



CHILDREN, YOUTH AND FAMILY COLLABORATIVE COMMISSION

# CHILDREN AND YOUTH MASTER PLAN FIVE YEAR REPORT

DECEMBER 2019



# Table of Contents

Executive Summary ..... 1

The Timeline..... 5

Acknowledgments ..... 7

The Report..... 11

The Plan’s Progress ..... 15

Where We Are Headed (The Future) ..... 27

Appendix..... 29

    Appendix A: Acronym Guide..... 30

    Appendix B: Comprehensive Timeline of CYMP Highlights ..... 30

    Appendix C: Methodology ..... 31

    Appendix D: Contributors (Stakeholders) to Each Priority Area ..... 32





# Executive Summary

In 2012 the City Council appointed members to the newly established Children Youth and Families Collaborative Commission (CYFCC). Over the past five years, the Commission has managed to excel in its efforts to serve as a coordinating body charged with educating and advising the public and elected officials on a wide range of issues that impact the lives of children and families in our community.

Among its many responsibilities as a newly established Commission was the formulation of a Children and Youth Master Plan (CYMP). The Commission also undertook completing a Child Wellbeing Profile that would provide the basis for identifying indicators that would be tracked as the Commission worked on the CYMP. The first profile was released in 2013. To complete the CYMP, members of the Commission engaged the community in hundreds of hours of discussion, debate and problem-solving that began with public forums with youth and adults and continued with a team that was comprised of community, school, faith-based, non-profit and parent and youth representation. In 2014 the Commission submitted to City Council and the Alexandria School Board the first ever, comprehensive Children and Youth Master Plan, a blueprint to improve outcomes for children, youth and families who call Alexandria their home.

The CYMP included a vision statement that read, “All of Alexandria’s children and youth can succeed today and tomorrow.” The five, measurable, comprehensive, cradle-to-career goals included in the CYMP are stated below:

- 1 Every child will be physically safe and healthy.
- 2 Every child will be academically successful and career-ready.

- 3 Every child will be socially connected, emotionally secure and culturally competent.
- 4 Every family will be equipped and empowered to support the well-being of their children.
- 5 Alexandria’s systems and institutions will be responsive, coordinated, efficient and effective in service to children and families.

In addition to these goals, the CYMP also included strategies (referenced in this report as priority areas) and actions steps. Action steps were extensive and intended to serve as examples of actions that, if taken, would have a positive impact on outcomes for children and families. Core to the Plan was the idea that it was important to require and address the inequities that limit the life chances of some young people. The Plan also recognized that commitment and collaboration across youth-serving organizations, systems and sectors, and accountability by the city’s elected and public officials was necessary if progress was to be made on goals.

When examining progress on goals, indicators taken from the Child Wellbeing Profile are used. In some cases we recognize that the current data that are available may not reflect the most ideal way to understand progress, yet it reflects population level data that is available. The table on the next page highlights key indicators that reflect changes since 2014.

These data suggests that our community is making progress, but there is clearly more work to be done. The report explores each area in greater detail. Each goal and the associated priorities areas include detailed information about actions taken and lessons learned to guide future work. ■



### CYMP GOALS AND COMMUNITY-LEVEL INDICATORS

#### GOAL 1: Every child will be physically safe and healthy

##### HEALTH START

- Infant mortality rate **decreased** by 3.1
- Pregnant mothers receiving adequate prenatal care: **increased** by 17%
- Low birth weight rate **maintained** at 7.2%

##### SAFE ENVIRONMENTS

- Founded abuse and neglect investigations **decreased** by 50%
- Feels safe in community **increased** by 2%

##### HEALTH BODIES

- Daily physical activity rate **maintained** at 31% among 10th and 12th graders, & **increased** by 16% among 8th graders
- The rate of children with health insurance **maintained** at 94%

#### Goal 2: Every child will be academically successful and career-ready

##### KINDERGARTEN READINESS

- Children meeting reading expectations **decreased** by 10%
- Children meeting math expectations **decreased** by 7%
- Children meeting social-emotional expectations **increased** by 5%
- Children who self-regulate their emotions and behavior **increased** by 2%
- Pre-K participation rates **increased** by 7%

##### ACADEMIC EXCELLENCE

- School engagement **increased** by 49%
- SOL Passage Rates
  - Reading **increased** by 5%
  - Writing **increased** by 1%
  - Math **decreased** by 5%

##### COLLEGE & CAREER READINESS

- On-time graduation rates **decreased** by 4%
- Dropout rate **increased** by 11%
- Youth unemployment rate **increased** by 44% among 16-19 year olds and **decreased** by 20% among 20-24 year olds

#### Goal 3: Every child will be socially connected, emotionally secure and culturally competent

##### HEALTHY BEHAVIORS

- Teen pregnancy rate **decreased** by 35%
- Overall substance abuse rates **decreased** except e-cigarettes
- Rate of youth reporting the ideal number of Developmental Assets (31-40) **increased** by 60%

##### YOUTH EMPOWERMENT

- Participation rates in leadership and mentoring programs **increased** by 26%
- Community values youth **maintained** at 19%
- Youth as resources **maintained** at 26%

#### Goal 4: Every family will be equipped and empowered to support the well-being of their children

##### HEALTHY MINDS

- Overall reports of sad or hopeless feelings, plans for suicide, and suicide attempts **decreased**, except among 10th and 12th graders.

##### CARING ADULTS

- Rate of caring adults in a young person's life **maintained** at 42%

#### Goal 5: Alexandria's systems & institutions will be responsive, coordinated, efficient & effective in service to children & families their children

##### ALIGNED & COORDINATED SYSTEMS: PROGRESS MADE

- **CYMP Coordinator** helps to maintain overall strategic coherence and management of the day-to-day operations.
- **Moved Groups Towards Action.** Work groups were structured to concentrate on specific issues children and youth are facing.
- **Aligned Coordinating Bodies.** The Youth Services Coordinating Council, the Children, Youth, and Families Collaborating Commission, and the City-School Staff Group all have strong roles in serving as a CYMP coordinating body that connects all of the initiatives and links community efforts to the progress of the CYMP.
- **Common System of Measurement.** Collected local, population-level data to track our progress by routinely administering the Developmental Assets and Youth Risk Behavior surveys. Provided a structure for analyzing the effectiveness of our work by designing Reporting Template that uses a results-based accountability (RBA) framework.

RED = UNFAVORABLE CHANGE

YELLOW = LITTLE OR NO CHANGE

GREEN = FAVORABLE CHANGE

2





# The Timeline

The extensive work and key accomplishments that have moved the CYMP forward since 2011 are highlighted below.

**FISCAL YEAR (FY) 2013 (JULY 2012 - JUNE 2013)**

- The first CYFCC meeting was held on February 8, 2012, and the Commission went on to create the CYMP and monitor its implementation

**FY 2014 (JULY 2013 - JUNE 2014)**

- Established the Early Care and Education Work Group (ECEW); published the Children and Youth Well-Being Data Profile 2013
- The Children and Youth Master Plan was unanimously endorsed by City Council and the School Board respectively in June 2014

**FY 2015 (JULY 2014 - JUNE 2015)**

- Established the Out of School Time Work Group (OSTP WG)
- Developed the Early Care and Education strategic plan - the “Common Agenda”

**FY 2016 (JULY 2015 - JUNE 2016)**

- Released the CYFCC’s Children and Youth Well-Being Data Profile 2016 and the ACPS Strategic Plan 2020

**FY 2017 (JULY 2016 - JUNE 2017)**

- Hosted the CYFCC’s Inaugural Champions of Children Awards

- Hired a CYMP Coordinator
- ECEW conducted a Fiscal Mapping Project

**FY 2018 (JULY 2017 - JUNE 2018)**

- Launched ACPS’ LINK Club in an affordable housing community in Alexandria’s West End
- Hosted Alexandria’s first annual OSTP Forum
- Released OSTP Work Group’s Alexandria Out Of School Community Report
- Enhanced the Healthy Behaviors Work Group

**FY 2019 (JULY 2018 - JUNE 2019)**

- Established the Youth Empowerment Work Group and the Healthy Minds Work Group
- Convened ACPS, Department of Community and Human Services (DCHS), the Alexandria Health Department (AHD), and Partnership for a Healthier Alexandria to discuss the alignment of the three city-wide plans up for renewal in 2020
- Developed a new template for stakeholders to report their progress
- Created five new CYMP goal-oriented subcommittees
- Hosted the second annual OSTP Forum
- Engaged over 600 youth to understand why 19% of youth report feeling valued by our community

A comprehensive timeline of the CYFCC is available in Appendix B. ■





# Acknowledgments

The Commission is grateful for the members of the City Council and Alexandria School Board, other elected and public officials, former CYFCC members, residents, community agency representatives and City staff for their commitment to supporting a city-wide plan that invests in the well-being, success and achievement of our children, youth and families. A wide variety of city departments and community organizations were instrumental in moving the Plan forward.

- Mark Jinks, City Manager
- Debra Collins, Deputy City Manager
- Kate Garvey, Director of DCHS
- Center for Children and Families Staff

**ORIGINAL COMMISSION MEMBERS WHO  
AUTHORED THE CYMP**

- Timothy Peterson, Chair
- Sean McEneaney, Chair-Elect
- Tammy Mann, Immediate Past Chair
- Emma Beall
- Lillian Brooks
- Gisselle Brown
- School Board Member William Campbell
- Rosario Casiano
- Victoria Cattaneo
- Councilman John Chapman
- William Chesley

- Hyun Choi
- Andria Cook
- Rose Dawson
- L. Michael Gilmore
- Former School Board Chair Sheryl Gorsuch
- Samuel Hanoura
- J. Glenn Hopkins
- Former Councilwoman Alicia Hughes
- Gregory Hutchings
- Stacey L. Joyner
- Timothy Kennedy
- Former Councilman Rob Krupicka
- Councilman Tim Lovain
- Mike Mackey
- Nelson Majano
- Gerald Mann
- Gwen Mullen
- Jeffrey Murphy
- Amy Fortney Parks
- Natalie Presley
- Sonia Price
- Joyce Rawlings
- Cynthia Skinner
- Daniel Solomon
- Margaret Walsh
- Emma West



- School Board Member Marc Williams
- Eric Williams
- Deborah Warren—Lead Staff

**CYMP DESIGN TEAM**

- Cynthia Skinner, Co-Chair
- Daniel Solomon, Co-Chair
- Gregory Hutchings, Immediate Past Co-Chair
- Yordanos Abera
- Merlin Alvarado
- Julie Bosland
- Reverend Daniel Brown
- William Campbell
- Rosario Casiano
- Charlotte Clinger
- Rob Dugger
- Juan Garcia
- L. Michael Gilmore
- Sheryl Gorsuch
- Samuel Hanoura
- Gregory Hudgins
- Steve Jansen
- Theodore Jones
- JoAnn Maldonado
- Wahbi Kabir
- Timothy Kennedy
- Pat Laane
- PJ Lepp
- Allen Lomax
- Mike Mackey
- Blanche Maness
- Sean McEnearney
- Richard Merritt
- L. Melvin Miller
- David A. Miller
- Lori Morris
- Gwen Mullen
- John Porter
- Joyce Rawlings
- Glancy Rosales
- Carrie Stolz

**CURRENT CYFCC MEMBERS**

- Jamica Littles, Chair
- Kelley Organek, Chair-Elect
- Malka Zeefe, Immediate Former Chair
- Canek Aguirre, City Council Member
- Julie Crawford
- Rose Dawson
- Laura Durham
- Kate Garvey
- Jacinta Greene, School Board Member
- Amanda Hazelwood
- Bryana Head
- Glenn Hopkins
- Kurt Huffman
- Amy B. Jackson, City Council Member
- Peter Kallin
- Mike Mackey
- Tammy Mann
- Brent McKenzie
- Maile Organek
- Brian Orrenmaa
- Javan Owens
- Stephen Parker
- Dianara Saget
- Isra Shuster
- Michelle Smith-Howard
- Heather Thornton, School Board Member

**CORE COMMISSION AND YOUTH MASTER PLAN STAFF**

- Stacey Hardy-Chandler
- Noraine Buttar
- Robin Crawley
- Chelsea Eickert
- Barbara Farrington

The Commission would also like to thank DCHS Public Information Specialist Carmen Andres for the editing and graphic design of this Report. ■







# The Report

## Background

This Report is a retrospective on the first five years of the Children and Youth Master Plan (CYMP). The Report is a quantitative and qualitative overview of the community's effort to enhance the well-being of children and families in Alexandria. The Report highlights our community's achievements, contributions to improving children's outcomes and lessons learned along the way. It is not meant to be a complete historical archive of everything that took place in Alexandria that related to the CYMP, but a summary of themes. These themes play an important role in the future development of the CYMP 2025, a five year plan which will be released in 2020 that will build upon the work that has been done and will enhance, align and better coordinate these efforts.

Before delving into a careful review of progress towards each goal, it is important to provide an overview about the coordinating bodies that work together on a regular basis to help advance and monitor the progress of the plan. A description of these groups are noted below.

### CYFCC

The City Council established the CYFCC in June 2011, as a joint commission of the City Council and Alexandria School Board. It is comprised of community leaders and key staff of the City of Alexandria and ACPS. The CYFCC provides advice, advocacy and

pertinent information to City staff, City Council, School Board and other relevant entities in order to influence policy and decisions that result in better outcomes for children, youth and families in the city of Alexandria. In 2014, the CYFCC created the CYMP, which continues to serve the CYFCC as a foundational document. The Commission provides oversight of the CYMP and monitors its implementation.

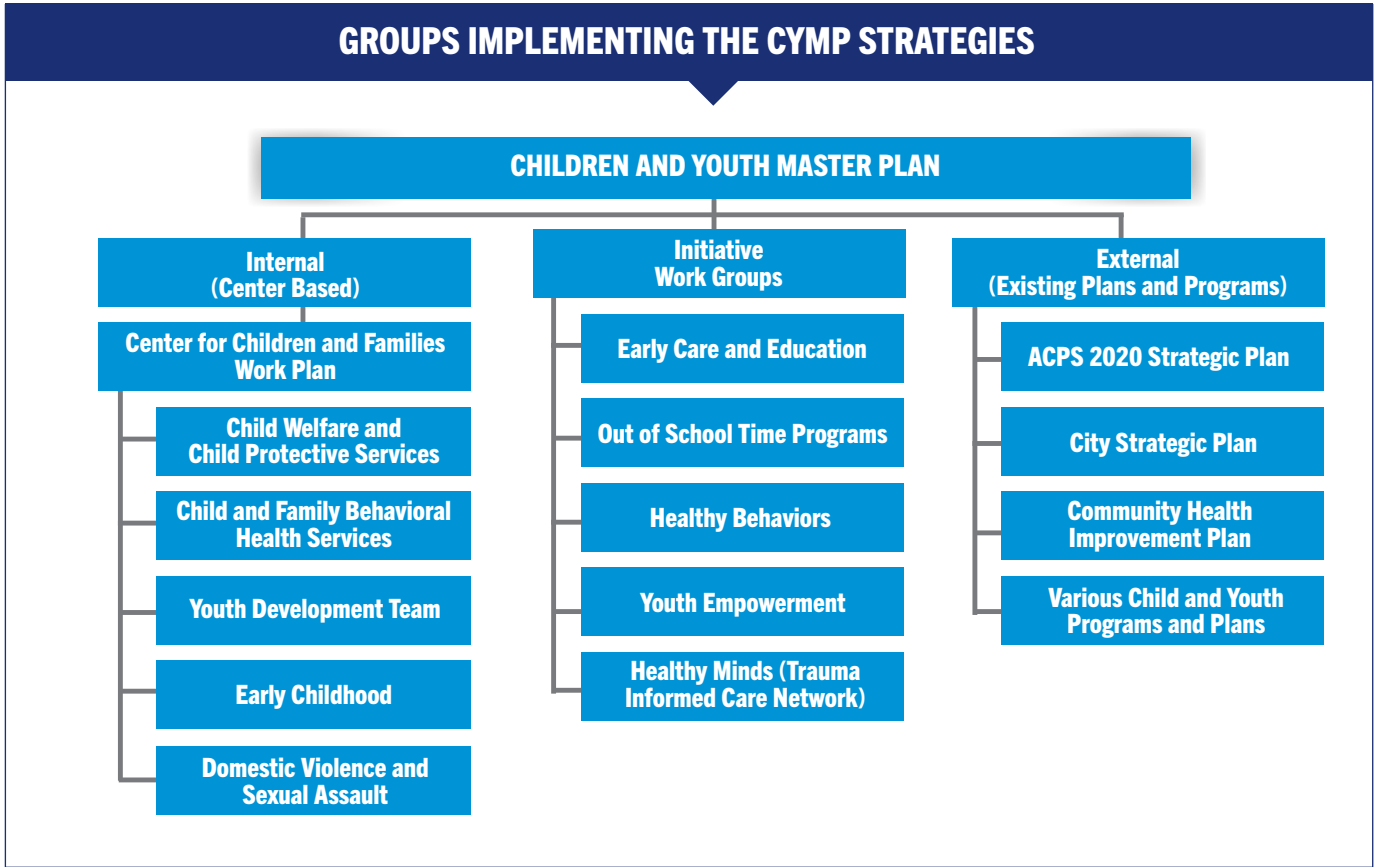
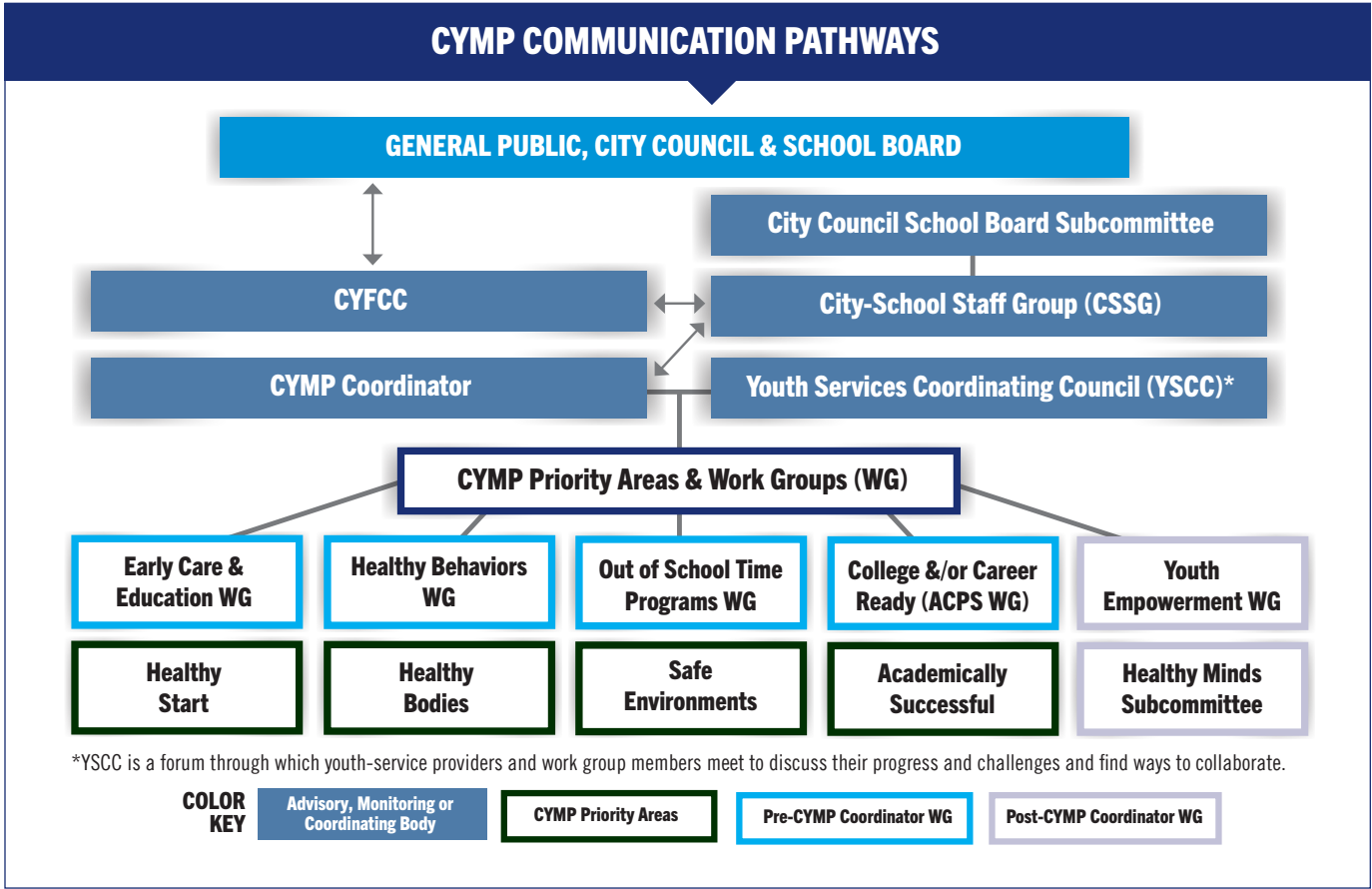
### CITY SCHOOL STAFF GROUP

Formed more than 30 years ago, the CSSG facilitates the communication, coordination and service delivery to children and families in the city of Alexandria. The composition includes the City Manager's Office, Recreation, Parks and Cultural Activities (RPCA), AHD, DCHS, Alexandria Library, Alexandria Police Department (APD), Court Services Unit (CSU), and senior ACPS administrators. This group of senior leaders from ACPS and City departments have been asked to govern and provide the CYMP with oversight and direction through collaboration and communication.

### YOUTH SERVICE COORDINATING COUNCIL (YSCC)

DCHS convenes these monthly meetings, bringing together individuals who represent their organizations, share information and provide their unique perspective on youth issues. There are more than 200 members who are youth service providers from the City, ACPS, nonprofits and interested community members.





**CITY COUNCIL SCHOOL BOARD SUBCOMMITTEE**

This subcommittee is comprised of the Mayor, a member of City Council, the Board Chair and a member of the ACPS School Board. City and ACPS staff provide monthly updates to the committee relevant to joint interests.

**WORK GROUPS**

Once the CYMP was adopted, select strategies were owned by various Work Groups. Work Groups were established to intentionally move parts of CYMP forward and are following a collective impact approach. Collective impact “occurs when organizations from different sectors agree to solve a specific social problem using a common agenda, aligning their efforts, and using common measures of success” (FSG, 2011). Work Groups are the heartbeat of collective impact; they are where action occurs and goals are brought to life. They consist of people who come together to contribute their time, expertise, passions and lived experiences to help plan their initiative and turn ideas into action. Members have experience with the issue, are genuinely interested in affecting the issue, and are action-

oriented “doers” who commit to attending monthly meetings and doing the work. This work involves coming to an agreement about the problem, building an action plan and carrying the plan out.

Current Work Groups in place are highlighted in the “CYMP Communication Pathways” table at left.

To better appreciate the various ways in which stakeholders and various coordinating bodies are connected, the “Groups Implementing the CYMP Strategies” table at left attempts to highlight these connections.

**Methodology**

To collect qualitative and quantitative data for this Report, information was pulled from various sources, including stakeholder surveys, annual community reports, CYMP updates, previous CYMP Implementation Status Reports, and the Office of Performance and Accountability. These efforts are described in Appendix C. ■

**Work Groups are the heartbeat of collective impact; they are where action occurs and goals are brought to life. They consist of people who come together to contribute their time, expertise, passions and lived experiences to help plan their initiative and turn ideas into action.**





# The Plan's Progress

Below, the progress, highlights and current status of each goal is described. The positive improvements seen in recent years are influenced by the daily efforts of individual programs and by work groups which bring stakeholders together to work on solutions.

## Goal One

**Every child will be physically safe and healthy.**

### Healthy Start

The focus of this Priority Area is to improve the health and well-being of pregnant women and babies in the first years of life. Since 2014, the rate of infant mortality has decreased by 3.1 per 1,000 live births, and the rate of low birth weight remained relatively the same (increased by 1%). However, this area has a critical racial disparity with the rate among African American babies 248% higher than white babies. The same is true for low birth weight – the rate among African American babies is 68% higher than other races. Ten government agencies and nonprofits reported contributions to this priority area.

#### KEY INDICATORS

- **Infant mortality** per 1,000 live births: **decreased** from 5.4 (2014) to 2.3 (2017)
- **Pregnant mothers receiving adequate prenatal care:** **increased** from 71% (2013) to 83% (2016)
- **Low birth weight:** **maintained** 7.1% (2014) and 7.2% (2017)

#### PROGRESS MADE: 2014 - 2018

Below is a summary of our community's efforts in promoting a child's healthy start in life:

- Focused resources on increasing access to prenatal care among pregnant women, especially vulnerable women and women on Medicaid. Identified ways to support comprehensive prenatal care, comprehensive medical home approach, more referral conduits between health-focused and other programs.
- Promoted a culture of breastfeeding acceptance throughout City agencies.
- Ensured a smooth transition into kindergarten through information sessions.

### Safe Environments

The focus of this Priority Area is to ensure that youth feel safe at home, school, in their neighborhood and



when interacting with service providers. The rate of youth who report feeling safe in these places increased by 2%. Sixteen government agencies and nonprofits reported contributions to this priority area.

KEY INDICATORS

- Total number of hotline calls alleging abuse or neglect from FY14 to FY18 was 5,969
- Founded abuse and neglect investigations decreased from 10.8% in FY14 to 5.4% in FY18
- Feeling safe at home, at school and in their neighborhood: increased from 46% in FY16 to 47% in FY19

PROGRESS MADE

Below is a summary of our community's efforts in promoting Safe Environments over the first five years of the CYMP.

SUMMARY OF REPORTED HIGHLIGHTS

- Engaged 794 families and/or children with extensive trauma and high levels of need in DCHS/CSB behavioral health services.
- Conducted 505 facilitated family engagement meetings in child welfare cases to address issues of child safety, permanency and well-being
- In FY 2018, 100% of children receiving child welfare services did not have additional findings of abuse or neglect within 12 months.
- Over the past three fiscal years, Child Welfare Services (CWS) has provided 87 trainings to more than 1,989 community members on recognizing, reporting and preventing child abuse and neglect.
- Strengthened Alexandria's System of Care for youth involved in child welfare and juvenile justice, the CSU, Juvenile & Domestic Relations Court.
- More parents, practitioners and community members know about community-based resources that aim to improve safety of children, youth and families because of community-based outreach, informational and educational activities.
- More parents, practitioners and community members know how to improve the safety of environments for kids thanks to workshops, trainings and evidence-based curriculum.

- 83 youth in crisis received immediate help and safety from one of the 30 Safe Place facilities throughout Alexandria, including recreation centers, fire stations and libraries. Licensed through RPCA, these places are where youth can go or call to get directed to services by staff trained to provide support.

Healthy Bodies

The focus of this Priority Area is to provide all young people with opportunities and support for achieving and maintaining physical wellness. The number of youth in 10th and 12th grade who engage in regular exercise remained the same since 2013, however, the number of 8th graders who exercise regularly increased by 16%. The number of children with health insurance remained about the same. Twenty government agencies and nonprofits reported contributions to this priority area.

KEY INDICATORS

- Physically active 5+ days/week among grades 10 and 12: maintained at 31%
- Physically active 5+ days/week among grade 8: increased from 38% in 2013 to 44% in 2016
- Rate of children with health insurance: maintained around 94% (2014-2017)

PROGRESS MADE

Below is a summary of our community's efforts in promoting physical health over the first five years of the Plan.

- Increased awareness and knowledge
  - among parents of places for children to play throughout the city
  - among youth of the available sexual and reproductive health resources and services, including the Teen Wellness Center
  - among youth of the Sexual Assault Center's services; what constitutes healthy and abusive dating relationships
  - among survivors of domestic violence of dating abuse, warning signs, safety skills, healthy relationships and services available through the Domestic Violence Program.
  - among students and teachers of vaping use and how to respond

- among PTA members of drug use in the school and e-cigarettes and its effects
- among Alexandria Tobacco and Nicotine merchants of the consequences of and prevented the sale of tobacco and nicotine products to underage youth/minors in Alexandria
- Increased participation in community gardening programs in low-income housing communities
- Promoted child nutrition
- Students learned about reproductive health and healthy relationships after implementing evidence-based sexuality education in middle schools
- Increased access to after school enrichment programs among under-served youth
- Mapped Community OSTP Resources and Services
- Connected immigrant children to services and programs
- School administrators, families and partners feel more supported and satisfied after the design and implementation of the Substance Abuse Early Intervention Program.

Goal Two  
Every child will be academically successful and career-ready.

Early Childhood

The Plan calls for the development of an "early care and education system that prepares children to succeed in life and in school." From 2014 to 2018, the number of children passing the PALS Assessment decreased by 10% while the number of children who have a pre-K experience increased by 7%. According to the ACPS Performance Summary, Black students have similar kindergarten readiness levels as White and Asian students. Unfortunately, large gaps remain between White and Hispanic Kindergarten students who meet fall PALS benchmarks. Students with disabilities have a

higher proportion of students meeting standards in the fall than English Learners.

KEY INDICATORS FROM 2016 TO 2018

- Kindergarten students with pre-kindergarten experiences: increased from 76% to 81%
- Children meeting reading expectations: decreased from 87% to 78%
- Children meeting math expectations: decreased from 76% to 71%
- Children meeting social-emotional expectations: increased from 79% to 83%
- Children who self-regulate their emotions and behavior: increased from 84% to 86%

This section of the Report highlights Smart Beginnings Alexandria (formerly known as the Early Care and Education Work Group(ECEW)) and their progress over the last six years as they continued to work towards establishing and sustaining an early care and education system in Alexandria. Smart Beginnings Alexandria has a robust learning and evaluation framework and reports out on a range of indicators each December. Their Annual Reports "provide a look at the broader context in which the group works, help us assess what is working well and what is not, and respond to that learning by looking for ways to improve and work together more effectively," and "provide a window into our collective efforts to meet the early care and education needs of our community, and look forward to the work we have planned for the coming year." For more details about this group's tremendous collective impact efforts, visit ACT for Alexandria's Early Care and Education Initiative web page at [www.actforalexandria.org/early-care-education](http://www.actforalexandria.org/early-care-education).

PROGRESS MADE

Smart Beginnings is a cross-sector work group focused on building an early childhood system that is high quality, culturally and financially accessible, and comprehensive (including health, education, socio-emotional, family and community support). Finally, the system should be equitable; that is, it should help eliminate disparities in life opportunities for children and families.

Undertaking a collective impact approach to develop the system, the ECEW organized itself in late 2015



around a Common Agenda, a framework and set of strategies for ensuring that every child in Alexandria has a strong start in life and in school.

ACCOMPLISHMENTS

**2013:** The ECEW released the Risk & Reach Study, a supplement to the CYMP process to develop a deeper understanding of Alexandria’s 0-5 population and key service needs.

**2015:** ACT, the City of Alexandria and ACPS signed an memorandum of understanding (MOU) for ACT to officially serve as the convener of the ECEW. After working with FSG, nationally recognized consultants, on a systems building strategy project, the ECEW released their Common Agenda. Their Agenda included a mission statement, a strategic framework, priority activities for 2016 and a set of indicators to measure progress for the early care and education systems building work in Alexandria.

**2016:** The focus of ACT’s fall IMPACT Forum was on early care and education in our community. Also that year, the ECEW released their Initial Baseline/First Annual Report. This report shares progress from the first year of the ECEW efforts to develop an early care and education system for the city. The report includes baseline and community contextual data, updates on priority projects, and potential indicators and outcomes the group is working towards achieving.

**2017:** The ECEW supported a study funded by the Bruhn-Morris Family Foundation to better understand the feasibility of options to grow public funding resources dedicated to early care and education given Alexandria’s political and policy context. The ECEW also released its second annual report.

**2018:** The ECEW progress included:

- Broad participation in workshops on trauma-informed care to better support teachers’ abilities to meet students’ needs, including ACPS staff, family child care providers and early care staff.
- A new eligibility screening tool that makes it easier for parents to understand what services they may qualify for.
- Aligned curriculum across ACPS and early childhood programs
- New funding from the City and ACPS to sustain the group’s work.

- Increased resources to expand services with a Mixed Delivery Preschool Grant (\$250,000).

Since ACT for Alexandria held its first convening of ECE stakeholders in the city, the work group continues its steadfast focus on the priorities identified when they first began. These include expanding professional development offerings to early childhood professionals, continued collaboration with partners and strengthening its structure, all toward our ultimate goal: establishing an early care and education system that helps prepare children to succeed in life and school.

Academic Excellence and Educational Equity

The focus of this Priority Area is to support the ACPS Objectives to target achievement and opportunity gaps while increasing positive educational outcomes. Since 2014, School Engagement increased by 49%.

According to the Standards of Learning (SOL) Pass Rates, reading increased by 5%, writing increased by 1%, math decreased by 5%, science increased by 5% and history decreased by 1%. Some achievement gaps have narrowed. Gaps between White and Black students’ SOL pass rates and on-time graduation rates narrowed over the past five years. Many achievement gaps, though, continue to persist. White and Asian students tend to outperform Black and Hispanic students in terms of SOL pass rates, average SAT scores and on-time graduation rates. Gaps between White and Hispanic and English Learner students’ SOL pass rates and on-time graduation rates have widened.

KEY INDICATORS FROM 2014 TO 2018

- **School engagement** (young person comes to class prepared and ready to learn) **increased** 53% to 79%
- **SOL Pass Rates** (2014-2018):
  - **Reading** **increased** from 66% to 69%
  - **Writing** **increased** from 71% to 72%
  - **Math** **decreased** from 64% to 61%

PROGRESS MADE

Below is a summary of our community’s efforts in providing every child access to consistent, high-quality K-12 learning experiences over the first five years of the CYMP. Twelve government agencies and nonprofits

reported contributions to this priority area.

- Extended learning opportunities after school, on weekends and in the summer through Tutoring and Homework Help Programs.
- A comprehensive inventory of out of school programs can now be found online.
- Supported and enhanced school curriculum by aligning in-school and after-school programs.
- Surveys conducted by both the RPCA Power-On staff and Campagna Kids staff in June 2017 demonstrate a high level of satisfaction with services among current families.
- Supported student achievement through parent support groups and programming. These efforts allow community members to gain knowledge in accessing systems that will support their children and families in accomplishing their goals.
- Implementing a multi-tiered system of support (MTSS) to address student’s academic and behavioral needs.
- Increased awareness of and access to programs and services for families.
- Provided the families of students with special needs with the information they need to access services, programs, activities and supports.

College and Career Readiness and Attainment

The focus of this Priority Area is to support ACPS Objectives to reduce disparities in college and career readiness to ensure that students are ready to pursue college, or a career, or independent living. Since 2014, the graduation rates decreased by 4% and the dropout rate increased by 11%. Youth unemployment among 16-19 year olds increased by 44% and the rate among 20-24 year olds decreased by 20%.

KEY INDICATORS

- On-Time Graduation Rates **decreased** by 4% (84% to 81%)
- Dropout Rate for all students **increased** by 11% (9% to 10%)
- Youth Unemployment Rate among 16-19 year olds **increased** by 44% (18% to 26%). The rate among

20-24 year olds **decreased** by 20% (10% to 8%)

PROGRESS MADE

Below is a summary of our community’s efforts in supporting college and career readiness. Thirteen government agencies and nonprofits reported contributions to this priority area.

- Prepared students to graduate from high school, graduate from college, and become productive citizens through externship opportunities, an on-going seminar series and college visits to increase post-secondary educational opportunities. These efforts include increasing high school graduation or GED completion rates among minority or at-risk youth, and first-generation college-bound students, and increasing their awareness of, and participation in, post-secondary education opportunities.
- Introduced youth to new experiences and career pathways through career academies, internships, externships, apprenticeships, vocational trainings and job fairs.
- Provided additional supports for court-involved youth and young people returning to the community.
- Developed youth leadership and job readiness skills.

Goal Three  
Every child will be socially connected, emotionally secure and culturally competent.

Out of School Time Programs

Focus of this Priority Area is directly addressed within the Plan as follows:

- Create an integrated and aligned out of school time system that includes review of best practices/quality, assessment of needs and preferences, identification of service gaps, access (no wrong door), affordability and opportunities to develop civic responsibility.



- Align in-school and after-school programs that deliver academic/social enrichment with school curriculum in instances where students are not meeting grade level expectations.
- Ensure that City-supported out of school time programs include adequate access to health, wellness, sports and fitness activities in all areas of the city that are free or low-cost and located at neighborhood schools/recreation centers.

PROGRESS MADE

Below is a summary of the OSTP Work Group's efforts in initiating the creation of an integrated and aligned out of school time system. The majority of these highlights and the content of this section were provided by the OSTP Work Group's Community Report, released in the fall 2017. Nineteen government agencies and nonprofits reported contributions to this priority area.

OSTP MILESTONES:

**2015:** To appropriately address the goals and strategies outlined within the CYMP, the Alexandria City Council and School Board Joint Committee called for the development of a work group to address the City's OSTP needs. Later that year, they developed their Scope of Work.

**2016:** A focus group with 22 local community organizations identified the components critical to a coordinated OSTP effort in Alexandria: shared descriptive database, staff/volunteer recruitment and training, annual providers summit, local standards of quality, shared vision and common outcomes, pooling of resources to strengthen curriculum, public web page for City OSTP opportunities and knowledgeable providers. Two surveys were also administered to 2,944 families to assess their needs, preferences and level of satisfaction. The OSTP Work Group also created various program service maps that year.

**June 2016 - August 2017:** Identified system gaps, reviewed best practices and determined recommendations and fiscal implications for Alexandria out of school time services. During that same time, the U.S. Department of Education awarded ACPS \$179,271 annually for three years to administer LINK (Linking Instruction, Nurturing Knowledge) Club, a 21st Century Community Learning Center.

**2017:** Released a "Community Impact" Report which

gives an overview of OSTP best practices, provides a comprehensive list of programs serving Alexandria's school-age youth after school and mapped their locations and funding sources. ACPS launched LINK Club in October 2017 at Brent Place Apartments. LINK Club is designed to provide high quality after-school services with an emphasis on math and literacy learning to high-need, low-income students. LINK Club operates Monday - Friday between the hours of 3 - 6 p.m. and across five weeks of summer.

**2018 and 2019:** Coordinated Alexandria's two Out of School Time Forums with over 74 participants and 22 organizations designed to offer an ongoing platform for collaboration, professional development and the alignment of OSTP services citywide. Created a web page where parents can access information on after school program offerings throughout the city that receive some City funding.

Healthy Behaviors

The focus of this Priority Area is to prevent or reduce the risk of developing a behavioral health problem, while promoting developmental assets, or protective factors, among young people. The Search Institute has defined the Developmental Assets as:

40 positive supports and strengths that young people need to succeed. Half of the assets focus on the relationships and opportunities they need in their families, schools and communities (external assets). The remaining assets focus on the social-emotional strengths, values and commitments that are nurtured within young people (internal assets).

Over time, studies of more than five million young people consistently show that the more assets that young people have, the less likely they are to engage in a wide range of high-risk behaviors and the more likely they are to thrive.

From **2016 to 2019**, the rate of youth reporting the ideal number of Assets (31-40) increased by 60%. The teen pregnancy rate decreased by 35% between 2014 and 2017, and substance abuse rates among 10th and 12th graders decreased – alcohol use decreased by 12%, marijuana use decreased by 24% and cigarette use decreased by 56%. The use of e-cigarettes, however, has increased by 60%. Statistically significant higher proportions of White students reported alcohol use

and ever using marijuana, relative to Asian, Hispanic, and Black students. A statistically significant higher proportion of females report alcohol use in the past 30 days, current marijuana use and ever using marijuana relative to males. A statistically significant higher proportion of males report cigarette use in the past 30 days relative to females. Male students are more frequently referred to ACPS K-12 Substance Abuse Prevention and Intervention Services.

KEY INDICATORS

- From 2016 to 2019, the rate of youth reporting the ideal number of Assets (31-40) **increased** by 60% (from 5% to 8%)
- **Teen pregnancy:** the number of pregnancies per 1,000 females age 10-19 **decreased** from 21 in 2014 to 13.7 in 2017
- **Substance abuse rates** grades 10 and 12 from 2014 to 2016:
  - **Alcohol use** **decreased** by 12% (26% to 23%)
  - **Marijuana use** **decreased** by 24% (21% to 16%)
  - **Cigarette use** **decreased** by 56% (9% to 4%)
  - **E-cigarette use** **increased** by 60% (5% to 8%)

PROGRESS MADE

Below is a summary of our community's efforts in promoting Healthy Behaviors over the first five years of the CYMP. Twenty-five City government agencies and nonprofits in Alexandria reported contributions to this priority area.

- Strengthened families by increasing family communication, goal-setting and expectations that reduce risky behaviors among youth. Parenting workshops and support groups helped families better understand their parenting styles and family dynamics.
- Increased youth skills in healthy decision making, anger and time management, healthy ways to cope with stress, and problem-solving through after-school and in-school enrichment activities.
- Fostered relationships among youth with peers, adults and teachers.
- 68 families with middle school students at Ladrey Towers, Carpenter Shelter, Community Lodgings, Brent Place and at various ACPS sites received

# HEALTHY BEHAVIORS

Research shows that youth with the most assets are least likely to have problems with:

- Alcohol use
- Violence
- Illicit drug use
- Sexual activity

Research shows that youth with the most assets are more likely to:

- Do well in school
- Be civically engaged
- Value diversity

presentations about preventing risky behaviors.

- Over 27,390 youth and parents/adults were engaged in evidence-based programs, support services and leadership and educational programs. Of those, over 90% have consistently reported positive change.
- Continued to improve Alexandria's teen pregnancy rate through evidence-based approaches and strong alliances between City agencies and community partners.
- Facilitated a more holistic approach to teen pregnancy prevention by addressing roots cause and social determinants.
- Created better alignment by integrating stakeholders' work within the CYMP and the Community Health Improvement Plan.
- Celebrated significant reductions in underage use of alcohol, marijuana and cigarettes which several local initiatives may have contributed to, such as including workshops about facts and consequences of substance use and abuse, Project Sticker Shock, Red Ribbon Week, Kick Butts Day, Alcohol Awareness Month, alcohol retailer compliance checks, the Youth Leadership Conference, Titan Takeovers, Healthy Conversations Dinners and the Keep It 360 club.
- 4,346 youth were Provided Rape Prevention Education through the development and implementation of comprehensive prevention strategies using a public health approach.

20

21



- 40 youth were engaged in law enforcement through the Teen Law Enforcement Academy.

Youth Empowerment

The focus of this Priority Area is to create and promote more leadership, civic engagement and empowerment opportunities for young people living in Alexandria, thus making our local government, programs and services more youth-friendly and accessible to youth. To measure youth empowerment, we look at the Empowerment Set of Developmental Assets. The number of youth participating in leadership and mentoring programs increased by 26%. Between 2014 and 2018, 923 youth participated in these programs. From the Development Assets Survey (2016 and 2017), we learned that only 19% of youth in Alexandria feel that adults listen to youth and see them as important. We also learned that the number of young people who feel that they have useful roles at home, at school and in the community remained the same - 26%. Youth are volunteering 3% less in 2019 than in 2016. The number of youths who feel safe in their community increased by 2%.

KEY INDICATORS

- **Participation rates in leadership and mentoring programs** **increased** 159 to 200. The total number participating in these programs from 2014-2018 was 923.
- **Community values youth:** Young person feels that adults listen to youth and see them as important **maintained** at 19%
- **Youth as resources:** Young people have useful roles at home, at school, and in the community **main-tained** at 26%
- **Service to others:** Young person volunteers in the community one hour or more per week **decreased** from 40% to 39%
- **Feels safe in community:** Young person feels safe at home, school and in the neighborhood **increased** from 46% to 47%

PROGRESS MADE

Below is a highlight of our community's efforts promoting youth leadership over the first five years of the CYMP. Eight city government agencies and nonprofits reported contributions to this area between

the years of 2015-2019.

- The Alexandria Mentoring Partnership, the Healthy Behaviors Work Group, and the Youth Empowerment Work chose to build the Empowerment Asset of "Community Values Youth."

Goal Four  
Every family will be equipped and empowered to support the well-being of their children.

Healthy Minds

The focus of this priority area is to reduce the rate of depression and suicidal ideation, especially among girls and LGBTQ students. Between 2014 and 2017, the number of youth who made a suicide plan decreased by 8% among 10th and 12th graders and by 40% among 8th graders. Attempted suicide rates increased by 17% among 10th and 12th graders, yet decreased by 36% among 8th graders. Thirty percent of 10th and 12th graders reported feeling sad or hopeless, which has not changed since 2014. The rate among 8th graders, though, decreased by 14%.

KEY INDICATORS

- **Seriously considered suicide** (grades 10 and 12): rates **decreased** from 16% to 13%
- **Made a suicide plan** (grades 10 and 12): rates **decreased** from 12% in 2014 and 11% in 2016
- **Made a suicide plan** (grade 8): rates **decreased** from 15% in 2013 to 9% in 2016
- **Attempted suicide** (grades 10 and 12): rates **increased** from 6% in 2014 to 7% in 2016
- **Attempted suicide** (grade 8): rates **decreased** from 11% in 2013 to 7% in 2016
- **Sad or hopeless feelings for 2+ weeks in the past year** (grades 10 and 12): rates **remained the same** - 30% in 2014 and in 2016

- **Sad or hopeless feelings for 2+ weeks in the past year** (grade 8): rates **decreased** from 29% in 2013 to 25% in 2016

PROGRESS MADE

Below is a summary of the efforts around building awareness and promoting psychological and emotional well-being among children and youth within our community. Sixteen City government agencies and nonprofits reported contributions to this area.

- Ensured that City-supported, out of school time programs include adequate access to health, wellness, sports and fitness activities in all areas of the city; are free or low-cost; and are located at neighborhood schools/recreation centers.
- Provided clinical-needs based services where clients are supported with reaching their goals. Goals include anger issues, truancy issues and substance abuse.
- Expanded mental health services and treatment programs in a variety of settings, including: supporting a multi-disciplinary approach to forensic interviewing of child victims of crime; increasing suicide prevention activities, training and awareness through the Youth Mental First Aid Training; expanding behavioral health treatment services in middle schools; and hosting a conference on trauma informed issues.
- Helped youth who may be experiencing a mental health or addictions challenge or is in crisis through Youth Mental Health First Aid trainings and the Kognito Peer to Peer online training.
- Provided early intervention and student support services for youth likely to engage in risk behaviors.
- Promoted social connectedness and civic engagement opportunities among youth through program-ing and conferences.

Caring Adults

The CYMP calls for the expansion, coordination and alignment of youth mentoring programs to ensure that all children have a relationship with a responsible mentor. The number of youth who report having a caring adult in their life remained at 42% between 2016 and 2019.

KEY INDICATORS

- **Rate of caring adults** in a young person's life **main-tained** at 42%

PROGRESS MADE

Below is a summary of our community's efforts from 2018 to ensure that all children have a relationship with a responsible mentor or caring adult. Fourteen City government agencies and nonprofits reported contributions to this area.

- 680 prospective mentors were referred to programs through the Alexandria Mentoring Partnership.
- Supported close to 300 mentoring relationships each year by working with 10 diverse programs.
- 98% of the 146 Space of Her Own (SOHO) mentees served have not become court-involved.

Goal Five  
Alexandria's systems and institutions will be responsive, coordinated, efficient and effective in service to children and families.

No single entity has the resources or authority to bring about the improvements envisioned by the CYMP. Systems change is difficult to achieve in a climate of diminished financial resources and urgent need, so efforts must be focused and cumulative in their impact. Highly structured coordination, collaboration and accountability has been the key to the Plan's progress and accomplishments. In 2017, the CYFCC strengthened its capacity and expertise to effectively support and monitor the implementation of this Plan by hiring a backbone coordinator.

With a CYMP Coordinator in place who is responsible for moving the Plan's work forward, the Plan's



infrastructure is better able to support accountability, capacity building, community engagement, data collection and analysis, communications, aligning activities, mobilizing resources and the implementation management and evaluation of the CYMP. Having the CYMP Coordinator on board has been instrumental in making progress in the following areas.

#### SYSTEM ALIGNMENT AND CHANGE

- Expanded alignment toward the CYMP's common goals in a structured, supported fashion to include nonprofit organizations, other governmental agencies, youth and volunteers.
- Coordinated work groups to plan for systems change on specific issues specific to children and youth. As outlined in the previous section, the Healthy Behaviors Work Group was bolstered, and the Youth Empowerment and Healthy Minds Work Groups were created. Individuals from across systems came together to identify root causes of problems, key stakeholders, define roles and responsibilities, map efforts and points of leverage, find specific ways that we can support one another, clarify next steps and agree upon objectives.
- Increased nonprofit involvement in the CYMP implementation process, which will lead to stronger coordination and alignment among youth-service providers. The CYMP Coordinator worked with the YSCC to connect all of their individual initiatives and community efforts to the progress of the CYMP.
- Aligned the Alexandria Fund for Human Services with the CYMP by requiring organizations that receive funds from the City that serve children, youth and/or families attend YSCC meetings.

- Shifted the culture of the CSSG meetings to deepen their discussions around equity, move from talk to action quickly, surface and challenge assumptions, build collaboration and consensus, and ensure accountability by using data and transparency through the use of a template to bring forth issues. The Group uses an equity and empowerment lens to improve planning, decision-making and resource allocation that will lead to more racially equitable policies and programs.

#### PROGRESS MADE WITH COMMON SYSTEM OF MEASUREMENT

- Collected local, population-level data to track our progress by routinely administering the Developmental Assets and Youth Risk Behavior surveys.
- Provided a structure for analyzing the effectiveness of our work by designing a Reporting Template that uses a results-based accountability (RBA) framework. The template was used for the first time by members of the YSCC in March 2019 and collected information from well over 40 programs across the city.

#### PROGRESS MADE WITH COMMUNICATION AND TRANSPARENCY

- Communicated with the public regarding the status of implementation of this Plan through the Commission's Annual Reports, the Status of Children and Youth Wellbeing Data Profile, the 2017 Implementation Status Report, and with this Five Year Report.
- Provided easy-to-understand print and multimedia materials and signage in the languages commonly used by the populations in Alexandria at various agencies and community events. ■







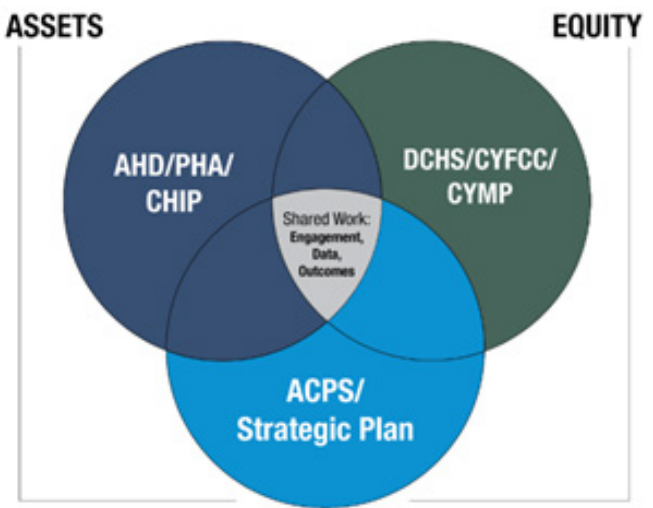
# Where We Are Headed (The Future)

## Effective Alignment and Coordination

ACPS, AHD, the Partnership for a Healthier Alexandria and DCHS have united to align their respective plans: the CYMP 2025, Community Health Improvement Plan 2025, and the ACPS Strategic Plan 2025. By aligning the work of these three critical plans it will be possible to maximize collective community engagement, utilize and focus on the most important data, and be galvanized to focus on our shared outcomes. In addition, the plans will use a common lens of equity, trauma-informed care and the developmental assets framework to approach the shared work.

Efforts will also continue to:

- **Strengthen CYFCC's alignment and support of the CYMP** by organizing their work and priorities within its new sub-committees.
- **Heal from trauma, prevent adverse childhood experiences, strengthen families, promote community resilience, empower youth and build developmental assets** with the enhancement of the CYMP 2025.
- **Strengthen the early care and education system that helps prepare children to succeed in life and school.** To reach this goal, the ECEW will continue to focus on professional development, collaboration with its partners and strengthening their structure.
- **Build the aligned Out of School system.** The OSTP Work



Group will continue to focus on a strategic effort to better address the needs and characteristics of high-quality OSTP services.

- **Promote youth leadership, youth mental health and positive youth development through collective impact.**
- **Create a more trauma informed and resilient community in Alexandria by launching our City's trauma informed community network (TICN).** TICNs play a key role in advancing trauma-informed policy, promoting a statewide policy agenda and building a stronger, more resilient trauma informed community.
- **Measure our performance and impact by using results-based accountability (RBA).** Moving forward, we must



have better systems in place to track our progress, quantify what is being done, and if anyone is better off because it. Stakeholders will report their progress with a Reporting Template that uses RBA framework

- **Produce system-level changes by addressing the conditions that keep problems in place.** As the planning process begins with the updating of the CYMP 2025, work groups will consider the conditions that are known to hold problems in place in order to understand and deal with the root causes of the problems they are trying to tackle.

This Report highlights areas where our community is making progress and where there is more work to be done. The actions we have taken and the lessons we have learned along the way will guide future work. To create the conditions in Alexandria for all children to thrive today and tomorrow, we will need to deepen our efforts on equipping caring adults with the tools, supports and skills they need to create schools, programs, communities, homes and relationships where young people learn, grow, heal and flourish. ■

**This Report highlights areas where our community is making progress and where there is more work to be done. The actions we have taken and the lessons we have learned along the way will guide future work.**

# Appendix

- Appendix A: Acronym Guide
- Appendix B: Comprehensive Timeline of CYMP Highlights
- Appendix C: Methodology
- Appendix D: Contributors (Stakeholders) to Each Priority Area



## Appendix A Acronym Guide

<b>ACAP</b>	Alexandria Campaign on Adolescent Pregnancy
<b>ACE</b>	Adverse Childhood Experiences
<b>ACPS</b>	Alexandria City Public Schools
<b>AHD</b>	Alexandria Health Department
<b>AMP</b>	Alexandria Mentoring Partnership
<b>APD</b>	Alexandria Police Department
<b>CFNC</b>	Child & Family Network Center
<b>CSSG</b>	City-School Staff Group
<b>CSU</b>	Court Services Unit
<b>CYF</b>	Children, Youth and Family
<b>CYFCC</b>	Children, Youth and Families Collaborative Commission
<b>CYMP</b>	Children and Youth Master Plan
<b>DCHS</b>	Department of Community and Human Services
<b>ECEW</b>	Early Care and Education Work Group
<b>FACE</b>	Family and Community Engagement Center
<b>FSG</b>	Nationally recognized consultants
<b>RPCA</b>	Recreation, Parks, and Cultural Activities
<b>SCAN</b>	Stop Child Abuse Now
<b>SPAN</b>	Suicide Prevention Alliance of Northern Virginia
<b>TICN</b>	Trauma Informed Community Network
<b>TWC</b>	Teen Wellness Center
<b>YSCC</b>	Youth Services Coordinating Council

## Appendix B Comprehensive Timeline of CYMP Highlights

### 2012

- The first CYFCC meeting was held on February 8, 2012, and the Commission went on to create the CYMP and monitor its implementation

### FY 14 (JULY 2013 - JUNE 2014):

- Increased our efforts to create and sustain an early care and education system in Alexandria by establishing the Early Care and Education Work Group (ECEW)
- The Children and Youth Well-Being Data Profile 2013 was published by the CYFCC
- The CYMP was unanimously approved by City Council and the Alexandria School Board respectively in June of 2014

### FY 15 (JULY 2014 - JUNE 2015)

- Increased our efforts to create an integrated and aligned out of school time system by establishing the OSTP Work Group
- The Early Care and Education strategic plan was developed with significant support from Bruhn-Morris Foundation and ACT for Alexandria

### FY 16 (JULY 2015 - JUNE 2016)

- Released the CYFCC's Children and Youth Well-Being Data Profile 2016 and the ACPS Strategic Plan 2020

### FY 17 (JULY 2016 - JUNE 2017)

- Celebrated the unsung heroes in our community whose efforts advance the CYMP goals with the CYFCC's Inaugural Champions of Children Awards
- Invested the implementation management and evaluation of the CYMP by hiring a CYMP Coordinator
- Examined investments and gaps in the early childhood education and care system with the ECEW's Fiscal Mapping Report

### FY 18 (JULY 2017 - JUNE 2018)

- Increased our focus on and provision of high quality after-school services by:
  - launching ACPS' LINK Club in an affordable housing high rise in Alexandria's west-end;
  - hosting Alexandria's first annual OSTP Forum
  - creating a web page for parents to access information about publicly funded after school programs throughout the City
  - releasing OSTP Work Group's Alexandria Out Of School Community Report
- Increased our collective efforts around promoting positive youth development and building developmental assets by enhancing the Healthy Behaviors Work Group

### FY 19 (JULY 2018 - JUNE 2019)

- Increased our collective efforts to:
  - support youth leadership by establishing the Youth Empowerment Work Group
  - promote youth mental health by establishing the Healthy Minds Work Group
  - support a trauma informed and resilient community by transitioning the Center for Children and Families into a trauma informed center, and by taking the first steps in launching Alexandria's TICN
  - focus on community engagement, data and shared outcomes by convening ACPS, DCHS, AHD and Partnership for a Healthier Alexandria to discuss the alignment of the three city-wide plans up for renewal this year
  - measure our performance by developing a new template for stakeholders to report their progress
- Strengthened CYFCC's alignment and support of the CYMP by creating five new, CYMP goal-oriented subcommittees
- Hosted the second annual OSTP forum
- Engaged over 600 youth to understand why 81% of youth report not feeling valued by our community

## Appendix C Methodology

### 2015 - 2017 IMPLEMENTATION STATUS REPORT

This report provided content for Progress Made sections. This document is a collection of reports submitted by CYMP community stakeholders between the years of 2015-2017 and illustrates their contributions toward each of the Plan's strategies and action steps.

### 2018 CYMP REPORTING TEMPLATE

Members of the YSCC were asked to fill out a Reporting Template. Using the RBA framework, the Reporting Template collected information about each program/service/initiative, including collaborative partnerships, CYMP area that the program contributes to, what quantitative efforts were made (i.e. how many children were served), how well those services were delivered and the outcome/impact of those efforts. Close to 50 programs submitted a report.

### ANNUAL AND COMMUNITY REPORTS, COMMUNITY-BASED ASSESSMENT, AND COMMON AGENDA

- 2019 Community Health Assessment, AHD, p. 15 provided content for the section "Build Upon our Strengths to Eliminate Gaps."
- ACPS, 2025 Strategic Plan Committee Data Workbook ([www.acps.k12.va.us/cms/lib/VA01918616/Centricity/Domain/1330/Updated2025StrategicPlan-CommitteeDataWorkbook.pdf](http://www.acps.k12.va.us/cms/lib/VA01918616/Centricity/Domain/1330/Updated2025StrategicPlan-CommitteeDataWorkbook.pdf)) provided content for the Academic Success and College and Career sections.
- Alexandria Early Care and Education Work Group Common Agenda. 2015 ([www.actforalexandria.org/sites/default/files/ECEW%20Common%20Agenda.pdf](http://www.actforalexandria.org/sites/default/files/ECEW%20Common%20Agenda.pdf)) provided content for the Kindergarten Readiness section.
- OSTP's: A Community Report 2017 provided content for the OSTP section.
- Skinner, Cynthia, 2016, 2017, 2018, Alexandria Early Care and Education Work Group Annual Report ([www.actforalexandria.org/early-care-education](http://www.actforalexandria.org/early-care-education)) provided the content for the Early Childhood section.



## KEY INDICATORS

- Alexandria City Public Schools, Department of Student Services, Alternative Programs, and Equity, 2018-2019 provided quantitative data for the Healthy Behaviors section.
- Office of Performance and Accountability Data Dashboard provided quantitative data for each of the CYMP Priority Areas.
- Virginia Department of Education School Readiness Report Card provided quantitative data for the Kindergarten Readiness section. Since the adoption of the CYMP, ACPS has begun participating in the Virginia Kindergarten Readiness Program (VKRP) which is a more robust way of looking at Kindergarten readiness.
- Virginia Department of Health, Division of Health Statistics, maintained by Conduent Healthy Communities Institute, and the Kids Count Data Center provided quantitative data for the Healthy Start, Healthy Bodies and Healthy Behaviors sections.
- Virginia Department of Health, Office of Information Management, Data Management Team provided quantitative data for Healthy Behaviors.
- Virginia Department of Social Services provided quantitative data for the Safe Environments section.
- U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates provided content for the College & Career Readiness Key Indicators.

## SURVEYS

- ACPS and AHD, Youth Risk Behavior Survey 2016-2017, p. 7-8, 20-23, provided quantitative data for the Healthy Behaviors and Healthy Minds sections.
- A Profile of Your Youth for ACPS 2016 & 2019 by Search Institute, Minneapolis, MN provided content for Healthy Behaviors, Youth Empowerment, and Caring Adults sections

## Appendix D

### Contributors (Stakeholders) To Each Priority Area

See the charts on the following pages.

[illegible]







