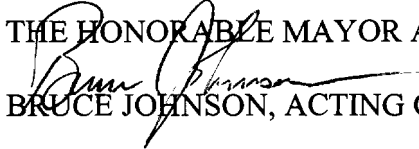


City of Alexandria, Virginia

MEMORANDUM

DATE: JUNE 8, 2011

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:  BRUCE JOHNSON, ACTING CITY MANAGER

SUBJECT: RECEIPT OF WORK GROUP RECOMMENDATIONS ON THE REALIGNMENT OF YOUTH AND FAMILY-RELATED BOARDS, COMMISSIONS AND COMMITTEES

ISSUES: Recommendations from the Children and Youth Commission Alignment Work Group established by the City Council and Alexandria City Public School Board to study and make recommendations to consolidate the functions of youth-related City Council appointed and City supported boards, commissions and committees and accompanying ordinance.

RECOMMENDATIONS: That City Council:

- (1) Receive the Work Group report (Attachment 1), which recommends the establishment of a new 25 member commission, the Alexandria Children, Youth and Families Collaborative Commission, with high level City and community representatives who would have responsibility for making recommendations to City Council and the School Board on policy for youth, prenatal to 21 years of age;
- (2) Thank the members of the Work Group for their work on behalf of the City and School Division;
- (3) Pass the proposed ordinance (Attachment 2 and Docket Item #29) on first reading and schedule it for public hearing, second reading, and final passage on Saturday, June 25. The ordinance establishes the new commission and abolishes the Alexandria Early Childhood Commission (ECC) and the Youth Policy Commission (YPC);
- (4) Thank the members of the ECC and YPC for their dedicated service; and
- (5) Request staff to work with the Work Group to make initial recommendations regarding the new commission's proposed membership.

BACKGROUND: On March 1, 2010 and April 7, 2010, respectively, the ECC and YPC adopted a resolution recommending that City Council establish a work group to develop recommendations for aligning City boards, commissions, task forces and committees addressing youth related issues. On June 22, 2010, City Council voted to establish, jointly with the School Board, the recommended Work Group. The membership of the Work Group included:

- One member of City Council
- One member of the School Board
- Chair of the ECC
- Designee of the Chair of the YPC
- Representative of the Superintendent of Schools
- Representative of the City Manager

DISCUSSION: Since the first meeting on August 11, 2010, the Work Group met approximately twice each month, with the exception of December. Initially, the work of the group was focused on a review of the existing commissions and other groups in the City dealing with youth-related issues, research on similar collaborations in other jurisdictions and the City and Alexandria City Public Schools' (ACPS) strategic plans. The Work Group developed the initial draft of the mission, responsibilities and governance structure of the realigned commission. On October 18, 2010, the community was invited to participate in a facilitated meeting. The results from this discussion, which were recorded and distributed to the participants, guided the Work Group in refining its efforts.

In November and December 2010, the Work Group finalized the draft mission and purpose and developed a concept paper on the organization and governance of the realigned commission. The purpose and mission of the new commission will be:

To advocate for Alexandria's children and youth, aged prenatal to 21 years, and their families by:

- 1) Advising City Council, the School Board, and City and school staff on policies that affect children, youth and their families;*
- 2) Promoting the coordination, alignment and effectiveness of services provided to children, youth and their families by the City, Alexandria Schools and private organizations; and*
- 3) Studying and promoting research and best practices.*

Much of the group's work was informed by the Montgomery County Collaboration Council, which has working committees made up of both council members and private sector representatives such as parents, advocacy groups, private providers and public agency representatives. Drawing from this model, as well as other researched models, and with input from the community, the Work Group developed a collaboration model for Alexandria that includes a commission with 25 voting members. Members will be appointed for terms of three years that will be staggered so that, potentially, a third of the commission's membership will turn over every three years. The City Council and School Board will each be responsible for

appointing six community members, respectively. The Acting City Manager and Superintendent of Schools will each name four staff members with expertise in core areas. There will be three youth representatives, high school students, recommended by the Youth Council (YC), which the report recommends be expanded and revamped; and two young adult representatives, aged 18 to 21, appointed by the City Council. Additionally, there will be four ex-officio non-voting members, two liaisons from City Council and two liaisons from the School Board.

The size and composition was a result of the Work Group's desire to develop a group representative of the broad, diverse spectrum of voices necessary for such a collaborative body. This compares to the 25 members of the Early Childhood Commission and the 21 members of the Youth Policy Commission, which will both be replaced by the new Commission. It is also comparable to the size of other similar groups, including the 28 member Charlottesville/Albemarle Commission on Children and Families, the 21 member Montgomery County Collaboration Commission, and the 25 member Snohomish County (Washington) Children's Commission. An Executive Committee, with broad authority, will be responsible for coordinating and managing the process, in order to keep the group on task.

The Commission, as envisioned by the Work Group, will have working committees on advocacy and policy, finance and grants, outreach and membership, research and data and program monitoring and implementation. These committees will be made up of at least three commission members and interested parties from the public and private sector. Details regarding the charges to the committees are discussed in the attached report. The committees will have responsibility for dealing directly with early childhood (birth through age eight) and youth (age nine through 21) issues. Staff support for the new commission will be provided by the Department of Community and Human Services (DCHS) and ACPS.

The establishment of such a commission would represent a major paradigm shift, by moving from an age-based focus to a more holistic, outcome focused approach. The report recommendations propose to purposefully connect existing and new programs and services provided by a wide range of City, public and private agencies, community organizations, collaborations, committees, task groups, businesses, social and service organizations, faith-based and religious groups. This approach will maximize the taxpayers' investment and improve outcomes for all Alexandria residents. The new commission will foster greater coordination and collaboration by facilitating the development of a common vision and implementing a common agenda.

FISCAL IMPACT: No additional City funds are required to establish or staff this new commission. The new commission will not have the responsibility to allocate City funds budgeted in the Alexandria Fund for Human Services Children or Youth Funds, as was the case with the Early Childhood and Youth Policy Commissions.

ATTACHMENTS:

Attachment 1: Report From the Children & Youth Commission Alignment Work Group,
*Alignment of Youth and Family Related City Council Appointed and City
Supported Commissions, Boards, Task Forces and Committee*

Attachment 2: Proposed Ordinance

STAFF:

Debra R. Collins, Assistant City Manager

Ron Frazier, Director, Office of Youth Services, DCHS

Carol M. Farrell, Director, Office for Early Childhood Development, DCHS

**ALIGNMENT OF YOUTH AND FAMILY RELATED
CITY COUNCIL APPOINTED AND CITY SUPPORTED COMMISSIONS,
BOARDS, TASK FORCES AND COMMITTEES**

REPORT FROM THE CHILDREN & YOUTH COMMISSION ALIGNMENT WORK GROUP
SUBMITTED TO THE ALEXANDRIA CITY COUNCIL
AND ALEXANDRIA SCHOOL BOARD

May 2011

City of Alexandria, Virginia



CHILDREN & YOUTH COMMISSION ALIGNMENT WORK GROUP

MEMBERS

Bill Campbell, *Community Representative*
John Chapman, *Vice Chair, Youth Policy Commission*
Debra Collins, *Assistant City Manager, City Manager Representative*
Cathy David, *Deputy Superintendent of Schools, Superintendent Representative*
Honorable Sheryl Gorsuch, *Representative, Alexandria School Board*
Honorable Rob Krupicka, *Representative, Alexandria City Council*
Sean McEneaney, *Chair, Early Childhood Commission*
Karen McManis, *Parent Representative*
Sarah S. Pearson, *Community Representative*

STAFF

Department of Community & Human Services
Carol Farrell, *Director, Early Childhood Division, Center for Children & Families*
Ronald Frazier, *Director, Office of Youth Services, Center for Children & Families*
Deborah Warren, *Acting Director, Center for Children & Families*

EXECUTIVE SUMMARY

In June 2010, responding to a request from the Early Childhood Commission (ECC) and the Youth Policy Commission (YPC), the Alexandria City Council joined in partnership with the Alexandria City Public School Board to establish a work group. The Work Group was charged with developing a framework to align the multiple youth-related boards, commissions and committees that exist in the City of Alexandria today. The two commissions further recommended that the work group review existing City Council-appointed and City-supported committees, coalitions, task forces and other similar groups representing children and youth ages prenatal through twenty-one to determine how the work should be represented and aligned. The establishment of such a commission would represent a major paradigm shift, by moving from an age based focus to a more holistic, outcomes focused approach.

Beginning on August 11, 2010, the Work Group met bi-weekly. The Work Group conducted a review of the existing commissions and other groups in the City dealing with youth-related issues (Attachment 1), and researched similar collaborations in other jurisdictions (Attachment 2) as well as the City and School System's strategic plans. The Work Group then convened two town meetings to share the draft and seek input from all segments of the community. The Work Group concluded that advancing a proactive youth development agenda for Alexandria requires broad coordination and collaboration among all segments of the community that address issues or administer programs and services for Alexandria's children, youth and families.

MISSION & PURPOSE

To advocate for Alexandria children and youth, aged prenatal to 21 years, and their families by: 1) advising City Council, the School Board, and City and school staff on policies that affect children, youth and their families; 2) promoting the coordination, alignment and effectiveness of services provided to children, youth and their families by the City, Alexandria Schools and private organizations; and 3) studying and promoting research and best practices.

RESPONSIBILITIES

The Children, Youth and Families Collaborative Commission will be organized as follows:

Twenty-five (25) voting members, serving three year staggered terms:

- Three (3) high school students appointed annually by the Youth Council;
- Two (2) young adults, age 18-21 appointed by the City Council;
- Six (6) community members that have experience as parents, guardians, teachers and/or expertise in early childhood, youth or general education policy, appointed by the School Board;
- Six (6) community members with expertise in children, youth and family issues, public safety, medical/health related issues or non-profit experience, appointed by City Council;

- Four (4) City staff members identified by the City Manager (e.g., City Manager designated representatives from the Health Department, Department of Community and Human Services, Court Services Unit, Recreation Department); and
- Four (4) Alexandria City Public Schools staff members identified by the Superintendent (e.g., Superintendent designee, Pre-K representative, program representative, special services representative).

In addition, there will be:

- Four (4) ex-officio members (non-voting):
 - Two (2) liaisons from City Council; and
 - Two (2) liaisons from the School Board.

The report recommendations propose to purposefully connect existing and new programs and services provided by a wide range of City, public and private agencies, community organizations, collaborations, committees, task groups, businesses, social and service organizations, faith-based and religious groups. This approach will maximize the taxpayers' investments and improve outcomes for all Alexandria residents. The new commission will foster greater coordination and collaboration.

OVERVIEW & PURPOSE

In June 2010, responding to a request from the Early Childhood Commission (ECC) and the Youth Policy Commission (YPC), the Alexandria City Council joined in partnership with the Alexandria City Public School Board to establish a work group to develop a framework to align the multiple youth-related boards, commissions and committees that exist in the City of Alexandria today. Subsequently, the Children and Youth Commission Alignment Work Group was formed and engaged stakeholders through community meetings and surveys before developing and debating recommendations to City Council to consolidate functions and realign youth-related City Council-appointed and City supported boards, commissions and committees.

The recommendations are aimed at focusing all entities on the same goals and metrics with the aim of improving outcomes for Alexandria's children and youth. This will be accomplished by better aligning performance outcomes, improving coordination and collaboration of services and developing a comprehensive master plan to focus and guide community efforts. The changes would also be consistent with the realignment of three former City agencies (the Department of Human Services; the Department of Mental Health, Mental Retardation and Substance Abuse; and Office on Women, all which address children, youth and families related issues) into one agency, the Department of Community and Human Services.

BACKGROUND

The ECC was established in June 1989 to develop an early childhood development plan for the City and to represent the interests of children prenatal to age eight. The YPC, which was established to make recommendations to City Council on youth-related issues and on City policy for youth ages six through twenty-one, was created in 1997. In 2010, members of the ECC and YPC adopted a resolution recommending that City Council establish a work group to develop recommendations for realigning City boards, commissions, task forces and committees addressing youth-related issues. The resolution was adopted by ECC and YPC on March 1, 2010 and April 7, 2010, respectively.

Consistent with the objectives of Goal 4 of the draft City Council Strategic Plan, the two Commissions believed that the interests of youth, prenatal to twenty-one years of age, would be best served by the development of a single group focused on the entire age and service continuum. This recommendation represented a major paradigm shift, by moving from an age based focus to a more holistic, outcomes focused approach. The Commissions further recommended that the work group review existing City Council-appointed and City-supported committees, coalitions, task forces and other similar groups representing children and youth ages prenatal through twenty-one to determine how the work should be aligned. The concepts represented in the resolution have also been endorsed by the Alexandria City Public School Board and the Alexandria Campaign on Adolescent Pregnancy (ACAP), which adopted the resolution with some minor modifications on May 13, 2010 and May 14, 2010, respectively.

On June 22, 2010, the City Council approved the recommendation to form a work group with the following members:

- One member of the City Council
- One member of the School Board
- Chair, Early Childhood Commission or designee
- Chair, Youth Policy Commission or designee
- City Manager or senior level designee
- Superintendent of Schools or senior level designee
- Three citizens or community representatives, of which one should be a parent of a child under age twenty-one

The work group was tasked with developing recommendations for the establishment of a board or commission whose mission would be to advise the City on issues involving children, youth and families. Upon the review of other models, best practices, and the engagement of citizens and other key stakeholders, the work group would recommend to City Council the best structure for accomplishing this goal. The work group would review and make recommendations regarding the realignment or reconstitution of any other group addressing youth-related issues, whose mission or work may be impacted by any proposed entity.

PROCESS

Beginning on August 11, 2010, the Work Group initially met twice a month. The Work Group conducted a review of the existing commissions and other groups in the City dealing with youth-related issues (Attachment 1), and researched similar collaborations in other jurisdictions (Attachment 2) as well as the City and School System's strategic plans. From this review came the initial draft of the mission, responsibilities and governance structure of the realigned commission.

The Work Group convened two town hall meetings to share the draft and seek input from all segments of the community. Interested residents, parents, youth, youth service professionals, City and community leaders were invited to share their views on the proposed commission's mission, roles and responsibilities, and composition.

The first meeting, drawing 54 community stakeholders, was held on Monday, October 18, 2010, at the Charles Houston Recreation Center. During the meeting, the three open-ended questions listed below were posed to prompt discussion. Persons who wished to contribute to the discussion, but were unable to attend the meeting, were invited to submit their responses by email.

- What should the mission be of a new commission on children and youth, prenatal through 21 (what is its purpose)?
- What are the roles and responsibilities of this new commission (what should it be charged to do, how does it fulfill its mission)?
- What should the composition of this new commission look like (who should sit on it and why)?

Participants were invited to share their views on the proposed commission's mission, roles, responsibilities, and composition. The groups sat at tables of approximately 8 to 10 persons to discuss the three questions and selected a discussion leader and a recorder. They were given 20 minutes to discuss each question. The recorders then shared the ideas from their respective groups.

The feedback from the Community Meeting and written responses from persons who were unable to attend the meeting were used to inform the recommendations of the Work Group. The draft document was posted on the City and Alexandria School websites, and members of the community were asked to provide feedback.

In November and December, the work group finalized the draft mission and purpose and developed a concept paper on the organization and governance of the realigned commission. The Work Group held a second community meeting on Monday, January 24, 2011, at the Charles Houston Center, to provide a second opportunity for a face-to-face discussion with interested residents, parents, youth, youth service professionals, City and community leaders before submitting their final recommendation to the City Council and School Board. At the meeting, members of the Work Group reviewed the draft governance structure for the proposed Commission. The draft was also posted on both the City and the Alexandria Schools' websites prior to the meeting.

RECOMMENDATIONS ON THE ESTABLISHMENT OF A NEW COMMISSION TO SERVE CHILDREN AND YOUTH, PRENATAL TO AGE 21, AND THEIR FAMILIES

INTRODUCTION

Advancing a proactive youth development agenda for Alexandria requires broad coordination and collaboration among all segments of the community that address issues or administer programs and services for Alexandria's children, youth and families. It is the intent of the City Council and School Board that any entity that receives City funding or uses other City resources, including staff support or in-kind City space, will collaborate and coordinate with the Commission in developing and implementing a comprehensive, citywide youth development agenda.

MISSION & PURPOSE

To advocate for Alexandria children and youth, aged prenatal to 21 years, and their families by: 1) advising City Council, the School Board, and City and school staff on policies that affect children, youth and their families; 2) promoting the coordination, alignment and effectiveness of services provided to children, youth and their families by the City, Alexandria Schools and private organizations; and 3) studying and promoting research and best practices.

RESPONSIBILITIES

1. Advocate for the developmental, academic, social and emotional needs of children and youth.
2. Support development and maintain oversight of implementation of a youth master plan¹ for the City's children, youth and families, based on the City and Alexandria City Public Schools Strategic Plans.
3. Prepare an annual report for the Council and School Board on the status of children, youth and families in Alexandria and propose priorities based on the strategic plan for the upcoming year. The annual report will address:
 - A. What is working
 - B. What needs improvement or needs to be changed

¹As a product, youth master plans carry many different labels (including a children and youth agenda, city blueprint, or children's bill of rights), but they almost always offer a vision for the future, an assessment of current resources and needs, and a roadmap for moving forward that seeks to ensure accountability and sustainability over time. As a process, the development of a youth master plan advances a strategy in which municipal leaders – working together with school officials, and with input from young people as well as community organizations, parents, and other residents and stakeholders – craft a comprehensive and effective agenda for children and youth. (National League of Cities, *Creating A Youth Plan*. Washington, DC, page 3)

- C. What is missing
- D. Other information as requested by City Council and the School Board
4. Review and recommend measurements to guide the evaluation, assessment, budgeting and implementation of policies, grants and programs related to children, youth and families, including the Commission itself.
 5. Provide guidelines for City Council's review and approval of grant applications seeking funding from outside entities for children, youth and family related programs and services.
 6. Establish guidelines for staff in awarding grants through the Alexandria Fund for Human Services to support children, youth and family related programs and services.
 7. Review and provide analysis and commentary on the City and School budgets as they relate to children, youth and families.
 8. Provide City Council and the School Board with recommendations on policies and programs related to children, youth and families with a focus on ensuring accountability and alignment between City and School programs such as early childhood programs, kindergarten readiness, after school programs, student achievement, City-supported crime prevention, job training, literacy, mentoring programs and students' academic needs.
 9. Review outcomes and make recommendations that address quality of out-of-school time programs, services and activities for children and youth.
 10. Provide mechanisms for on-going communication and coordination to ensure proper alignment of youth-related boards, commissions, non-profits and agencies.
 11. Facilitate opportunities to solicit public input and inform the community about the status of priorities related to children, youth and families in the City.
 12. Provide a forum and when appropriate, act as a convener for the consideration of new programs to ensure alignment with City and School goals.
 13. Develop and implement mechanisms for obtaining youth input in decisions affecting youth development.

ORGANIZATION & GOVERNANCE

Membership Structure

The Children, Youth and Families Collaborative Commission, as shown on the attached Organization Chart (Figure1) will be organized as follows:

Twenty-five (25) voting members of the Commission, serving 3 year staggered terms:

- Three (3) high school students appointed annually by the Youth Council;
- Two (2) young adults, age 18-21 appointed by the City Council;
- Six (6) community members that have experience as parents, guardians, teachers and/or expertise in early childhood, youth or general education policy, appointed by the School Board;
- Six (6) community members with expertise in children, youth and family issues, public safety, medical/health related issues or non-profit experience, appointed by City Council;
- Four (4) City staff members identified by the City Manager (e.g., City Manager designee, Health Dept., Community & Human Services Dept. representative, Court Services representative, Recreation Dept.); and
- Four (4) ACPS staff members identified by the Superintendent (e.g., Superintendent designee, Pre-K representative, program representative, special services representative).

In addition, there will be:

- Four (4) ex-officio members (non-voting):
 - Two (2) liaisons from City Council; and
 - Two (2) liaisons from the School Board.

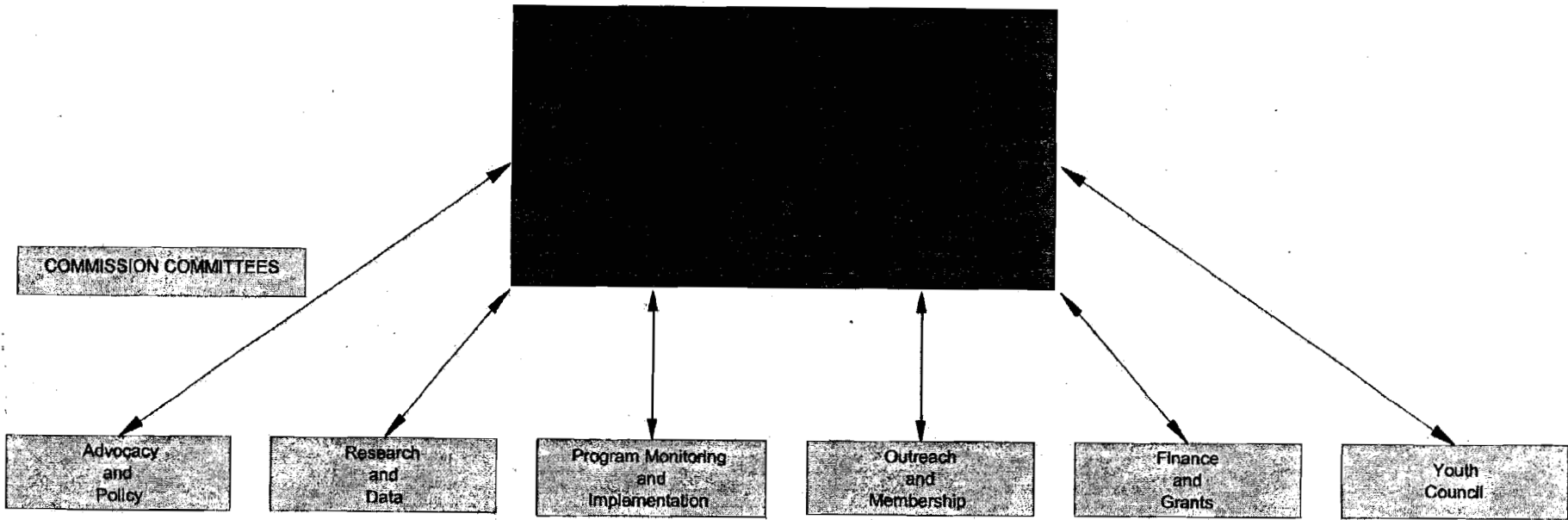
Officers

The 25 voting members will elect a chairman and chairman-elect, each for a one-year term, alternating between City and school representatives each term. The chairman-elect is intended to succeed the chairman for the following term, supported by the past year's chairman, and a new chairman-elect. These three officers will determine the committee membership and leadership based on individual interest, expertise and the needs of the commission. City staff will record minutes or notes that will be approved by the full commission at a subsequent meeting.

Commission Committees

Members of the community at large with a demonstrated interest in issues involving children, youth and families, will be welcome and encouraged to actively participate in committee work with approval of that committee's leader. Representatives of public entities, private sector profit and non-profit organizations, advisory committees and task forces will be periodically invited to present at the program-monitoring subcommittees and may participate in committee discussions as appropriate. Individuals or representatives of organizations that are directly impacted by the discussion will recuse themselves.

CHILDREN, YOUTH AND FAMILIES COLLABORATIVE COMMISSION
Organization and Governance



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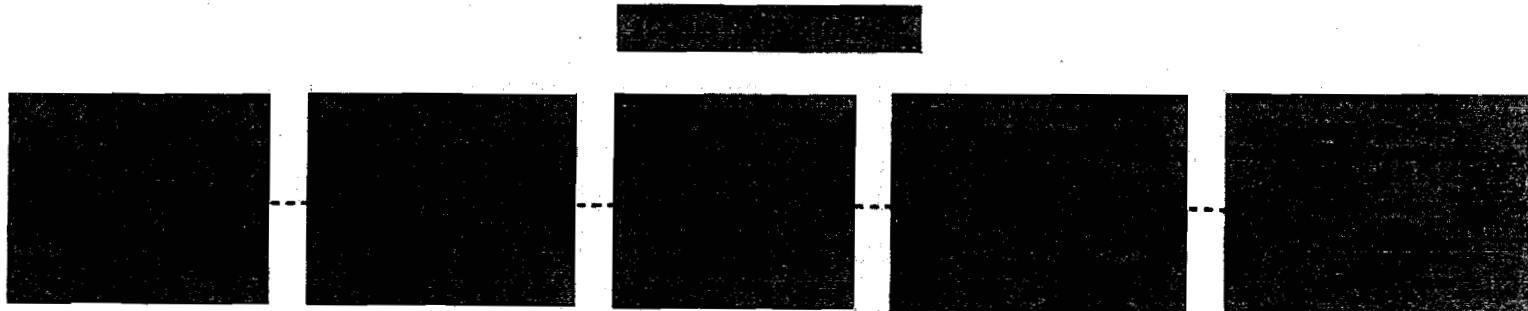


Figure 1

Committees will be comprised of Commission members who serve as leaders and officers of each group. Commission members are expected to serve on at least one committee. The scope of work for each committee will be approved annually by the Commission to ensure alignment with the Youth Master Plan and coverage of the full spectrum of issues affecting youth ages 0-21. The monitoring committee will meet monthly and the other committees will meet as required to achieve their responsibilities, as determined by each committee's leadership. Members of the community at large are encouraged to participate in any committee with the goal of developing recommendations by consensus whenever possible. City and School staff with expertise appropriate for committee work will be included as designated or determined by the City Manager and Superintendent designees. Summary reports of each committee's activities will be presented at the monthly Commission meeting. All committee recommendations, including those without consensus, will be referred to the full Commission for an official Commission position and inclusion in the annual report to City Council and the School Board. Service providers directly involved in any recommendation will recuse themselves from taking a position on that matter. Committees and their charges are described as follows:

Executive Committee – Oversees and coordinates organizational activities; sets the Commission meeting agenda; makes decisions consistent with those adopted by the Commission; oversees implementation of the Council's work plan as developed by the Commission; conducts periodic reviews of the purpose and membership of the other Commission committees, and makes recommendations to the Commission for any changes; and addresses any issues requiring immediate attention of the Commission. The Executive Committee will be comprised of the elected Commission Officers (Chairman, Chairman-elect, and immediate Past-Chairman) along with the Leaders of each Commission Committee, and will be led by the Commission Chairman and Chairman-Elect.

Advocacy and Policy- Reviews legislative issues, recommends policy and operational or procedural changes as appropriate; responsible for preparing briefing materials and position statements for distribution throughout the community; and prepares the annual report to City Council and the School Board based on Commission activities and meeting minutes.

Finance and Grants - Reviews City and School budgets and provides recommendations during the budget cycle as appropriate; responsible for development of grant guidelines, identifying potential efficiencies in funding practices between the schools and the City regarding youth issues, and determining financial impact of suggested youth program changes; and audits grant reports to determine cost benefit and measure effectiveness, recommending metric adjustments as appropriate.

Outreach and Membership - Responsible for annual training of Commission members; recruits new members (voting and non-voting) with particular attention to encouraging diversity and broad representation (racial, cultural, socio-economic status, geographical, age, gender and variety of experience with youth programs) on the Commission, along with subject matter expertise and particular skills identified for the successful completion of the Commission's mission; identifies potential new community partners for children, youth and family programs and assists with developing a Memorandum of Understanding as appropriate; provides periodic briefings and presentations throughout the community on Commission activities; reviews applications for committee membership; and makes recommendations to City Council and the

School Board on appointments to the Commission. [See Attachment 3 for a current list (reviewed and updated annually as appropriate) of community organizations that will be contacted for the recruitment of committee members.]

Research and Data - Collects and distributes outcome data on initiatives in a youth master plan; reviews research literature on successful youth studies and monitors efforts by Youth Commissions, partnerships and collaborations throughout the nation and youth programs in the City of Alexandria to identify best practices; participates in regional, state and national forums and meetings as appropriate to gather information and share with the full commission; and recommends procedures and processes for the sharing of data across the city and between programs.

Implementation and Monitoring- Reviews, evaluates and discusses the quality and effectiveness of key programs as identified in a youth master plan. Youth program presentations will be followed with a discussion of commendations, suggested improvements and any formal recommendations.

Youth Council - Up to twenty five (25) members of a Youth Council comprised of youth who live in Alexandria, of which at least four members receive City services and/or participate in City programs, and include representation from private and public high schools (grades nine through twelve) and City Recreation Centers, will serve for a two year term. Three members of this group will be elected by the Youth Council as their officers and voting members of the Commission for a one-year term. Additionally, three adult members of the Commission will be assigned to the Youth Council as their committee assignment, serving as advisors to youth. The Youth officers will be responsible for conducting and convening the Youth Council meetings. The Youth Council will build the foundation that supports youth engagement in the activities of the commission; provides a forum for youth input regarding the effectiveness of programs; represents youth across the city through regular communication with various youth groups; and creates opportunities for youth to make a difference in Alexandria policy and decision making processes. Youth Council members may also serve on other Commission's Committees. High School students may be approved for participation on a Commission committee without being members of the Youth Council.

Meetings

The Commission will hold a minimum of nine monthly meetings annually. Working committees will meet no fewer than six times per year. Appointed voting commission members must attend 75 percent of all meetings, including their assigned committees. Consecutive terms may not exceed a total of 9 consecutive years of membership on the Commission.

The following groups will be invited present periodic progress reports on their activities to the commission at a regular monthly meeting: Gang Prevention Task Force, Alexandria Campaign on Adolescent Pregnancy, Substance Abuse Prevention Coalition of Alexandria, Smart Beginnings, and Partnership for a Healthier Alexandria and others as appropriate. These groups will make annual presentations to the Commission and/or provide annual reports for review and comment by the Commission on alignment and effectiveness towards achieving their respective areas addressed in a youth master plan.

Key Initiatives/ Master Plan Goals and Objectives

The Commission will support the development of and provide oversight of the implementation of the City's Children, Youth and Families Master Plan, based on the City and Alexandria City Public Schools Strategic Plans. Annually, a community meeting will be held by the Commission to receive and discuss input regarding the Master Plan that may include the following:

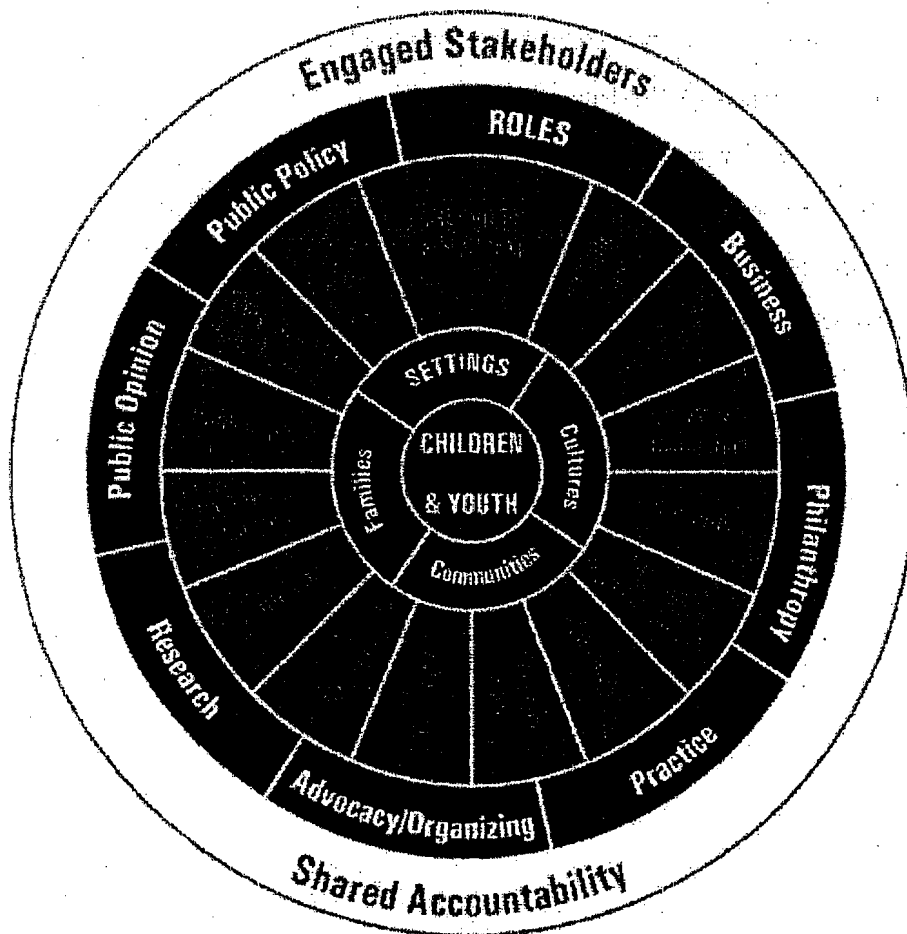
- Early Childhood Initiatives and Programs
- Out of School Time Programs
- Family/ Parent Education
- Community Schools
- Risky Behaviors (e.g., obesity, pregnancy, gang activity, suicide, substance abuse)
- Safety
- Youth Development/Prevention

Community Partners

The recommendation to establish the Commission that will address the full range of children, youth and family services is recognition that no one organization, department or individual can assume the responsibility for improving outcomes for youth. Conversely, a collective group of community partners working in concert can achieve measurable results. The proposed structure, as illustrated on the attached Figure 2, is a framework for engaging the full range of public and private in improving the lives of young people along the entire developmental continuum.

Figure 2

COMMUNITY PARTNERS STAKEHOLDER WHEEL



Source: *Ready By 21* © Virginia Cities Challenge Workbook, Forum for Youth Investment, March 2011

CONCLUSION

Research and best practices in positive youth development have shown that children thrive and become successful, productive adults when they are supported by their families and other caring adults, and live in communities that offer them safe places with engaging and constructive activities, opportunities to learn and grow, and opportunities for a healthy start and healthy development. Alexandria is a community with many programs and services for children, youth and families that work best when their efforts are coordinated and aligned.

The report recommendations seek to purposefully connect existing and new programs and services which are provided by a range of City, public and private agencies, community organizations, collaborations and committees, businesses, social and service organizations, faith-based groups. The challenge is to breakdown the silos that separate programs and services and foster the development and implementation of strategies that encourage communication, cooperation and collaboration. This approach will maximize the taxpayer investment and improve outcomes for all Alexandria residents. The Work Group urges the adoption of the recommendation for establishing a commission, whose purpose is to focus on a collaborative approach to youth development.

The Coordination Alignment Work Group recommendations are part of broader efforts to improve outcomes for Alexandria's children, youth and families. The establishment of a single commission that encompasses the entire age spectrum is one step in a multi-pronged approach in addressing children and youth issues in a comprehensive manner.

These recommendations coincide with other City efforts to enhance the delivery of the City's youth related programs and services through realignment. The first phase has been accomplished with the merger of the Department of Human Services, Department of Mental Health, Mental Retardation and Substance Abuse (also referred to as the Community Services Board), and the Office on Women, into the new Department of Community and Human Services. Within the new Department, youth related programs and services have been consolidated into the Center for Children and Families.

The new Commission will be responsible for the development of a youth master plan as one of its primary charges. It is believed that a comprehensive plan will guide planning and inform future funding decisions directed at children and youth, as well as facilitate the implementation of a collaborative, coordinated strategy to accomplish the plan's goals and objectives. Together, the Commission and the new agency changes will provide increased opportunities for on-gong coordination and collaboration. The development of a master plan will provide a road map for achievement, by focusing and harnessing the collective resources of the community towards the development of strategies to improve the outcome of programs and services for children and youth. This approach will further facilitate the development of a common vision and the implementation of a common agenda.

Attachment 1

CHILDREN AND YOUTH RELATED BOARDS, COMMISSIONS AND TASK FORCES

(Key Alexandria Groups)

CHILDREN AND YOUTH RELATED BOARDS, COMMISSIONS & TASK FORCES

Name	City Council App'd (Y/N)	Purpose/Mission	Enabling Authority	Membership/Composition
<p>22 Early Childhood Commission</p>	Y	<p>The ECC is responsible for developing an Early Childhood Development Plan for the City of Alexandria that includes funding recommendations; monitoring the coordination of activities required to implement the Plan; and preparing annual reports on the status of early childhood development programs in the City.</p>	City Code	<p>No. of Members: 25 <i>Ex-officio:</i> City Manager Superintendent of Schools Director of Human Services, Director of the Alex Health Department President of the Chamber of Commerce <i>School Board Appointments:</i> 1 School Board member 1 Early Childhood Teacher working in an Alex preschool 1 Early Childhood Teacher working in an Alex day care center 1 Child Psychologist 1 Representative of the Northern VA Association for the Education of Young Children 1 representative of the Head Start program 3 members-at-large 1 parent of a pre-kindergarten – 3rd grade child eligible for free/or reduced price lunch <i>City Council Appointments:</i> 1 Developmental Pediatrician representing Alex Hospital 1 member of the Economic Opportunities Commission 1 member of the Social Services Advisory Board 1 rep - Alex Chapter of Northern VA Family Day Care Assn 1 rep – Alex Child Care Directors Assn 1 Parent of a pre-kindergarten - 3rd grade child eligible for free/or reduced price lunch 4 members-at-large.</p>
Youth Policy Commission	Y	<p>YPC: (1) submits an annual report on the Commission's vision for youth & makes recommendations to City Council on youth-related issues and on City policy for youth; (2) analyzes outcome of youth programs & services measured against indicators of youth well-being; (3) makes recommendations regarding City funding for youth programs & services; and (4) coordinates responses from &</p>	City Code	<p>No. of Members: 22 3 Parents (one from each School Board District) of children 18 years of age or younger 2 Citizens 18 years of age or younger (1 year term) 2 Representatives of the business community 2 Members of professions which require special training or knowledge in issues affecting youth 1 Individual who has an interest in issues affecting youth in the City 2 Representatives of community non-profit agencies having an interest in youth issues The Mayor 1 City Council Member</p>

Name	City Council Apprd (Y/N)	Purpose/Mission	Enabling Authority	Membership/Composition
		among appropriate City & non-city organizations to emerging & existing issues affecting the City's youth. YPC is also designated and authorized to act as the City's Youth Services Citizen Board.		1 School Board Member 1 Member of the Alex Public Health Advisory Commission 5 Members of City boards, commissions or other organizations having an interest in youth issues -1 must be a member of the Alex Park & Recreation Commission -2 must be members from the Alex City School Board's Advisory Committees -1 Judge from the Juvenile & Domestic Relations Court designated by the Chief Judge (Non-voting) <i>Majority of the Commission members of the may not be elected officials/employees of public/private service agencies that provide services to youth.</i>
23 Alexandria Campaign on Adolescent Pregnancy	N	ACAP is a collaboration between City agencies, community based organizations, and interested residents who work collaboratively for and with youth to achieve lifetime success through active involvement and personal commitment. ACAP strives to sustain a reduction in adolescent pregnancy and the consequences for its youth through culturally and age appropriate education, advocacy, technical assistance, direct service prevention programs and public awareness.		No set number of members Members include representatives from: Health Department Alexandria City Public Schools, Recreation, Parks & Cultural Affairs Department of Community & Human Services Community Lodgings Northern Virginia AIDS Ministry National Coalition of STD Directors Planned Parenthood of Metropolitan DC The Campagna Center Healthy Families Alexandria K.I. Services Save our Sons & Daughters Inc Substance Abuse Prevention Coalition of Alexandria, Court Services Unit INOVA Alexandria Northern Virginia Urban League Stop Child Abuse Now Interested citizens
Alexandria Gang Prevention Community Task Force	Y	Receives briefings on status of gang suppression, prevention and intervention programs and activities in City; assists in informing and educating the Alexandria community about gang suppression, prevention & intervention programs and activities; assists in identifying	City Code	No. of Members: 17 2 Members of the Alex City Council 1 Member of the Alex School Board The City Manager or His Designee 1 Rep of T.C. Williams High School 1 Rep of the City Middle Schools 1 Rep of Alex Elementary Schools 1 Rep of the private schools in Alexandria 1 Rep of a Community Organization w/ specific outreach to

Name	City Council Apprd (Y/N)	Purpose/Mission	Enabling Authority	Membership/Composition
		<p>programs & activities that address specific gang-related problems or issues; assists in identifying opportunities to obtain funding for programs & activities that address such gang-related problems or issues; and, assists in identifying state or local laws that should be enacted or amended to enable City, and possibly other local governments, to better address problems & issues arising from or related to gangs.</p>		<p>Latino community 1 Rep of a Community Organization w/ specific outreach to African-American community 2 Rep of Alex Youth At Large 1 Rep of Alexandria Interfaith Council 2 Rep from City At-large 1 Rep of the Business Community 1 Rep of Parents of Alex Youth</p>
<p>Community Policy and Management Team</p>		<p>The Community Policy and Management Team is responsible for managing the cooperative effort to serve the needs of troubled and at-risk youths and their families, and to maximize the use of state and city resources that are designated for this purpose in the City. The Team meets on the third Wednesday of the month at 3:00 p.m. Approximately two hours per month are required of Team members.</p>	<p>City Code VA Comprehensive Services Act</p>	<p>No. of Members: 10 7 Public Official Members or their designees: - City Council Member - City Manager - Executive Director, Alex Community Services Board - Director, Alex Juvenile Court Services Unit - Director, Alex Department of Health - Director, Social Services - Superintendent of Schools</p> <p>The following positions are appointed by City Council, upon the recommendation of the public official members of the team: 1 Rep of private organization or assn of providers of children's or family services which provides such services within City on a continuing and consistent basis 2 Parent rep who are not employees of any public or private program which receives funds from Comprehensive Services Act</p>
<p>Juvenile Detention Commission</p>	<p>Y</p>	<p>The Juvenile Detention Commission for Northern Virginia was established to implement the findings and recommendations of the Ward Report in order to provide the best methods for temporary detention care for delinquent children. The Commission meets at the call of the Chairperson.</p>		<p>2 Members appointed by City Council</p>

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Name	City Council Apprd (Y/N)	Purpose/Mission	Enabling Authority	Membership/Composition
Alexandria's Substance Abuse Prevention Coalition	N	SAPCA is an alliance of parents, youth, schools, City departments, nonprofits, businesses, policymakers and law enforcement whose mission is to engage diverse sectors of the community in collaborative, cross-cultural and comprehensive substance abuse prevention activities that result in a reduction of underage substance use and abuse in the City of Alexandria. SAPCA was created in 2007 as part of the Partnership for a Healthier Alexandria (www.alexhealth.org/partnership).	Federal Grant, US Dpt of Health & Human Services Administration, Substance Abuse & Mental Health Svs Administration, Drug Free Communities Grant	Approximately 150 parents, youth, schools, City departments, nonprofit agency representatives
Smart Beginnings Alexandria Arlington	N	Smart Beginnings Alexandria/Arlington is a local collaborative coalition working to approve the quality of early education and care.		Veronica Aberle, Nurse Mgr, Alexandria Health Dept Karen Allen, VP Early Childhood Div, Northern Virginia Family Svs Ivy Beringer, Assoc. Professor Early Childhood Dev., NVCC Judy Apostolico-Buck, Early Childhood Coor., Arlington Public Schools Kim Babcock, Operational Support School Resource Supervisor, Arlington Police Department Toya Bryant, Supv. Child Care Svs, Arlington Child & Family Svs Rev. James Buck, Ebenezer Baptist Church Blaine Butkiewicz, , Supervisor, Alexandria Court Services Christopher Campagna, Partner, Tartan Properties, Inc. Bernadette Charlton, Arlington Public Schools Claire Cifaloglio, School Health Physician, Arlington Dept. of Human Services Kris Clark, Exec. Dir., Elementary Programs, Alex City Public Schools Scott Coleman, Principal, Mt. Vernon Comm. School, Alexandria City Public Schools Robin Crawley, LICSW LCSW-C Coordinator, Parent Infant Education Program (Alexandria) Valerie Cuffee, Director of Social Services, Chief of Child & Family Svcs., Arlington Dept. of Human Services Emily DiCicco, Family Child Care Provider Robert Dugger, Alexandria Resident (Chair of Leadership Council) Marilyn Faris Scholl, Supervisor Family & Consumer Sciences/Teen Parenting Programs, Arlington Public Schools, Clarendon Education Ctr. Carol Farrell, Director, Alexandria DCHS, Ofc for Early Childhood Dev. Barbara Fox-Mason, Exc Dir, The Child & Family Network Centers Ben Harris, Coordinator, Partnership for Children Youth & Families (Arlington DHS) Sandra Hernandez, Project Family

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Name	City Council App'd (Y/N)	Purpose/Mission	Enabling Authority	Membership/Composition
				<p>Glenn Hopkins, President, Hopkins House Karen Hughes, CEO, The Campagna Center/Alexandria Head Start, Early Head Start Jennifer Ives, Dir, Business Investment, Arlington Economic Developmt William Johnson, Commander, Alexandria Police Department Margaret Jones, Suprv., Parent Infant Education Program (Arlington) Carol Keller, Director, Abracadabra Child Care & Development Ctr. Catherine Lethbridge, Director, Northern Virginia AEYC Sean McEneaney, McEneaney Associates, Inc. Lori Phillips, Assoc. Dir., Professional Developmnt, Wolftrap Institute Michelle Picard, Supvr., Early Childhood, Arlington Public Schools Sonia Quinonez, MSW Dir., Development, Stop Child Abuse Now Sandra Redmore, Dir., Clarendon Child Care Center (Arlington) Patricia Romano, Dir., Court Services, Arlington Juvenile Court System Sylvia Sanchez, Assoc. Professor, George Mason University Carri Stoltz, Early Childhood Coor., Alexandria City Public Schools Sissy Walker, Alexandria Community Preschools (CAYC) Thomas Wallace, Supvr, Comm. Svs, Arlington Dept. of Human Svs Deborah Warren, Dir., Alex Child, Family & Prev. Svs, DCHS</p>
<p>26 Alexandria/Arlington Quality Rating Improvement System (QRIS)</p>	N	<p>This is a collaboration between the City of Alexandria and Arlington County, funded by a two year grant from the Virginia Early Childhood Foundation, in collaboration with the Virginia Department of Social Services. QRIS is a state-wide rating system that measures the level of quality of early childhood programs and assigns up to five stars. The Department of Community and Human Services (DCHS) and Alexandria City Public Schools (ACPS) has partnered on the implementation of the grant.</p>	<p>Grant from the Virginia Early Childhood Foundation</p>	<p>Staff from Alexandria DCHS, ACPS, Arlington Public Schools and the VPI steering committee.</p>
<p>Virginia Preschool Initiative</p>	N	<p>This is a collaborative of private and public early childhood programs in the City which qualify for matching dollars from the Virginia Dept. of Education to help increase the number of at-risk 4 year olds being served</p>	<p>Omnibus Education Act of 1995</p>	<p>VPI is managed by staff of the DCHS. The steering committee is made up of representatives of all participating programs, including private child care centers and the Alexandria City Public Schools, the Alexandria Health Department, Mental Health, Healthy Families, Head Start and the Early Childhood Commission.</p>

Attachment 2

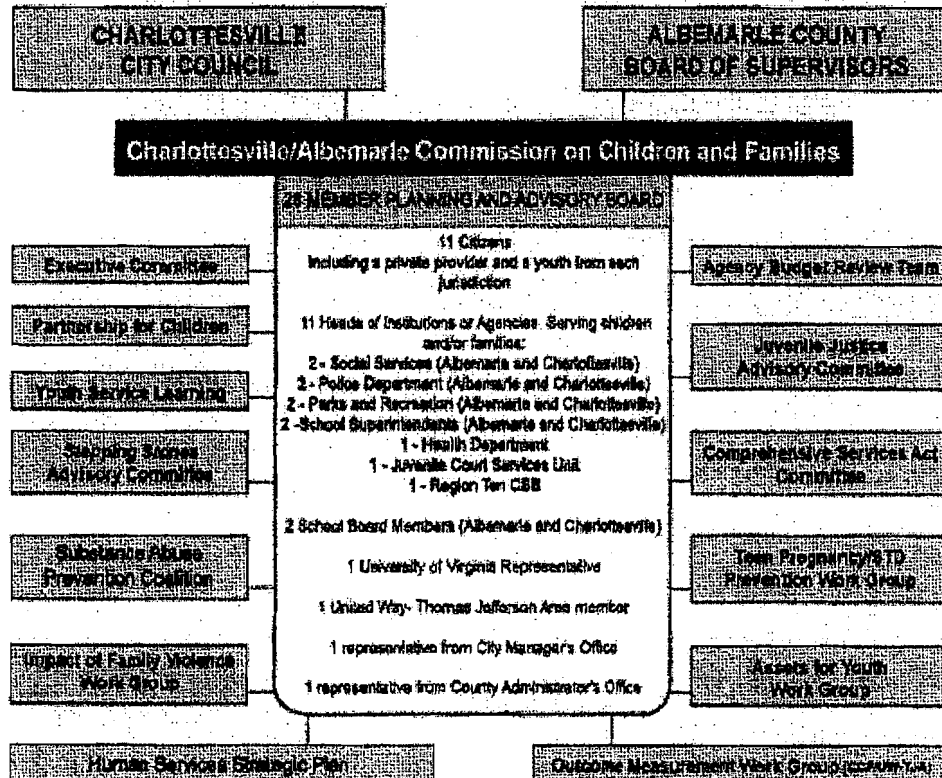
COMMISSIONS ON CHILDREN, YOUTH AND FAMILIES

(Other Jurisdictions)

COMMISSIONS ON CHILDREN, YOUTH & FAMILIES

CHARLOTTESVILLE/ALBEMARLE COMMISSION ON CHILDREN AND FAMILIES (CCF)

- Charlottesville and Albemarle agreed in 1997 that the mission of CCF would be "to plan, coordinate, monitor, and evaluate a community-wide system for all children and family agencies and programs". CCF serves as an information source, advisor to local governments, coordinator of services, and catalyst for improved conditions for children and their families.
- The commission was established in spring 1998 by merging the citizen-member Charlottesville/Albemarle Commission on Children and Youth and the state-mandated Community Policy Management Team (policymakers, agencies and citizens).
- CCF membership is comprised of eleven citizens (including a private provider and a youth from each jurisdiction); eleven heads of institutions or agencies serving children and/or families; a member of the school boards of the county and the city; and one representative each of the University of Virginia, the United Way, City Manager's Office, and County Administrator's Office. In addition to responsibility for developing long range plans, CCF monitors the management of and expenditures for Comprehensive Services Act funds and the Virginia Community Crime Control Act.
- Designated work groups plan and coordinate enhancements to services for children and their families. There are currently more than fourteen work groups comprised of over two hundred and fifty individuals.



Charlottesville City Hall, 100 West Main Street, P.O. Box 111, Charlottesville, VA 22902, phone: 954-976-2550 / fax: 954-976-3831 / website: www.charlottesville.org / www.ccf.org

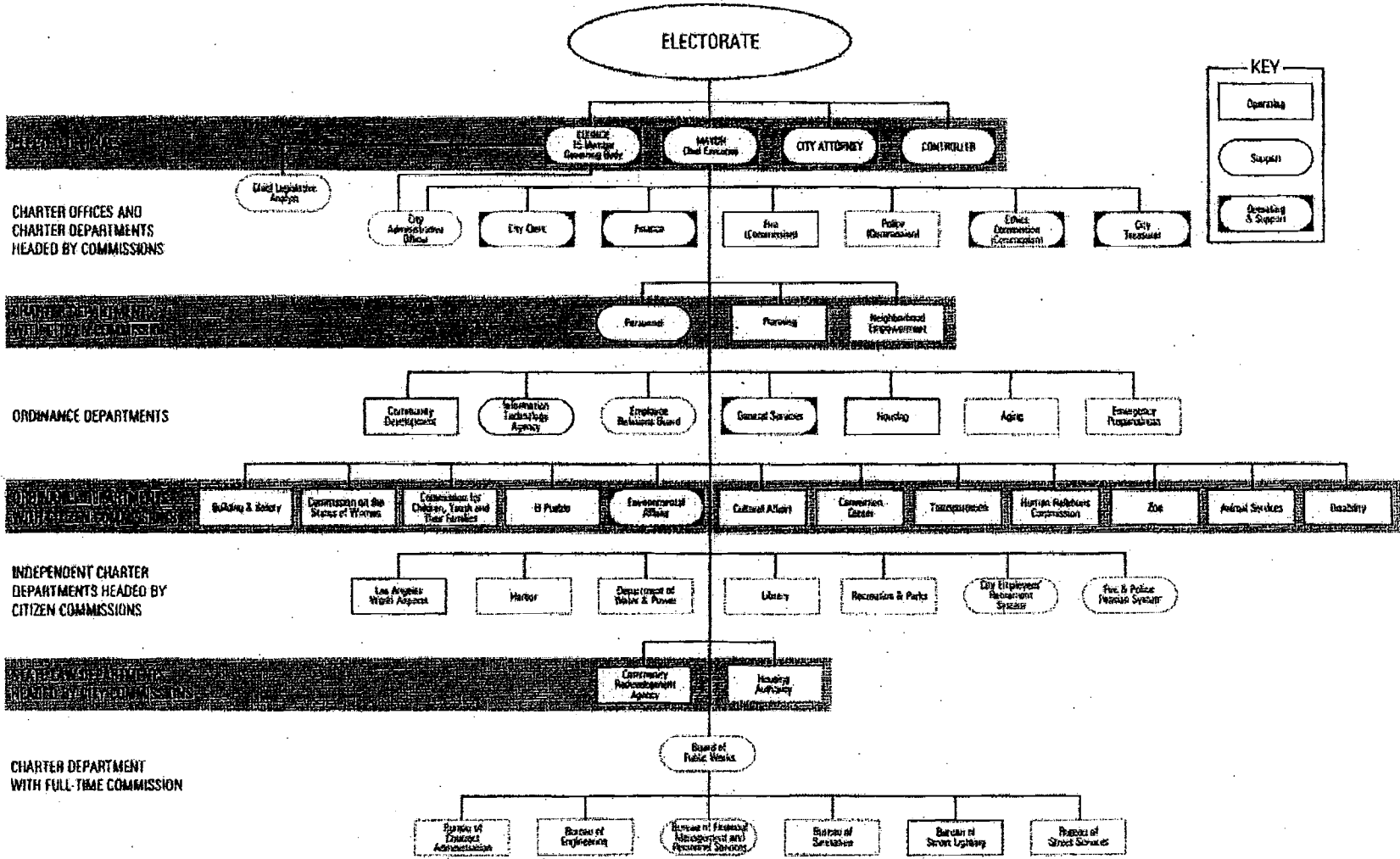
- Work groups fall into three categories: work groups established for a time-limited period to make policy and planning recommendations to improve child and family well-being; those tasked with research and planning that identifies needs and trends, and enhances the effectiveness and efficiency of local resources; and interagency work groups that coordinate strategies and service delivery to enhance resources, increase impact, and reduce duplication through collaborative action.
- The majority of work groups are staffed and administered by CCF, although four work groups are housed in local agencies and managed by a staff person of the agency.
 - **Executive Committee:** establishes policies and procedures to implement strategies developed during a retreat; holds educational meetings bi-monthly; facilitates interaction with Charlottesville City Council, Albemarle County Board of Supervisors, and the School Boards; identifies way to address "hot issues" in a timely manner. Developing a new meeting structure that allows more time for sharing and analyzing current data.
 - **Agency Budget Review Team:** makes funding recommendations to the City Manager and County Executive.
 - **Community University Research and Service Partnership (CURSP):** partnership between the Commission and the University of Virginia's Office of Public Service and Outreach that makes recommendations regarding the infrastructure necessary to support community-university alliances.
 - **Comprehensive Services Act (CSA):** monitors and approves CSA expenditures
 - **Family Assessment and Planning Team:** develops service plans for eligible youth and families, and reviews cases funded by the CSA to determine progress, prepare transition plans and adjust services as needed.
 - **Funding Application Advisory Team:** serves as an advisory group to the development of local funding priorities; develops timeline for a strategic plan that affords agencies the opportunity to respond to priority issues prior to a funding cycle; coordinates information collection with existing CCF work groups to inform analysis; ensures continuous improvement of the outcome measurement process.
 - **Impact on Family Violence:** completed planning phase in 2003 with recommendation for a community education plan and a child advocacy center; planning subcommittees were dissolved and four implementation committees created – the KidsWatch Committee (comprehensive approach to intervening with children exposed to domestic violence), the Multidisciplinary Team (provides coordinated investigation, intervention, and case management for abused children and child victims of violent crime), the Child Advocacy Center Team, and the Family Violence Prevention Committee.
 - **Juvenile Justice Advisory Committee:** develops and implements recommendations to prevent delinquency, promote diversion and rehabilitation, and evaluate, improve and coordinate juvenile justice services and interventions.
 - **Partnership for Children:** implements and coordinates a community-wide initiative for children from birth to age 6 and their families.
 - **Stepping Stones Advisory Committee:** designs and recommends system for measuring the health of the community through an annual community report card; coordinates data collection.
 - **Substance Abuse Prevention Coalition:** promotes substance abuse prevention and a healthy community by increasing protective factors and decreasing risk factors.
 - **Systems of Care Leadership Team:** advances the System of Care Core Values and Principles locally and makes recommendations regarding local assets and needs.

- **Teen Pregnancy/STD Prevention Work Group:** guides and monitors the implementation of the "Community Strategic Plan for Preventing Teen Pregnancies and Sexually Transmitted Diseases"; advocates for and promotes area prevention efforts; recommends to CCF, local governments, and schools the initiatives, resources and services needed to maintain the decline in teen pregnancies and reduce the incidence of teen STDs.
- **Youth Development Network:** increases the capacity of community agencies and organizations to provide prevention and intervention services to youth; sponsors a hotline that connects youth to activities and services in the community.
- **Youth Service Learning Work Group:** advocates for high-quality service learning activities and improves coordination of youth volunteer initiatives in the community.
- **The Task Force on Racial Disparity and Disproportionality in Youth Services** is the newest work group and met for the first time in August 2009. Charged with identifying any disparities effecting minority children in Charlottesville and Albemarle in the areas of health, education and juvenile justice; and determining the level, scope, consequences, and causes of any disparities.

LOS ANGELES COMMISSION FOR CHILDREN, YOUTH AND THEIR FAMILIES (CYF)

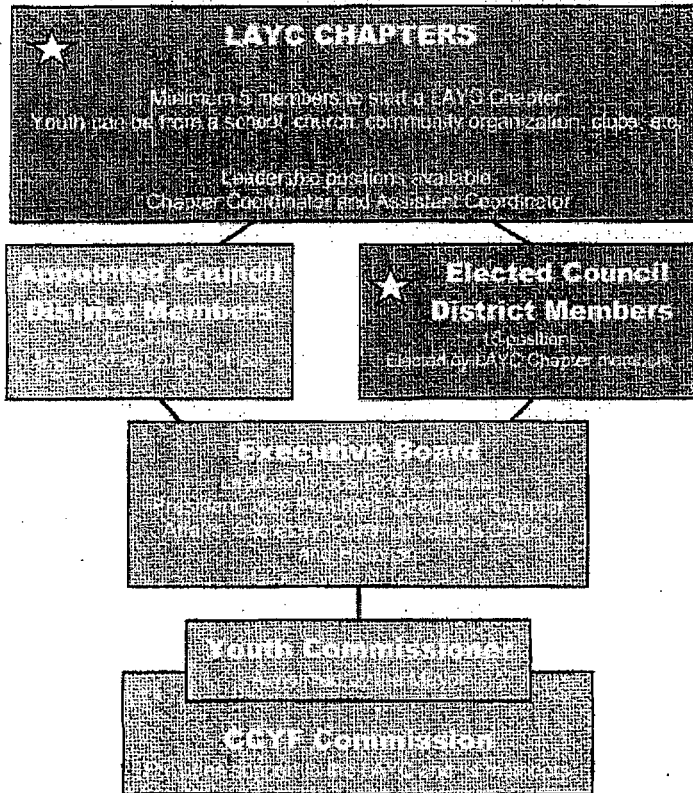
- Established in 1995; "Building healthy communities and capable young people will require a commitment on the part of businesses and organizations in every neighborhood of the city to understanding the realities of the new century and to finding new ways of working together".
- Responsibilities include advising the Mayor and Council; periodically reviewing the City's Children's Policy and Child Care Policy; developing a strategic plan for children, youth and their families; regularly convening city departments and agencies to coordinate programs in a comprehensive system that avoids duplication and improves outcomes; promoting coordination between the City, County, the Los Angeles Unified School District and other educational and governmental entities; leveraging funds, facilitating collaborative agreements; and providing oversight and accountability for funds received through collaborative efforts; and developing, analyzing and maintaining data related to children, youth and families, including demographics, public and private sector services, and issues affecting children and the children's budget.
- CYF has three committees: **Policy and Planning, Community and Youth Partnerships,** and the **Los Angeles Youth Council.** In 2009 the Youth Council (a voluntary group of youth between the ages of 13 and 19 that was created in 1996) was restructured to transform it from a centralized and reactive body with an average membership of twenty youth to a decentralized and proactive citywide movement of youth chapters that engage hundreds of young people.
- Previously a Youth Commissioner and Executive Board led the Youth Council, which was comprised of an appointed member from each of the fifteen council districts and an unlimited number of members at large. The new structure allows local chapters to be formed with a minimum of five youth members, an adult sponsor and an interest in making a difference. Youth can be from a school, church, community organization, clubs, etc. Fifteen appointed members and fifteen elected members (one of each for every council district) provide leadership and support for their chapters. A Youth Commissioner and the Executive Board (including the newly created position of Director of Chapter Affairs) guide the development of local chapters.
- In December 2009 the City Council instructed CYF to conduct a study of child safety in Los Angeles that would look at "all areas from protection against sexual predators to safe school routes to gang violence or school bullying and even their well being at the home to be able to determine how safe children really are in Los Angeles".

ORGANIZATION OF THE CITY OF LOS ANGELES As of July, 2006



51

New LAYC Organizational Structure



★ - Denotes a new component in the organizational structure.

Annual Calendar

The Los Angeles Youth Council Executive Board meets on the second Saturday of each month at City Hall. All meetings are open to the public.

Leadership Development Training - Provided quarterly

January - April

Gathering feedback of theme through chapter projects and outreach
Youth Partnerships Event

March - May

Community Impact Statement Development
Presentation to City Council

June - August

LAYC Annual Summit
Elections

Theme survey outreach for new school year

September - December

Theme Selection
Education and Training
Joint Meeting with Commission

'07-'08 Membership

Council District	Member * Appointed Member
1	*Michelle Segura
3	*Aleen Mayelian
4	*Nia Zaferis
5	Joey Freeman Abby Zwick Noah Ickowitz Aaron Feuer Tess Lerner-Byars
6	Jesus Lopez
7	Stephanie Morales
8	Heidi Holmes Khamira Pitts *Elyse Evans
9	*Efrain Carcamo *Brandon Tate
10	Rashad Rucker Anton Ksendz
11	*Daniel Sobajian *Monica Reason
12	*Andrew Sealy *Megan Tucker Traci Ishigo
13	Arasele Torres
14	*Andrea Galdamez *Ari Ruiz Tiffany Lam Angela Arunarsirakul John Arunarsirakul
15	*Jamal Benson
N/A	Amanda Ly Ricky Rodriguez

SNOHOMISH COUNTY CHILDREN'S COMMISSION (WASHINGTON)

- In 1985 Snohomish County, which borders King County (Seattle), established the first Children's Commission in Washington State. Commissioners are mandated by County Code to act in an advocacy role on behalf of the children of the county.
- Created to link research with practice, identify the priorities of county residents regarding the children, provide a clearer picture of existing gaps and needs, and track federal, state and local programs and activities.
- Comprised of twenty-five members, including two youth, who are appointed by Snohomish County Council to serve as advisors on issues of health, safety and welfare of children.
- Research and development work is conducted through forums, public hearings and a strong committee structure. Advocacy work is accomplished through publications, legislative efforts, active involvement in resolving local issues, and monthly meetings in public session.
 - **40 Developmental Assets Committee:** promotes the use of Search Institute's developmental assets.
 - **Community Juvenile Justice Committee:** collaboration established in 1991 between the county's Juvenile Court, Human Services Department, and community stakeholders to identify juvenile justice needs, advocate for system improvements, and facilitate the coordination of juvenile justice and delinquency prevention efforts in the county. Current efforts include reducing service gaps for youth, particularly gang prevention/intervention, mental health issues, gender-focused detention services, juvenile crime trends, and disproportionate minority contact.
 - **Healthy Communities Committee:** partners with three cities in the county to increase opportunities for youth to eat healthier and become more physically active.
 - **Prostitution Prevention Network:** established in 2008 in response to an increase in juvenile prostitution and the use of the internet to solicit prostitution; goal of broad-based collaborative is to transform prostitution-centered lifestyles by providing direct linkages to a comprehensive resource network of existing programs and services that include housing, treatment program, counseling, education, individual case management, medical care and legal advocacy.
 - **Legislative Advocacy:** strongly encourages County and State decision makers to be both courageous and creative in identifying resources for essential human services, to mitigate the bureaucracy that reduces efficiency; and to promote cost-effective prevention programs and policies for youth and children.
 - **Early Learning Committee:** developed a strategic plan that is aligned with the state Kids Matter framework as well as a regional early learning strategic plan. Devises strategies to enhance the existing early learning infrastructure in the county; develops county and region-wide system goals; strengthens connections between the early learning community and school districts; determines the activities necessary to assure all children enter kindergarten ready to succeed in school and life; and identifies future steps the group would like to take to support children birth to eight and their families. The five subcommittees meet monthly: Steering, Professional Development, Family, Friends and Neighbors, Lesbian/Gay/Bisexual/Transgender, and Social Emotional Wellness.

SNOHOMISH COUNTY CHILDREN'S COMMISSION

Commissioners Appointed by Snohomish County Council / Snohomish County Office of Children's Affairs and Prevention (OCA)

SNOHOMISH COUNTY CHILDREN'S COMMISSION EARLY LEARNING COMMITTEE - MEETS QUARTERLY

Inclusive of all families and all programs serving families with young children (pregnancy to birth to eight years).
Building partnerships to ensure children are healthy and ready to succeed in school and life.

STEERING COMMITTEE - MEETS MONTHLY

Areas of Focus

- * Early Learning Systems Building (County, Regional & State)
- * Strategic Planning
- * Resource Development
- * Business Plan Development
- * NWEL Advisory Panel
- * Advocacy

★ EARLY LEARNING SUB-COMMITTEES ★

★ EARLY LEARNING COUNTY PARTNERS' CONNECTIONS ★

- * Increase connections between school districts, early learning programs & Early Learning Committee community partners.

★ PUBLIC / PRIVATE CONNECTIONS ★

- * Increase connections with business & community leaders.
- * Current and Future Grants
- * Advocacy
- * Sustainability

★ EARLY LEARNING FAMILY CONNECTIONS ★

- * Family, Friend and Neighbor Caregivers (FFN)
- * FFN Project
- * ECEAP Strengthening Families Project

★ PUBLIC AWARENESS ★

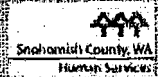
- * "Born Learning"
- * Advocacy
- * Building Public Will
- * Sustainability

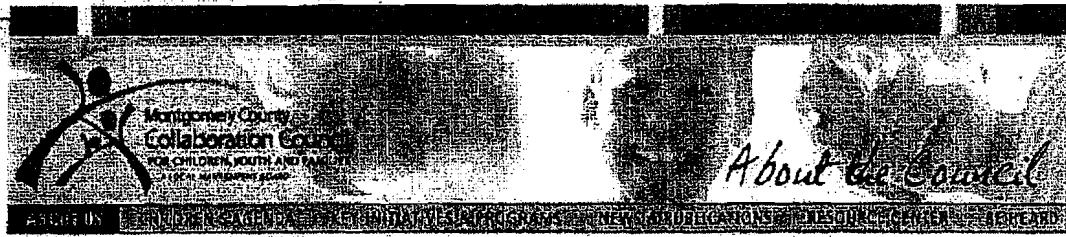
★ PROFESSIONAL DEVELOPMENT ★

- * Professional Development Pathways for Caregivers
- * Calendar of Training
- * Accessibility



June 2008





- MISSION
- FUNCTIONS
- FUNDING
- COMMITTEES

Making sure the voices of all stakeholders are heard.

The Collaboration Council implements its vision of improving outcomes through collaborative partnerships via its working committees. The committees are composed of board members, 49% of which are private sector representatives such as parents, advocacy groups, private providers of children and family services, and 51% of which are public agencies serving child, youth and family concerns within the County. These committees meet every other month to work on developing initiatives, gathering information, and in some cases, exercising oversight of services.

Collaboration Council

EXECUTIVE COMMITTEE

LEGISLATIVE COMMITTEE

- Review and recommend proposed legislation
- Develop legislation
- Join legislation advocacy efforts
- Develop briefing materials

FISCAL COMMITTEE

- Work with the Executive Director to develop the annual Collaboration Council budget and other grant budgets
- Assure fiscal accountability including reporting to funding sources and the Board regularly
- Provide for an annual audit by, and at least an annual meeting with, an independent accounting firm
- Establish policies, procedures and internal controls that ensure assets are safeguarded
- Ensure that financial statements accurately reflect the financial position, results of operations, and cash flows of the Collaboration Council.

MEMBERSHIP COMMITTEE

- Recruit and recommend members for the Board of Directors
- Recruit and nominate the officers of the Board
- Recruit and nominate members to the committees of the Board
- Orient new members
- Maintain and update the bylaws of the Collaboration Council
- Seek to assure that the Board is geographically balanced, in terms of the locations of where members live or work, is inclusive of persons of various ethnic, racial, linguistic and cultural backgrounds and is non-partisan.

CHILD WELL-BEING COMMITTEE

- Assure the implementation of the Board's comprehensive strategic plan
- Assure the development of action plans to implement the strategic plan through designated work groups
- Collect data to measure progress of outcomes. Identify gaps in data
- Promote best practices
- Assure on-going measurement of funded programs progress in achieving child and family outcomes
- Assess changing needs and assets of children, youth and families
- Seek new and leverage existing public/private funding.

Excerpt from the Strive Partnership Website Source: <http://www.strivetgether.org>

The Strive Partnership

Every Child, Every Step of the Way, Cradle to Career.

Bringing people together to improve results for every child, every step of the way, from cradle to career, in Cincinnati, Newport and Covington.

The Strive Partnership is focused on the success of our children: every child, every step, from cradle to career. The Strive Partnership unites common providers around shared issues, goals, measurements and results, and then actively supports and strengthens strategies that work.

We are:

- Early Childhood Advocates
- District Superintendents
- College and University Presidents
- Community Funders
- Business Leaders
- Service Providers

Every Child, Every Step of the Way, From Cradle to Career

Education is perhaps the most important engine of economic growth and individual financial gain, and there is little doubt that our success in growing a stronger economy and lifting incomes will depend on getting better results in education, cradle to career. To achieve these results, for every child, every step of the way, from cradle to career Greater Cincinnati leaders at all levels of the education, nonprofit, community, civic, and philanthropic sectors are working together as part of the Strive Partnership to tackle some of our most pressing challenges, and to take advantage of some of our biggest opportunities.

As such, the Strive Partnership serves as a catalyst for working together, across sectors, and along the educational continuum, to drive better results in education, so that every child is **Prepared** for school, **Supported** inside and outside of school, **Succeeds** in school, **Enrolls** in some form of postsecondary education and **Graduates** and enters a career. After three years of reporting on ten key student success indicators in the Strive footprint (Cincinnati, Newport and Covington), the Strive Partnership will rally around seven priority outcomes: kindergarten readiness, 4th grade reading proficiency, 8th grade math proficiency, high school graduation rates and ACT scores, and postsecondary enrollment and completion.

OUR GOALS

GOAL 1: PREPARED FOR SCHOOL

EVERY CHILD WILL BE PREPARED FOR SCHOOL

The first three years of a child's life, when the human brain develops more rapidly than at any other subsequent period, are a time of enormous social, emotional, physical, and intellectual growth. The pace of this growth depends on whether the child's eagerness to learn is stimulated by his/her environment. For children to grow into successful adults, they need a supportive and healthy early foundation.

Why Is It Important?

Both research and experience show that investment in students, families, and community early childhood education strategies can:

- reduce variation in children's achievement that persist and widen over time,
- increase children's cognitive and social skill development, which is mostly complete by age 5,
- make children's home environments safer and reduce the likelihood that they will become victims of abuse and neglect,
- be less costly and provide a higher rate of return on investment than student remediation or other attempts to reduce education deficits later in the life of a student, and
- increase a child's likelihood of graduating from high school, adult earning potential, and employability.

Every family must have access to high-quality early childhood preparation and education and be aware of the role they play in enabling each child to reach developmental milestones.

GOAL 2: SUPPORTED IN AND OUT OF SCHOOL EVERY STUDENT WILL BE SUPPORTED IN AND OUT OF SCHOOL

Why Is It Important?

Schools cannot do it all. Providers, agencies and supporters must ensure that students, parents/caregivers and teachers have access to the support services, resources and enrichment opportunities necessary for all students to achieve success.

Educators, families and communities want to see their children succeed in school and have a successful transition to adulthood. They want children to reach higher academic achievement. They want them to stay healthy and drug free. And they want them to feel safe and supported in everything they do. Strive is working to ensure that Cincinnati and Northern Kentucky's children have access to the support services, resources and enrichment opportunities necessary for all students to achieve success.

The best way to ensure that all students' needs are met is to actively pursue collaborative solutions with community members, other government agencies and non-profit organizations. Strive is working with Student Success Networks (collaborations of providers) on several priority strategies.

GOAL 3: SUCCEEDS ACADEMICALLY EVERY STUDENT WILL SUCCEED ACADEMICALLY

High-quality teaching and involved parents and caregivers are critical factors in determining academic outcomes. Teacher training, professional development and support for students and families must align with high expectations for every student.

Why Is It Important?

Student academic success is the core objective of all the strategies implemented as a part of Strive. All the education partners from early childhood through college are committed to establishing high standards for all students and providing a rigorous curriculum that challenges students and prepares them with the skills and knowledge to succeed in the 21st Century.

In order to promote student success, educators, families, service providers and the community must focus on each student gaining the necessary skills and knowledge at each transition point to be successful at the next level:

- Early childhood to elementary
- Elementary to middle grades
- Middle grades to high school
- High school to college
- First-year of college to second-year

**GOAL 4: ENROLLS IN COLLEGE
EVERY STUDENT WILL ENROLL IN COLLEGE OR CONTINUING EDUCATION**

The 21st Century global economy demands education beyond high school, whether it is a high-skilled certification, a 2-year or 4-year degree. Students, families and teachers must have access to college and career information and support and financial barriers must be eliminated.

Why Is It Important?

There are many individuals and community benefits of postsecondary education whether it be a two- or four-year degree or technical certification. A few such benefits include:

Increased Income

The median income of a worker with a high school education is \$30,665, while those with at least an Associate's degree earn \$37,493. Those with a Bachelor's degree can earn almost twice the median income of a high school graduate, a pattern that continues over the course of a worker's lifetime.

Workforce Development

A more educated society leads to economic development, which translates to an expansion of work opportunities and increased incomes, resulting in a better quality of life for the community. National employment projections indicate that jobs requiring only a high school degree will grow by just 9 percent by the year 2008, while those requiring a bachelor's degree will grow by 25 percent and those requiring an associate's degree with grow by 31 percent.

Health and Well-being

College graduates have lower smoking rates, more positive perceptions of personal health and lower incarceration rates. Higher levels of education are correlated with higher levels of civic participation including volunteer work, voting and blood donation.

**GOAL 5: GRADUATES AND ENTERS A CAREER
EVERY STUDENT GRADUATES AND ENTERS A CAREER**

Comprehensive student support services increase retention and expansion of co-op and work-related programs that will help students complete their postsecondary studies and enter a meaningful career.

Why Is It Important?

Research shows that a college graduate (community college, 4 year college or university), you will make \$1.5M more money over the course of a lifetime than those who do not.

National employment projections indicate that jobs requiring only a high school degree will grow by just 9 percent by the year 2008, while those requiring a bachelor's degree will grow by 25 percent and those requiring an associate's degree with grow by 31percent. (Center on Education Policy, 2001).

Currently, there is an inadequate matriculation and retention rate of students enrolled in post-secondary education. Nationally, slightly half of all students who enter a post-secondary institution graduate from that same institution within six years (Tinto, 2002).

The states of Ohio and Kentucky continue to lag behind the nation in the number of students who continue on to become college graduates, with less than 25% of Ohioans and only 20% of Kentucky residents holding a bachelor's degree or higher (National Center for Education Statistics, 2004). The Northern Kentucky region must produce 11,140 more bachelor degrees annually in order to keep pace with the U.S. average (Kentucky Council of Postsecondary Education). Other statistics also indicate that Ohio is ahead of only 11 other states in number of residents earning a college degree (Governor's Commission on Higher Ed & the Economy, 2005).

EXHIBIT NO. 3

Introduction and first reading: 6/14/11
 Public hearing: 6/25/11
 Second reading and enactment: 6/25/11

INFORMATION ON PROPOSED ORDINANCE

Title

AN ORDINANCE to repeal Chapter 10 (ALEXANDRIA EARLY CHILDHOOD COMMISSION) AND Chapter 13 (YOUTH POLICY COMMISSION) of Title 12 (EDUCATION, SOCIAL SERVICES AND WELFARE); to amend the said Chapter 10 by adding thereto revised Chapter 10 (THE CHILDREN, YOUTH AND FAMILIES COLLABORATIVE COMMISSION), and to amend and reordain Chapter 10 (THE CHILDREN, YOUTH AND FAMILIES COLLABORATIVE COMMISSION) of Title 12 (EDUCATION, SOCIAL SERVICES AND WELFARE) of The Code of the City of Alexandria, Virginia, 1981, as amended.

Summary

The proposed ordinance repeals Chapter 10 and Chapter 13 of Title 12 and replaces Chapter 10 with the Children, Youth and Families Collaborative Commission.

Sponsor

N/A

Staff

Ronald Frazier, Director, Office of Youth Services
 Meghan S. Roberts, Assistant City Attorney

Authority

§ 3.04(g), Alexandria City Charter

Estimated Costs of Implementation

None

Attachments in Addition to Proposed Ordinance and its Attachments (if any)

Alexandria Marketing Fund Application & Guidelines

ORDINANCE NO. _____

1 AN ORDINANCE to repeal Chapter 10 (ALEXANDRIA EARLY CHILDHOOD
2 COMMISSION) AND Chapter 13 (YOUTH POLICY COMMISSION) of Title 12
3 (EDUCATION, SOCIAL SERVICES AND WELFARE); to amend the said Chapter 10 by
4 adding thereto revised Chapter 10 (THE CHILDREN, YOUTH AND FAMILIES
5 COLLABORATIVE COMMISSION), and to amend and reordain Chapter 10 (THE
6 CHILDREN, YOUTH AND FAMILIES COLLABORATIVE COMMISSION) of Title 12
7 (EDUCATION, SOCIAL SERVICES AND WELFARE) of The Code of the City of
8 Alexandria, Virginia, 1981, as amended.
9

10 THE CITY COUNCIL OF ALEXANDRIA HEREBY ORDAINS:
11

12 Section 1. That Title 12, Chapter 10 and Chapter 13 of The Code of the City of
13 Alexandria, Virginia, 1981, as amended, be, and the same are hereby, repealed in their entirety,
14 and the Alexandria Early Childhood Commission and the Youth Policy Commission therein
15 established are abolished.
16

17 Section 2. That Title 12, Chapter 10 of the Code of the City of Alexandria, Virginia,
18 1981, as amended, be, and the same hereby is, amended and reordained by adding thereto revised
19 Chapter 10, to read as follows:
20

21 [The following is all new language.]
22

23 CHAPTER 10
24

25 The Children, Youth and Families Collaborative Commission
26

27 Sec. 12-10-1 Creation of commission.
28

29 There is hereby established a commission to be known as The Children, Youth and Families
30 Collaborative Commission (hereinafter referred to in this chapter as the commission).
31

32 Sec. 12-10-2 Composition; appointment; terms; chairperson and officers; committees.
33

34 (a) The commission shall consist of 29 members, 25 of whom shall be voting members
35 and four non-voting members. Seventeen of the voting members shall be citizens, four shall be
36 City staff members, and four shall be staff members from the Alexandria City Public Schools.
37 Two of the non-voting members shall be liaisons from the City Council, and two shall be liaisons
38 from the Alexandria School Board.
39

1 (1) *Citizen members.*

2
3 a. Eight of the seventeen members shall be approved by city council and shall be city
4 residents. They shall consist of: six community members with expertise in children,
5 youth and family issues, public safety, medical/health related profession or non-
6 profit experience and two young adults, age 18-21.

7
8 b. Six of the seventeen members shall be approved by the Alexandria School Board and
9 shall be city residents. They shall consist of community members with experiences
10 as parents, guardians, teachers and/or expertise in early childhood, youth or general
11 education policy.

12
13 c. Three of the seventeen members shall be approved by the Youth Council and shall
14 be high school students.

15
16 d. The terms of the citizen members shall be three years and shall be staggered, except
17 the terms of the citizen members who are high school students shall be one year.

18
19 (2) *City staff.* Four of the 29 members shall be city staff identified by the City Manager.
20 The terms of the City staff shall be three years and shall be staggered.

21
22 (3) *Alexandria City Public School members.* Four of the 29 members shall be identified
23 by the Superintendent. The terms of the ACPS members shall be three years and shall be
24 staggered.

25
26 (4) *Ex-officio members.* Two of the four non-voting members shall be liaisons from the
27 City Council. Two of the four non-voting members shall be liaisons from the School Board.
28 The terms of the ex-officio members shall be three years and shall be staggered.

29
30 (b) The commission shall elect from among its voting members a chairman and
31 chairman-elect, alternating between City and school representatives each term and such other
32 officers as it deems necessary. The chairman-elect is intended to succeed the chairman for the
33 following term, supported by the past year's chairman, and a new chairman-elect. These three
34 officers shall determine the commission committees' membership and leadership. The terms of
35 the chairman and chairman-elect shall be for one year.

36
37 (c) The commission shall have seven committees comprised of commission members
38 who serve as leaders and officers of each group and members of the community at large with a
39 demonstrated interest in issues involving children, youth and families.

40
41 (1) *Executive committee.* The Executive Committee shall consist of the elected
42 commission officers, and the leaders of each commission committee. The Executive Committee
43 shall be led by the commission chairman and chairman-elect. The functions and duties of the
44 Executive Committee shall be as follows:

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- a. oversee and coordinate organizational activities;
- b. set the commission meeting agenda;
- c. make decisions consistent with those adopted by the commission;
- d. oversee implementation of the city council’s work plan as developed by the commission;
- e. conduct periodic reviews of the purpose and membership of the other commission committees and make recommendations to the commission for any changes; and
- f. address any issues requiring immediate attention of the commission.

(2) *Advocacy and policy committee.* The functions and duties of the Advocacy and Policy Committee shall be as follows:

- a. review legislative issues, recommend policy and operational or procedural changes as appropriate;
- b. responsible for preparing briefing materials and position statements for distribution throughout the community; and
- c. prepare the annual report to city council and the school board based on commission activities and meeting minutes.

(3) *Finance and grants committee.* The functions and duties of the Finance and Grants Committee shall be as follows:

- a. review city and school budgets and provide recommendations during the budget cycle as appropriate;
- b. develop grant guidelines, identify potential efficiencies in funding practices between the schools and the city regarding youth issues, and determine financial impact of suggested youth program changes; and
- c. audit grant reports to determine cost benefit and measure effectiveness, recommending metric adjustments as appropriate.

(4) *Outreach and membership committee.* The functions and duties of the Outreach and Membership Committee shall be as follows:

- a. train commission members annually;

- 1
2 b. recruit new members;
3
4 c. identify potential new community partners for children, youth and family programs
5 and assist with developing a Memorandum of Understanding as appropriate;
6
7 d. provide periodic briefings and presentations throughout the community on
8 commission activities;
9
10 e. review applications for committee memberships; and
11
12 f. make recommendations to city council and the school board on appointments to the
13 commission.
14

15 (5) *Research and data committee.* The functions and duties of the Research and Data
16 Committee shall be as follows:
17

- 18 a. collect and distribute outcome data on initiatives in a youth master plan;
19
20 b. review research literature on successful youth studies and monitor efforts by Youth
21 Commissions, partnerships and collaborations throughout the nation and youth
22 programs in the City of Alexandria;
23
24 c. participate in regional, state and national forums and meetings as appropriate; and
25
26 d. recommend procedures and processes for the sharing of data across the city and
27 between programs.
28

29 (6) *Implementation and monitoring committee.* The functions and duties of the
30 Implementation and Monitoring Committee shall be as follows:
31

- 32 a. review, evaluate and discuss the quality and effectiveness of key programs as
33 identified in a youth master plan.
34

35 (7) *Youth Council.* The Youth Council shall consist of up to 25 members, who shall be
36 citizens. Four of the members must receive city services and/or participate in city programs and
37 represent private and public high schools and city recreation centers. The term of these members
38 shall be two years.
39

40 a. The council shall elect three members of the council as their officers and voting
41 members of the commission. The term of the officers and voting members shall be for one year.
42 Three adult members of the commission shall be assigned to the youth council, serving as
43 advisors to youth and co-facilitators with the officers for conducting and convening the meetings.
44

1 b. The functions and duties of the Youth Council shall be as follows:

- 2
3 i. build the foundation that supports youth engagement in the activities of
4 the commission;
5 ii. provide a forum for youth input regarding the effectiveness of programs;
6 iii. represent youth across the city through regular communication with
7 various youth groups; and
8 iv. create opportunities for youth to make a difference in Alexandria policy
9 and decision making processes.

10
11 Sec. 12-10-3 Meetings; quorum; rules of procedure; annual report.

12
13 (a) The commission shall meet nine to ten times annually. Working committees shall
14 meet no fewer than six times per year. Appointed voting commission members must attend 75
15 percent of all meetings, including their assigned committees. The terms of the commission's
16 members shall not exceed a total of ten consecutive years of membership on the commission.

17
18 (b) All voting members of the commission present at a meeting shall be entitled to vote,
19 and the decisions of the commission shall be determined by a majority vote of such members
20 present and voting. A quorum, which shall consist of at least 50 percent of the non-vacant seats
21 on the commission, shall be required in order for the commission to transact business. A
22 member eligible to vote who is present but does not vote shall be considered in counting a
23 quorum. In matters concerning the procedure for meetings not covered by this chapter, the
24 commission may establish its own rules, provided such rules are not contrary to law or the
25 mandate or spirit of this chapter. Otherwise, the rules of procedure set out in Robert's Rules of
26 Order shall apply.

27
28 (c) The commission shall submit to the city council each year a written report of its
29 activities. The report shall also address the matters described in section 12-13-4(b), and may
30 address other matters relating to the city's youth that the commission may choose to make.

31
32 Sec. 12-10-4 Functions and duties.

33
34 The functions and duties of the commission shall be as follows:

- 35
36 (a) to submit to city council a vision for the well-being of children, youth and families in
37 the city;
38
39 (b) to submit to city council an annual report which shall include, but not be limited, to
40
41 (1) a plan of action to carry out the commission's vision for children, youth and families,
42 which shall include priorities;
43
44 (2) an analysis of the outcome of children, youth and family programs and services; and

- (3) recommendations regarding city funding for children, youth and family programs and services.
- (c) to review progress toward meeting the commission's vision and plan of action by:
 - (1) monitoring the programs and services that are available to the city's children, youth and families to determine their effectiveness in meeting the established priorities;
 - (2) holding public hearings, when deemed necessary, to obtain input regarding children, youth and family issues from the general public; and
 - (3) to coordinate responses from and among appropriate city and non-city organizations to emerging and existing issues affecting the city's children, youth and families.

Sec. 12-10-5 Staff assistance.

The Director of Community and Human Services shall be responsible for providing staff support to the commission to assist it in carrying out its functions and duties.

Sec. 12-10-6 Relationship to Other Youth Related Boards, Commissions, Task Forces and Community Groups.

It is the intent of the City Council and School Board that any entity that receives City funding or uses other City resources, including staff support or in-kind City space, will collaborate and coordinate with the Commission in developing and implementing a comprehensive, citywide youth development agenda.

Section 3. That this ordinance shall become effective upon the date and at the time of its final passage.

WILLIAM D. EUILLE
Mayor

Introduction: 6/14/11
 First Reading: 6/14/11
 Publication:
 Public Hearing:
 Second Reading:
 Final Passage:

Attachment 3**List of Community Partners with a Youth Program Component
(Partial List March 2011)**

Youth & Youth-led Organizations and Groups
Parents & Parent Groups (PTSA)
Gang Prevention Task Force
Alexandria Campaign on Adolescent Pregnancy (ACAP)
Substance Abuse Prevention Coalition of Alexandria (SAPCA)
Partnership for Healthier Alexandria
City and Public Agencies/Organizations (City & Schools Staff Group, Comprehensive Services Act, Court Services, Department of Community & Human Services, Health Department, Library, Police, Recreation Department)
Special Education Services (Special Olympics)
City Council Appointed Human & Social Services Related Boards & Commission (Community Services Board, Health Advisory Commission, Social Services Advisory Board)
Arts Organizations, including the Art Commission (Torpedo Art Factory, Del Ray Artisans' Colasanto Center)
Non-profit Organizations (SCAN, Center for Alexandria's Children, ACT, United Way, Alexandria Housing and Redevelopment Association, Urban League, NAACP, Tenant Workers United)
Preschool Programs (Campagna Center, Family Network, private Pre-K)
Tutoring & Mentoring Programs (Community Lodgings, Building Better Futures, Concerned Citizens Network Association, Minority Males Mentoring Program, Alexandria Tutoring Consortium, Project Discovery, Alexandria Mentoring Partnership, Seaport Foundation)
Summer Camps and Extra-curricular Programs (YMCA, Youth Police Camp, History Museums, VA Tech Cooperative Extension, 4-H)
Chamber of Commerce Members & other local businesses
Community groups including, service & social organizations, fraternities & sororities, faith based organizations (Kiwans Club, Rotary Club, Lions Club, Departmental Progressive Club, Churches)
Private and Public Schools in Alexandria, Northern Virginia Community College