavioral health programs had 54 volunteers who provided nearly 2,000 hours of service. Representative payees managed the finances of 59 clients with a mental illness or intellectual disability. Companions planned activities with residents of group homes, and guardians served as court-appointed decision makers for clients.

## A sampling of community events...

- Adoption Day Celebration
- Art Uniting People
- Caregiver Conference
- Children's Mental Health Events
- Domestic Violence Awareness Events
- Drug & Alcohol Recovery Month Events
- Excellence in Aging Awards
- Free Tax Preparation
- Healthcare Decision Planning Day
- Holiday programs to assist client families
- Kick Butts Day Takes Aim at Smoking
- Mental Health Awareness Week Events: Suicide Prevention, Hoarding, PTSD and Alzheimer's
- Project Discovery Walkathon for College-bound Youth
- Salute to Women Awards
- Sexual Assault Awareness Events
- Sticker Shock – Don't Provide Alcohol to Minors
- VICAP Medicare Presentations
- Youth Leadership Conference

## DCHS Community Impact (continued)

### Mental Health First Aid

DCHS employees trained 270 residents and City employees in Mental Health First Aid (MHFA) or Youth Mental Health First Aid. MHFA demonstrates the initial help given to an adult or youth showing signs of a mental health crisis. The course teaches risk factors, warning signs and symptoms, as well as an action plan for helping people until they can be linked to professional resources. Those who complete the eight-hour course receive a certification.

### Children, Youth and Families Collaborative Commission (CYFCC)

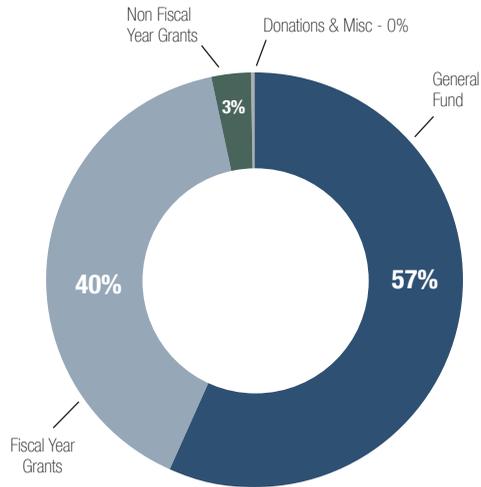
The Children, Youth and Families Collaborative Commission, which oversaw the development of the Children and Youth Master Plan (CYMP) for the well-being of all Alexandria children, progressed in fully engaging the non-profit community, residents, school personnel and staff from City agencies in the development of the Implementation Plan. More than 140 people attended two work sessions. The outcomes were: 1) Prioritization of initial action steps in the Plan, 2) Commitment of agencies to contribute to specific action steps, and 3) Identification of agencies that could work together in pursuit of funding.

## The Alexandria Fund for Human Services (AFHS)

AFHS is an umbrella fund through which DCHS administers competitive grants for two human service funds: the Children and Youth Fund and the Community Partnership Fund. The Children and Youth Fund assists organizations providing early childhood education programs and services for at-risk children (birth through age five); and supports programs, services and activities that promote positive youth development for youth aged 16-21. The Community Partnership Fund supports human services priorities that address self-sufficiency, prevention, protection and treatment. City Council approved a FY15 appropriation of \$1,996,430 that supported 63 programs and initiatives administered by 44 non-profits and benefited 14,038 Alexandria residents. In FY16, the AFHS is a single fund supporting a single set of priorities.

**Out of School Time Services**, a cooperative partnership between the Department, Alexandria City Public Schools and the Campagna Center, used City grant funding to provide school age child-care for 1,197 elementary school children before and after school and during breaks and the summer. Campagna Kids is offered at 11 elementary school sites.

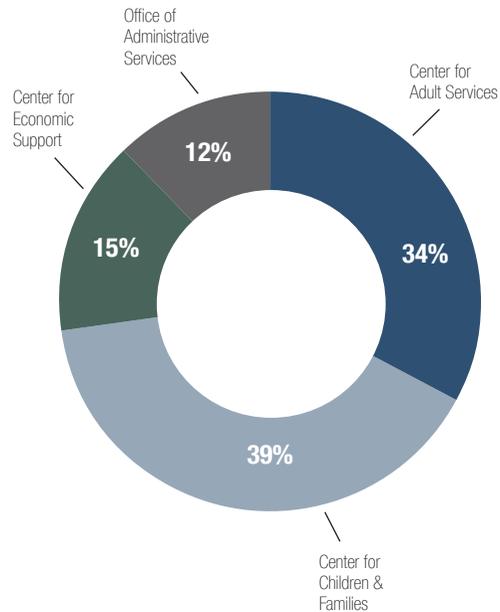
# FY 2015 Financial Information



**FY15 Revenues by Source**

General Fund	\$50,184,986
Non Fiscal Year Grants	\$2,824,199
Fiscal Year Grants	\$34,814,173
Donations	\$276,888
Miscellaneous	\$61,500

**DCHS Total \$88,161,746**



**FY15 Expenditures by Center/Office**

Center for Adult Services	\$29,466,560
Center for Children and Families	\$34,793,204
Center for Economic Support	\$13,550,764
Office of Administrative Services	\$10,351,218

**DCHS Total \$88,161,746**

## DCHS FY15 Budget

**Center for Adult Services \$29,466,560**

ID Services for Adults	\$6,356,436
Residential and Comm. Supp. Services	\$7,304,554
Clinical and Emergency Services	\$8,653,600
Aging and Adult Services	\$5,704,749
Adult Services Leadership & Management	\$1,447,221

**Center for Children & Families \$34,793,204**

Child Welfare	\$11,007,611
Comprehensive Services Act	\$8,989,238
Early Childhood	\$7,546,507
Youth Development	\$1,895,784
Child and Family Treatment	\$3,002,186
Domestic Violence and Sexual Assault	\$1,654,145
Children Leadership and Management	\$697,733

**Center for Economic Support \$13,550,764**

Community Services	\$4,523,034
JobLink Employment Services	\$3,507,791
Benefit Programs	\$4,987,368
Economic Leadership and Management	\$532,571

**Office of Administrative Services \$10,351,218**

DCHS Admin Leadership and Management	\$8,354,788
Alexandria Fund For Human Services	\$1,996,430

**Grand Total \$88,161,746**



# Program Directory

## 1900 North Beauregard Street

AlexandriaWorks! | 703.746.5865

Center for Alexandria's Children | 703.838.4381

Early Childhood Division | 703.746.5437

Workforce Development Center | 703.746.5940

TeensWork! | 703.746.5880

## 2525 Mt. Vernon Avenue

Child Welfare | 703.746.5757

Community Services | 703.746.5700

Eligibility Programs | 703.746.5801

Women's Initiatives | 703.746.5030

Homeless Services Assessment Ctr. | 703.746.5700

## 421 King Street

Alexandria Campaign on Adolescent Pregnancy | 703.746.3131

Domestic Violence Program | 703.746.4911

Sexual Assault Center | 703.683.7273

School-Age Youth Development | 703.746.3436

Substance Abuse Prevention Coalition of Alexandria | 703.746.3670

## 720 North Saint Asaph Street

Administrative Offices, CSB | 703.746.3400

Emergency Services | 703.746.3401

MH/ID/SA Intake | 703.746.3535

Outpatient Mental Health Services | 703.746.3400

## 4480 King Street

Child Assessment and Treatment Center | 703.838.4708

Parent Infant Education Program | 703.746.3350

Residential Services Admin Offices | 703.746.3500

West End Wellness Center | 703.746.3456

## 2355 Mill Road

Detox Center | 703.746.3636

Ex-Offender Services | 703.746.5919

Substance Abuse Services | 703.746.3600

## 4401 Ford Avenue

Aging and Adult Services | 703.746.5999

Alexandria Vocational Services | 703.746.3333

Intellectual Disability Case Management | 703.746.3333



Department of Community  
and Human Services