



TO: Council members Pepper and Hughes  
FROM: Karen Cleveland, President & CEO  
SUBJECT: Comments re: Strategic Plan Goal 7  
DATE: October 27, 2009

At Habitat for Humanity we fully endorse Goal 7 of the Strategic Plan and we believe that the fact that the City has created an inclusive community that values and celebrates diversity and a rich culture is what makes it a great city. It is clear to us that the affordability piece is and will continue to be a challenge. We believe that developing programs that will enable homeownership opportunities for people of low and moderate incomes will strengthen the community in many ways. More people will be able to live and work in Alexandria which means they will also be able to invest in the broader culture of Alexandria by becoming coaches, being involved in the schools, etc. Our experience supports mixed income developments as a key to stabilizing communities and we believe home ownership has a direct link to the sustainability of our community. Habitat statistics on the children of families who own their own homes is significant. While we certainly believe that good schools, good health care and adequate food is essential to the survival and growth of families, we believe that having a simple, decent, safe and affordable place to live will help break the cycle of poverty for future generations.

When children grow up in a stable, safe home where they don't have to change schools every time the rent goes up and they are force to move, they excel in school and in life. Since we began building houses in Northern Virginia, over 90% of college age children in Habitat homes are either in college or serving in the military. This to us is the most effective way to break the cycle of poverty. We at Habitat know that this is not an easy feat but we believe whole heartedly that if we all partner together and make this a priority, we will be successful.

## Long-Range Goals of the Alexandria Library System

### 1. To Have Open and Accessible Technology Available to the Public

The Alexandria Library provides services to all Alexandria residents, including children and adults, traditional and nontraditional users, including those with disabilities, regardless of where they live in the City. To do that, it is essential that the library buildings be open and adequately staffed at convenient hours to meet the needs of the variety of diverse lifestyles represented in Alexandria. Being open includes 24-hour access by Internet in which patrons communicate with the library and make use of an extensive array of databases and other services. *Services through kiosks*

### 2. To Have an Adequate Materials Budget

The Library provides materials in a variety of formats for educational, informational, and recreational purposes. Adequate funding is needed to purchase books, DVDs, CDs, downloadable audio books, eBooks, databases, microfilm and microfiche, and a variety of magazines, journals, newspapers, and photographs.

### 3. To Maintain our Facilities

The Library system has a new central library and has renovated each of its branches within the last 10 years. Adequate maintenance throughout our 4-building system is necessary to keep our buildings, the materials collection, and the staff and patrons safe.

Karen Gautney, Chair, Human Rights Commission  
October 28, 2009

To the Honorable Councilmembers Pepper and Hughes:

Thank you for the opportunity to make a public statement this evening. The Human Rights Commission affirms Goal 7 as a primary strategic objective for City Council and the City. Our City's historical commitment to honoring diversity is a cornerstone of modern Alexandria's rise to becoming a great place to live, work and visit. The Commission understands that our role goes beyond that of ensuring that federal and state anti-discrimination laws are enforced in Alexandria and that the Alexandria Human Rights ordinance is upheld. The Commission's work, in overseeing the Office of Human Rights and advising the Mayor and Council, along with that of the ACPD, reflects a heartfelt commitment not just to meet minimum requirements, but to honor and appreciate diversity. This commitment is well-known throughout the City, and has enabled Alexandria to serve as a model of inclusiveness for localities throughout the Commonwealth. In fact, Alexandria has won awards in the past two years as an inclusive community from the National League of Cities (NLC) and as an accessible City from the National Organization on Disability (NOD).

The Commission identifies among key issues for the City in the next three years:

- Serving vulnerable populations in Alexandria
- Fulfilling legal mandates in tough economic times
- Serving those with limited English proficiency to remain compliant with Title VI of the Civil Rights Act
- Promoting inclusiveness in a time of anti-immigrant sentiment, and
- Maintaining the character of our neighborhoods and the legacies of Alexandria families

Dear Del and Alicia,

I will not be able to attend the meeting this evening. I would like to express to you some of my concerns. As you know, I am a member of AHAC, but I am writing to you as a private citizen.

What are the tangible benefits of affordability to residents and businesses who pay taxes and ultimately assume the responsibility of debts the City owes for funding housing loans, grants, other affordability initiatives, and operational costs of the Housing department and other City services?

What amount of money has already been spent by the City for affordability? Can you delineate the tangible benefits of the monies that have already been spent? What improvements or benefits have the residents and businesses received in the years since the City has been expending funds for affordability?

There are many affordable homes just a few miles south in Fairfax County, an easy commute by car or Metro bus to Alexandria City. With affordable housing available in such close proximity, what is the need for the community to provide funding in assistance, grants and loans, for affordable housing within the City? Many people commute to and from other communities to work or homes in Alexandria. Alexandria is not a closed system. Many City employees -- including high-level management -- prefer to live outside the City. What is the justification for funding affordable housing within the limits of the City?

One area of growing concern is the needs of persons with disabilities. As the special children in our schools go "beyond the yellow school bus," the community should be prepared to receive them as active adults with special needs. Additionally, there exists some lack of understanding within City government regarding various needs of persons with physical disabilities, and a certain reluctance to address this issue.

It is in the best interests of the residents and businesses to find ways to achieve Goal 7 that do not require more spending. I urge you to develop policies that can be implemented without expenditures that further strain the City's budget and burden the taxpayer.

Sincerely,  
Laura Lantzy

## Wages and Housing in Northern Virginia: Who's left out in the cold

Arlington County, Clarke County, Fairfax County, Fauquier County,  
Loudoun County, Prince William County, Spotsylvania County,  
Stafford County, Warren County, City of Alexandria, City of Fairfax, City of Falls Church,  
City of Fredericksburg, City of Manassas, City of Manassas Park

Occupational Title	Median Hourly Wage	Median Annual Salary for Fulltime Worker	Number of Workers	Affordable Housing Budget*	Surplus/Shortfall from FMR, 2-Bedroom Apartment
Registered Nurses	\$34.92	\$72,632	15,040	\$1,816	\$528
Middle School Teachers, except Special & Vocational Ed.	N/A	\$71,456	4,960	\$1,786	\$498
Police & Sheriff's Patrol Officers	\$29.22	\$60,780	4,760	\$1,519	\$231
Paralegals and Legal Assistants	\$26.96	\$56,061	3,240	\$1,402	\$114
Child, Family, & School Social Workers	\$25.93	\$53,927	2,110	\$1,348	\$60
Fair Market Rent for a 2-bedroom apartment in this area is \$1,288. A fulltime worker would have to earn \$24.77 per hour to afford this rent—the workers below this line do not.					
Fair Market Rent for a 1-bedroom apartment in this area is \$1,131. A fulltime worker would have to earn \$21.75 per hour to afford this rent—the workers below this line do not.					
Fair Market Rent for a 0-bedroom apartment in this area is \$1,002. A fulltime worker would have to earn \$19.27 per hour to afford this rent—the workers below this line do not.					
Dental Assistants	\$17.76	\$36,937	3,160	\$923	-\$365
Truck Drivers, Light or Delivery Services	\$15.15	\$31,525	6,500	\$788	-\$500
Security Guards	\$14.40	\$29,937	14,030	\$748	-\$540
Construction Laborers	\$13.75	\$28,611	9,540	\$715	-\$573
File Clerks	\$13.57	\$28,215	1,650	\$705	-\$583
Teacher Assistants	N/A	\$28,104	8,840	\$703	-\$585
Preschool Teachers, except Special Ed.	\$12.99	\$27,024	6,210	\$676	-\$612
Nursing Aides, Orderlies & Attendants	\$12.58	\$26,172	6,570	\$654	-\$634
Hotel, Motel & Resort Desk Clerks	\$11.72	\$24,382	1,870	\$610	-\$678
Janitors and Cleaners, except Maids & Housekeeping Cleaners	\$10.27	\$21,375	23,860	\$534	-\$754
Retail Salespersons	\$10.20	\$21,216	46,090	\$530	-\$758
Cashiers	\$9.40	\$19,558	31,800	\$489	-\$799
Waiters and Waitresses	\$9.11	\$18,960	19,840	\$474	-\$814
Cooks, Fast Food	\$8.47	\$17,622	2,920	\$441	-\$847
Sources: VEC Occupational Employment Survey, May 2008 Data National Low Income Housing Coalition: <i>Out of Reach 2009</i>					

\*National standards suggest that no more than 30% of gross income should be spent on housing costs

For further information, contact: Sue Capers, 703-739-9365,  
sbcapers@verizon.net

Shawn Becker

### Specific recommendations for Goal 7

- 1) Council needs to put into action the recommendations of the Affordable Housing Initiatives Work Group; specifically during the upcoming Housing Master Plan efforts that encourages mixed-used projects and the inclusion (siting) of affordable housing in such developments (viii)
- 2) Restore the dedicated affordable housing tax revenue of 1 cent (ix)
- 3) City must include specific focus on low income housing by targeting a baseline number of rental units for households with the entire range of incomes between 0 and 50% of medium (14)
- 4) Rental Preservation should be primary focus for < 60%AMI with ownership > 60 % of AMI (15)
- 5) More pro-active planning approach to affordable housing that takes into consideration planning and zoning activity throughout the entire city (15)



DATE: October 22, 2009  
TO: City of Alexandria Community Outreach Task Force  
FROM: Royal Scottish Country Dance Society, Northern Virginia Branch  
RE: Executive Summary

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### **Purpose, Activities, Milestones, and Achievements**

The Royal Scottish Country Dance Society (RSCDS) exists for the purpose of preserving and encouraging the practice of Scotland's traditional form of social dance. Founded in 1923 and endowed with royal patronage since 1951, today the RSCDS has over 150 branches and tens of thousands of members worldwide.

The Northern Virginia Branch of the RSCDS, based in Alexandria, has existed for over a quarter of a century. The primary purpose of our Branch is to educate people through regular classes, workshops, balls, performances, and demonstrations. Young and old, Scots and not, all are welcome to share in learning the history, traditions, and practice of the social participation dance form known as Scottish country dancing

You don't have to be a Scot to find your foot tapping to the irresistible rhythm of a driving reel, a bouncy jig, or glide to the haunting strains of a strathspey, a musical form unique to Scotland. RSCDS has been dancing and developing the country dances of Scotland for over 80 years. Music is performed on various instruments including the piano, accordion, violin, and of course the well-known highland pipes. Movements and footwork are intimately connected with the traditional Scottish music accompanying the dancing.

Our milestones include the recent silver anniversary of our international teaching weekend, Argyle XXV, the 20<sup>th</sup> year of our participation in the Virginia Scottish Games, and the 20<sup>th</sup> year of our participation in the Scottish Walk.

Over the last 26 years we have achieved the construction of a strong, growing member base. Every week we teach Scottish country dance to people in Alexandria, Fairfax, and Charlottesville. We sponsor and host formal teacher training. The account of qualified teachers in our branch currently stands at over a dozen. We support local musicians by enjoying their lovely music at our events. We support arts and culture in Alexandria through participation in City Events such as Scottish Night at Fort Ward Park, the Scottish Walk parade, and the Tartan Day celebration in Market Square.

We look forward to a future of continuing to dance along as active members of the arts community in Alexandria, and we hope to work with the City of Alexandria to sponsor formal Scottish country dance music training for local musicians. ☺

My name is Paul Pepper and I am here as a member of the Alexandria Community Services Board. You have already heard [will hear] tonight from the CSB Chair, Ms. Mary Anne Weber, who provided [will provide] an overview of several priority areas for the Board, relating to City Council's Goal 7. I would like to speak to the key issue of ensuring that **currently underserved and highly vulnerable populations of citizens have timely access to appropriate CSB services to address their needs related to mental illness, intellectual disability, and substance use problems.**

We recognize that the criminal justice system is not designed or intended to address effectively the needs of individuals with serious mental illness. Too often, and paradoxically, however, many such individuals find themselves involved in the criminal justice system as a result of behaviors related to their illness. The CSB intends to **develop initiatives that will decrease the involvement of persons with mental illness in the criminal justice system.**

Non-English-speaking Alexandrians represent another underserved population. In June 2008, City Council received "The Targeted Area Plan for Substance Abuse Prevention/Treatment in Alexandria," which included recommendations for enhanced substance abuse prevention and treatment services in the Arlandria area. The CSB supports **implementation of the Targeted Area Plan for Substance Abuse Prevention/Treatment in Alexandria by 2013.**

Recent changes at the state level suggest that CSBs may become charged with serving individuals who have developmental disabilities and Autism Spectrum Disorders. Currently, we do not know the extent or specific type of needs for these individuals in Alexandria and therefore, the CSB wishes to **complete an assessment of the services necessary to serve Alexandrians with developmental disabilities and autism spectrum disorders.**

Elderly Alexandrians represent a particularly vulnerable population in the City. The CSB has been engaged in the City's Collaborative Initiative around services to this group of individuals and **supports development and implementation of a plan for the re-alignment of geriatric services by 2013.**

Finally, with successive years of budget reductions and the resultant contraction in CSB services, many vulnerable Alexandrians now face longer-than-ever delays in accessing services. The CSB would like to see **the number or individuals on waiting lists for mental health, intellectual disability, and substance abuse services at least halved by 2013.**

Liberty's Promise works with low-income immigrant youth ages 15 to 21 to help them become active participants in American society. Our fall after-school civics education program is held at T.C. Williams High School twice a week. Attendance ranges from 20 to 30 students with about 40 different students attending at least one class a week. ~~We are pleased to report that~~ We have had a great deal of support from T.C. Williams' staff and administration, including Principal Clendaniel; Director of Guidance, Laura Newton; and Parent Liaison, Guadalupe de Silva. The majority of our program participants come from ~~West Africa, Ethiopia or Latin America~~; however, the largest group is West African and Ethiopian. *Africa*

Our program demographics indicate, and similar evidence is appearing in Fairfax County, that the Francophone and East African community is growing in this area. Therefore, our first recommendation to the City Council is for City agency hiring managers to be cognizant of this trend and be aware that French- or Amharic-speaking employees might be desirable. We would invite the City Council to anticipate this need for the future. Having an eye out for French or Amharic-speaking job candidates, especially in the City's human services agencies, might be more cost effective for the City than being forced to hire someone who speaks either language just to meet the demand, regardless of that new employee's other qualifications.

Our second suggestion would be to recommend the development of privately funded or unpaid summer internships at City agencies—perhaps even with City Council members. The City is well invested in providing youth with employment opportunities through JobLink, and Mayor Euille has actively supported youth employment and initiatives, which is very encouraging. Unfortunately, a lot of our low-income youth do not take advantage of these opportunities or they self-deselect, telling themselves that such opportunities are not for them for whatever reason (e.g. my English isn't good enough; I wasn't born here). City agencies could help mitigate this de-selection attitude that we have seen with our youth by developing concrete job descriptions for summer internships. These internships would target high school age students and could be paid for with private sources, or remain unpaid. We believe that placing immigrant youth in summer internships is a great way to maintain the diversity of the City's work force while also helping our newest community members learn about American civic life.

Liberty's Promise believes both these measures are a cost-effective way for the City to maintain—and even enhance and celebrate—its diversity. Thank you for your attention.

*and thank you Councilwomen Pepper and Hughes.*

*16 internships in Alexandria.*

*in NVA → Almost 1/3rd of ESL students drop out of school.  
→ 1/4 Latinos drop out of T.C. WHS  
⊙*

COMMENTS BY ALLEN LOMAX ON STRATEGIC GOAL 7  
OCTOBER 28, 2009

Council Members Pepper and Hughes

Thank you for the opportunity to provide comments on Alexandria's Goal 7—Alexandria is a caring and inclusive community that values its rich diversity, history and culture, and promotes affordability.

There are several issues that I suggest that this goal should address. They are:

- To measure Alexandria as a caring community, I recommend that the goal include objectives or actions that relate to volunteerism (both adult and youth) and donations to nonprofit organizations.
- Residents' access to services should also be included within the actions for the goal.
- There needs to be a broad area that focuses on the needs of seniors especially regarding key services such as food, housing, and access to services.
- The term affordability needs to be better defined than in the past especially regarding housing. In the past this term has not sufficiently included our low-income residents. Additionally, there should be a broad objective or several actions that focuses on all types of housing issues such as preventing homelessness and moving people from homelessness to stable and permanent housing.

I also suggest that you explore the idea of focusing more on the concept of self-sufficiency for our residents as a measure related to this goal. Often we focus on poverty levels and this measure is woefully inadequate. The national organization, Wider Opportunities for Women, has established a self-sufficiency standard for many U.S. jurisdictions, including Alexandria. This is a much better measure for developing, delivering, and measuring programs to improving peoples' lives because it takes into account the variations among jurisdictions regarding various costs such as housing, child care, food, health care, and transportation. The standard also recognizes that the costs individuals and families face to be self-sufficient vary based on family sizes and the ages of the children.

Thank you.

*Margaret Wohler*

**Goal 7 – Alexandria Is a Caring Community That is Affordable and Diverse With a Rich History and Culture.**

The Alexandria Commission for the Arts is empowered to:

- Support the development and expansion of the arts and the expansion of public access to and participation in the arts, in Alexandria;
- Serve as an advisory body for the arts in Alexandria;
- Advise the city council concerning appropriate policies that will strengthen the arts and further public access to the arts in Alexandria;
- Serve as the single funding source for all activities concerning the arts which are not conducted as part of the regularly scheduled city program;
- Seek national, state and private support on behalf of the arts in Alexandria, and
- Prepare and to submit to city council a cultural plan for the City of Alexandria and revisions thereto.

Given the role that Council has established for the Arts Commission, we welcome this opportunity to participate in the City's strategic planning process. The Commission is celebrating its 25<sup>th</sup> anniversary, and over this time, the arts in Alexandria have increased in scope and recognition - making our City a unique and vibrant arts destination of national note. This has in turn contributed to further enhancing the quality of life in our city by making the arts an important value to our citizens and also adding to the economic vitality of our community.

The challenge in this current strategic planning process is to ensure that the arts are not segmented into one area of city planning but are seen instead as contributing across the range of all the City's outlined goals. The arts are infused into the everyday life of our community and therefore intersect with all seven goals that the City has established.

The following objective is being pursued by the arts community in support of the City's Strategic Goal #7.

**Objective:** Ensure that all citizens have full access to arts programs, events and services.

**Initiatives:**

- Expand the grants program to enable Alexandria arts organizations to increase their current offerings of free and affordable programs to schools, recreation centers, senior centers, and social service agencies and to increase participation in fee-based programs through scholarship opportunities.
- Expand community outreach events and activities, such as Art in City Hall and City Galleries Program, the Alexandria Film Festival, Poet Laureate

**Program, and student art workshops - and explore future activities such as the Art Walk, interactive temporary art installations, Mentor Programs and Master Classes.**

- **Consider creating an Arts and Cultural District in an underserved area of the City to revitalize the area and reach an underserved population.**
- **Implement the Public Art Funding Policy and establish a Public Art Master Plan that will reflect Alexandria's unique history, people, cultural identity and future aspirations of the entire community through the appropriate placement of relevant and meaningful public artworks.**

**We believe that these initiatives are achievable in the time line of the present strategic plan and that their results can be measured. We are confident that these initiatives will serve to enhance the quality of life for our fellow citizens, contribute to enhance our local economy and serve the needs of visitors to our great city. We look forward to participating in carrying them out. We thank Council for its consideration and hope that this objective and initiatives will be included in the final version of Alexandria's new strategic plan.**



Alexandria, Virginia

# *Historic Alexandria Resources Commission*

*220 North Washington Street  
Alexandria, Virginia 22314-2521  
(703) 838-4554*



October 28, 2009

The Honorable William D. Euille  
Members of City Council  
City Hall, 301 King Street  
Alexandria, Virginia 22314

Re: Alexandria Strategic Plan, Goal # 7

Dear Mayor Euille and City Council Members,

In 1946 the citizens of Alexandria exhibited extraordinary vision in establishing the nation's third city National Register district. Imagine Old Town as it appeared in 1946; many would have encouraged wholesale demolition and building a new city center. However, the citizenry chose to embrace and celebrate our past, recognizing that an authentic historic city has much greater value – in terms of quality of life and economic return - than that of a new city. Sadly, in the 1960's many buildings were demolished in the name of "urban renewal" and today we wish that those buildings were still among our inventory.

A city is a living entity, and we continue to make choices regarding our vision for our city. It is vital for our sense of community and for our economic sustainability that development and redevelopment be consistent with the character and scale of our neighborhoods. We must be vigilant in protecting and enhancing our most important asset, our historic buildings, sites, view-sheds and open space.

Therefore, we are recommending the enclosed list of priorities and key issues, developed in conjunction with the Office of Historic Alexandria, that should be considered for the City Council Strategic Plan to enhance the City's Strategic Plan Goal # 7:

*Alexandria Is a Caring Community That is Affordable and Diverse With a Rich History and Culture.*

HARC believes that these significant principles, which were reviewed at its meeting held on October 20, 2009, are important to maintaining the above goal of the City of Alexandria, particularly during this period of economic downturn.

Thank you for the opportunity to present these comments to you.

Very truly yours,

A handwritten signature in blue ink that reads "Ellen Stanton". The signature is written in a cursive style with a large initial "E".

Ellen Stanton, Chair

Enclosure

## **OFFICE OF HISTORIC ALEXANDRIA- GOAL 7- CARING COMMUNITY**

### **What you are doing today (current dept work) that pertains to the goal**

The Office of Historic Alexandria operates seven separate museum/historic sites facilities serving more than 140,000 persons annually. These institutions provide educational and interpretive activities for life-long learners, including both residents and visitors to the City, through a wide variety of school and adult learning programs, changing exhibits, and special event opportunities. OHA also maintains the City's Archives and Records Center, Archaeological Code requirements, and extensive collections of historic artifacts, furnishings, fine and decorative arts. In addition to day-to-day operational duties, OHA also acts to promote and develop tourism initiatives and public history resources. Additionally the Office assists other City departments with inter-departmental planning and review, as well as provides staff support to four City commissions and multiple boards.

### **What do you see as a priority or key issues in the next 3 years?**

- Achieving accreditation for all seven OHA museums by the American Association of Museums as a municipally owned and operated "museum system," and ensuring that current museum and collection stewardship operations are maintained to an appropriate level of maintenance and staff support.
- Develop new (and increase current) grants, retail, incidental and special event revenue programs that provide additional non-City financial support to supplement City funding, while maintaining OHA's affordable "Pay What You Can" museum admission and membership programs.
- Develop new museum exhibits/programs to serve Alexandria's newest and increasingly diverse immigrant populations.
- Expand the base of historical knowledge on all Alexandria neighborhoods and urban villages to generate an increased awareness and appreciation of the heritage of the entire City.
- Continue expansion of innovative heritage tourism initiatives to maintain and enhance economic sustainability.
- Complete or continue work on the multi-year Alexandria Historic Preservation Management Plan authorized by City Council in October 2008.
- Develop Civil War Sesquicentennial programs and reenactment events throughout the City of Alexandria, in conjunction with other regional CW committees and Virginia State Commission on the CW Sesquicentennial.
- Completion of the Contrabands and Freedmen's Cemetery Memorial project.
- Continuation of historical research and archaeological investigation at Fort Ward Park, including Native American, Civil War and African American cultural resources.
- Increase technological abilities through point of sale, collections and fund raising software.
- Complete redevelopment, enhancement, and expansion of content of OHA departmental website.
- Study future space needs for Archives and Records Center/Archaeological and Historical Collections facility.
- Study and develop OHA capital project restoration/preservation needs for long term planning.

My name is Mary Anne Weber, and as Chair of the Alexandria Community Services Board, I would like to present an overview of the priority issues that the CSB has identified and incorporated into its own strategic plan, related to City Council's Goal 7: ~~Alexandria Is a Caring Community That is Affordable and Diverse With a Rich History and Culture.~~

A top priority for our Board is the development of affordable housing opportunities for our clients who have very low incomes. As the May 2009 final report of the Affordable Housing Initiatives Work Group stated, "the loss of affordable housing that has occurred in the last decade is a clear and present threat to the City's economic and racial and ethnic diversity." It is also a threat to those individuals whom the Board serves who have mental illness, intellectual disability, or substance use problems. Over 75% of our clients have annual incomes of less than \$15,000 and 90% of Board clients have annual incomes less than \$25,000.

The Board would like City council to include an objective under Strategic Plan Goal 7 that addresses increasing Alexandria's ability to offer a diversity of housing choices for individuals who have an extremely low income and establishes a target of **placing of at least ten CSB clients in newly-created low-income housing by 2013.**

Another priority area for the Board is to ensure that **currently underserved and highly vulnerable populations of citizens have timely access to appropriate CSB services.** Mr. Paul Pepper, a CSB Board member will address [has addressed] these needs and populations in greater detail in his presentation tonight.

Finally, in a time of reduced fiscal resources, the CSB recognizes that a key issue now, and in coming years, will be the challenge of continuing to deliver high quality and efficient services. To that end, the CSB would like to see addressed into Goal 7 two additional items: 1) **a commitment we create a work recovery group made up of consumer board members and others to insure that 100 percent of CSB programs employ best practice and or evidence-based services by 2013,** and 2) **completion of the development of the CSB's Electronic Health record as an initial step toward enhancing the integration of behavioral and primary healthcare in Alexandria.**