Appendix A: Forces of Change Assessments
Appendix A: Forces of Change Qualitative Assessments

FORCES OF CHANGE ASSESSMENT, 2017
Dinwiddie County, Virginia
The Forces of Change Assessment (FOCA) identifies trends, factors, and events that are occurring or will occur that affect the health and quality of life of the community or the effectiveness of the local public health system.
- Trends are patterns overtime
- Factors are discrete elements of a community
- Events are one-time occurrences

This report summarizes the FOCA in Dinwiddie County, Virginia that occurred on Friday, October 13, 2017 with a diverse group of community stakeholders. The forces are grouped into the categories: Legal and Political, Health Factors, Access to Care, Environmental, Cultural and Economic, Social, and Education. This assessment was facilitated by Karen Cameron, an Independent Healthcare and Strategic Planning Consultant, recorded by Khalida Willoughby, Population Health Trainer with the Virginia Department of Health, and organized by Valerie Liggins, Program Officer with the Cameron Foundation.

FOCA participants responded to the following questions:

i. What is occurring or might occur that affects the health of the community or the local public health system?

ii. What are specific threats or opportunities generated by these occurrences?

The findings compiled into the attached report represent a comprehensive matrix of key forces and their associated impact upon the health of the Dinwiddie community. Those forces that appeared to be particularly significant include:
- Health policy changes and cuts to human services programs, particularly at the Federal level, and the impact on local budgets, and consequently needed services
- The current strengths of the local educational system and recreational assets and the opportunities presented by these community assets
- Growing impact of substance abuse and mental illness on the community
- Geographic and social isolation and the role increased communication and collaboration represents in addressing these

The information gathered from the FOCA is an important component of the Community Health Assessment Process (CHA). The findings in this report, in conjunction with the results from other assessments, will identify key strategic issues and priorities for community health improvement.
**Strengths**
- County leadership supports health & fitness
- Long-term, stable County leadership
- Safe environment
- Dinwiddie County financially supports recreational services at a proportionally higher rate than other localities

**Weaknesses**
- Public policy restricts or complicates access to services to low-income areas and seniors
- Lack of special education funding
- Ethnic minorities have difficulty navigating services

**Opportunities**
- Recognition of the need for other language access for ethnic groups
- Engagement of Medical Corps volunteers at the health department

**Threats**
- Limited access to health insurance by working poor
- Growing opioid crisis
- Cuts to federal funding
**Strengths**
- Community communication platforms exist to target messaging regarding health

**Weaknesses**
- Few medical providers and no specialists
- Limited health knowledge of services to access
- Limited adolescent behavioral health and substance abuse services

**Opportunities**
- Increase use of free or limited cost recreation
- Faith communities explore the use of lay health workers
- Use existing communication platforms

**Threats**
- Not enough attention focused on the health outcomes of younger populations
- Opioid crisis in neighboring counties
**Strengths**
- County has a Federal Qualified Health Center
- County has dedicated private practice community doctors

**Weaknesses**
- Aging healthcare providers
- Lack of transportation
- Limited behavioral health providers & services
- Lack of dental health providers
- Uninsured using EMS and school nurses for care
- Lack of advocacy around public health issues

**Opportunities**
- Expand existing medical practices
- Expand broadband for telemedicine use
- Recruit physicians

**Threats**
- Federal health insurance policy may increase cost with the elimination of subsidies
- Lack of public transportation for seniors and low income populations
2017 Forces of Change Assessment, Dinwiddie County, Virginia
**Strengths**
- Youth Workforce development program
- Stakeholders aware of community needs
- Low tax rate
- Small town atmosphere
- Amazon distribution center offers a good source for jobs

**Weaknesses**
- Most job opportunities don’t pay living wage
- Health is not valued or a priority because of lack of education
- A lot of “working poor” not eligible for services and have few resources
- Limited services and education for Spanish speaking populations

**Opportunities**
- Financial education for kids and parents
- Opportunities for employment and economic growth through business industries and workforce development
- School and business community partnership to improve youth employment pipeline

**Threats**
- Substance abuse is a major barrier to employment
- Need for additional local funding for special education
- County could have difficulty retaining people of different cultures
**Strengths**
- Recreation centers do good outreach
- Relatively safe
- Welcoming atmosphere
- “Can do” attitude toward addressing needs/ collaborative partnerships are goal oriented
- Robo call system reaches citizens effectively

**Weaknesses**
- Social isolation of older and rural populations
- Large land area makes communication difficult

**Opportunities**
- Expand outreach of recreation programs
- Tap into volunteers to address school and county needs
- Continue to find methods to increase communication
- Providers work with EMS to address social isolation issues
- Engage faith community to work collectively to improve health outcomes

**Threats**
- Age related social isolation
- Opioid epidemic
**Strengths**
- Collaboration between community agencies
- Identifying and providing support for vulnerable kids that may be at risk of dropping out of school
- A lot of federal funding for programs and services at elementary level
- Good education system that attracts families to the area
- Strong athletic programs at school system

**Weaknesses**
- Limited early childhood experiences for young children
- Special education funding is not keeping pace with the need
- Reliance on school nurses for medical care and diagnosis
- Loss of career coaches who were a benefit to the schools

**Opportunities**
- Collaborate with D19 CSB to address opioid/substance abuse through education programs
- Collaboration with Smart Beginnings to increase grant funding
- Collaborate with John Tyler Community College (JTCC) to reinstate job/career coaches
- Tap into volunteers (retired teachers) to address needs

**Threats**
- Lack of understanding of health prevention as a priority
- Kids dropping out of school
- Ability to attract and retain quality teachers
- Use of provisional teachers due to teacher shortage

2017 Forces of Change Assessment, Dinwiddie County, Virginia
## Acknowledgements

<table>
<thead>
<tr>
<th>Name</th>
<th>Position/Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tammie Collins</td>
<td>Deputy County Administrator</td>
</tr>
<tr>
<td>Marie Grant</td>
<td>Dinwiddie Grants and Community Information Coordinator</td>
</tr>
<tr>
<td>Major William Knott</td>
<td>Dinwiddie Sherriff's Department</td>
</tr>
<tr>
<td>Rose Mastracco</td>
<td>Director of Dinwiddie Social Services</td>
</tr>
<tr>
<td>Andrew Napoli</td>
<td>Program Manager, Family Lifeline</td>
</tr>
<tr>
<td>John F. Phillips</td>
<td>Pastor, Oak Grove Baptist Church</td>
</tr>
<tr>
<td>Frank Piotrowski</td>
<td>Juvenile Probation Officer, 11th District Court Service Unit</td>
</tr>
<tr>
<td>Tara Rose</td>
<td>Crater Health District Health Educator and Public Information Officer</td>
</tr>
<tr>
<td>Dana Titmus</td>
<td>Dinwiddie Emergency Medical Services Manager</td>
</tr>
<tr>
<td>J. Ray Vines, III</td>
<td>Director of Parks, Recreation, and Tourism</td>
</tr>
<tr>
<td>Dr. Kari Weston</td>
<td>Superintendent of Dinwiddie Public Schools</td>
</tr>
<tr>
<td>Deborah Whitacre</td>
<td>Crater Health District Emergency Preparedness and Response Manager</td>
</tr>
<tr>
<td>Angel Young-Gill</td>
<td>Director of Dinwiddie Children's Services</td>
</tr>
</tbody>
</table>
FORCES OF CHANGE
ASSESSMENT, 2017
Prince George, Virginia
The Forces of Change Assessment (FOCA) identifies trends, factors and events that are occurring or will occur that affect the health and quality of life of the community or the effectiveness of the local public health system.

- Trends are patterns over time
- Factors are discrete elements of a community
- Events are one-time occurrences

This report summarizes the FOCA in the County of Prince George, Virginia that occurred on Friday, November 3, 2017 with a diverse group of community stakeholders. Prince George County governmental representatives were invited but chose not to participate. The forces are grouped into the categories: Legal and Political, Health Factors, Access to Care, Environmental, Cultural and Economic, Social, and Education. This assessment was facilitated by Karen Cameron, an Independent Healthcare and Strategic Planning Consultant, recorded by Freda Williams, Community Health Assessment Planner, Southside Health District with the Virginia Department of Health, and organized by Valerie Liggins, Program Officer with the Cameron Foundation.

FOCA participants responded to the following questions:

i. What is occurring or might occur that affects the health of the community or the local public health system?

ii. What are specific threats or opportunities generated by these occurrences?

The findings compiled into the attached report represent a comprehensive matrix of key forces and their associated impact upon the health of the Sussex community. Those forces that appeared to be particularly significant include:

- The County generally has positive socio-economic indicators that sometimes allow the needs of vulnerable populations to be overlooked.
- While the County itself is diverse, the County leadership hasn't always reflected that diversity.
- Affordable access to healthcare insurance is a growing issue for County residents and employees.
- The County's schools and considerable post-secondary and technical educational resources represent significant strengths and opportunities for economic and social improvement.
- While the growing opioid epidemic represents a threat, the County has a good number of resources to respond to it and other substance abuse needs.

The information gathered from the FOCA is an important component of the Community Health Assessment Process (CHA). The findings in this report, in conjunction with the results from other assessments, will identify key strategic issues and priorities for community health improvement.
**Strengths**
- Local government is well managed
- GAP/ARTs programs supported by State funds
- Drug Court
- Lethality Assessment instrument used for domestic violence calls

**Weaknesses**
- Increase in health care costs (causing increased court activity for health care bills)
- No public transportation

**Opportunities**
- Medicaid expansion in Virginia

**Threats**
- Anti-immigration sentiment can create exploitation of immigrants
- Overall positive trends in County can make it easy to turn a blind eye to problem areas

2017 Forces of Change Assessment, Prince George, Virginia
**Strengths**

- John Randolph Medical Center is accessible
- State formally recognized opioid epidemic/REVIVE trainings available
- John Randolph Foundation funds safety net providers
- Increase in health care providers/specialists in Puddledock area
- Farmer’s market at Scott’s Park

**Weaknesses**

- Area hospitals not excellent (lower quality)
- Health rankings have declined over last three years
- Prince George has not hosted any REVIVE trainings
- Coordination of care not always available for insured population

**Opportunities**

- Training opportunities in “trauma informed care” by the health department
- Further development of public spaces: Scott Park, PG Appomattox River Park, etc
- REVIVE trainings and other substance abuse education

**Threats**

- Opioid epidemic/associated potential increase in HIV
- At risk sexual behavior associated with substance abuse
- Obesity epidemic/contributes to chronic disease
- Major changes to the ACA impacting eligibility, access, and cost of healthcare
**Strengths**
- John Randolph Medical Center is accessible
- Doctors, including specialists and urgent care, in Puddledock area
- Community Health Center serves County and City of Hopewell
- D19 CSB has a full time children’s services case manager/therapist for Hopewell and Prince George County

**Weaknesses**
- Limited transportation
- Lack of affordable health insurance, e.g. PG government only has high deductible option
- Lack of understanding about lifestyle effect on health and understanding how insurance works

**Opportunities**
- Improved Medicaid transportation as part of new managed care programs
- Medicaid (CCC Plus) offers additional services/options for older and disabled individuals

**Threats**
- Increased untreated needs due to lack of insurance and/or high deductible plans
Strengths
- Mix of suburban and rural areas in the county
- Access to major transportation routes creates economic opportunities

Weaknesses
- Limited cell phone and broadband depending upon location
- No public transportation
- I-95 traffic brings traffic accidents, human and drug trafficking

Opportunities
- Continued development of public spaces for fitness
- Use community centers/libraries to increase health care and insurance knowledge
- Cell phone options that can use towers throughout area for less cost
- I-95 can attract business opportunities

Threats
- Rural areas may increase social isolation
**Strengths**

- I95 provides opportunities for business and economic growth
- Ft. Lee is large employer with good wages and benefits
- Housing base is good
- Unemployment rate is low
- Business friendly/active economic development program
- County is fiscally responsible

**Weaknesses**

- Limited awareness of the needs of lower income populations
- No public transportation for access to jobs
- Affordable housing not available for some populations
- Very few women or minorities in County leadership

**Opportunities**

- Hopewell/Prince George Chamber of Commerce

**Threats**

- Increase in health care costs and high deductible plans threaten family budgets and long-term stability
- Opioid use impacts family economic stability
- Limited "safety net" for people in U.S.
- Increasing tension between wealthier suburbs and rural areas over resource allocation
**Strengths**

- Diversity of people due to military presence
- Summer programming for youth is strong
- Recreation programs for kids are affordable
- Domestic violence services available
- Strong/committed faith community and civic organizations

**Weaknesses**

- Lack of diversity in County leadership

**Opportunities**

- Increase political will to diversify leadership
- Collaboration with faith organizations

**Threats**

- Opioid/Substance Abuse impacts family stability and puts kids at risk
**Strengths**
- Good schools
- School nurses have received REVIVE training
- Lots of higher and technical educational opportunities
- Champions before and after school care program

**Weaknesses**
- Transient student population
- Increased use of school nurses because of increased insurance deductibles and copays
- Fort Lee is designated for special needs kids which can increase local expenses

**Opportunities**
- Younger population is more aware and accepting of diversity

**Threats**
- Teachers/County employees may work elsewhere due to health care costs and compensation
Acknowledgements

Jane Clayborne
Director of Community Relations, The James House

Elvira de La Cruz
Chief Program Officer, The James House

Michelle Grate
Health Services Administrator, Prince George County Schools

Sheena MacKenzie
Central Virginia Health Services, Hopewell-Prince George Community Health Center

Tara Rose
Community Health Educator, Crater Health District

Margaret Steele
Clinic Manager, Hopewell, Prince George, Surry, District 19 Community Services Board
The Forces of Change Assessment (FOCA) identifies trends, factors and events that are occurring or will occur that affect the health and quality of life of the community or the effectiveness of the local public health system.

- Trends are patterns overtime
- Factors are discrete elements of a community
- Events are one-time occurrences

This report summarizes the FOCA in the County of Sussex, Virginia that occurred on Wednesday, October 25, 2017 with a diverse group of community stakeholders. The forces are grouped into the categories: Legal and Political, Health Factors, Access to Care, Environmental, Cultural and Economic, Social, and Education. This assessment was facilitated by Karen Cameron, an Independent Healthcare and Strategic Planning Consultant, recorded by Khalida Willoughby, Population Health Trainer with the Virginia Department of Health, and organized by Valerie Liggins, Program Officer with the Cameron Foundation.

FOCA participants responded to the following questions:

i. What is occurring or might occur that affects the health of the community or the local public health system?

ii. What are specific threats or opportunities generated by these occurrences?

The findings compiled into the attached report represent a comprehensive matrix of key forces and their associated impact upon the health of the Sussex community. Those forces that appeared to be particularly significant include:

- As a large, rural community, development of broadband and increased community communication strategies are seen as critical to improving education and employment opportunities.
- Continual reductions in state and federal funding represent one of the largest threats to meeting the healthcare needs of residents.
- Behavioral health needs are growing and substance abuse represents a significant barrier to the employment opportunities of the unemployed and underemployed.
- The need for an increase in recreational activities and programs is viewed as significant.

The information gathered from the FOCA is an important component of the Community Health Assessment Process (CHA). The findings in this report, in conjunction with the results from other assessments, will identify key strategic issues and priorities for community health improvement.
**Strengths**
- Low taxes
- Access to funding through the Tobacco Commission

**Weaknesses**
- Lack of broadband impacts security of information transfer
- Reduction in funding from state and federal government
- Outdated substance abuse policies in the criminal justice system that prohibit systems change
- Lack of citizen participation in the political process
- No parks and recreation department

**Opportunities**
- Community Engagement
- Evaluation of systems and programs
- Proven successful models and strategies that can be replicated
- Partnership with the faith community to increase recreation or create a parks and recreation department

**Threats**
- Increasing consequences of opioid epidemic
- Continuous reduction and/or erosion of federal funding
- Virginia Medicaid does not cover adult dental
- Lack of awareness and support of behavioral health as a public health issue
**Strengths**

- Prevention programs in the schools
- Sussex Lions Club provides eyeglasses to children
- Food bank in Yale that utilizes 50 volunteers
- Stony Creek CHC has a MOU with two other CHCs to provide dental services
- Sussex Community Health Access Team (CHAT) is forming

**Weaknesses**

- Limited health literacy and healthy practices
- Only one grocery store limiting access to affordable and healthy foods
- Limited coordination and collaboration of providers and faith community
- Limited participation in Sussex CHAT
- Lack of transportation to medical and dental services

**Opportunities**

- Community Engagement to increase awareness of health resources
- Virginia Cooperative Extension has resources to increase education on gardening and nutrition
- Collaboration and coordination of healthcare providers, faith, and community members through coalitions like CHAT
- D19 CSB motivational interviewing for substance abuse population

**Threats**

- Increase in poor health status if more prevention services aren't developed
- Substance abuse issues are increasing strain on service providers
- Mental health services not being available on both sides of the County
- Lack of access to healthy affordable foods
**Strengths**

- ARTS and GAP funding (VA Medicaid expansions) increased behavioral health access
- Two CHCs serve county – one has dental
- District 19 CSB will provide transportation and has telemedicine capability
- Smiles Mobile does preventive care/ fillings for children through school partnership

**Weaknesses**

- Lack of broadband
- Transportation
- Lack of specialists for specialty care
- Lack of pain management specialists to address opioid epidemic
- Limited access to affordable health insurance
- D19 has outgrown its current facility and the location is on the Eastern side of the County

**Opportunities**

- Broadband for telemedicine and coordinated care
- Health literacy to improve knowledge and reduce stigma of behavioral health
- Dental, mental health, and substance abuse services
- Regional reentry council

**Threats**

- Lots of substance abuse needs and limited resources for treatment opportunities
- Virginia Medicaid does not cover Adult dental
Strengths
- Availability of land
- Land is affordable

Weaknesses
- Limited affordable housing
- Lack of community recreation opportunities
- No public transportation system
- No infrastructure to support broadband services

Opportunities
- Create Parks and Recreation Department
- Develop community centers and recreational opportunities
- Collaborate with existing organizations like Jessica Ann Moore Foundation or faith communities to provide recreation opportunities

Threats
None noted by participants

2017 Forces of Change Assessment, Sussex, Virginia
**Strengths**
- Taxes are low
- Availability of land
- Access to tobacco commission funding
- D19 CSB clients have supported employment program
- Improvement Association holistic approach to programming

**Weaknesses**
- Lack of broadband
- Limited sustainable and diverse funding sources
- Limited tax base/Poverty level
- Unemployed often can’t pass substance abuse screening tests or physical fitness tests for jobs
- Social isolation of seniors

**Opportunities**
- Recreational programs with churches and schools
- Supported employment programs provided through D19 CSB
- Sussex County Chamber of Commerce

**Threats**
- Shrinking state general funds
- Many unemployed cannot pass initial screenings for employment
Strengths
- Rural setting
- Fairly strong faith coalition/faith communities engaged
- Great place to retire
- Community center in Waverly (electronic bulletin board and resources)

Weaknesses
- Infrastructure needed to attract residents/businesses to area
- Communication between residents and providers is limited
- Isolation for residents who don’t have support systems or transportation
- Lack of libraries and communities centers in the western area
- Limited sustainable funding for initiatives

Opportunities
- Communication about resources and programs
- Hotspots for internet
- Public Library

Threats
- Decreased attendance in churches and activities within the faith-based community
**Strengths**
- Fully accredited school system
- Rowanty technical school available on edge of Sussex
- Therapeutic day treatment providers in the school system
- Several prevention programs in the schools
- Two early childhood classes (Head Start and VIP classes)

**Weaknesses**
- Lack of satellite education programs
- Increase in the number of kids needing placement in day treatment programs
- Income based only programs can be a barrier to those that don’t qualify but can’t afford alternatives
- Difficult to attract teachers/they often live in other communities
- Lack of transportation impacts access to after school programs

**Opportunities**
- Broadband
- Virginia Cooperative Extension Financial Literacy Program
- School partnership to inform community
- Rowanty Technical Center
- Teacher incentives

**Threats**
- Continuing cuts in funding can impact accreditation
Acknowledgements

Barbara Blount
Federal Programs Specialist, Sussex County Public Schools

Keith Blowe
Vice Chair, Sussex County Board of Supervisors

Louise Brucato
Sussex County Community Health Action Team
Sussex County Payroll

Lorraine Davis
Coordinator of Pupil Personnel, Sussex County Public Schools

Stacie Desper
Health Educator, Crater Health District

Ruth Frierson
Project Coordinator, Virginia Early Childhood Foundation

Joan Ivey
Executive Director, Stony Creek Community Health Center

Vandy Jones
Sussex County Administrator

Shevonne Newby
Virginia Cooperative Extension Agent, Virginia Cooperative Extension

Rick Prim
Area Clinic Manager, District 19 Community Services Board

Rhea Ruffin
Mental Health/Substance Abuse Case Manager
District 19 Community Services Board

Chestney Simmans
Banking Associate, Bank of Southside Virginia

Dr. Phyllis Tollever
CEO, Jessica Ann Moore Foundation

Audrey Winfield
School Nurse, Sussex County Public Schools
The Forces of Change Assessment (FOCA) identifies trends, factors and events that are occurring or will occur that affect the health and quality of life of the community or the effectiveness of the local public health system.
- Trends are patterns overtime
- Factors are discrete elements of a community
- Events are one-time occurrences

This report summarizes the FOCA in the City of Colonial Heights, Virginia that occurred on Friday, October 20, 2017 with a diverse group of community stakeholders. The forces are grouped into the categories: Legal and Political, Health Factors, Access to Care, Environmental, Cultural and Economic, Social, and Education. This assessment was facilitated by Karen Cameron, an Independent Healthcare and Strategic Planning Consultant, recorded by Freda Williams, Community Health Assessment Planner, Southside Health District, with the Virginia Department of Health, and organized by Valerie Liggins, Program Officer with the Cameron Foundation.

FOCA participants responded to the following questions:

i. What is occurring or might occur that affects the health of the community or the local public health system?

ii. What are specific threats or opportunities generated by these occurrences?

The findings compiled into the attached report represent a comprehensive matrix of key forces and their associated impact upon the health of the Colonial Heights community. Those forces that appeared to be particularly significant include:
- Growing numbers of low-income families and children are under stress and require increased community supports such as housing, transportation, quality employment, dental and behavioral health care
- Potential federal cuts, particularly to the Children’s Health Insurance Program and the Affordable Care Act, threaten access to healthcare for low-income families
- The community has many existing resources that could be helpful in addressing needs
- The growing opioid epidemic, increased number of healthcare facilities and traffic on the I95 corridor are putting increased demands on first responder resources

The information gathered from the FOCA is an important component of the Community Health Assessment Process (CHA). The findings in this report, in conjunction with the results from other assessments, will identify key strategic issues and priorities for community health improvement.
**Strengthenes**
- Part of larger social services and health department systems with more resources
- High police visibility
- Proactive building code enforcement
- Strong coordination with Emergency Preparedness
- Local government resources cooperate and coordinate

**Weaknesses**
- All health department services aren’t available in Colonial Heights
- No satellite social services office in Colonial Heights
- Lack of access to transportation services
- Lack of Section 8 vouchers for affordable housing
- Lack of a regional perspective and cooperation

**Opportunities**
- Regional cooperation
- Expand Medicaid in Virginia to increase access to health and dental insurance
- Partnerships with the community to address crime

**Threats**
- Changes to Affordable Care Act, women’s health (birth control) and maternal/child policy threaten access to care
- Increase in opioid addiction
- Lack of funding for dental care for adults
- I-95 corridor brings human and drug trafficking
**Strengths**
- All Fire/EMS/Police carry Narcan to prevent overdose deaths
- Access to Food Pantry
- Upgrades to walking trails
- Strong Medical Reserve Corp and Cert team through the Chesterfield Health Department

**Weaknesses**
- Medical Reserve Corp doesn’t have active presence in Colonial Heights
- Lack of sidewalks for walkability
- Opioid addiction - impact on children and CPS cases reported and investigated
- Lack of transportation for ex-offenders and substance abuse clients to access treatment services

**Opportunities**
- Therapeutic recreation for adults and children
- Use the Medical Reserve Corps more extensively
- Community education to bolster health literacy
- Lakeview Community to get a new ADA Compliant Park

**Threats**
- Increase in opioid addiction
- Some landlords not compliant with keeping rental homes up to code
**Strengths**
- Free standing ERs have their own transportation for those needing hospital services
- Increase in the number of physician offices, urgent care centers, and specialists in the area

**Weaknesses**
- Limited dental care for low income adults
- Limited affordable healthcare
- Limited number of mental health providers that accept Medicaid for adults
- Lack of mental health providers for children

**Opportunities**
- Expand Medicaid eligibility
- Dental care for low income adults

**Threats**
- High demand for transportation from EMS system for patients in crisis who went to urgent care and not the hospital
- Changes in the Affordable Care Act, women’s health and maternal child health
- Limited dental services for low income adults
Strengthenes
- Proactive building code enforcement
- Emergency Preparedness is strong
- Boat landings and the river
- River trail can be used to access South Park and Colonial Heights Food Pantry

Weaknesses
- Lack of sidewalks in some areas impact walkability
- Park safety not monitored
- Noise and air quality are poor due to the proximity to Interstate 95
- Lack of accessible transportation

Opportunities
- Upgrades to parks
- Walking and biking trails along the river and old railroad
- Community partnerships with the faith community

Threats
- I-95 corridor brings human and drug trafficking and car accidents requiring emergency assistance
- Flooding from the river (requiring shelters)
- Tornadoes
Strengths

- Development around Southpark Mall area
- Presence of Fort Lee enhances the economy
- Great libraries with good programs
- All CHHS students are required to take Financial Literacy to graduate
- Swift Creek Mill Playhouse is an established theater venue

Weaknesses

- Lack of affordable, quality housing
- Public transportation is very limited
- Transportation is limited overall
- Growing number of low income residents
- Lack of pedestrian access to areas where there are jobs (especially Temple Ave)

Opportunities

- Swift Creek Mill Playhouse as a resource to develop cultural community events
- Community Partnership with VSU to engage volunteers
- Redevelop existing facilities into multi-use developments
- Colonial Heights Chamber as a resource for business and community partnerships

Threats

- Low income jobs that don’t pay a living wage increasing due to retail growth
- Economy very dependent on retail which is vulnerable to economic downturns
**Strengths**
- Open to discussion, training and seeking solutions for substance abuse addiction
- Faith community and Virginia State University (VSU) student involvement
- Philanthropic community spirit
- Health Department and Social Services are larger with more resources
- Senior Center offers many opportunities for older adults

**Weaknesses**
- Increased number of families in crisis
- Limited staff and community awareness of resources
- Parents are not aware of affordable summer programs or may not have transportation
- Lack of sidewalks for walkability

**Opportunities**
- Community partnership with the faith community
- VSU and Fort Lee volunteers
- Community Resource Coordination
- Expansion of Parks and Rec to include therapeutic recreation for special needs

**Threats**
- The negative impact of social isolation upon vulnerable populations
- Limited housing for low income families
Strengths

• All schools are accredited/SOL scores are good
• High graduation rates
• City supports after school programming for grades 3rd-6th
• Teacher turnover is low/participate in school readiness programs
• Two Pre-K classes in public schools

Weaknesses

• Increased costs associated with need for day placement of children with emotional challenges
• Not all private preschools participate in star quality initiatives

Opportunities

• Therapeutic recreation for children
• Increased collaborative partnership with VSU volunteers
• Summer feeding programs
• Prevention educator in each school building

Threats

• Increase in number of children needing feeding programs (particularly when school is not in session)
Acknowledgements

Ashley Barksdale
Recreation Specialist II, Colonial Heights Recreation and Parks

Eileen Brown
Director, Colonial Heights Youth and Human Services

Tom Crooks, LCSW
District 19 Community Services Board

Kelly Hall
Colonial Heights Planning and Community Development

Warren Hammonds
Executive Director, Colonial Heights Food Pantry

Debra Jones
Virginia State University Cooperative Extension Services

A.G. Moore
Fire Chief, Colonial Heights

Brenda Sampe
Family Services Supervisor, Chesterfield/Colonial Heights Department of Social Services

Douglas Smith
City Manager, Colonial Heights

Vicki Stamps
Nursing Supervisor, Colonial Heights Health Department, and Acting Nurse Manager, Chesterfield Health District