



A Year in Review

ANNUAL REPORT FISCAL YEAR 2014



A Message from the Director

With the publication of this Annual Report, I am nearing my first anniversary as director of the Department of Community and Human Services. For me, this has been an exciting and rewarding year. From the moment I arrived in the City, I was struck by the kindness and warmth of our staff, partners and residents. It was clear to me very early on that Alexandria is a community that is committed to the well-being of its residents.

Here at DCHS, I have been so impressed with the commitment and the expertise of our staff and the effectiveness of our programs. Coming into a unified department was very exciting to me, because the potential for truly engaging with those we serve in a comprehensive way is significant. Many communities do not have the benefit of this structure, and they struggle to create a true system of supports and services. Here, we have increased access to and coordination of services from economic support to social services and multi-disciplinary approaches to behavioral health issues.

While we have made progress, we have many more opportunities to fully unify our services and fulfill our vision. At the core of our work are those we serve. We know that financial and housing insecurities can significantly undermine progress made in a treatment plan. We know that the impact of trauma can result in negative outcomes. We know that long-term natural supports are essential for all of us. Fully engaging individuals and families, learning and employing evidence-based practices, operating as a culturally and linguistically competent organization, and approaching individuals in a comprehensive manner--these are ways that will move us closer to our vision of *a community in which residents enjoy a sense of well-being, safety and self-sufficiency.*

While we are merging services, we are also evolving. This year saw the realization of over a decade of efforts to relocate the Alexandria Vocational Services facility for persons with intellectual disabilities to a warm, functional and welcoming space. Additionally, this building houses office and meeting space for programs from formerly separate departments, whose operations are enhanced by the co-location made possible by the merger.

Other divisions of DCHS have undergone significant changes this year. JobLink revamped the way it does business. Now called the Workforce Development Center, they have created tools that enable residents to have greater access to services and employers, increased access to potential employees. The Center also began to offer job search workshops designed to prepare job seekers of any age or ability for their next employment opportunity.

In the midst of change, our dedicated staff have continued to provide essential community services, including Adult Protective Services' response to 317 reports of suspected abuse, neglect and financial exploitation in the City and Child Protective Services' completion of 533 family assessments and investigations with an average of 177 ongoing cases per month. Our Community Wraparound and Youth and Family teams provided mental health, substance abuse and coordination services, reaching 616 children and their families.

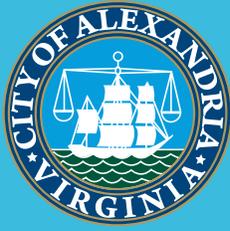
In addition, a major accomplishment for this year was the creation of the Children and Youth Master Plan. The plan was developed through an extensive community-wide process, led by the Children, Youth and Families Collaborative Commission. The plan was approved by the School Board and the City Council in June. The implementation of the plan will be ongoing and will lead to the achievement of the vision: *All of Alexandria's children and youth can succeed today and tomorrow.*

The following pages of this report highlight our program and fiscal information along with our successes and those of the people we serve. We are grateful for the support we have received from the community, City Council, cadres of volunteers and particularly for the dedication and hard work of our 650+ employees, without whom none of these advancements would have been possible. May their courage and determination and that of our clients and their families be a continuing inspiration to us all!

Kate Garvey



*Director Kate Garvey (right) and
Executive Deputy Director Suzanne Chis.*



Department of Community and Human Services Fiscal Year 2014 Annual Report

FY 2014

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

Rashad M. Young

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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.

Boards, Commissions and Volunteers

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 Comprehensive 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 21st century.



The ten women honored and their award presenters at the Annual Salute to Women held by the Commission for Women.

Volunteers

The Domestic Violence and Sexual Assault programs had 60 volunteers who provided 10,924 hours of service answering the 24-hour hotlines, facilitating support groups, providing court accompaniment and advocacy, and providing support to shelter residents and children.

In the Holiday Sharing Program, 419 individuals and groups sponsored 387 families, 219 seniors or adults with disabilities, and 80 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 \$12,960 and gift cards for teens in foster care totaled \$18,055.

The Fund for Alexandria's Child, supported by an advisory council of 15 volunteers, raised over \$95,000 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.

Programs of the Alexandria Community Services Board had 57 volunteers who provided over 2,000 hours of service. Representative payees managed the finances of 63 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.

DCHS FY 2014 Financial Information

FY 2014 DCCHS Leadership Team

Michael Gilmore, Ph.D. (retired Feb)
Kate Garvey
Department Director

Suzanne Chis, MSW
Deputy Department Director

Carol Layer, LCSW
Center Director,
Aging and Adult Services

Dennis McKinney
Center Director,
Economic Support

Deborah Warren, DCSW
Center Director,
Children and Families

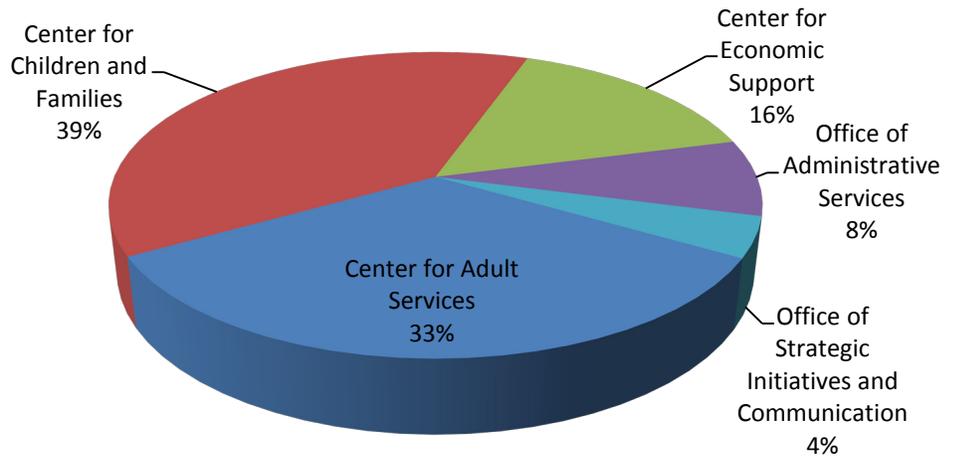
Lisa Baker, MPA
Chief Officer,
Office of Strategic Initiatives
and Communication

Jane Hassell, IMBA, CPM
Chief Officer,
Office of Administrative Services

Jim Fleming, MPA
Fiscal Officer

Jeff Bollen
Human Resources Manager

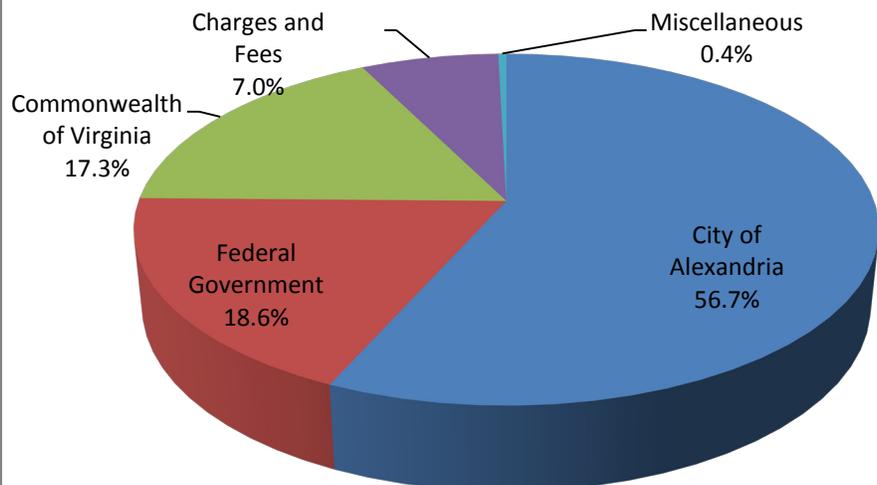
DCCHS Expenditures by Center/Office



Center or Office

| | |
|---|---------------------|
| Center for Adult Services | \$29,204,165 |
| Center for Children & Families | \$33,694,131 |
| Center for Economic Support | \$13,555,971 |
| Office of Administrative Services | \$ 7,037,996 |
| Office of Strategic Initiatives & Communication | \$ 3,709,350 |
| DCCHS Total | \$87,201,614 |

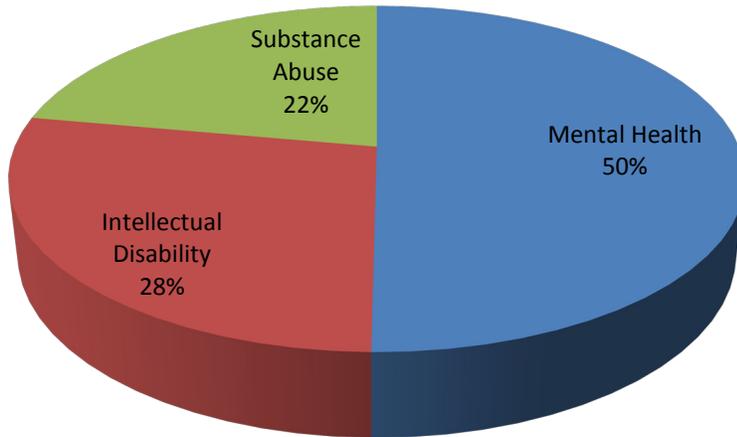
DCCHS Revenues by Source



| | |
|--------------------------|---------------------|
| City of Alexandria | \$49,442,210 |
| Commonwealth of Virginia | \$15,108,231 |
| Federal Government | \$16,191,066 |
| Charges and Fees | \$6,101,106 |
| Miscellaneous | \$357,001 |
| DCCHS Total | \$87,201,614 |

CSB FY 2014 Financial Information

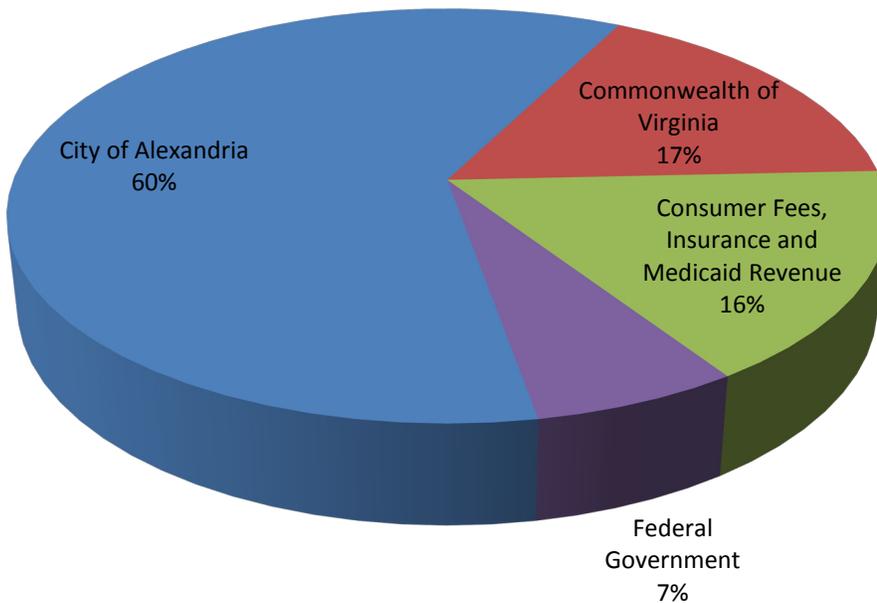
CSB Expenditures by Disability



Disability Area

| | |
|-------------------------|---------------------|
| Mental Health | \$18,056,217 |
| Intellectual Disability | \$ 9,946,706 |
| Substance Abuse | \$ 7,964,248 |
| CSB Total | \$35,967,170 |

CSB Revenues by Source



Source

| | |
|---------------------------------------|---------------------|
| City of Alexandria | \$21,701,062 |
| Commonwealth of Virginia | \$6,014,876 |
| Consumer Fees, Insurance and Medicaid | \$5,905,106 |
| Federal Government | \$2,346,126 |
| CSB Total | \$35,967,170 |

FY 2014 Alexandria Community Services Board Members

Masharia "Shay" Holman
Chair

Susan Thompson
1st Vice Chair

Roy Richard Shannon, Jr.
2nd Vice Chair

Emily Bryan

Acquanetta Cleckley

Christine Comer

Erin Croyle

David Giammittorio

Leslie Hagan

Roberta New

Samantha Pitts-Kiefer

Douglas Schuler

Eugene Stammeyer

Doris Stanley

Patrice Tighe

Clinical and Emergency Services Division

The Adult Mental Health Outpatient Team (MHOP) implemented another evidence-based practice into its repertoire. All team members received training from the Washington School of Psychiatry on Intensive Short Term Dynamic Psychotherapy. This intervention utilizes video supervision (with consent), which accelerates learning and consistent implementation of the practice.

Through a generous gift from the Friends of the Alexandria Mental Health Center, the MHOP Team attended the International Experiential Dynamic Therapy Association (IEDTA) Conference in Bethesda, MD. Financial support from the Friends afforded the team the opportunity to receive training from some of the world's experts in Experiential Dynamic Therapy.

The Detox Unit implemented the Living in Balance (LIB) curriculum. This evidence-based program consists of 12 core sessions. There are an additional twenty-one sessions that may be used to customize treatment based on specific client populations.

Emergency Services staff hosted an intensive three-day training on Critical Incident Stress Debriefing taught by Dr. Jeffrey Lating, a trainer with the International Critical Incident Stress Foundation. The training was attended by 40 City employees from the Alexandria Police Department, the Alexandria Sheriff's Department, and the Department of Community and Human Services.

Emergency Services staff, in collaboration with partner agencies, implemented new procedures and safe-guards to help ensure that no one in need of inpatient psychiatric treatment would go without. This followed code changes resulting from the events involving Senator Creigh Deeds and his son.

Crisis Intervention Team (CIT) training and development continued, with four additional trainings held this year. To date, over 300 City staff (Police, Sheriff's Office, Emergency Communications, Code Administration, Fire/EMS, Probation and Parole, Adult Protective Services) have been trained on how to recognize and assist persons who are experiencing a mental health crisis.

The Jail Services Team experienced a challenging year, with a number of staff vacancies and the loss of clinical hours due to a budget reduction. These led to a decrease in clinical services at the Adult Detention Center, particularly in the Sober Living Unit.

Medication-Assisted Opioid Treatment saw an increased demand for services due to prescription drug abuse and easy availability of heroin in the DC area. From a census of 85 in 2011, the program increased to 110 individuals in FY14. There are indications that this trend will continue.

A mental health probation officer at Alexandria Criminal Justice Services (local probation) was added, which doubled enrollees in the Collaboration for Recovery and Reentry Program (CORE) from 23 in FY13 to 46 in FY14. Collaborative efforts increased between CORE, the forensic discharge planner and the mental health staff assigned to Booking at the Alexandria Detention Center.

Highlights of People Served

- Emergency Services provided 24-hour crisis intervention to 685 individuals having a serious mental health and/or substance abuse problem, and an additional 771 persons at the jail and 69 geriatric emergency interventions.
- The Detox Unit experienced a 51% increase in the number of women admitted for services from the previous year. Of the 222 individuals served, 90 were women, compared to 61 last year.
- Mental Health Outpatient Services provided individual and group therapy to 544 adults. There were 353 adults who participated in Outpatient Substance Abuse Services, and 93 seniors who received Geriatric Mental Health services.
- The Residential Program served 209 people in group homes and apartments and 50 through Supported Living services.
- Adult Protective Services received 317 reports of suspected abuse, neglect and/or financial exploitation.
- The Companion Aide Program averaged 189 participating seniors at any given time.

Community Support Services Division

The Intellectual Disability Vocational Program, which operated for years out of a warehouse, moved to a light-filled, welcoming, accessible and functional space. The 60 individuals served in the program, plus the staff who support them, now occupy program and office space at the “The Fennell-Sauls Center,” named in honor of two former employees who long supported ID services. The program space has features that didn’t exist at the old site, such as a room for occupational and physical therapy, and a replica of an apartment so that individuals can practice various living skills.



Alexandria Vocational Services program participants gave tours of the new Fennell-Sauls Center at the dedication ceremony.

Adult and Youth Mental Health First Aid courses continued in effort to teach people in the City of Alexandria how to respond to individuals showing signs of a mental illness and substance use disorders or mental health crisis. By the fiscal year’s end, DCHS staff had certified nearly 250 individuals to date in knowing risk factors, warning signs and a five-step action plan for helping someone with symptoms until professional assistance is obtained.

The West End Wellness Center continued to provide psychoeducational, social and vocational opportunities for individuals with serious mental illness. The program began a weekly social dinner where participants cook a healthy meal together and enjoy social activities after dinner. Overall, there was a 16% increase in attendance from 112 members in FY13 to 131 members in FY14. The Wellness Center’s Vocational Program had 30 employed participants, with 16 of these individuals having gained a job during FY14.

Intellectual Disability Case Management continued to work on compliance with the Department of Justice Settlement Agreement requiring individuals with intellectual disabilities be served in the most community-integrated settings appropriate to meet their needs. In FY14, one long-term resident of a state facility returned to the community and lives in a DCHS residence, and plans were developed for six others anticipated to come in FY15.

The Mental Health and Substance Abuse Residential Program continued efforts to move towards a housing first model. The program closed a four-bed apartment and reallocated \$98,000 in HUD funding to a private non-profit partner to provide permanent supportive housing resulting in an increase of five beds in the community for homeless individuals with disabilities.

The Comprehensive Recovery Team led the Point in Time Count of street homeless individuals which is conducted annually on the last Wednesday of January. On the night of the count there were 23 unsheltered individuals, a decrease of 21% from 2013. There were a total of 267 homeless individuals on the day of the PIT count, a decrease of 3% over 2013.

Division of Aging and Adult Services

The Senior Taxi Yellow Card Program had 486 seniors register to receive discount taxi fares.

The Adult Day Service Center, which provides daily meals and activities for seniors and adults with disabilities who are unable to stay home alone during the day, was inspected by the Virginia Department of Social Services and the U.S. Department of Agriculture and received two 100% deficiency-free licensing ratings.

The Adult Protective Services Unit (APS) took City Manager Rashad Young on ride-alongs to see first-hand how the Unit works to provide assessments, interventions and resources to keep vulnerable adults and seniors safe, out of crises, and free from abuse.

The APS Unit continued its efforts to train volunteers to serve as guardians. The volunteer guardians, to date, allow the guardianship budget to go much further than it has in previous years.

The Alexandria Community Policy Management Team (ACPMT) and Behavioral Health for Children and Families

ACPMT, comprised of leaders from Alexandria’s child-serving agencies, assisted 83% of the children placed in congregate care to return to less intensive community based interventions. In recent years, discharge rates were: FY10 45%; FY11 40%; FY12 71% and FY13 55%. Residential and group home placements were used for shorter periods and focused on assessment and diagnosis to support community based care.

The Youth Review Team, coordinated by the Community Wraparound Children’s Behavioral Health Team and comprised of managers from Alexandria’s child-serving agencies, guided placement decisions for high-risk children and families. FY14 had a total of 18 children placed in congregate care settings and ended the year with three children in these settings. This achievement was a direct result of focusing limited resources while embracing a culture of creative, collaborative engagement.

Child Welfare and Child Protective Services

Child Welfare staff approved 14 new foster homes, or “resource homes.” Of these, six are located in the City of Alexandria, which allows youth to maintain their community connections.

The Independent Living Program celebrated five foster youth who earned high school diplomas and one who earned a B.S.W. The program continued collaboration with Great Expectations of the Virginia Community College System, which includes an annual event to help high school seniors complete their Free Application for Federal Student Aid. ILP collaborated with Arlington and Fairfax County on independent living training events, and offered the six-week “Cooking Matters for Teens” through the Virginia Cooperative Extension.

At the Annual Adoption Day Celebration, 16 children were adopted.



Social worker Cathy Bartholomew with college-bound foster youth.

Domestic Violence and Sexual Assault

The Battered Women’s Shelter underwent redecoration by the the International Association of Staging Professionals who made the common areas more welcoming and comfortable. The shelter housed 61 women and 42 children in FY14.

Sexual Assault and Domestic Violence programs received a share in the “Building Healthy Futures Fund,” which fund-raises through the sales of “Peace Begins at Home” license plates.

A Family Services Specialist position was transferred from the Alexandria Police to DCHS. This position provides crisis intervention services to persons who report domestic violence to the police in situations where an arrest is not made due to lack of sufficient evidence.

Early Childhood

At the Resource Unit's 2014 provider appreciation dinner, 100 family child care providers heard from Council member Del Pepper, who read a proclamation on behalf of the Mayor and City Council. Several providers were recognized for their accomplishments, including earning the Child Development Associate credential, achieving a Star quality rating and completing training in the Portage curriculum.

The Infant and Toddler Connection (PIE program), which provides early intervention services to children from birth to age three, served 592 children with developmental disabilities and provided 9,803 hours of direct services, exceeding the state performance contract by 19%.

The Direct Services Unit, using state/federal child care funds and local funds allocated by City Council, added a Family Services Specialist position, allowing them to reduce the child care wait list by 450 families.

The Preschool Prevention Team completed the 11th year of AI's Pals: Kids Making Healthy Choices, funded by a grant from Virginia Foundation for Healthy Youth. In FY14, 549 preschool-age children completed the program with 54% showing improvement in social skills and 61% maintaining or reducing problem behaviors.



Children play at the PIE program's inclusive play group.

Youth Development

The Youth Development Team provided services to prevent alcohol and other drug use, pregnancy, emotional problems, violence and school drop-out to 558 elementary and middle students and 651 parents, as well as skill building groups to 703 elementary students.

The Substance Abuse Prevention Coalition and the Alexandria Campaign on Adolescent Pregnancy co-hosted the third annual Youth Leadership Conference attended by over 40 youth. During the course of the three-day conference, youth were joined by community leaders who engaged them in skill-building sessions around goal setting, public speaking, writing for social media, conflict management, and being a community change maker.

Project Discovery motivates and prepares low income students to attend college by strengthening assets including expectations, achievement, school engagement and self-esteem. Project Discovery -sponsored college tours included 60 students. An average of 40 students per week attended the 1.5 hour College Access sessions, and 20 seniors (100%) gained acceptance into college or a post-secondary education program. Nine received book scholarships with funds raised by the Project Discovery Advisory Board.

Highlights of People Served

- **Child Protective Services** averaged 44 intakes per month and 177 ongoing cases per month. They completed 533 family assessments and investigations.
- **Foster Care** had an average of 69 ongoing cases per month while Adoption averaged 19 ongoing cases per month.
- **The Community Wraparound and Youth and Family teams** provided assessment, care coordination, mental health and substance abuse treatment services reaching 616 children and their families.
- **Out of School Time Services**, a partnership between the Department, Alexandria City Public Schools and the Campagna Center, used City grant funding to provide school age child-care for 1,208 elementary school children before and after school and during breaks and the summer. Campagna Kids is offered at 11 elementary school sites.

Center for Economic Support

Office of Community Services

The Office of Community Diversion staff provides housing-focused case management services to divert families from emergency shelters. Through counseling, strong advocacy, and coordination of resources, staff assisted 44% of families in resolving housing crises that would otherwise lead to homelessness.

Homeless prevention funding assisted 79 households containing 223 persons in danger of eviction.

The Alexandria Community Shelter and the Alexandria Winter Shelter provided shelter to 657 individuals when prevention was not possible.

Financial stabilization services were provided to 2,907 individuals including assistance with prescriptions, medical services, short-term rentals, utilities, referrals to clinics and referrals to food and clothing closets.

Rent subsidies were provided to 99 seniors or households with persons with a disability to help them remain in their homes.

Benefits Division

Temporary Assistance for Needy Families (TANF) had an average monthly caseload of 405 ongoing cases with 916 individuals.

SNAP Food Stamps had an average monthly ongoing caseload of 4,820 with an average of 9,006 individuals monthly.

Medicaid had 8,819 average monthly ongoing cases containing 10,813 individuals.

Fee-Based Child Care served an average 364 families with 420 children per month.

JobLink

JobLink serves a diverse population with varying skill levels, including the unemployed and underemployed, those receiving public assistance, youth and young adults facing significant barriers to employment, experienced workers, foreign-born clients and clients with disabilities. Services are designed to assist clients with employment attainment, retention, job preparation and skill enhancements, such as training and education. Performance results for FY14 include:

- 2,124 participants received job preparation services
- 5,311 visits to the Career Center
- 443 adults gained employment; the average starting wage was \$14.33 for full-time and \$10.17 for part-time jobs
- 291 youth participants gained employment through TeensWork!, Workforce Investment Act (WIA) In-School and Out-of-School youth employment training programs
- 437 employers from 18 industries hired participants, and 39 hiring events and job fairs were facilitated, along with nine youth hiring workshops
- 69 certifications were acquired by clients, from GEDs and basic computer skills to Certified Nursing Assistants



Mayor William D. Euille and Councilwoman Del Pepper join teens and staff to celebrate the opening of the Youth Career Academy.

Quality Assurance (QA) staff facilitated a practice CARF survey in anticipation of the 2014 CARF Accreditation Survey of the following programs: Opioid Treatment Services, Youth Prevention and the Community and Supported Employment programs for intellectual disability and mental health clients. CARF's mission is to promote the quality, value and optimal outcomes of services through a consultative accreditation process and continuous improvement services that center on enhancing the lives of persons served.

Program Evaluation continued its close work with Reimbursement staff in finding the most efficient ways to use our electronic health record to maximize revenue. Enhanced state reporting to accommodate Department of Justice requirements was implemented in a timely and accurate manner.

Technology Services upgraded all of the DCHS City and State client operating systems to Windows 7 and implemented new SharePoint sites for employees and Boards and Commissions. The Technology Services programmers consolidated and streamlined business processes and will continue to develop automation to eliminate manual processes.

Health Information Management (HIM) updated the Notice of Privacy Practices to meet the new HITECH requirements, and developed a HIPAA/HITECH training for staff along with a confidentiality test to take prior accessing the Electronic Medical Record system. HIM worked with Tech Services and Communications to develop online new employee training, to be used as needed prior to in-person training. HIM continued to provide training and support to staff on HIPAA and confidentiality policies and procedures.

Fiscal Services continued implementation of the City's new enterprise resource planning system and led the Department's efforts in developing goals and indicators for program outcome measures.

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 FY14 appropriation of \$2,033,259 that supported 63 programs and initiatives administered by 44 non-profits and benefited 13,411 Alexandria residents.

Highlights of DCHS Community Events

| | |
|---|---|
| Adoption Day Celebration | Holiday Sharing |
| Art Uniting People | Mental Health First Aid Trainings |
| Caregiver Conference | Mental Health Month Events |
| Child Abuse Prevention Month Activities | Project Discovery Walkathon for College-bound Youth |
| Children's Mental Health Event | Salute to Women Awards |
| Domestic Violence Awareness Events | Sexual Assault Awareness Events |
| Drug & Alcohol Recovery Month Events | Vola Lawson Breast Cancer Fund |
| Excellence in Aging Awards | Youth Leadership Conference |
| Family Fun Day Information Fair | Youth Master Plan Community Forums |



Messages of Hope - Painting from the Art Uniting People Exhibit.

Office of Strategic Initiatives and Communication

The Customer Call Center tallied 21,547 calls regarding benefit programs such as Medicaid and food stamps and Community Service programs for shelter, utility assistance and medical issues. Of these calls, 6,393 were handled by Call Center case workers who provide emergency assistance, information and referral, and follow-up to ensure needs are met. Staff are helping clients use CommonHelp online to check their benefits and working toward the No Wrong Door/Warm Handoff best practice model.

The Communications Team implemented a new design for the Department's brochures and produced bi-monthly employee newsletters. The Team maintained the DCHS website, and carried out multi-platform communications about 43 initiatives through such mediums as social media, flyers, eNews and news releases, and also responded to all media inquiries. To assist in improving internal DCHS communications, the Team gathered input from staff department-wide on the information they receive, would like to receive, and the preferred modes of transmission. Execution of the resulting ideas will begin in FY15.

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 175 requests for assistance with rent, utilities, medication and more. Friends stewarded \$45,700 in contributions in addition to several funds designated for special use. Friends supported DCHS initiatives such as Mental Health First Aid training and fostered staff development by funding specialized clinical trainings through the Krasnow Fund.

The Vola Lawson Breast Cancer Memorial Fund was established to raise money for free mammograms and diagnostic procedures for women in need to honor the late Vola Lawson, former City Manager.

The Commission for Women held the annual Salute to Women Awards Banquet and honored 10 individuals for their work improving the lives of women and girls in Alexandria. The event raised \$10,000 for the DCHS Sexual Assault Program.

Business Projects staff facilitated the relocation of several divisions of the Center for Adult Services to a shared location. The team began to oversee maintenance of the seven DCHS staff facilities, and maintenance staff is located on-site. A one-stop reporting system for all facility-related requests was created and a facilities manager monitors completion of the tasks.

The Residential Facilities Management staff joined the Office of Strategic Initiatives and Communication (OSIC). The move has improved efforts to keep the residential facilities safe, clean and welcoming.

Human Resources implemented changes in processes and staff assignments to increase efficiency and internal tracking mechanisms were improved and/or implemented. Trainings were rolled out to supervisors and staff on topics such as Timekeeping and Performance Management. The HR team continues to hold monthly meetings with internal customers to better collaborate.

Workforce Development & Learning assessed DCHS culture, structure and practices by gathering data via an employee engagement survey, town halls and focus groups. Programs in the Centers for Adult Services, Children and Families, and Economic Support received assessment, consultation and training in diversity and intercultural development, processes and procedures (related to homeless services), performance management, teambuilding, and leadership and management development. Trainings were also created to enhance onboarding for new hires. Specialized trainings, such as change management, were provided to assist employees with meeting DCHS Strategic Plan goals, and a clinical workgroup was formed to determine employee training needs in preparation for a change in the way behavioral health diagnoses are made.

These efforts help DCHS achieve the City's Four Guiding principles by aligning organization and employee performance with strategic goals; ensuring accountability for program outcomes; developing leadership at all levels and promoting a culture of service excellence, creativity and entrepreneurship, making our department a great place to work!



Senior HR Analyst Jonathan Edmund with former social worker in the new lactation room at a DCHS facility.



Department of Community & Human Services
720 North Saint Asaph Street
Alexandria, VA 22314

Program Site 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 Ave.

Child Welfare, 703.746.5757
Community Services, 703.746.5700
Eligibility Programs, 703.746.5801
Women's Initiatives, 703.746.5030
Homeless Services Assessment Center, 703.746.5700

421 King St.

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 Administrative 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

Visit our web site at www.alexandriava.gov/DCHS