

# 2017

## COMMUNITY IMPACT REPORT

DEPARTMENT OF COMMUNITY AND HUMAN SERVICES



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 PROVIDES  
EFFECTIVE AND ESSENTIAL  
SAFETY NET SERVICES THAT  
MEASURABLY IMPROVE OR  
MAINTAIN THE QUALITY OF LIFE  
FOR ALEXANDRIANS.**

# MESSAGE FROM THE DIRECTOR

The Alexandria Department of Community and Human Services (DCHS) is proud to share its Fiscal Year 2017 Community Impact Report. This report illustrates the work of dedicated staff, volunteers and partners focused on achieving the vision that all residents of Alexandria enjoy a sense of well-being, safety and self-sufficiency.

Each day throughout Alexandria, individuals and families are working to overcome barriers and achieve their dreams. DCHS works in partnership with them and strives to provide the highest quality of services and the most effective approaches. Together, we face challenges, find success, and rely on creativity, resiliency and hard work to keep moving forward.

Alexandria is a place where many things are made possible because of the high level of commitment to creating a community where all residents can succeed and partnerships are the norm. On the following pages, you will see the fruits of those approaches.

It is important to point out that while much has been achieved, we continue to face challenges, including increased demand for services and the complexity of needs and challenges facing those we serve while resources continue to be reduced. The dedication and skill of DCHS staff make it possible for us to be successful in the face of such challenges.

We continue to be extremely grateful for the support we receive from our Boards and Commissions, the Mayor and City Council, the City Manager's Office, city and non-profit partners, the community and our many volunteers. Your investment in our work is critical for our success. Thanks to all who have contributed to making this a positive and productive year!

  
Kate Garvey

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## **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.

# VALUES & PRINCIPLES

# CENTER FOR CHILDREN & FAMILIES

THE CENTER FOR CHILDREN & FAMILIES CELEBRATED A NUMBER OF SUCCESSES OVER THE PAST YEAR

## **775 SERVED**

### **CHILD AND FAMILY BEHAVIORAL HEALTH**

Providing assessment, care coordination, mental health and substance abuse treatment services. Ninety percent of youth served by the Youth & Family Team — who were on a downward trajectory — improved or maintained functioning. Ninety-six percent of youth served by the Community Wraparound Team remained in the community.

## **549 FAMILY ASSESSMENTS AND INVESTIGATIONS**

### **CHILD PROTECTIVE SERVICES**

Receiving and responding to concerns of abused or neglected children and working to ensure their safety. Of the investigations, there were 35 founded cases of abuse and neglect. One hundred percent of children receiving Child Welfare Services did not have additional findings of abuse or neglect within 12 months of services.

# 776

### **SERVED IN INFANT AND TODDLER CONNECTION**

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



Child Behavioral Health and Child Welfare collaborated with system partners in a competitive seven-month Georgetown University program to improve system collaboration in support of better outcomes for youth involved with juvenile justice and child welfare systems. The effort resulted in the System of Care workgroup, and with it, a comprehensive work plan that addresses improvements in collaboration, data collection, parent and youth partnership, training and information sharing with the goal of

keeping youth in the community and out of residential treatment, juvenile detention and foster care when possible.

More than 550 community members participated in trainings on Recognizing, Reporting & Preventing Child Abuse & Neglect. Presentations explained the shared responsibilities of preventing child abuse and included training of educators and other legally mandated reporters, mentors and coaches, daycare providers, foster parents and community groups.

***THE LGBTQ TASK FORCE COORDINATED A TRAINING FOR 100 SERVICE PROVIDERS ON CREATING INCLUSIVE SERVICES FOR TRANSGENDER COMMUNITY MEMBERS.***

The Child Care Subsidy Unit implemented a sustainable resolution of its waitlist of 300 applications. Dispositions on child care subsidy applications are now completed on a rolling basis with no family waiting more than 30 days once completing the application.

The LGBTQ Task Force coordinated a training for 100 service providers on creating inclusive services for transgender community members. Trainers were national and local experts, and the training closed with a panel of transgender people from Alexandria discussing positive and negative experiences they have had in receiving services.

**6,165** **ENGAGED** **YOUTH DEVELOPMENT**  
Youth Development Counselors, the Alexandria Campaign on Adolescent Pregnancy and the Substance Abuse Prevention Coalition of Alexandria engaged youth and parents in evidence based programs, support services and leadership and educational programs. Of those surveyed, 98 percent reported positive change.

The Youth Developmental Disabilities Unit learned a new electronic health records system, attended trainings on the new Medicaid Waiver Design and completed training to become Person-Centered “No Wrong Door” Counselors. The unit put this training to immediate use by partnering with the Alexandria Health Department to conduct 75 intakes, 41 eligibility assessments for the EDCD waiver and add 34 to the Developmental Disabilities Waiver Waitlist. This partnership now facilitates a seamless point of entry for individuals seeking any long term waiver service.

**97 CHILDREN**

**MONTHLY AVERAGE CASES IN FOSTER CARE**

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.

**517 PRESCHOOLERS SERVED**

**AL’S PALS: KIDS MAKING HEALTHY CHOICES**

Improving pro-social skills and decreasing problem behaviors through Al’s Pals, a science-based program that utilizes puppets to teach children to be good decision makers. This program increases protective factors and decreases risk factors, which helps to improve school readiness and positive outcomes across the developmental spectrum.



# CENTER FOR ADULT SERVICES

THE CENTER FOR ADULT SERVICES IS PROUD TO SHARE SOME NOTABLE HIGHLIGHTS FROM FY2017

Developmental Disability Services began serving six additional Alexandria adults through Community Engagement, a new Medicaid Waiver program that includes services at the Fennel-Sauls Vocational Center. Additionally, one longtime resident of the State Training Center moved back to the community. There are three Alexandrians left in the center, having chosen to continue their stay.

Sheltered Homes of Alexandria, a DCHS non-profit partner in housing, sold a former developmental disabilities group home in support of their mission to have more affordable housing units that are smaller in scale. All of the residents of the former home are being served in other supportive residential settings.

## 175

### SERVED IN OPIOID TREATMENT PROGRAM

Helping adults stop heroin and other illegal narcotic use by prescribing and monitoring medications that do not produce a "high" and minimize the symptoms of withdrawal. Clients participate in regular counseling sessions and abstain from illegal drugs and alcohol while in the program.

## 273

### SERVED IN SUBSTANCE ABUSE RESIDENTIAL TREATMENT CENTER

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

## 41

### SUPPORTED THROUGH ADULT DAY SERVICES CENTER

Offering services to adults 55 years and older who may need assistance and cannot stay at home alone during the day. Providing home caregivers a needed break and the comfort of knowing that their loved one will be spending the day with friends and enjoying activities.

The Program of Assertive Community Treatment (PACT) was launched in December 2016, and in the final half of FY17, provided comprehensive community based services to over 20 individuals with serious mental illness whose needs could not be met with conventional behavioral health services.

The Adult Day Services Center celebrated its 30<sup>th</sup> anniversary providing weekday support and activities to seniors in need of assistance and who cannot stay home alone. In attendance were current and previous families and staff, as well as the mayor and the city manager.

Aging and Adult Services recruited eight additional attorneys to serve indigent Alexandrians without family or friends to assist them and served 53 low-income residents with disabilities through the Guardianship-Conservatorship Program, an increase of 82 percent over the previous year.

The Opioid Work Group, comprising City staff and formed in 2015 to monitor opioid use in the city, received a \$50,000 award from the state to target opiate use and overdose prevention. The group held REVIVE trainings for overdose reversal through Narcan administration, advanced data collection and sharing, participated in the Council of Governments Regional Opioid and Substance Abuse Summit, and four Drug Take Back Day events, and hosted Attorney General Mark Herring on his visit to learn more about City efforts.

High Intensity Drug Trafficking Areas Program (HIDTA) released research findings on recidivism rates of individuals who participated in regional HIDTA programs during 2015. Continuing the trend, it was demonstrated that treatment has a positive impact by reducing criminal behavior for individuals who have substance use disorders and criminal histories. In Alexandria, there was a 30 percent reduction in the number of individuals arrested between the year before and the year after involvement in the Alexandria HIDTA program. For those who completed treatment successfully, there was a 67 percent reduction of individuals arrested.

# 208

## SERVED IN ADULT PROTECTIVE SERVICES

Receiving and investigating reports of suspected adult abuse, neglect and/or financial exploitation. Of these, 96 cases were founded. Ninety percent of individuals with founded cases did not experience recurrence of maltreatment within 12 months of APS involvement.

# 235

## SERVED IN RESIDENTIAL PROGRAM

Providing permanent or transitional living arrangements, supported living, supervision and training to promote personal growth for persons with severe mental illness, including those with co-occurring substance use disorders and those with developmental disabilities.

## 979 SERVED MENTAL HEALTH AND SUBSTANCE ABUSE THERAPY SERVICES

Providing 549 adults with individual and group mental health therapy, 293 adults with substance abuse counseling and 80 older adults with mental health services. Through the Sober Living Unit, 57 jail inmates participated in counseling.

## 149 SERVED IN WEST END WELLNESS CENTER

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.

## 44 SERVED TRANSITIONING ADULTS INTO LIVING SUCCESSFULLY (TRAILS)

Providing coordinated specialty services for adolescents and young adults who are experiencing their first psychotic episode.

# CENTER FOR ECONOMIC SUPPORT

THE CENTER FOR ECONOMIC SUPPORT HAD MANY IMPRESSIVE HIGHLIGHTS IN FY 2017

## OFFICE OF COMMUNITY SERVICES HIGHLIGHTS (OCS)

In the Annual Point in Time Count, 211 persons experiencing homelessness were identified in the city, a decrease by 6 percent from 2016. OCS attributes this to the increase in rapid rehousing as well as improved screenings to assess the needs of persons seeking shelter and offering diversion services.

OCS and the Workforce Development Center collaborated to create an Employment Navigator position. Point in Time data showed that Alexandrians experiencing homelessness were often underemployed with multiple barriers to employment. The Employment Navigator provides one-on-one coordination with the homeless service providers and the Workforce Development Center to develop action plans for clients with high employment barriers to assist them in securing steady employment and stable housing.

# 536

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

OFFICE OF COMMUNITY SERVICES (OCS) HIGHLIGHTS

**244 SHELTERED**

**ALEXANDRIA COMMUNITY SHELTER**

Sheltering individuals and families screened through HSAC and linking to case managers, job specialists, housing locators and other support.

**292 SHELTERED**

**WINTER SHELTER**

Offering easily accessible nightly shelter during hypothermia season at Carpenter's Shelter, where a meal and bed space are provided. HSAC screenings are also offered for those seeking longer term shelter.

**2,778 ASSISTED**

**FINANCIAL STABILIZATION SERVICES AND RENT RELIEF**

Providing households with financial assistance for such needs as security deposits and housing stability, as well as offering case management and homeless prevention services.

**79 SERVED**

**RENT SUBSIDIES TO SENIORS AND PERSONS WITH DISABILITIES**

Providing rental subsidies to seniors and persons with disabilities on fixed incomes thereby increasing their income and reducing financial strains.

**WORKFORCE DEVELOPMENT CENTER (WDC) HIGHLIGHTS**

WDC organized a conference for skilled immigrants in partnership with Northern Virginia Community College and other regional partners. More than 250 individuals attended sessions on the needs of skilled immigrants including cultural competency, navigating the American job market and how to identify industry specific job opportunities. Speakers included business

representatives, educators, other workforce agencies and successful skilled immigrants who shared their stories.

The WDC developed the Mature Worker Pre-Employment Training program. This program was developed to support the mature worker and increase the awareness of the WDC staff and businesses regarding benefits and opportunities associated with our nation's growing mature workforce.

**230,894**

JOB BOARD HITS WITH 567 JOBS POSTED

**247**

Employment workshops and 47 hiring events.

**5,711**

Career Center and Youth Career Academy visits.

**153**

Teens employed through the Summer Youth Program.

## **PUBLIC BENEFITS AND CUSTOMER SERVICE HIGHLIGHTS**

Ninety-seven percent of SNAP food stamp applications were completed without error, allowing the beneficiary to receive food stamps in-hand within 30 days, or if expedited, within seven days.

The number of Medicaid applications taking more than 45 days to complete — due to agency or client delays — was reduced from 35 percent to 9 percent. These applications require verification of status in such areas as employment, income and housing.

The DollarWise Financial Literacy Program held a financial workshop, “10 Steps to Financial Success,” that was open to the public and employees and covered such topics as achieving financial goals, establishing a realistic spending and savings plan and preparing for the future.

Free volunteer tax preparation services for the community were coordinated by Customer Service resulting in the return of \$537,837 in federal and state refunds to 438 city households. Additionally, the Virginia Cooperative Extension provided free credit counseling during the tax season to households using the free tax preparation services.

# **19,758 SERVED**

## **MEDICAID**

Assisting clients in accessing a federal system of health care for those requiring financial assistance.

# **12,906 SERVED**

## **SNAP FOOD STAMPS**

Reducing hunger and increasing food security and nutrition in low-income households through a federal hunger safety net.

# **2,222 SERVED**

## **MONTHLY AVERAGE CUSTOMERS SERVED BY CUSTOMER SERVICE TEAM**

Providing multilingual customer support in the completion of human service applications, walk-in services to resolve existing case inquiries and assessment of urgent or crisis service needs.

# **1,816 SERVED**

## **TEMPORARY ASSISTANCE FOR NEEDY FAMILIES (TANF)**

Providing temporary federal cash assistance and employment services to enable families with children to become self-supporting.



# COMMUNITY IMPACT

**VOLUNTEERS MAKE A DIFFERENCE. THEY EXPAND OUR SUPPORTS AND SERVICES AND HELP US TOUCH MORE LIVES.**

## **VOLUNTEER HIGHLIGHTS**

The Domestic Violence Program had 76 volunteers who provided 2,593 hours of service answering the 24-hour hotlines, facilitating support groups, providing court accompaniment and advocacy, and providing support to shelter residents and children.

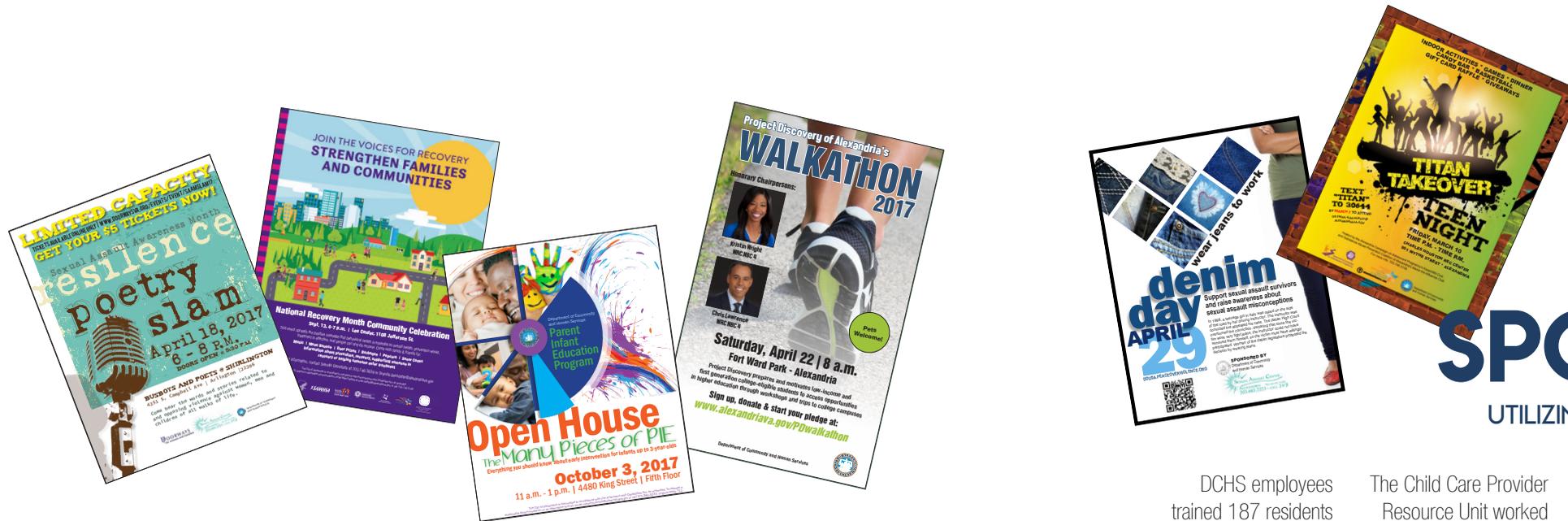
The Sexual Assault Center had 48 volunteers who provided 6,628 hours on call and 1,097 hours of direct service answering the 24-hour hotlines, facilitating support groups, providing court accompaniment and advocacy, and providing support to shelter residents and children.

In the Holiday Sharing Program, 380 individuals and groups sponsored 375 families, 191 seniors or adults with disabilities, and 83 foster children by providing them with food, clothing and gifts for the holidays. More than 200 volunteers coordinated the Holiday Sharing Program, giving 850 hours. Donated gift cards for groceries totaled \$8,935 and gift cards for teens in foster care totaled \$7,550.

The Fund for Alexandria's Child, supported by an advisory council of 15 volunteers, raised \$90,000 for foster and at-risk children to participate in activities that help to normalize their lives, such as athletic teams, dance classes, prom, graduation celebrations, holiday gift sharing, and transportation to jobs and medical appointments.

Behavioral health programs had 22 volunteer representative payees who managed the finances of 58 clients with a mental illness or intellectual disability.

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 231 requests for assistance with rent, utilities, medication and more. Friends managed \$69,589 in contributions and co-sponsored free public events that encouraged treatment, recovery and education to combat stigma.



# SPOTLIGHTS

UTILIZING DCHS PROGRAMS AND SERVICES

## A SAMPLING OF EVENTS...

Accelerating Assets – Data & Collaboration

Among Agencies

Breaking the Silence – Child Abuse Prevention

Champions of Children Awards

Children's Mental Health

Denim Day Sexual Assault Awareness

Domestic Violence Awareness

Drug & Alcohol Recovery Month

Early Intervention Open House –

Many Pieces of PIE

Excellence in Aging Awards

Fatherhood Training

Human Trafficking Brown Bag

Inclusivity – Working with

Transgendered Community

Mobilizing Kinship

Meltdowns vs. Tantrums

Project Discovery Walkathon for

College-bound Youth

Resilience Poetry Slam

Salute to Women Awards

Sticker Shock – Don't Provide Alcohol to Minors

Titan Takeover Teen Night

Who We Are Screening

DCHS employees trained 187 residents and City employees in Mental Health First Aid (MHFA) and Youth Mental Health First Aid. MHFA demonstrates the initial help given to a person 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. In the six years since initiating MHFA, more than 800 people have been trained in Alexandria.

The Child Care Provider Resource Unit worked with registered family child care providers in Alexandria to meet new state licensing requirements. One hundred percent of the family childcare providers completed the 10-hour training, and all family child care providers passed their licensing home inspections.

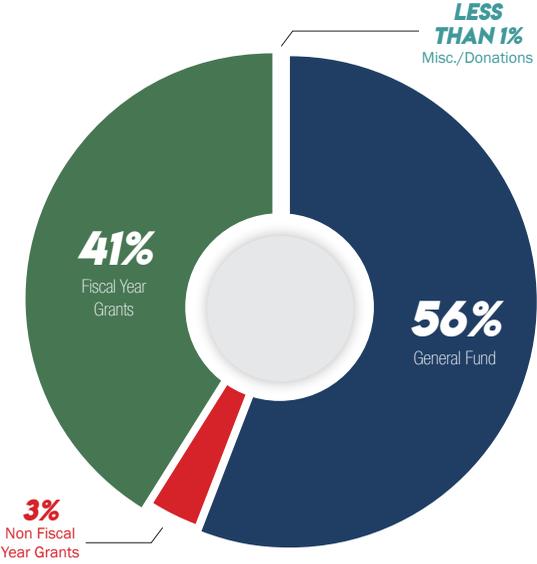
The Alexandria Fund for Human Services (AFHS) supported programs vital to meeting the needs of the community with broadly defined service priorities for young children, youth, families, immigrants, seniors, persons with disabilities and individuals with low incomes. These priorities help to ensure that the city's most vulnerable residents will be served. City Council approved a FY17 appropriation of \$1,996,430 that supported 47 programs administered by 39 nonprofits and benefited 19,564\* Alexandria residents. *\*Includes duplicated people served between programs.*

Out of School Time Services, a cooperative partnership between DCHS, Alexandria City Public Schools and the Campagna Center, subsidizes licensed school age childcare offered through Campagna Kids. Based at 11 schools, the program served 987 elementary school children before and after school and during the winter, spring and summer breaks.

# FINANCIAL INFORMATION

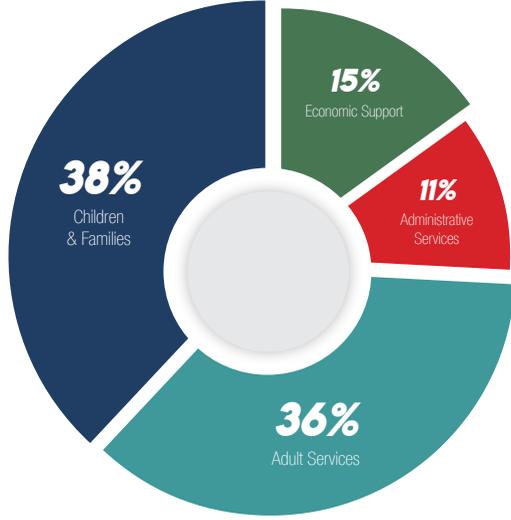
### REVENUES BY SOURCE

General Fund	\$50,096,556
Non Fiscal Year Grants	\$3,155,407
Fiscal Year Grants	\$35,341,835
Miscellaneous/Donations	\$377,672
<b>TOTAL</b>	<b>\$88,971,470</b>



### EXPENDITURES BY CENTER

Center for Adult Services	\$31,031,761
Center for Children & Families	\$34,290,772
Center for Economic Support	\$13,701,532
Office of Administrative Services	\$9,947,405
<b>TOTAL</b>	<b>\$88,971,470</b>



<b>CENTER FOR ADULT SERVICES</b>	<b>\$32,046,850</b>
Developmental Disability Services for Adults	\$6,756,814
Residential and Community Support Services	\$7,607,149
Clinical and Emergency Services	\$10,011,621
Aging and Adult Services	\$5,933,349
Management	\$1,728,917

<b>CENTER FOR CHILDREN &amp; FAMILIES</b>	<b>\$34,728,694</b>
Child Welfare	\$10,937,596
Children's Services Act	\$8,369,987
Early Childhood	\$7,720,068
Youth Development	\$2,150,671
Child and Family Treatment	\$2,927,107
Domestic Violence and Sexual Assault	\$1,659,174
Management	\$964,091

<b>CENTER FOR ECONOMIC SUPPORT</b>	<b>\$13,693,810</b>
Community Services	\$4,307,504
Workforce Development Center	\$3,558,317
Benefit Programs	\$5,339,357
Management	\$488,632

<b>OFFICE OF ADMINISTRATIVE SERVICES</b>	<b>\$9,848,899</b>
Management	\$7,852,469
Alexandria Fund for Human Services	\$1,996,430

**TOTAL \$90,318,253**

# BOARDS & COMMISSIONS

## BOARDS & COMMISSIONS

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

- Alexandria Community Policy Management Team (ACPMT)
- Alexandria Community Services Board (CSB)
- Children, Youth & Families Collaborative Commission
- Commission on Aging
- Commission on Employment
- Commission for Women
- Economic Opportunities Commission
- Social Services Advisory Board
- Workforce Investment Board

## 2017 CITY LEADERSHIP

Mayor  
Allison Silberberg

Vice Mayor  
Justin M. Wilson

City Council  
Willie F. Bailey, Sr.  
John Taylor Chapman  
Timothy B. Lovain  
Redella S. Pepper  
Paul C. Smedberg

City Manager  
Mark B. Jinks

Deputy City Manager for  
Public Safety and Human Services  
Debra R. Collins

## DCHS LEADERSHIP TEAM

Kate Garvey  
Department Director

Suzanne Chis  
Deputy Department  
Director

Carol Layer  
Center Director,  
Adult Services

Deborah Warren  
Center Director,  
Children and Families

Paul Kim  
Technology Services Director

Lesa Gilbert  
Center Director,  
Economic Support

Raphael Oberwa  
Chief Fiscal Officer III

Jeff Bollen  
Human Resources  
Manager

Sharon Vaughan-Roach  
Center Director,  
Operations

# CITY & DCHS LEADERSHIP

# PROGRAM DIRECTORY

1900 North Beauregard Street  
Center for Alexandria's Children | 703.746.6008  
Child Behavioral Health | 571.213.7963  
Child Welfare | 703.746.5757  
Early Childhood Division | 703.746.5437  
Office of Youth Services | 703.746.5970  
Workforce Development Center | 703.746.5940

2525 Mt. Vernon Avenue  
Child Welfare | 703.746.5757  
Office of Community Services | 703.746.5700  
Eligibility Programs | 703.746.5801  
Homeless Services Assessment Center | 703.746.5700

123 North Pitt Street, Suite 225  
Domestic Violence Program | 703.746.4911  
Sexual Assault Center | 703.683.7273  
Youth Development | 703.746.3436

720 North Saint Asaph Street  
Administrative Offices, CSB | 703.746.3400  
Emergency Services | 703.746.3401  
MH/DD/SA Intake | 703.746.3535  
Outpatient Mental Health Services | 703.746.3400

4480 King Street  
Parent Infant Education Program | 703.746.3350  
Residential Services Administrative Offices | 703.746.3500  
West End Wellness Center | 703.746.3456

2355 Mill Road  
Substance Abuse Residential Treatment | 703.746.3636  
Substance Abuse Services | 703.746.3600

4401 Ford Avenue  
Aging and Adult Services | 703.746.5999  
Alexandria Vocational Services | 703.746.3333  
Developmental Disability Case Management | 703.746.3333

DEPARTMENT OF COMMUNITY AND HUMAN SERVICES  
[WWW.ALEXANDRIAVA.GOV/DCHS](http://WWW.ALEXANDRIAVA.GOV/DCHS) | 703.746.5902