

# COMMUNITY IMPACT REPORT

2018



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.

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## VALUES & PRINCIPLES

### 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.

## MESSAGE FROM THE DIRECTOR

The following *2018 Community Impact Report* for the Alexandria Department of Community and Human Services (DCHS) tells the story of thousands of residents, hundreds of committed staff and volunteers, and many partners coming together to achieve remarkable things. The daily work of the Department moves us all closer to achieving the vision that all residents of Alexandria enjoy a sense of well-being, safety and self-sufficiency. The ways that we make progress toward this vision include providing high quality services, focusing on the strengths of the individuals we serve and maximizing the resources available in our community.

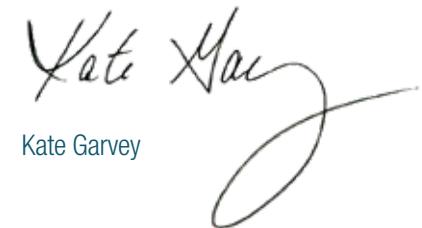
Those who participate in our services — our neighbors — are working to accomplish many things. Some are focused on employment and greater economic stability while others are battling to overcome opioid addiction. We have youth who are educating and supporting their peers and older adults who are striving to remain at home safely. Each day, we know that thousands of people across our community are benefitting from our services, and they are also contributing to the strength of our city.

The challenges we face in this work do not change significantly from year to year. Inadequate resources, increased and more complex needs and a desire to provide more comprehensive

services are challenges that persist. We continue to implement strategies to address these challenges including pursuing diversified funding and grants, accessing training and employing evidence-based practices and unifying our service approaches.

All of this work takes place in a community where kindness and generosity abound. Alexandria is a place where exciting things are possible because of the shared commitment to creating a community where all residents can succeed and where working together is the norm. These elements are critical to so many of the successful initiatives we implement each year.

As always, we are extremely grateful for the support we receive from our Boards and Commissions, the Mayor and City Council, the City Manager's Office, city and nonprofit partners, the community and our many volunteers. Your investment in our work is critical to our success. Thanks to all who have shared their ideas, resources and time. You truly make a difference!



Kate Garvey



## CENTER FOR CHILDREN & FAMILIES

The Center for Children & Families (CCF) had a number of successes over the past year in youth development and leadership, behavioral health and family care.

CCF continued to provide leadership in the implementation of the city-wide Children and Youth Master Plan, that serves to coordinate, align and deliver effective services to children and youth from birth to 21 years-old and their families to ensure that children are healthy and safe, academically and vocationally prepared, and socially and civically connected. Workgroups were structured to concentrate on specific issues children and youth are facing. In addition to the existing Early Care and Education and Out-of-School-Time Programs, the Healthy Behaviors and Youth Empowerment workgroups were created. Other workgroup areas being explored include mental health, physical health, infant health, safety and caring adults.

Child and Family Behavioral Health provided assessment, care coordination, mental health and substance abuse treatment services to 775 children and youth. Eighty-four percent of youth on a downward trajectory who were served by the Youth and Family Team improved or maintained functioning and 97 percent remained in the community, an increase from last year.

Child Welfare, Child Behavioral Health and the Children's Services Act Office collaborated with partners to keep the city's most vulnerable youth in the community whenever possible. Since 2008, the number of children placed in residential treatment facilities has decreased from 66 to 22, and the discharge rate has increased to 54 percent from 35 percent.

# 7,235 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 Domestic Violence Program (DVP) served 583 victims, received 2,057 hotline calls and had more than 9,300 service contacts. The Battered Women's Shelter provided 3,204 bed nights to 53 women, 1 man and 42 children. The Sexual Assault Center (SAC) served 206 victims, received 1,025 hotline calls and had 5,846 service contacts.

Staff in Early Childhood Development served 540 children and 359 families through the Child Care Subsidy Program in which families pay a single income-based fee to the provider and the remainder of the cost is paid by DCHS. Utilizing local funding, the program supported an additional 35 children through the summer.

Through its five program areas, the Early Childhood Division helped Alexandria residents access quality child care, support their children's developmental needs and obtain Medicaid Waiver and case management services to touch the lives of 3,479 children and 1,798 families/caregivers.

More than 720 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.

# 556

## 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 30 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.

The Parent Infant Education (PIE) Program served almost 800 children between the ages of birth to three years, diagnosed with developmental delays or disabilities. Infants and toddlers who turned three or exited the program exceeded state targets in positive social-emotional skills, acquisition and use of knowledge skills and use of appropriate behaviors to meet their needs.

The Youth Developmental Disabilities Program provided on-going assessment and case management to 148 children and youth who were eligible for Medicaid Waiver programs.

Five youth graduated from the program with waivers to support them to start their dream lives, including two individuals living independently but close to families and neighborhoods where they grew up. The Children and Youth Intellectual and Developmental Disability Case Management staff continued to maintain one of the shortest times within DCHS from referral to intake for services — 11 days.

# 581 PRESCHOOLERS SERVED IN 40 CLASSROOMS

## AL'S PALS: KIDS MAKING HEALTHY CHOICES

Improving pro-social skills and decreasing problem behaviors through the science-based program that utilizes puppets to teach children to be good decision-makers.

The Preschool Prevention Team also provided more than 1,500 hours of mental health consultation in preschool classrooms and more than 400 hours of early intervention services to children up to five years old and their families.

# 92 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 that children can be returned.



## CENTER FOR ADULT SERVICES

The Center for Adult Services had a number of highlights from FY 2018 that impact seniors, those in treatment and recovery.

The Division of Aging and Adult Services (DAAS) worked with Senior Services of Alexandria to develop a Community Ambassador Program that identifies and utilizes informal community leaders to inform and educate Alexandrians about available aging services. DAAS provided initial and ongoing training to the 35 Ambassadors.

DAAS also created a nursing position to provide better early assessment and interventions to older adults and adults with disabilities to prevent deteriorating conditions and disruptive, costly needs.

Staff of DAAS worked with the Commission on Aging to develop the Council-ratified Age-

Friendly Plan for a Livable Community. The plan aims to accommodate the needs of older residents in Alexandria.

The Program of Assertive Community Treatment (PACT) team, which began in FY 2017, now has 52 active clients, has served 57 clients, and continues to enroll three to four new clients every month. PACT promotes individual empowerment through the acquisition of resources and skills that help individuals manage their mental health and any substance misuse to reach an increased level of independence in the community. PACT is meeting all current implementation milestones, including providing services seven days a week. All of the team members have completed ACT 101 training through UNC's School of Best Practices.

# 325 RESIDENTS

Assisted by Virginia Insurance and Counseling Assistance Program (VICAP) staff to resolve specific Medicare issues through interactive Medicare events, including tips on Medicare fraud prevention.

Early FY 2018 saw the launch of the new Electronic Health Record which, among other advantages, will help achieve compliance with requirements under the Affordable Care Act. Implementation of the new system represented an opportunity for staff to re-visit policies and workflows.

Within the last year, the Opioid Treatment Program received its sixth consecutive three-year Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation, the international behavioral health accreditor for Aging Services, Behavioral Health, Child and Youth Services, Employment and Community Services, and Opioid Treatment Programs, among others.

In an effort to expand prevention, outreach, treatment and community collaboration initiatives to address the opioid crisis, the High Intensity Drug Trafficking Areas Program (HIDTA) adopted an Overdose Map to help track overdoses and trends in real-time, developed an Overdose Spike Response Protocol, and held four Drug Take Back Days.

This past year, Substance Abuse Residential Services (SA Residential) focused on increasing the availability of Naloxone and REVIVE trainings to recognize and respond to opioid overdoses. SA Residential also developed a training initiative for all clients living in the Independent Living Program, which aims to ensure they all have access to their own supply of Narcan.

**23** REVIVE overdose response trainings held in the community and trainings in the Alexandria Detention Center with inmates

Total number of individuals and/or groups trained in Mental Health First Aid **390**

The winner of a \$500 award from the Alexandria Commission on Persons with Disabilities donated the winnings to Safe Haven. The money will be used for the 12 clients who reside in the program, which serves people who are chronically homeless with mental illness and/or other disabling conditions, on the streets and cannot or do not use existing shelters.

To align with its goal to support individuals to age in place for more than a year, Developmental Disability Services (DD Services) coordinated with a local hospice to provide palliative and holistic care to an older adult client living at Linden Group Home. The resident progressively lost all mobility and eventually

required total support with daily living skills. This included transferring, lifting, repositioning from bed, wheelchair assistance and more. During this time in DD Services' care, the resident was comfortable, doing well and never had any bed sores or infections.

DD Services also supported residents during the Commonwealth Coordinated Care Plus transition by closely collaborating with medical providers, care coordinators, management care organizations, families and other stakeholders to ensure the best continuity of care.

**11,869 HOURS**

of personal care service provided



## CENTER FOR ECONOMIC SUPPORT

The Center for Economic Support made significant strides in providing community support throughout the last year.

The Office of Community Services (OCS) worked with households needing assistance with energy bills during the summer, using Virginia Dominion EnergyShare Program and Virginia Energy Assistance Program. The Virginia Dominion EnergyShare Program provides financial assistance to low income households. This program requires a disconnect notice unless the applicant is over the age of 60. OCS served more than 200 households with this program. The Virginia Energy Assistance Program provides financial assistance during the summer to income-eligible households, which includes payment toward the utility bill, repair of air conditioning units, and purchase

of fans or air conditioning units (for households currently without A/C units). More than 600 households were served through this program.

During the past year, OCS re-engineered how single adults access homeless services assessments. Reviewing data for several fiscal years, OCS and community partners noticed that under the previous appointment system, at least five singles shelter assessments were unattended each month, possibly barring persons from shelter. To adjust, appointments were replaced with walk-ins, and screening increased. From July 1, 2017 through June 30, 2018, the CoC-coordinated assessment center screened 37 percent more people than the prior year, for the same time period.

## 292 SHELTERED

### ALEXANDRIA COMMUNITY SHELTER

Sheltering individuals and families screened through the Homeless Services Assessment Center (HSAC) and linking to case managers, job specialists, housing locators and other support.

## 330 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.

In FY 2018, the Workforce Development Center (WDC) helped to fill 613 jobs through the services that were provided to businesses meeting 98 percent of the annual target. Five hundred and four people were employed, and 89 percent of the people employed retained employment for more than 90 days, exceeding the annual target by 19 percent.

WDC served more than 250 businesses with professional support for staffing solutions, job placement, recruitment, labor market information and workforce planning through certified Business Services Specialists.

One hundred and seventy youth participated and gained work experience through the City Summer Youth Program.

In 2018, there were 204,854 visitors to the WDC website, exceeding its annual target goal by two percent.

In the same year, there were 18,387 visitors to WDC at 1900 N. Beauregard St., to access programs, resources and services for job seekers and businesses.

In 2018, 354 youth (ages 16-24) participated in the Youth Career Academy, and 5,303 people visited the Adult Career Center, 18 percent higher than the annual target. Both career centers provide participants with:

- Computer and Internet Access
- Online and On-site Access to Job Listings
- Hiring Events (Including Job & Career Fairs)
- Assistive Technology
- Career Readiness Workshops
- Career Assessment Tools

The Benefits Program presented workshops on Fraud Prevention and Investigation Services to the Security Association of Financial Institutions and U.S. Coast Guard Reserve Auxiliary Division.

The Benefits Program staff received notes from residents expressing thanks and appreciation for the services and attention provided to them. "I am very satisfied with the work of my worker," one resident said. "She is always attentive when answering her phone and explaining the process step-by-step. She explains everything very clearly, giving you an approximate amount of time the process will take in resolving the matter."

# 2,393 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.

# 13,457

Residents receiving SNAP benefits.

# 21,698

Residents receiving Medicaid benefits.

# 88 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.

# 2,317 SERVED

## TEMPORARY ASSISTANCE FOR NEEDY FAMILIES (TANF)

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



# VOLUNTEERS MAKE A DIFFERENCE

Volunteers make a difference. Their help allows us to provide better services, expand resources and deliver quality community outreach.

The Adult Day Services Center had 10 volunteers contribute a total of 515 hours of service. The volunteers provided a variety of support and activity programming for seniors including robust exercise, yoga, storytelling, classical guitar and more.

The Domestic Violence Program had 59 volunteers who provided 2,456 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 65 volunteers who provided 7,634 hours of service answering the 24-hour hotlines, facilitating support groups, providing court accompaniment and advocacy, and providing support to adults and children.

The Fund for Alexandria's Child (FFAC), supported by an advisory council of 12 volunteers, raised \$140,000 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.

The FFAC Holiday Sharing Program, made up of more than 400 individuals and groups, sponsored 367 families, 217 seniors or adults with disabilities and 87 foster children, by providing them with clothing and gifts for the holiday season. More than 200 volunteers coordinated the Holiday Sharing Program, contributing 850 volunteer hours. Donated gift cards for groceries totaled \$5,740, and gift cards for teens in foster care totaled \$8,290.

Friends of the Alexandria Mental Health Center (Friends), a non-profit group of volunteers that provide financial assistance to DCHS clients with mental illness, substance use and intellectual disabilities, responded to 133 funding requests for needs that fall through the cracks of other agencies such as rent, utilities, medication, dental care, vocational endeavors and more. Friends managed \$73,566 in contributions and co-sponsored free public events to encourage treatment, recovery and education to combat stigma.

# DCHS SERVICES MAKING AN IMPACT

## CIRT PROVIDES RELIEF DURING CRISIS

At some point, many of us will experience a crisis — and how we respond to that crisis will affect how well we overcome it. At DCHS, there are resources for those in Alexandria who need immediate crisis support, whether it is an individual crisis, an incident impacting a group of people or a larger scale event.

The licensed clinicians of Emergency Services respond 24/7 to calls about a variety of individual crises including acute episodes of anxiety, depression, unusual thoughts or behavior, thoughts about hurting one's self or someone else, drug or alcohol problems, traumatic events and more. One emergency service, the Critical Incident Response Team (CIRT), offers specialized supportive responses for critical incidents that occur in Alexandria.

Following a critical incident, such as a shooting, hostage situation or an unexpected death, CIRT brings support to individuals in the community with the goal of decreasing stress and disseminating resources for further services. CIRT accomplishes this goal by screening phone calls requesting CIRT intervention, determining the appropriate intervention for the critical incident and providing evidence-based services to mitigate the impact of potentially traumatic events. It is important to note that crisis intervention is not psychotherapy; it is a specialized acute emergency mental health intervention that requires specialized training — often referred to as “emotional first aid.”

CIRT was established 15 years ago to help Alexandria residents effectively respond to and deal with unusually stressful events. The team is composed of a diverse group of DCHS employees with different areas of specialization who are trained in critical incidence response. Although most of the team members have a mental health background, it is not a requirement.

Any individual or group who may have experienced an unusual stressful incident can receive assistance from CIRT. When CIRT is not warranted, the team will make an appropriate referral.

Gun violence, notably, violence within public facilities, occurs nationally. The City of Alexandria is not immune to this type of violence. On June 14, 2017, a gunman entered Eugene Simpson Park, site of a congressional softball practice, and began firing—injuring three people including a U.S. congressman. CIRT responded, providing support to Alexandria residents impacted by the shooting. During the subsequent Walk for Solidarity event, CIRT members provided supportive resources and were available on-call for one-on-one support.

CIRT responded more recently by providing support to group home residents after a death and providing outreach to residents of a building where a suicide occurred. Following a crisis, a thoughtful response is imperative. Knowing there is help available in a time of need adds peace of mind, often absent when dealing with a critical emergency situation. CIRT is that resource, always ready to respond.

## OPIOID WORK GROUP ADDRESSING NATIONAL CRISIS IN ALEXANDRIA

As in many communities throughout the country, the national opioid epidemic poses a significant threat to public health and safety in Alexandria. Overdoses related to opioids are affecting more family members, neighbors and friends than ever before, and DCHS staff are working with other City departments to address this serious crisis as members of the Opioid Work Group.

The Work Group is comprised of representatives from a range of City services and takes a multi-dimensional approach to attacking the crisis by focusing on prevention and education, opioid addiction treatment, overdose response and recovery, diversion into treatment, and supply reduction and other law enforcement strategies.

DCHS staff and programs are involved in every area of focus. For example:

- The DCHS Communications team developed an informational website and a range of materials to aid in prevention and education efforts.
- The Substance Abuse Prevention Coalition of Alexandria added opioid education to its middle and high school prevention material and funded a permanent drop-box location where residents can securely dispose of their unused or leftover medications, reducing the chances of the drugs being misused or illegally distributed.
- The Opioid Treatment Program expanded its capacity by adding two additional therapists, and intakes were streamlined to prioritize persons misusing opioids and allow for faster and easier admission.
- DCHS staff and clients were offered trainings in the use of Narcan, which if given in time, can save the life of someone who is overdosing on opioids.
- DCHS staff and Police staff created the “Burner Phone Initiative. Immediately after a non-fatal overdose, Narcotics detectives meet with survivors as part of their drug investigations. In addition to conducting their traditional investigatory work, detectives also provide overdose survivors with a burner cell phone, pre-programmed with the numbers of the detective and the DCHS treatment programs. Treatment staff then call the phones to speak with victims and offer treatment, and victims themselves use the phones to call and ask for help. This initiative has been able to facilitate treatment engagement for six people in just the first few months since it began.
- DCHS staff coordinated with Inova Alexandria Hospital and the Alexandria Police Department to develop a city-wide Opioid Overdose Response Protocol to ensure overdose victims and their families receive prompt, thorough and helpful interventions to help prevent future overdoses and help the person recover.
- Find out more about the crisis and how DCHS is working to address it at [alexandriava.gov/opioids](http://alexandriava.gov/opioids).

# FINANCIAL INFORMATION

## CENTER FOR ADULT SERVICES

ID Services for Adults	\$6,736,468
Residential & Comm Supp Srvc	\$8,830,930
Clinical & Emergency Srvc	\$10,047,284
Aging & Adult Services	\$6,124,289
Adult Services Ldrsp & Mgt	\$1,791,944
<b>Total</b>	<b>\$33,530,915</b>

## CENTER FOR ECONOMIC SUPPORT

Community Services	\$4,538,192
Workforce Development Center	\$3,636,580
Benefit Programs	\$5,461,110
Econ Leadership & Mgt	\$539,931
<b>Total</b>	<b>\$14,175,813</b>

## CENTER FOR CHILDREN & FAMILIES

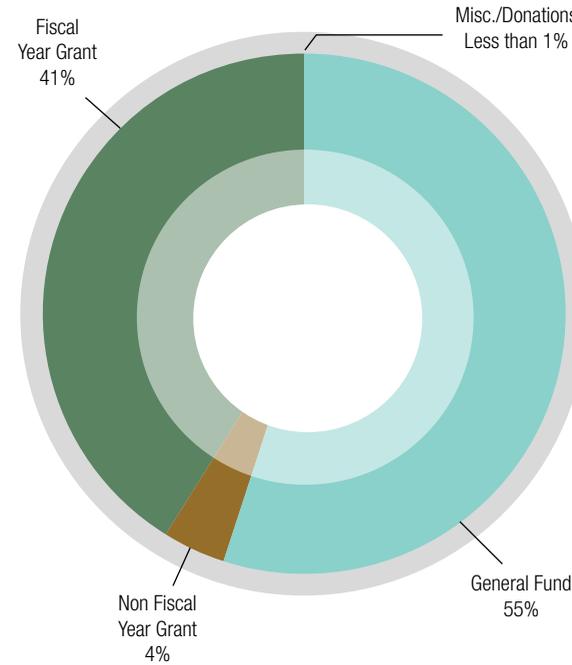
Child Welfare	\$11,105,090
Children's Services Act	\$8,835,969
Early Childhood	\$8,126,001
Youth Development	\$1,973,458
Child & Family Treatment	\$2,986,246
Dom Viol & Sex Assault	\$1,937,139
Children Ldrshp & Mgt	\$733,315
<b>Total</b>	<b>\$35,697,218</b>

## ADMINISTRATIVE SERVICES

DCHS Admin Ldrshp & Mgt	\$8,125,474
Alex Fund For Human Srvc	\$1,996,430
<b>Total</b>	<b>\$10,121,904</b>

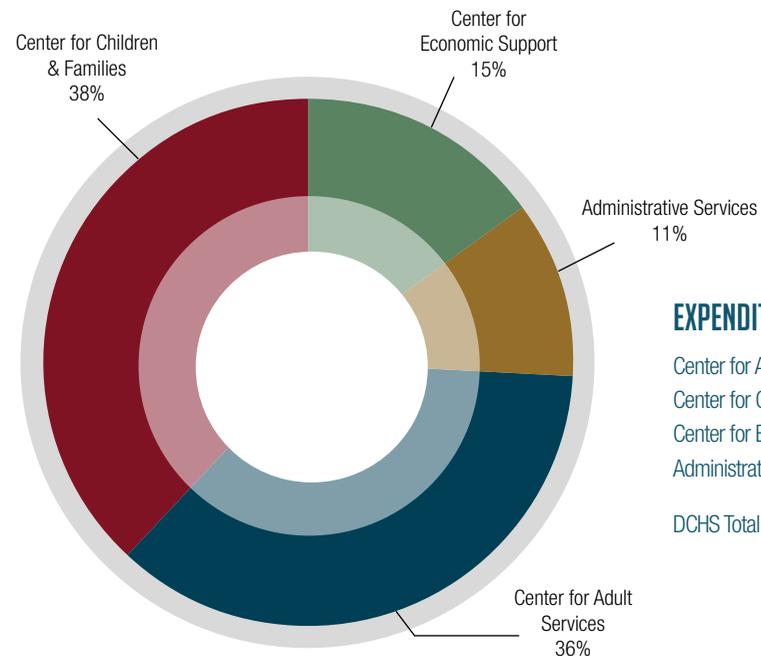
**GRAND TOTAL**

**\$93,525,850**



## REVENUES BY SOURCE

General Fund	\$51,688,849
Non Fiscal Year Grant	\$3,352,414
Fiscal Year Grant	\$38,135,915
Donations	\$266,072
Miscellaneous	\$82,600
<b>DCHS Total</b>	<b>\$93,525,850</b>



## EXPENDITURES BY CENTER/OFFICE

Center for Adult Services	\$33,530,915
Center for Children & Families	\$35,697,218
Center for Economic Support	\$14,175,813
Administrative Services	\$10,121,904
<b>DCHS Total</b>	<b>\$93,525,850</b>

## 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

## CITY LEADERSHIP

### MAYOR

Allison Silberberg

### VICE MAYOR

Justin M. Wilson

### CITY MANAGER

Mark B. Jinks

### DEPUTY CITY MANAGER FOR PUBLIC SAFETY AND HUMAN SERVICES

Debra R. Collins

### CITY COUNCIL

Willie F. Bailey, Sr.

John Taylor Chapman

Timothy B. Lovain

Redella S. Pepper

Paul C. Smedberg

## DCHS LEADERSHIP TEAM

### KATE GARVEY

Department Director

### CAROL LAYER

Center Director,  
Adult Services

### STACEY HARDY-CHANDLER

Center Director,  
Children and Families

### LESA GILBERT

Center Director,  
Economic Support

### RAPHAEL OBENWA

Chief Fiscal Officer

### JEFF BOLLEN

Human Resources  
Manager

### SHARON VAUGHAN-ROACH

Center Director,  
Operations

### PAUL KIM

Director, Technology  
Services

# 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

