

COMMUNITY SERVICES BOARD

Submitted By: Michael Gilmore, Executive Director

Date: October 13, 2009

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

On an annual basis, the Alexandria Community Services Board serves more than 4,000 persons with mental illnesses, intellectual disabilities, and substance use disorders through a comprehensive array of 34 programs.

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

- Ensuring persons with mental illnesses, intellectual disabilities, and substance use disorders have sufficient, accessible, and evidence-based community programs.
- Addressing highest priority unmet affordable housing needs including those for persons with disabilities and limited incomes.
- Meeting the priority identified behavioral health needs of children served through the Alexandria Community Policy and Management Team (ACPMT) and reducing dependence on out-of-home care.
- Realigning children's treatment and prevention services across the City in collaboration with other child-serving City agencies with the goal of providing the support youth need to be successful in the community.
- Realigning geriatric services across the City in collaboration with other City agencies with the goal of improving access and efficiency to Alexandria's seniors.
- Identifying the unmet needs of underserved and immigrant populations and developing programs to meet those needs.
- Advocating for Alexandrians with behavioral health needs through participation in local and inter-jurisdictional planning.
- Implementing changes arising from mental health law reform efforts and enhancing programs to prevent the criminalization of persons with mental illness through Jail Diversion efforts.
- Participating in the *Partnership for a Healthier Alexandria* initiative and other activities promoting awareness of CSB services and educating the public about behavioral health issues.

DEPARTMENT OF HUMAN SERVICES

Submitted By; Debra Collins, Assistant City Manager for Community and Human Services

Date: October 15, 2009

Aging & Adult Services

- DHS will develop a strategic plan is to create an approach for accommodating the needs of Alexandria's growing aging population by creating a livable community for all ages.
- Begin implementation of a plan that reflects a community-wide commitment to meeting the needs of all residents, but special attention will be given to the requirements of older adults for maximum independence, support for maintaining health and engagement in the community.

Employment

- *JobLink* is working with local automobile dealerships and repair shops, and the Alexandria Economic Development Partnership, to create the Automobile Training Institute of Alexandria. *JobLink* was designated to receive a grant totaling \$335,000 from the United States Department of Labor to initiate the project.
- *JobLink* has also begun a green program, responding to the increased industry demands for "green" workforce and needs of *JobLink* clients for training and employment.

Children and Youth Services

- Keeping Alexandria's children safe from abuse and neglect
 - Responding to an average of 60 new reports of abuse and neglect each month
- Provision of temporary care for children while fostering a permanent connection to family
 - In FY09 and average of 185 children were receiving foster care services.
- Promoting child well being
 - Provision of medical and mental health services to children at CATCH

- Office for Early Childhood Development (OECD) ensures pre-school age children get quality child care to enhance development and prepare for kindergarten.
- The Office trains and supports child care providers, encouraging them to constantly improve the quality of Alexandria's early childhood programs.
- Office of Youth Services plans and coordinates services to promote positive youth development, and promotes collaboration and coordination of services through staff support to the City and Schools Staff Group on Youth, which works to improve the coordination of services.

Acute Care (Public Assistance, Community & Emergency Services)

- The provision of timely and accurate benefits to eligible Alexandrians
 - Assist an average monthly number of 8,400 individuals with Medicaid
 - Provide Food Stamps to an average number of 3,300 families each month
- Securing permanent families for Alexandria's children in care
 - In FY09 about 28 children were served each month
- Energy Assistance Programs provide seasonal fuel and cooling programs to make utility costs more affordable.
- Housing Choice vouchers for Homeless allow for more affordable housing.
- Promote various ways to reduce daily expenses through programs such as providing FamilyWize coupons and prescription assistance plan applications to reduce prescription costs, referrals to free cell phone programs to reduce phone costs, assistance with Northern Virginia Dental Clinic co-payments to make dental care more affordable.
- DHS staff provide support to the Economic Opportunities Commission implementation of the Ten Year Plan to End Homelessness; one of the goals is to promote affordable housing, and staff to EOC which promotes affordable living issues for low-income Alexandrians.

Multicultural & Immigrant Services

- Some longer-term immigrants return to their homelands only to be replaced by newcomers and other kinds of clients who for one reason or another do not qualify or are not eligible for many government services. This forces us to rely on our non-profit partners who operate without eligibility restraints, but they, too are

overburdened with newcomers. Programs that worked well may not serve the future, as the need may have changed so much that they become obsolete.

- The programs we have had to underfund or curtail have been a longstanding part of Alexandria's successful assimilation of new citizens.

Communitywide Coordination & Collaboration of Human Services

- DHS co-convenes the Alexandria Council of Human Service Organizations, comprised of City and nonprofit organizations, which meets quarterly and provides a forum for information-sharing, coordination and collaboration to meet the human service needs of Alexandria residents.
- Administration of the Alexandria Fund for Human Services, which is the umbrella fund through which the DHS staff coordinates and administers grants and special initiatives for the three human service grant funds; the Children's Fund, the Youth Fund and the Community Partnership.

PRIORITY OR KEY ISSUES:

- The challenge of providing critical services with reduced funding from all levels of government - at a time when poverty is increasing
- Providing for increased community resources to help our troubled youth be able to stay in the community verses congregate care
- Preserving prevention services when funding is being cut - or rebuilding when funding returns
- For the City's aging population key priorities are: affordable housing; affordable assisted living; evening and weekend transportation; affordable in-home service for moderate income seniors; and chore service (i.e. leaf raking, snow shoveling, grass cutting, etc.).
- Affordable Housing (Very low-cost housing, not just workforce housing).
- Increased gap between income and increase in utility and medical costs.
- Coordination and streamlining of City and community early childhood initiatives.
- Increased collaboration of children and youth services to create a seamless continuum to meet the developmental needs of children and youth.
- Realignment of goals, initiatives and services towards an outcome focused model based on best practices.

- Partner with nonprofit organizations to identify needs and service gaps, and build capacity to ensure viability and ongoing sustainability.
- Design funding and grant review process to based future funding on identified needs and outcome metrics.

SUMMARY

Our landscape has changed for the provision of human services. Currently, and for at least the past year, the focus has been almost exclusively on emergency and safety net basic services--keeping families fed, clothed and preventing them from losing their housing. This shift of energy and effort has taken away from our other programs that have the long-term goal of guiding families and individuals to self-sufficiency and productive integration into our community. We must find a new balance lest we lose the irreplaceable base of knowledge and volunteers that have contributed to their value in the community.

At the same time that our economy has undergone a massive change, so, too, has our client base. So these two forces--a changing economic landscape and a changing complexion of diversity-- are at work, both of which impact how we operate in the present. When we look at the future, we already know it will not be a return to what we have known. Partnerships we relied on in the past may fall to the wayside under the strain of a different kind of need. What our clients require in the future bear only the faintest resemblance to the kinds of assistance they needed in the past. Such is the challenge before us as we strive to maintain and nourish a diverse and vibrant City. To remain viable, human related services must be flexible enough to meet the changing demands.

DEPARTMENT OF RECREATION, PARKS AND CULTURAL ACTIVITIES

Submitted By: James Spengler, Director

Date: October 15, 2009

Goal #7: Alexandria is a caring and inclusive community that values its rich diversity, history and culture and promotes affordability.

What are you doing today that pertains to the goal?

The Department of Recreation, Parks and Cultural Activities is addressing this goal through programming offered at City neighborhood recreation centers and the many special events that are held at various venues in the City throughout the year. Currently, there are thematic programs, special events and cultural activities offered at City venues that serve to enrich and educate youth and adults about the history, culture and diversity of the Alexandria community and the nation as a whole. Thousands of residents and visitors partake in the many cultural, ethnic and historic events held in the City. Additionally, more than 1,300 children are served in the Youth Out of School Time Program at City neighborhood recreation centers. Each month activities are planned around a central theme. This program is designed to help capture the imagination of children and encourage learning while having fun. Celebrations, workshops, music, dance, visual arts, and civic event activities are planned throughout the calendar year. The activities support innovative thinking, diversify leisure interests, and expose participants to events and people that have shaped the Alexandria community and the nation.

The public art program of the Office of the Arts also addresses this goal. Currently, there are three public art projects underway: Charles Hamilton Houston Memorial, Alexandria Police Memorial, and Contrabands and Freedmen's Cemetery. Each project addresses the diversity, history and culture of the community. The Charles Hamilton Houston Memorial will recognize the contributions of the civil rights lawyer and others who fought for equality in Alexandria's education system. The Police Memorial will recognize the sacrifices of Alexandria's law enforcement officers who gave their lives to protect our residents. Freedmen's Cemetery will honor those who did not live long in freedom within our City. Each public artwork will teach future generations of the importance of these individuals and their contributions in making Alexandria the community it is today.

Each project relies heavily on community participation. A diverse group of volunteers representing Alexandria stakeholders and public art experts provide their time and input into the selection of the artist to create the final artwork. This group is also charged with community outreach and promotion. The public will also play an important role as they provide their comments on the three final concepts to the selection panels.

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

- identification of funding for a West End Recreation Center
- identification of funding to enhance the City's aquatic facilities, specifically Chinquapin and Old Town Pool

- identification of funding to properly maintain and preserve existing recreation facilities
- identification of funding to complete the ball field expansion plan and to maintain the ball fields at an acceptable maintenance standard
- formal assessment of the recreation and leisure time needs of the community
- identification of additional and diversified funding sources for the arts
- public art master plan
- inclusion of the arts within all planning processes
- assessment of the need for a performing arts center in Alexandria

LIBRARIES

Submitted By: Rose Dawson, Director
Linden Renner, Deputy Director
Date: October 16, 2009

What you are doing today (current dept work) that pertains to that goal?

The public library is regarded as a critical contributor to the creation of vibrant and educated communities. Not only is it a “free” public library where all residents have the option of a library card, but this goes along with the goal of making “the library card the most valued card in every wallet.” The *Alexandria Library* is a library system that is open to new ideas, dedicated to lifelong learning, responsive to the needs of the community, and respects and encourages diversity.

What the library is doing now to promote the above goal:

- The library is open and accessible to all; with 4 locations; a Local History/Special Collections Department; open to the public 9am-9pm Monday through Thursday, Friday 9am-6pm, Saturday 9am-5pm, and Sunday 1pm-5pm; virtual resources 24/7
- During the economic downturn, the library provides resources from entertainment to computers to classes on how to find a job and write a resume.
- The Library promotes volunteerism for the purpose of involving the stakeholders in their library and also as a way for individuals to get work experience.
- We play a significant role in promoting literacy: Ready Set Grow, SummerQuest, Stories in the Park, Story times and activities
- Like other public libraries in the jurisdiction, we are staffed by highly skilled, well trained professionals who reflect the diverse demographics of the community.
- Involvement with New Americans and the home schooling community.
- The Alexandria Library is the first choice for information, books, the latest information technologies; free Wi-Fi, MP3's, DVD's, Internet access, databases and 24/7 availability.
- To ensure greater access to computers, the Alexandria Library has applied for a stimulus grant for 4 mobile computer centers for each branch library.
- The bandwidth was recently increased to from 4 Mbps to 100 Mbps through an erate grant.
- Local History now a destination for children in Virginia's Time Travelers
- Growth and valuable additions of the City of Alexandria's culture and history in Local History.

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

- Development of the Library's next 5-year plan and a needs assessment study to determine the library needs of the citizens of the City of Alexandria.
- Keeping up with technology with the possible additions of Kindles and e-readers; continued computer literacy initiatives; more virtual 24/7 services.
- Continue to promote literacy with the national goal of creating a nation of readers.

- Preserving and enhancing the City's history and culture through the efforts of Local History/Special Collection.
- Collection building to ensure material availability and choice for Alexandria's diverse community.
- Strategically look at computer and Internet access for those in need.
- Developing strategies to preserve the existing hours and accessibility.

OFFICE OF HISTORIC ALEXANDRIA

Submitted By: J. Lance Mallamo, Director

Date: October 14, 2009

Here is the summary of current dept. work and priorities/key issues for the Office of Historic Alexandria over the next three years. I look forward to attending the meeting on Friday.

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

The Office of Historic Alexandria operates seven separate museum/historic sites facilities serving more than 140,000 persons annually. These institutions provide educational and interpretive activities for life-long learners, including both residents and visitors to the City, through a wide variety of school and life-long learning programs, changing exhibits, and special event opportunities. OHA also maintains the City's Archives and Records Center, Archaeological Code requirements, and extensive collections of historic artifacts, furnishings, fine and decorative arts. In addition to day-to-day operational duties, OHA also acts to promote and develop tourism initiatives, public history resources, and assists other City departments with inter-departmental planning and review, as well as providing staff support to 4 boards and commissions.

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

- Ensuring that current OHA museum and collection stewardship operations are maintained to an appropriate level of maintenance and staff support.
- Achieving accreditation for all OHA museums by the American Association of Museums as a municipally owned and operated "museum system".
- Develop new (and increase current) grants, retail, incidental and special event revenue programs that provide additional non-City financial support to supplement City funding, while maintaining museum affordability.
- Develop new museum exhibits/programs to serve Alexandria's underserved and increasingly diverse immigrant populations.
- Expand the base of historical knowledge on all Alexandria neighborhoods and urban villages to generate an increased awareness and appreciation of the heritage of the entire City.
- Continue expansion of innovative heritage tourism initiatives to maintain and enhance economic sustainability.
- Develop membership base for all OHA museums and public history functions, while maintaining current "Friends" groups at separate museum facilities.
- Complete or continue work on the multi-year Alexandria Historic Preservation Management Plan authorized by City Council in October 2008.
- Develop Civil War Sesquicentennial programs and reenactment events throughout the City of Alexandria, in conjunction with other regional CW committees and Virginia State Commission on the CW Sesquicentennial.
- Completion of the Contrabands and Freedmen's Cemetery Memorial project.

- Continuation of historical research and archaeological investigation at Fort Ward Park, including Native American, Civil War and African American cultural resources.
- Increase technological abilities through, point of sale, collections and fund raising software.
- Complete redevelopment, enhancement, and expansion of content of OHA departmental website.
- Study spatial needs for Archives and Records Center/Historical Collections facility.
- Study and develop OHA capital project restoration/preservation needs for long term planning.

OFFICE OF HOUSING

SUMMARIES

Submitted By: Mildrilyn Davis, Director

Date: October 15, 2009

Affordable Housing Initiatives Work Group Report

This report, adopted by Council on June 13, 2009, represents approximately 2 years of work by a group headed by Councilman Krupicka and former Councilman Gaines.

- The first attached document is a Powerpoint presentation summarizing the report's recommendations and the specific actions recommended (all of which were approved). Some items were for immediate implementation, some for referral to the Housing Master Plan or other process, and some for deferral to a more favorable budget year. The summary contains 11 slides, but is the most succinct summary available.
- The second attached document is the docket item with attached report. The docket memo contains the same information as the Powerpoint. The report contains an executive summary that outlines the group's findings, policy priorities, and recommendations.

Affordable And Assisted Housing Program List

The Affordable and Assisted Housing Program List includes contact information for ARHA and all privately owned properties in the City that offer affordable housing through either publicly assisted programs or developer contributions through the direct set aside of affordable units. This information is available in print and on the Office of Housing's website.

Annual Apartment Survey

The Landlord Tenant Relations Division conducts an annual survey in January of each year of all multifamily complexes in Alexandria with ten or more units. The survey data is used to produce a listing for the public of complexes with information regarding rents, amenities and contact information. The apartment listing is available online and in print. In some cases photographs of the property are included.

The Annual Apartment Survey is also used to provide data. These data are used to compare rents, including affordable rents in unassisted market-rate rental housing, average rents and vacancy rates, and to create GIS maps of rental housing in the City.

Fair Housing Testing Program Report

The Landlord Tenant Relations Board conducts a Fair Housing Testing Program to identify discrimination in rental, sales, and mortgage lending industries. The program uses testers who pose as prospective renters, purchasers or loan applicants. Fair Housing Law prohibits housing discrimination on the basis of race, color, religion, sex, age, familial status, national origin or handicap.

The Fair Housing Testing Program is administered by the Office of Housing with review and input from the Human Rights Commission. When differential treatment is identified, remedial actions, including training and monitoring of the property or firm tested is undertaken. In some cases where a subsequent test confirms the same type of differential treatment, complaints are filed with the Human Rights Commission.

FY 2009 Consolidated Annual Performance And Evaluation Report (CAPER) Executive Summary

The CAPER is an annual performance report submitted to HUD. The attached is the executive summary of the CAPER for the City's FY 2009. The CAPER reports on progress during the year toward the goals established in the One Year Action Plan for the year, as well as cumulative progress toward the five-year goals established in the Five Year Consolidated Plan for FY 2006 - FY 2010. This CAPER provides cumulative information for the first four years of that period.

Information is provided on assistance to low and moderate income renters, homeowners and homebuyers; persons who are homeless or at risk of homelessness; persons with various special needs; and a variety of community development activities. The activities covered are primarily funded by the City, but some ARHA and non-profit activities are included as well. The Office of Housing prepares the report, which contains significant input from DHS and MHMRSA, as well as more limited input from other City departments.

FY 2010 One-Year Action Plan For Housing And Community Development Executive Summary

The One Year Action Plan is a document submitted to HUD each year that describes the housing and community development activities to be undertaken during the year. It also includes the City's funding applications for Community Development Block Grant (CDBG) and HOME funds. The attached is the executive summary of the Action Plan for the City's FY 2010, the fifth and final year of the Five Year Consolidated Plan period (FY 2006 – FY 2010).

Annual goals are provided with regard to assistance to low and moderate income rents, homeowners and homebuyers; persons who are homeless or at risk of homelessness; persons with various special needs; and a variety of community development activities. The activities covered are primarily funded by the City, but some ARHA and non-profit activities are

included as well. The Office of Housing prepares the report, which contains significant input from DHS and MHMRSA, as well as more limited input from other City departments.

Recent And Current Projects With City Funding

The attached contains photos and summary information on affordable housing development projects since 2005, taken from a PowerPoint presentation.

The Station at Potomac Yard is in slightly different format from the others, as it is from a different part of the presentation reflecting developer contributions. However, the developer's contribution would otherwise have gone into the City's Housing Trust Fund, and is thus also a public contribution. \$1.5 million of the developer's \$7.5 million housing contribution for this project is to be repaid by the Alexandria Housing Development Corporation (the project's sponsor) to the City along with a \$0.4 million City loan for fire station expenses associated with the property's mixed use status.

OFFICE OF HUMAN RIGHTS

Submitted By: Jean Niebauer, Director

Date: October 15, 2009

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

The Office of Human Rights strives to eliminate discrimination for those who work in, live in or visit Alexandria by ensuring compliance with Federal, State and local anti-discrimination laws. Through civil law enforcement and the filing of formal charges, we facilitate the resolution of disputes and stop discrimination if it has occurred. We counsel public and private entities to ensure compliance with the law.

In the Disability Rights arena, the Office advocates for the rights of persons with disabilities, educates the public on laws protecting persons with disabilities and acts as liaison to the community and government resources.

The Office and the Commissions we staff (Human Rights Commission and the Commission on Persons with Disabilities) strive to maintain a diverse and inclusive community by promoting understanding and tolerance, assessing social conditions that might give rise to discrimination, and collaborating with other agencies to make the City more welcoming to all people and to ensure that everyone shares equally in Alexandria's quality of life. We also strive to make the City government more reflective of our community by working with other City departments on diversity issues, policies and procedures, ADA accommodations, surveys, testing and workforce utilization analysis.

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

- Responding to the needs of the unemployed, answering questions about employment law and investigating whether RIFs are lawful.
- Promoting inclusiveness at a time of anti-immigrant sentiment.
- Serving the needs of those with limited English proficiency (LEP).
- Fulfilling legal mandates in a tough economy.
- Educating our children in a challenging public school environment.
- Maintaining the character of our neighborhoods and the legacies of Alexandria families.

OFFICE ON WOMEN

Submitted By: Lisa Baker, Director

Date: October 14, 2009

Goal #7: Alexandria is a caring and inclusive community that values its rich diversity, history and culture and promotes affordability.

What are we doing today that pertains to this goal?

The Office on Women is dedicated to the fair, compassionate and respectful treatment of all Alexandria residents regardless of race, gender, ethnicity, national origin, age, disability, religion, sexual orientation, or gender identity or expression.

We provide services to the City of Alexandria at no charge that include:

- Domestic and sexual violence crisis intervention, prevention, and advocacy services.
- Raising funds for mammography, other breast cancer diagnostic procedures for the under- or uninsured.
- Out-of school time programming for youth.
- Oversight of a comprehensive and collaborative plan to prevent adolescent pregnancy in Alexandria.
- Outreach and prevention education to the community, schools, civic organizations, allied professionals, and the faith community.

What do we see as the priorities and key issues over the next three (3) years?

- Continuing to provide no-cost, quality services to the Alexandria community.
- Developing a comprehensive approach to planning and delivery of youth services across the City.
- Increasing awareness of our services to “invisible” populations.
- Maintaining and increasing the ability to reach out to underserved populations
- Affordable, safe housing and childcare.
- Ability to maintain quality services due to increased demand and limited resources.

- Ability to maintain prevention services.
- Continued and expanded collaboration between agencies, both private and public, over common goals.