

**City of Alexandria**  
City Council Strategic Planning  
Goal #4  
Template Draft

**Template for Strategic Planning Goal Work Groups**

**Goal Statement:**

The City of Alexandria is a community that supports and enhances the well-being, success and achievement of children, youth and families.

This is a change from the original goal statement of: “*Alexandria is a Community with Public Schools Amongst Northern Virginia’s Best and Where Our Recreational Programs Provide Youth the Opportunity to Succeed.*” The goal statement was changed at the suggestion of the working groups since it was seen as being too focused on schools and recreation programs versus broader initiatives.

**Objective #1:**

All children enter kindergarten and graduate high school prepared for success.

**Initiatives:**

1. Create a single point of access for public pre-school programs and resources for families needing services by July 2012.
2. Increase the number of quality and affordable pre-K opportunities for Alexandria children.
3. Adopt the State of Virginia definition of school readiness by July 2010 and develop and implement education programs for parents and the community by 2011.
4. Develop and implement initiatives that increase the percentage of children reading at or above grade level.
5. Increase the number of pre-K programs that utilize the QRIS system with the goal of full implementation for all city and school supported programs by 2015.
6. Develop and implement a city and schools early intervention system to identify children and youth that need extra support to achieve success by July 2013.

**Measures:**

- Number of pre-K programs with QRIS scores of 3 or more.
- % of children reading at grade level.
- % of students enrolling in kindergarten ready to learn as defined by Pals and other relevant assessments.
- School graduation rates.
- % of public satisfied with pre-school services access.

**City of Alexandria**  
City Council Strategic Planning  
Goal #4  
Template Draft

**Objective #2:**

Alexandria supports quality, evidence-based initiatives that promote the well-being of children, youth and families.

**Initiatives:**

1. Develop and implement an aligned initiative between the City and schools to impact family literacy by July 2013.
2. Reduce reliance on out-of-community care for children with special needs by developing appropriate community based programs.
3. Improve the coordination and alignment of existing youth mentoring programs and expand mentoring capacity city-wide by July 2013.
4. Improve the level of youth recreation and athletic field capacity and quality to meet scholastic and community demand by July 2013.
5. Maintain and improve access to pre-natal to age 3 programs that strengthen families, improve birth and children's health and development outcomes by July 2013.
6. Prevent child abuse and neglect through efforts including parenting training and support.

**Measures:**

- % of children with special needs served in community.
- Identification of young families in need of early childhood support.
- Improvement of youth developmental assets survey results.
- Improvement of youth risk behavior survey results.
- % of youth involved in leadership and other volunteer activities.
- Number of youth with regular access to supportive adults (see school strategic plan).
- Reduced early-term and low-weight births.
- Reduced cases of child-abuse and neglect.
- % of children reading at grade level.
- % of participants satisfied with programs addressing initiatives.
- % of targeted households involved in initiatives.
- % of programs addressing initiatives measured as highly effective.
- % of children, youth and families participating in arts, sports and other recreation activities.
- % of athletic field capacity met for youth sports and school programs.
- Number of foster care children placements and adoptions.
- Number of foster care parents.
- Number of CPS complaints.
- Participation in parenting classes.
- Number of CASA advocates.

**City of Alexandria**  
City Council Strategic Planning  
Goal #4  
Template Draft

**Objective #3:**

Alexandria's city, school and community services are effectively aligned in order to support the success of children, youth, and families.

**Initiatives:**

1. Develop and begin implementation of a comprehensive 0-21 youth master plan that is aligned with the ACPS strategic plan by July 2012.
2. Complete the collaborative alignment for service delivery for children and youth service by July 2011.
3. Develop and implement an alignment of city and school early childhood experiences to support school readiness by July 2011.
4. Coordinate and align public out of school time experiences for elementary school youth to improve access to quality programs by July 2012.
5. Coordinate and align public out of school time experiences for middle school youth to improve access to quality programs by July 2014.
6. Realign public boards and commissions that relate to children, youth and family programs to support improved service delivery by 2010.
7. The City and school develop and implement a system for sharing information about youth achievement to evaluate and improve public programs by July 2013.

**Measures:**

- Improvement on youth developmental assets survey scores.
- Improvement on youth risk behavior survey scores.
- Increase in school attendance rates.
- % of students identified for intervention receiving services.
- % of public satisfied with children and youth services access.