

# FREDERICK COUNTY CPMT AGENDA

October 18, 2018

1:00 PM

107 N Kent St

Winchester, VA

1<sup>st</sup> Floor Conference Room

## Agenda

- I. Introductions
- II. Adoption of October Agenda
- III. Consent Agenda-See Memo for details
  - A. Approve September Minutes
  - B. Approve Budget Request Forms
- IV. Executive Session
  - A. Case Discussion
  - B. Appeal
- V. Committee Member Announcements
  - A. As Needed
- VI. CSA Report Jackie Jury
  - A. Financial Report
  - B. CSA Updates
    - 1. HFW ICC Expansion Grant Update
    - 2. FAPT Private Provider Representative
- VII. Old Business
  - A. Grafton Contracts Jackie Jury
  - B. Parental Agreement Policy Revision Discussion
  - C. Parent Representative position Discussion
  - D. Strategic Plan Discussion
- VIII. New Business
  - A. Letter from DBHDS Jackie Jury
  - B. CANS Proposed Policy Change Jackie Jury
  - C. Administrative Memo #18-09 Jackie Jury
- IX. Review Assigned Tasks
- X. Next Meetings
  - A. CPMT November 26, 2018, 1<sup>st</sup> Floor Conference Room- See Memo for future dates
  - B. Joint FAPT/CPMT October 23, 2018- CANCELLED due to needed FAPT time
- XI. Adjourn

### \*\*Instructions for Closed Session:

- Motion to convene in Executive Session pursuant to 2.2-3711(A)(4) and (15), and in accordance with the provisions of 2.2-5210 of the Code of Virginia for proceedings to consider the appropriate provision of services and funding for a particular child or family or both who have been referred to the Family Assessment and Planning Team and the Child & Family Team Meeting process, and whose case is being assessed by this team or reviewed by the Community Management and Policy Team
- Motion to return to open session-
- Motion that the Frederick County CPMT certify that to the best of each member's knowledge, (1) only public business matters lawfully exempted from open meeting requirements, and (2) only such public business matters were identified in the motion by which the closed meeting was convened were heard, discussed, or considered in the closed meeting.
- Roll Call Affirmation
- Motion to Approve cases discussed in Executive Session

**CPMT Meeting Minutes: Monday September 24th, 2018**

The Community Policy and Management Team (CPMT) Committee met on September 24, 2018 at 1:00 p.m. in the first-floor conference room at Frederick County Government Offices Administration Building, 107 North Kent Street, Winchester, VA 22601.

***The following members were present:***

- Dr. Colin M. Greene, Lord Fairfax District Health Department
- Peter Roussos, Court Services Unit
- Michele Sandy, Frederick County Public Schools
- Jay Tibbs, Frederick County Government
- Dawn Robbins, Parent Representative

***The following members were not present:***

- Mark Gleason, Northwestern Community Services Board
- Tamara Green, Frederick County DSS
- Dana Bowman, Children Service of Virginia

***The following non-members were present:***

- Jacquelynn Jury, CSA Coordinator
- Brittany Arnold, CSA Account Specialist

***Call to Order:*** Jay Tibbs called the meeting to order at 1:05pm.

***Adoption of September Agenda:*** Michelle Sandy made a motion to adopt the September agenda as amended; Peter Roussos seconded; CPMT approved.

***Consent Agenda:*** The following items were put in the Consent Agenda for CPMT's approval:

- September 24<sup>th</sup> CPMT Minutes
- Budget Request Forms – Confidential Under HIPAA

***Adoption of August Minutes:*** Michelle Sandy made a motion to approve the August minutes; Dr. Colin Greene seconded; the CPMT approved.

***Adoption of Budget Request Forms:*** Dawn Robbins made a motion to approve the Budget Request Forms; Dr. Colin Greene seconded; the CPMT approved.

***Adoption to Convene to Closed Session:*** On motion duly made by Peter Roussos and seconded by Dawn Robbins, the CPMT voted unanimously to go into Closed Session to discuss cases confidential by law as permitted by Section §2.2-3711 (A) (4) and (15) and in accordance with the provisions of 2.2-5210 of the Code of Virginia.

- Account of Closed Session:

1. Case Review

***Adoption of Motion to Come Out of Closed Executive Session:*** Dr. Colin Green made a motion to come out of Closed Executive Session and reconvene in Open Session; Peter Roussos seconded; the CPMT approved.

***Adoption of Motion:*** The Frederick County CPMT certifies that to the best of each CPMT member's knowledge (1) the only public business matters lawfully exempted from open meeting requirements and (2) only such public business matters were identified in the motion by which the closed meeting was convened were heard, discussed, or considered in the closed meeting.

Peter Roussos                      Aye

Dr. Colin Greene                      Aye

Michelle Sandy                      Aye

Jay Tibbs                      Aye

Dawn Robbins                      Aye

***Committee Member Announcements:*** None

***CSA Report:*** Fiscal Year 2018 Pool Reimbursement: Total Year End net expenditures were \$2,937,188.46 with a local match of \$1,210,870.59. Of the 152-youth served, 29 were in congregate care and 18 were in a TFC. SpEd Wrap used \$13,293.36

***Non-mandated Budget:*** The CSA Coordinator summarized the non-mandated budget for FY18 stating that \$20,388.25 was spent.

***Office Updates:***

- High Fidelity WrapAround SOC Grant
  - There are currently 11 cases open, however 4 will close prior to September 30, the close of the grant year. Heading in to the new Grant year, ICC cases currently open will count toward the total goal for the upcoming year. The 2019 grant year goal is 30 cases, so an additional 23 cases will need to be referred for ICC and FSP.
  - Frederick and Warren Counties have expressed an interest in aligning policies and report expectations for ICC and FSP work. The CSA Coordinator will be contacting the localities participating in the grant to determine if all 4 regions have a desire to work toward this end. At this time, Clarke County is in transition with a new DSS Director. Once an appropriate contact for the grant can be identified in Clarke, the CSA Coordinator will begin this discussion.
- Hallmark Update- After discussing the denial with the insurance company, CSA determined that the claim was denied due to the lack of Precertification submission on Hallmark's part.

Hallmark's request for reimbursement from CSA was denied. A denial letter with this decision was sent to Hallmark.

- The FAPT interviewed Whitney Maddox, Crossroads Counseling Center, to fill the vacancy of Private Provider Representative. The team overwhelmingly agreed to put her name forward to the CPMT for appointment to the position of FAPT Private Provider Representative.
- Audit Update
  - QIPs were submitted to Annette Larkin on 9/12/18.

### ***Old Business:***

- Vendor Contracts
  - Request for Contract Modifications-Currently, the remaining outstanding contract is discussion is with Grafton. Both Michele Sandy and the CSA Coordinator have been working with Grafton to finalize the areas of concern. Since the last CPMT update, the following has occurred:
    - Records Maintenance-:
      - Grafton agrees to submit a Medicaid appeal- unless otherwise agreed to by the CSA Coordinator.
      - Grafton removed "In the event of a determination that the Provider received funds improperly or did not provide the authorized services or goods for which funds were received, the Provider shall provide the Buyer with full restitution of any such refund".
      - Requested change of language to "The provider shall reimburse the Buyer an agreed upon overpayment in a prompt manner. Overpayments may include, but not be limited to: duplicate payments and payments for services not provided.
      - The CSA Coordinator wanted to add "unauthorized services" to the above language. CPMT agreed to the above statement if "unauthorized services" was included to eliminate any unapproved services being billed to CSA.
      - They would like to add "in the event of mutual determination".
    - Invoices & Denial of Funding-
      - Grafton accepts the language to include not requiring them to appeal Medicaid denial," unless otherwise agreed to by the CSA Coordinator".
    - Addendum A-
      - FCPS agreed to removing section 3.a Attendance, "The provider shall maintain monthly attendance records with shall be submitted to the FCPS Department of Special Instructional Services within 5 days after the end of each calendar month."
      - Grafton agreed to keep Graduation Requirements in the Addendum.
      - Grafton crossed out "per day" under rate negotiation. This allows Grafton to charge the daily rate for youth who is absent, with the limitations under Section 3, Attendance. To summarize, after 5 consecutive days absence, the provider must get authorization from the CSA Coordinator continue funding and hold the placement open. After 14 consecutive days, funding stops. CPMT agreed to this as there are limited alternatives for youth placed there even when absent from school.

- CPMT discussed the language modifications proposed by Grafton and CSA. CPMT agreed with language to require Grafton to submit a Medicaid appeal, “unless otherwise agreed to by the CSA Coordinator.” The CPMT was not comfortable with including language that improperly received funds will only be reimbursed if there is “mutual determination” that those funds were improperly received. CPMT felt Grafton’s language request made it potentially difficult to hold Grafton accountable.
- Parental Agreement Policy Revision
  - CPMT discussed case managers being better informed about the purpose of the Parental Agreement and emphasizing it as a short-term arrangement. Additionally, CPMT and the CSA Coordinator discussed the case manager playing a more active role in determining the treatment plan and preparation for discharge upon enrollment.
  - In addition, a more formalized contract is to be created to reflect the commitment and seriousness of the agreement. To better convey this point, it was recommended to have a CPMT member and a representative from the vendor present while the CSA Coordinator meets with the families to sign the Parental Agreement.
  - CPMT would also like to include the requirement of weekly family therapy and any other requirements set by CSA.
  - Parental Agreements will be limited to 6 months and is individualized to each child, with extensions up to no more than 90 days.
- Parent Representative position
  - Discussion regarding including a stipend for Parent Rep position due to time commitment involved. The CSA Coordinator was able to compile some information about what other localities do and provided the team with an Excel spreadsheet named “FAPT Parent Rep Payments”.
  - There will be a tentative recommendation next month. It was agreed to pay by the session rather than by lump sum to encourage attendance and dedication.

#### ***New Business:***

- Private Provider Rep Nomination
  - The FAPT interviewed Whitney Maddox, Crossroads Counseling Center, for the position of Private Provider Representative on the FAPT. The team overwhelmingly approved her and would like to recommend her appointment to the CPMT. As a point of discussion, Crossroads and Children’s Services of Virginia (CPMT Private Provider Representative) are companies that are linked. The CPMT should be aware of this when making their decision to appoint Ms. Maddox to the FAPT.
  - Michelle Sandy made a motion to adopt the September agenda as amended; Peter Roussos seconded; CPMT approved
- Strategic Plan- Audit Topic
  - Frederick County CPMT discussed surrounding localities plan. The team has the goal of a realistic, short term plan with CPMT’s areas of focus and goals for those areas.

- Winchester is modeled after Warren County's plan. Warren County's plan has been successful according to a member who also sits on that CPMT as well.
- Special Education WrapAround Funds- Audit Topic
  - Information is included regarding the process by which the eligibility for SpEd Wrap funds is provided. The process was summarized by the CSA Coordinator.
  - SpEd Wrap services can only be in the community or home setting (not in the school).
  - The CPMT chose not to change the process of eligibility determination for SpEd Wrap funds.
  - The CSA Coordinator will provide more training to the agencies on identifying eligible youth.
- Multisystemic Therapy
  - MST is now available for purchase using CSA funds. Prior to this it was only offered to grant funded DJJ youth. MST, when provided to fidelity, is an evidence-based practice offered in this region by Family Preservation Services.
    - This service is already included in the contract. Funding for this service is very different from other typical services. MST is charged as a daily rate of \$94.00 or a monthly fee of \$2820. The daily rate is charged beginning the first face-to-face meeting until case closure. The average and target length of service is 4 months, while most cases are served between 3-5 months.
    - CPMT prefers daily rate billing.

***Review Assigned Tasks:***

- The CSA Coordinator will collaborate with Grafton about the requested modifications to contract language.
- The CSA Coordinator will include Parental agreement policy and guidance language to discuss at the next meeting
- The CSA Coordinator will be in contact with Winchester City about their Strategic Plan to possibly use as a model for Frederick County's plan.
- The CSA Coordinator will continue to gather data to determine the average cost per child.

***Next Meeting:*** The next CPMT meeting is Monday, October 22<sup>nd</sup> at 1:00 p.m. in the First Floor Conference Room in the Frederick County Government Offices Administration Building. Joint FAPT/CPMT meeting will be held Tuesday, July 24, 2018 in the CSA conference room on the 2<sup>nd</sup> Floor of the County Administration building from 1pm-2pm.

***Adjournment:*** Peter Roussos made a motion to adjourn; Michelle Sandy seconded; the CPMT approved. The meeting was adjourned at 2:41pm.

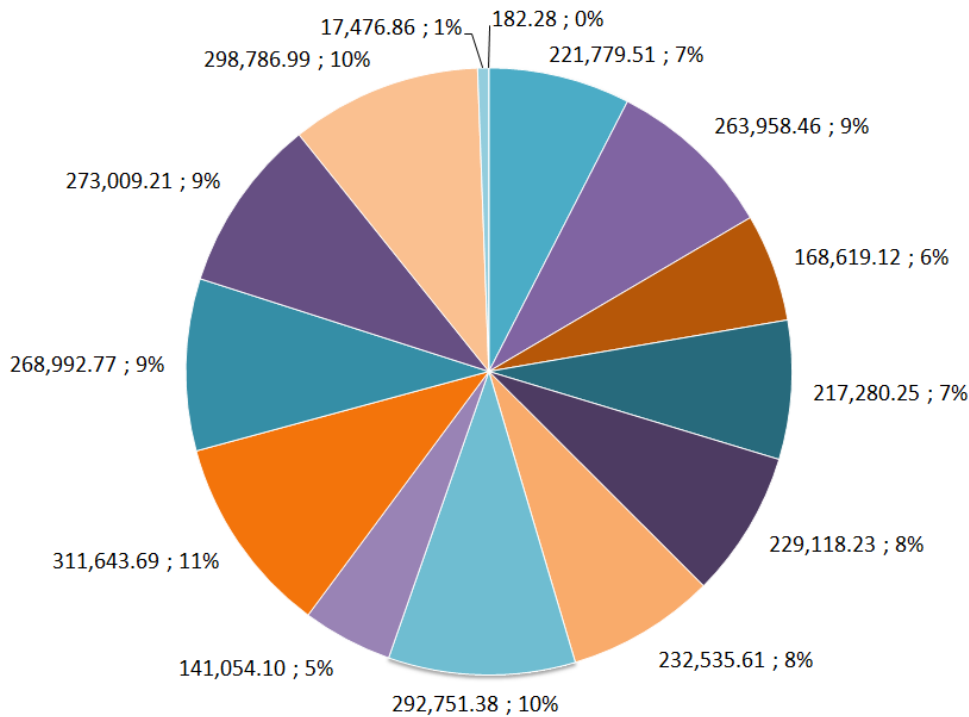
***Minutes Completed By:*** Brittany Arnold



# Frederick County CSA Update | Year End 2018

YTD Total Expenditures  
# of Reports  
Submitted: 13

## Monthly Reported Expenditures



## Expenditure Breakdown

Year End Total Net  
Expenditure: \$2,937,188.46

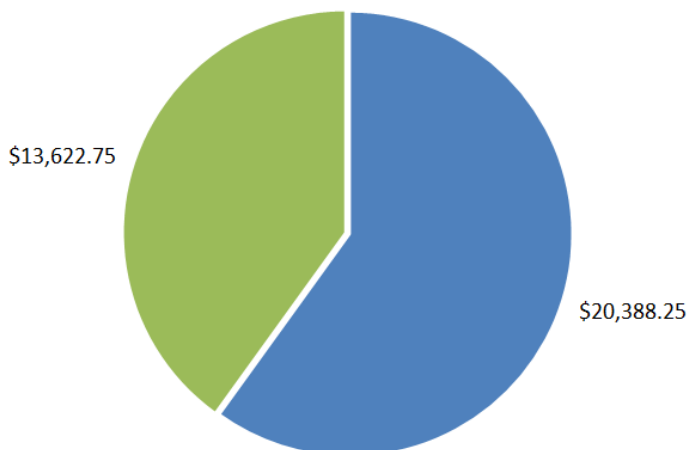
Year End Local Net  
Expenditure: \$1,210,870.59

## Supplemental Allocation Request

Total Requested: \$718,071.00

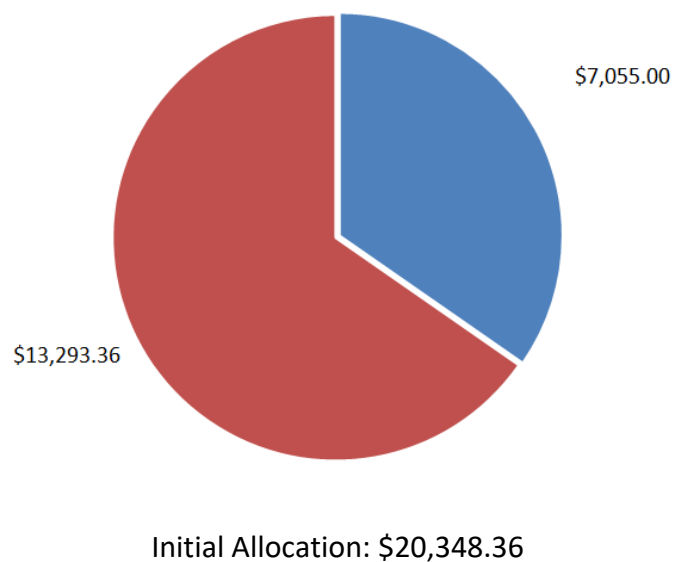
Supplemental Used: \$678,996.10

## NonMandated Used



Initial Allocation: \$34,011.00

## SpEd Wrap Used

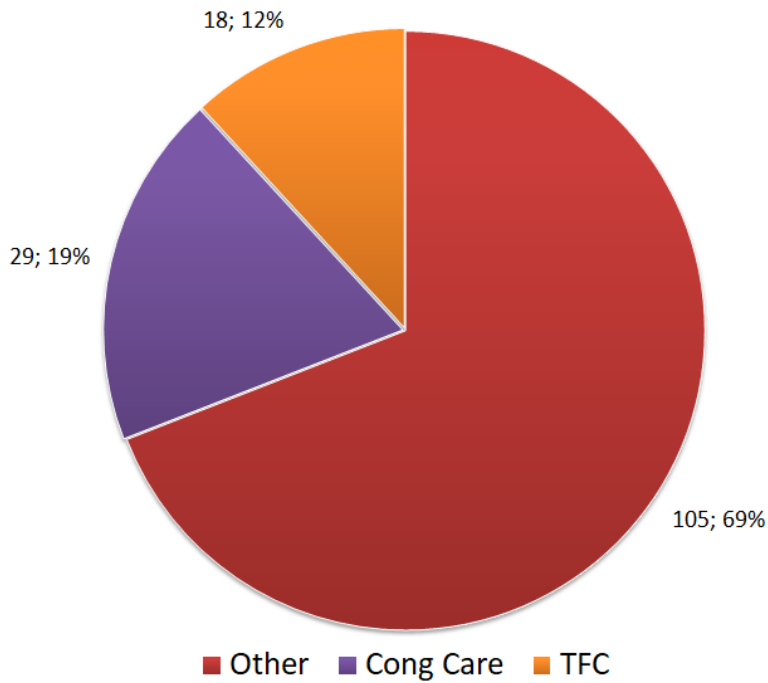


Unduplicated Child Count Served: 152

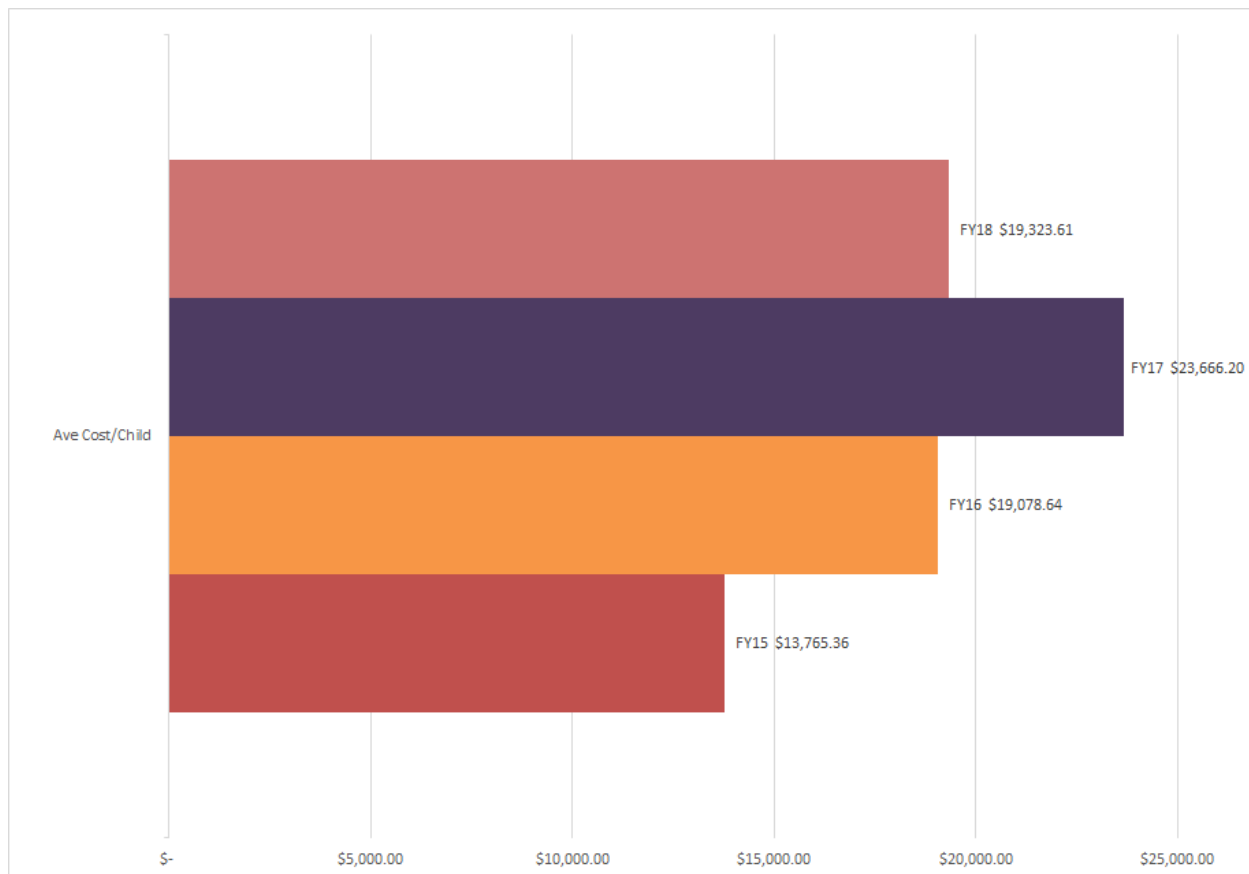
Youth in Congregate Care: 29

Youth in TFC: 18

### Placement Environment



### Average Cost Per Child





# Warren County Youth Services Strategic Planning Session Report



Northern Virginia 4-H Center  
Warren County Public Safety Building  
December 9-10, 2013

This Report is for distribution to participants only and is not for public use.  
The Strategic Plan is in draft form and has not been finalized.

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Warren County Youth Services Strategic Planning  
Session Report  
December 9-10, 2013  
Northern Virginia 4-H Center and Warren County Public Safety Building

OVERVIEW

On December 9-10, 2013, Warren County convened a group of community partners to identify the needs of at risk youth and their families and to prepare a strategic plan to guide the County. Participants met for two days to engage in dialogue and complete a series of activities designed to help them examine trends and needs, create a vision, and develop goals and action plans. This report contains the plan that was produced during the session in its unedited form. The County plans to create a Youth Commission to oversee the strategic planning process. The Commission will refine the Strategic Plan, identify those who need to be involved, and direct and coordinate its implementation in order to enhance Warren County's youth services delivery system.

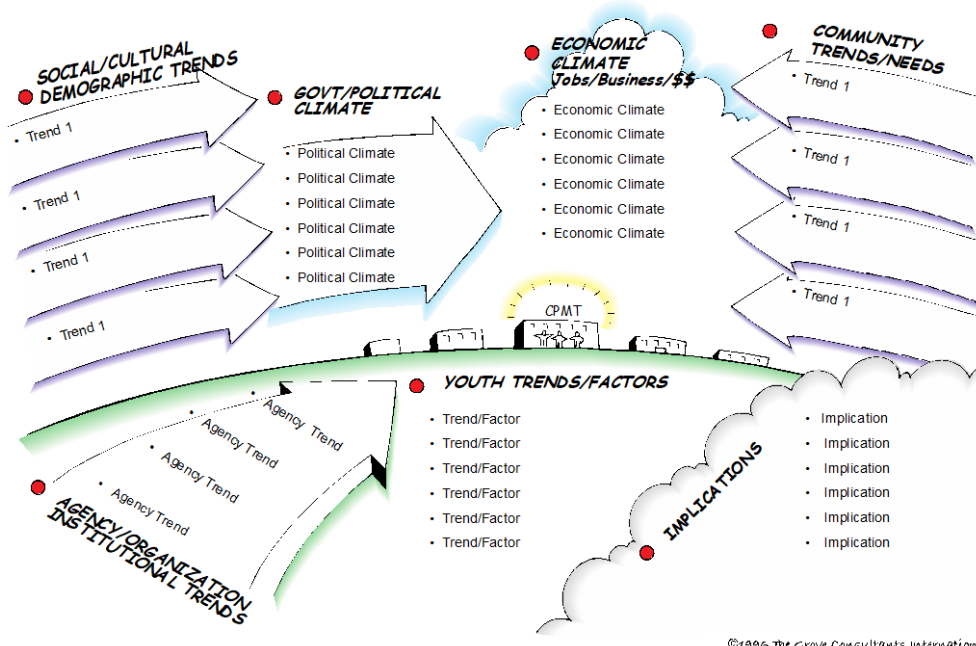
WARREN COUNTY YOUTH SERVICES STRATEGIC PLANNING PARTICIPANTS

Mr. Doug Stanley, County Administrator for Warren County  
Ms. Beth Reavis, Director of Social Services and Chair of the Warren County Community Policy and Management Team  
Mr. Michael Hirsch, Director of Special Services for Warren County Public Schools and Warren County Community Policy and Management Team Member  
Mr. Mark Gleason, Chief Operating Officer for Northwestern Community Services and Warren County Community Policy and Management Team Member  
Ms. Linda Glavis, Warren County Board of Supervisors Member and Warren County Community Policy and Management Team Member  
Ms. Jeannie Decker, Comprehensive Services Act (CSA) Coordinator for Warren County  
Ms. Melody Sheppard, Assistant Superintendent, Warren County Public Schools  
Ms. Holly Goode, Administrator, Youth Enrichment Program  
Ms. Crystal Cline, Detective, Criminal Investigations Division, Front Royal Police Department  
Ms. Nickie Wheeler, Clinical Program Manager, Northwestern Community Services  
Ms. Stacy Wilson, President of the Front Royal Soccer Association and Youth Representative  
Ms. Christine Binnix, Leslie Fox Keyser Elementary School Parent Teacher Organization and business owner of Affordable Management Solutions, Parent Representative  
Ms. Kimberly Shirley, Director of the Women's Care Center, Warren Memorial Hospital  
Ms. Christa Shifflett, Executive Director, Warren Coalition  
Mr. Jim Wells, Warren County School Board Member, Happy Creek District and Pharmacy Administrative Director for Valley Health  
Mr. Danny McEathron, Sheriff, Warren County Sheriff's Office  
Mr. Sam Carr, Supervisor of the School Resource Division, Warren County Sheriff's Office  
Ms. Megan Williams, Recreation Supervisor, Warren County Parks and Recreation Department  
Mr. Dan Lenz, Director of Parks and Recreation, Warren County  
Judge William Sharp, Juvenile and Domestic Relations Court Judge, 26<sup>th</sup> Judicial District  
Judge Ronald Lewis Napier, Juvenile and Domestic Relations Court Judge, 26<sup>th</sup> Judicial District  
Ms. Kimberly M. Athey, Warren County School Board Member, Attorney with the Pond/Athey Law Offices, and Guardian Ad Litem  
Dr. Tripp Bradd, Family Physician, Skyline Family Practice  
Dr. Charles Devine, III, Health Director for Lord Fairfax Health District and Member of the Warren County Community Policy Management Team (unable to attend)  
Ms. Julie VanWinkle, Court Service Unit Director for the 26<sup>th</sup> Judicial District and Member of the Warren County Community Policy and Management Team (unable to attend)

## ENVIRONMENTAL SCAN

The participants worked in 4 subgroups to complete an Environmental Scan. The subgroups analyzed 6 categories of factors as defined below and then identified implications of the Scan.

### Warren County Youth Services Environmental Scan



#### Social/Cultural/Demographic Trends

What are the social, cultural, and demographic trends that are having the most significant impact on at risk youth and families in Warren County?

#### Government/Political Climate

What governmental and political factors are having the most significant strategic impact on at risk youth and their families in Warren County?

#### Economic Climate (Jobs/Business/\$\$)

What significant economic trends and factors (i.e. jobs, business, income, and funding) are affecting County at risk youth and their families?

#### Community Trends/Needs

What specific trends/needs are we seeing in OUR community that influence at risk youth and their families?

#### Youth Trends/Factors

What are the significant trends/factors that are influencing the success of youth and families in Warren County?

#### Agency/Organizational/Institutional Trends

What trends are we seeing among the agencies, organizations, and institutions that have have strategic impact on services to at risk youth and their families in Warren County?

## Red Group

*Beth Reavis, Tripp Bradd, Danny McEathron, Megan Williams, Nickie Wheeler, Melody Sheppard*

### Social/Cultural/Demographic Trends

- Younger parents
- Single parent households
- Latch key kids
- Lack of cultural diversity; some transient change?
- Population of home school students
- Diverse educational opportunities
- Eroding values

### Government/Political Climate

- Improvement of School Board and Board of Supervisors' relationship
- Improved long term planning
- Facilities improvement
- Financial investment in infrastructure
- Bedroom community to living and working here
- Reduced state and federal funding is affecting various agencies including mental health

### Economic Climate (Jobs/Business/\$\$)

- Slightly below State unemployment rate
- Poverty rate slightly below State rate
- Static to slight growth in employment opportunities
- Enhanced employment opportunities for youth
- Difficulty retaining staff directly involved with youth - leave for higher compensation/benefits

### Community Trends/Needs

- Positive trend in youth participation in Parks and Recreation and school activities
- Access to more dangerous drugs
- Ignorance of problems in community
- More Advanced Placement/STEM classes in schools

### Youth Trends/Factors

- Employment opportunities geared to youth
- Access to drugs and alcohol
- Youth activities in Parks and Recreation and schools are available
- Increased access to information
- Reduced social skills due to dependence on technology

### Agency/Organizational/Institutional Trends

- Encouraging community based programs to keep kids in our community
- More education on best practices
- Loss of non-profit services (i.e. domestic violence and seniors)
- Increased requests to access services
- More involvement is needed from the faith-based community
- Need more intramural activities
- 2 high schools have increased opportunities to participate in activities

## Green Group

*Judge Napier, Jeannie Decker, Christa Shifflett, Kim Athey, Dan Lenz, Michael Hirsch*

#### Social/Cultural/Demographic Trends

- Cyber environment
- Increase in non-traditional families
- Media influence (i.e. violence, music, etc.)
- Drug usage

#### Government/Political Climate AND Economic Climate (Jobs/Business/\$\$)

- Disconnect in vision between Town/County (two separate teams)
- Decrease in state and federal funding
- New construction (jail, schools, power plant, etc.)
- Economic impact of the Route 522 Corridor
- Government support for school system

#### Community Trends/Needs

- Lack of affordable housing; people living in hotels
- Greater stakeholder awareness and action
- Drug usage

#### Youth Trends/Factors

- Drug usage, legal and illegal
- More programs available

#### Agency/Organizational/Institutional Trends

- Meeting mandates rather than need; agencies forced to do this due to economic climate
- Decrease in agency funding
- Stakeholders working together
- Access to care is dependent upon type of insurance
- High stakes testing

#### *Blue Group*

*Judge Sharp, Mark Gleason, Sam Carr, Christine Binnix, Stacy Wilson, Holly Goode*

#### Social/Cultural/Demographic Trends

- Single parent homes
- Parents work odd hours
- Commuter and transitory families
- Offering more programs

#### Government/Political Climate

- Proactive government
- More opportunities
- Concern over cost

#### Economic Climate (Jobs/Business/\$\$)

- General employment is up, but it is often part-time and low wage
- Families without insurance
- Inter-generational poverty; working poor

#### Community Trends/Needs

- More community involvement (i.e. Skate park)
- Expanding arts and activities
- Parks and Recreation and Warren County involvement

#### Youth Trends/Factors

- Strong youth sports program
- Lack of non-sports opportunities
- Difficult to access opportunities
- Drug-alcohol abuse
- Suicidal concerns
- Bullying; social media

#### Agency/Organizational/Institutional Trends

- Agencies are working together
- More mental health services are needed
- Limited financial resources

Yellow Group

*Doug Stanley, Linda Glavis, Jim Wells, Kimberly Shirley, Crystal Cline*

#### Social/Cultural/Demographic Trends

- Non-traditional families
- High crime rate
- Illegal drugs
- Transient population

#### Government/Political Climate

- Privacy; no information sharing
- Generational entitlement
- Lack of transportation; lack of coordination of transportation resources

#### Economic Climate (Jobs/Business/\$\$)

- Transient housing
- Multiple families in homes
- Entitlement culture
- Lack of philanthropy

#### Community Trends/Needs

- No women's shelter
- Transportation
- Homeless population
- Increased drug use
- Need substance abuse services
- Kids having kids; kids relying on government help
- High incarceration

#### Youth Trends/Factors

- Social media
- Lots of youth activities
- Kids are "on the street" at lower ages

#### Agency/Organizational/Institutional Trends

- Duplication
- Lack of funding
- Coordination



## IMPLICATIONS OF THE ENVIRONMENTAL SCAN

- County organizations are looking forward and trying to bring opportunities together in a targeted way.
- We have a lot of opportunities for people, but we still have people who aren't engaged, especially from specific populations.
  - How do we get these populations (i.e. the home school population) involved in activities in the community?
  - Involvement doesn't have to be involvement in a sport
- The structure of the family is changing and we can't fight it; we have to embrace it and support these families. We must support different family dynamics in a structured way.
  - You can't make interventions/services conform to what you think they should be.
  - The Warren Coalition is looking at these problems. For instance, poverty is as an issue and we are forming a poverty alliance to study what it means to live in poverty and how to deal with it.
- The pervasiveness of drug usage is a concern identified across the board.
  - About 1/3 of the custody cases that I see involve parents (one or both) that test positive for drug use.
  - 98% of the County's child abuse cases involve drug abuse
  - Drug use is a huge drain on services and has a significant economic impact.
- We also have huge mental health needs and this is related to substance abuse. Within the Northwestern Community Services region, substance abuse is highest in Warren County.
- Warren County identifies service gaps and then tries to do something about it. Everyone buys in to the problem and we take ownership and don't try to blame others for it.
- We have a huge population that needs services and the demands are up, but we are providing them with the same number of people that we had before (all of us.)
- In the Regional Drug Task Force, we are seeing that it is cheaper to treat someone for drug use than to incarcerate him or her, but a lot of treatment programs have been closed down. There is no long-term treatment, so we are working toward trying to get treatment programs. We will never break this cycle if we don't get drug problems treated because they just go back to it.
- We know we can't expect more funding; we have to find different solutions.
- We can engage in better information sharing and avoid duplication of services.
- Another raw implication is that there is a significant need for us to focus our efforts on a relatively narrow segment of our population, including:
  - Substance abusers
  - Dysfunctional, socially challenged families
  - Mental health issues

We are reaching many people in positive ways, but we need to get to these issues.

- Two things have to happen: We have to deal with abusers, but we also have to deal with the changing of cultural norms. We have to concentrate more attention and spend more on prevention. In this community, we need to have the wisdom to be concerned about prevention.
- We must recognize that the cyber environment is driving many of the challenging issues that we are experiencing (i.e. fueling sexual permissiveness and bullying.)
  - We must deal with social media in a positive way and use it as a tool.
  - Education will be important in dealing with the negative impact of social media on the County's youth.



## VISION BRAINSTORM

*Participants worked in 4 groups to discuss a vision for the County's youth and families. Responses to the questions below were then refined into a Core Vision with 5 Strategic Target Areas.*

Imagine Warren County in its most ideal state with its youth and families able to live happy, healthy, productive lives and having the ability to access and use appropriate assistance and services (level and quality) when they are needed to support their lives.

1. What is our ideal or definition of that system? How would we describe it?
2. To achieve it, what do you want to KEEP?
3. To achieve it, what do you want to CHANGE?

### Red Group

1. What is our ideal or definition of that system? How would we describe it?
  - Easy access to support services
  - Transportation
  - Variety of activities
  - Easy coordination and integration of services
  - Variety of support and intervention services
  - Efficiency
  - Funding
  - Continuum of services - Prevention/Education/Treatment
  - Community ownership
  - Recreation and community facility
  - High quality educational system
2. To achieve it, what do you want to KEEP?
  - Continued facility planning
  - Maintain focus on youth
  - Maintain services
  - CTE, Advanced Placement, and STEM programs in schools
  - Sports programs - Intramural, Parks and Recreation, schools, youth leagues
  - DARE and similar programs that educate and provide interaction
  - Positive relationship County has developed
  - Continue faith-based programs for youth
  - Employment opportunities for youth
3. To achieve it, what do you want to CHANGE?
  - Expand youth opportunities (athletic and arts for all ages)
  - County/town shared responsibilities
  - Expand quality and number of services available
  - Lower the number of people who are dependent on government assistance
  - Remove roadblocks to accessing services
  - Youth mentoring programs
  - Expand avenues for funding
  - Centralized grant opportunities
  - Increase number of Advanced Placement/STEM/CTE courses for students
  - Create programs for at-risk youth



- Add sports and fine arts programs for youth
- Expand faith based opportunities
- Centralized "fast track" to right services
- Program for suspended students
- Sharing information between agencies
- Centralized intake of services
- Expand law enforcement opportunity to mentor youth and enhance involvement
- Expand mentor program for schools
- Sidewalks in Front Royal to promote health and improve access to activities

#### Blue Group

1. What is our ideal or definition of that system? How would we describe it?  
The community proactively identifies the problems and opportunities for development, creates a realistic action plan, and directs its community-wide resources toward a solution.
2. To achieve it, what do you want to KEEP?
  - Collaborative attitude
  - Proactive, forward thinking government
  - Strong youth organizations
  - Economic development that supports community development
  - Faith-based engagement
3. To achieve it, what do you want to CHANGE?
  - The level of volunteerism in the community beyond current levels
  - Improve engagement of families by connecting them and making them more aware
  - Lack of centralized location for opportunities, resources, etc. (too spread out)
  - Disconnect between Town and County; need more collaboration
  - More faith based engagement in the community as a whole
  - Community based youth events where all the organizations come together
  - Availability of resources to meet the actual needs

#### Green Group

1. What is our ideal or definition of that system? How would we describe it?  
Services that are:
  - Equally accessible to ALL
  - Have sufficient funding
  - Appropriate; tailored to individual need
  - High quality
  - That work
  - Understood by all stakeholders
  - One-stop shopping
2. To achieve it, what do you want to KEEP?
  - Collaboration among agencies
  - New facilities
  - Government support
  - Sense of investment
  - Variety of services
  - Vital Main Street
  - Common understanding of issues among stakeholders
  - Commitment to improve
  - Understanding that schools have to be high quality

3. To achieve it, what do you want to CHANGE?
  - Negative perception of Warren County
  - Move from intervention mindset to a prevention mindset
  - Unity and cooperation among the faith-based community
  - Want families to have a central point of access for services (CSB and DSS)
  - Affordability of services
  - Transportation home from afterschool activities (activity bus)
  - Improve DARE curriculum
  - Utilize technology to reach children and families where they are (i.e. education therapy)
  - Quantity of funding
  - Knowledge of existing funding
  - Teach coping skills instead of treating with medication
  - Mental health and substance abuse services available for non-Medicaid youth and parents
  - Lack of government consolidation

#### Yellow Group

1. What is our ideal or definition of that system? How would we describe it?
  - Substance abuse and mental health treatment facilities locally
  - Better knowledge of life skills (i.e. leave welfare; get a job; manage banking)
  - United County and Town - not "us" and "them"
  - Integrated system of service delivery
  - Better screening of those who need vs. system abusers (ease of use; defined criteria)
  - Transparency
  - One database/hub for all information - computerized and searchable by all agencies
  - Large faith-based involvement (i.e. looking for projects)
2. To achieve it, what do you want to KEEP?
  - Board of Supervisors and School Board cooperation
  - Proactivity and ownership of agencies
  - Vision and planning; looking to the future; not quick band aid fixes
  - Keep programs that are working (i.e. Warren Coalition, Parks and Recreation activities for youth, but need work on adult leagues)
3. To achieve it, what do you want to CHANGE?
  - Integrated transportation system
    - o Town to County (to Winchester?)
    - o Regional system
    - o Fixed Route and Point to Point
  - Workforce housing (nurses, police, teachers, firefighters;) professionals will have better buy in to their community if they live here rather than there
  - Increased faith-based involvement (i.e. community service, after school activities, Moms Club, Dads Club)
  - Wellness Center - services in one building
  - County and Valley Health Collaboration (i.e. joint grants, treatment facilities, specialty services such as drug addicted babies)
  - Firmer consequences for crime
  - No worries about bed space and funding
  - Work towards more owner-occupied dwellings in Town (i.e. incentives)



## WARREN COUNTY YOUTH SERVICES VISION December 10, 2013

In 2018, Warren County is known across the Commonwealth as a leading community that has worked collaboratively to create and maintain a high quality, responsive system of care for its youth and families with services that are:

- Equally accessible to all
- Well understood by informed stakeholders, permitting effective referrals and collaboration
- Appropriate and tailored to meet individual needs
- Sufficiently funded, including strategies that address specific service and funding gaps
- Efficient and well coordinated to achieve speedy access and avoid duplication
- Reflective of best practices that have been shown to work
- Seen as important community resources that require engagement and commitment
- Well supported through the efforts of volunteers, the educational community, the judicial system, the health care system, the faith based community, service agencies, businesses, and local governments

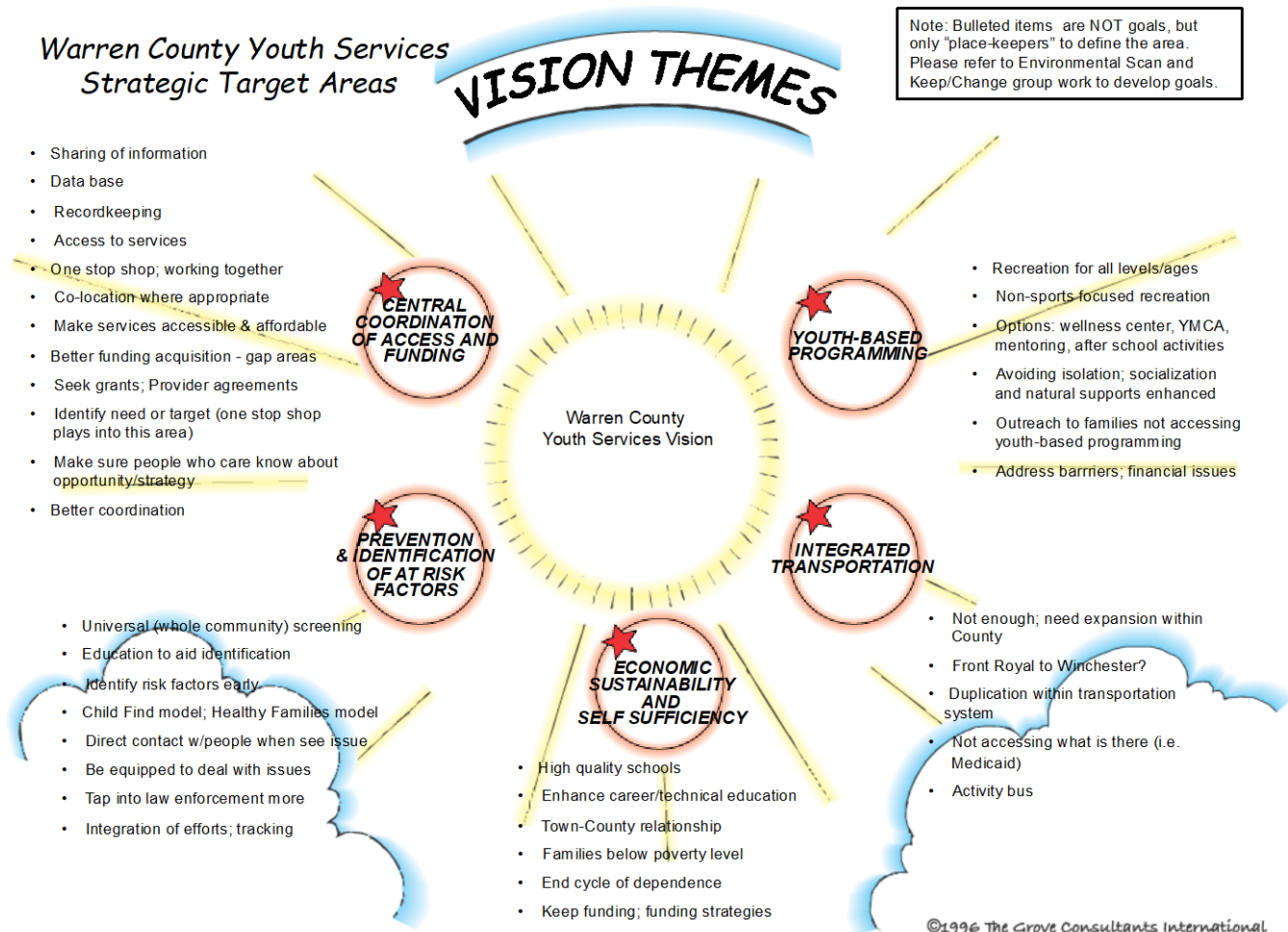
Warren County serves as a model community that proactively identifies the opportunities for development, creates realistic action plans, and directs its community-wide resources toward solutions.

To insure the success of this vision by 2018, Warren County has identified 5 strategic target areas with specific goals that must be achieved to address them, which include:

- Central Coordination of Access and Funding
- Prevention and Identification of At Risk Factors
- Youth Based Programming
- Integrated Transportation
- Economic Sustainability and Self-Sufficiency

## IDENTIFICATION OF STRATEGIC TARGET AREAS

Group responses to the brainstorm question regarding the ideal system were used to develop the Core Vision found on Page 12. Participants also identified Strategic Target Areas, which are areas that will need focus in order to achieve the Core Vision. The following chart depicts the Strategic Target Areas identified to achieve the Vision.



WARREN COUNTY YOUTH SERVICES DRAFT STRATEGIC GOALS  
December 10, 2013

**Central Coordination of Access and Funding**

Goal 1: Appoint a Youth Commission that will create and oversee an office for centralized referral to complete identified goals

**Prevention and Identification of At Risk Factors**

Goal 2: Develop a strategy to identify and support evidence based prevention strategies in our community

Goal 3: Educate community partners to enhance their ability to identify risk factors

**Youth Based Programming**

Goal 4: Improve participation in existing youth programming and services

Goal 5: Assess the need for additional youth programs or the expansion of programming and implement

**Integrated Transportation**

Improve transportation opportunities for our youth and families

Goal 6: Expand public transportation and better coordinate service agency transportation

Goal 7: Evaluate feasibility of activity bus

Goal 8: Improve accessibility/walkability to enhance health, employment, and youth activities

**Economic Sustainability and Self-Sufficiency**

Goal 9: Maintain a high quality educational system by maintaining improvement in the Warren County Public School system

Goal 10: Maintain a high quality educational system by providing resources for non-traditional educational opportunities

Goal 11: Develop and implement a strategy to address poverty's impact on our community by enhancing development opportunities between local governments

Goal 12: Develop and implement a strategy to address poverty's impact on our community by increasing the percentage of owner occupied dwellings

## WARREN COUNTY YOUTH SERVICES ACTION PLAN DRAFT

December 10, 2013

*The Draft Action Plan was developed by participants working in 3 small group to frame tasks and activities required to achieve each goal, a timetable, and potential leaders and supporting leaders who might be considered to take responsibility for each goal. The Draft Action Plan was reviewed only briefly at the end of the session. The Youth Commission should review and revise this Plan to finalize a Strategic Plan that will effectively achieve the Warren County Youth Services Vision.*

### Strategic Target Area: Central Coordination of Access and Funding

Goal 1: Appoint a Youth Commission that will create and oversee an office for centralized referral to complete identified goals

Goal Leader: Doug Stanley with the Board of Supervisors

Supporting Leaders: Judge Sharp, Sheriff Danny McEathron

Key Tasks/Activities	Original Target Dates	Revised	Achieved
1. Create Youth Commission to steer and coordinate the Warren County Youth Services Strategic Plan	Feb. 2014	Nov. 2014	April 2014
2. Commission will create an office for centralized referral and other tasks related to access and funding to address these areas: <ul style="list-style-type: none"> <li>Create and implement a universal referral/a high quality referral system</li> <li>Coordinate case management</li> <li>Collect data to create a better system</li> <li>Coordinate a community collaboration to realign existing resources or seek new resources to fill gaps</li> </ul>	Sept 2014	July 2016	July 2016
3. Implement office and strategy (need further plan at later date) <b>Community Liaison Job Description</b>	<b>TBD</b>		March 2016

### Strategic Target Area: Prevention and Identification of At Risk Factors

**Goal 2: Goal is too broad and is being achieved by other entities.**

Goal 2: Develop a strategy to identify and support evidence-based prevention strategies in our community

Goal Leader: Original Christa Shifflett Revised September 2016 Mark Gleason/Mike Hirsch S

Supporting Leaders: Law enforcement, Health Department, Schools, other agency representatives

Key Tasks/Activities	Original Target Dates	Revised	Achieved
1. Create a steering committee with multi-agency representatives to look at local risk factors. <b>Substance Abuse? Need report from Coalition - Mike Hirsh to get with Coalition for report by July meeting.</b>	March 2014	Summer 2017	Ongoing
2. Collect and analyze existing studies of local risk factors and identify those for action plan	June 2014	Oct. 2017	Not Achieved
3. Research and recommend existing evidence-based prevention models that meet local needs; create local models when there are not existing ones	Sept. 2014	Oct 2017	Not Achieved

4. Create plan of implementation to recommend to Youth Commission (TBD)	Dec. 2014	Summer 2017	Not Achieved
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Goal 3: Educate community partners to enhance their ability to identify risk factors

Goal Leader: Jeannie Decker

Supporting Leaders: DSS, local government, Michael Hirsch

Key Tasks/Activities	Original Target Dates	Revised	Achieved
1. Identify target groups for training and the assessment tool.	Feb 2014	Spring 2018	Ongoing
2. Identify or develop curriculum/training program- Example: Brown Bag	June 2014		Achieved
3. Train staff	Dec. 2014		Ongoing
4. Provide ongoing oversight and monitoring of program	Ongoing		Ongoing

#### Strategic Target Area: Youth Based Programming

Goal 4: Improve participation in existing youth programming and services - Completed Nov. 2016

Goal Leader: Original Christa Shifflett Revised November 2016 Mark Gleason

Supporting Leaders: Dan Lenz, Stacy Wilson, Christine Binnix, Sam Carr, Megan

Key Tasks/Activities - Mark will update the dates	Original Target Dates	Revised	Achieved
1. Create a comprehensive list of organizations that sponsor youth programs (what, when, where)	Feb. 2014	Nov. 2016	Nov 2016
2. Identify the existing means of communication and promotion of youth programs School, social media and posters.	Feb. 2014		Nov. 2016
3. Explore additional means of communicating about the available programs	Apr. 2014		Nov. 2016
4. Identify barriers to participation	July 2014		Nov. 2016
5. Develop a plan to address barriers with goals, responsibilities and timelines	Aug. 2014		Nov. 2016
6. Implement By 21 <sup>st</sup> Century Grant - Check with Mike Hirsch with updates			

Goal 5: Assess the need for additional youth programs or the expansion of programming and implement

Goal Leader: Mark Gleason

Key Tasks/Activities - Mark will update the dates	Original Target Dates	Revised	Achieved
1. Create surveys targeting specific populations (parents, youth, providers)	Feb. 2014		Nov. 2016

2. Distribute surveys (perhaps with report cards; utilize churches, homeschool groups, private schools, pre-school	June 2014		Nov. 2016
3. Collect and analyze data	June 2014		
4. Share findings of surveys with appropriate stakeholders	Oct. 2014	Jan 2017	August 2017
5. Work to garner support for identified needs	Oct. 2014		Ongoing

**Strategic Target Area: Integrated Transportation**  
Improve transportation opportunities for our youth and families

**Goal 6: Delete- Completed by Trolley Service May 2017**  
**Not obtained - Goal is too broad and is being achieved by other entities.**

Goal 6: Expand public transportation and better coordinate service agency transportation

Goal Leader: Doug Stanley

Supporting Leaders: NSVRC

Key Tasks/Activities	Target Dates
1. Make an inventory of what is available	Mar. 2014
2. Apply for grant for a needs assessment and recommendations to identify and address gaps in the community	July 2014
3. If feasible, implement recommendations to coordinate transportation opportunities and expand public transportation options	July 2015

Potential Measures: Youth and families are able to get to where they need to go

Goal 7: Evaluate feasibility of activity bus

Goal Leader: Original Aaron Mitchell - Revised Mark Gleason

Supporting Leaders: WCPS and Parks and Recreation

Key Tasks/Activities	Original Target Dates	Revised	Achieved
1. Assess information on needs for activity bus	March 2014	August 2017	August 2017
2. Determine cost and feasibility of providing an activity bus	Mar. 2014	August 2017	August 2017
3. Identify funding opportunities and location of stops	Mar. 2015	August 2017	August 2017
4. Implement activity bus or recommend other options	July 2015	August 2017	August 2017

Measures: Additional opportunities for students to participate in activities and sports

**Goal 8: Not obtained - Goal is too broad and is being achieved by other entities.**

Goal 8: Improve accessibility /walkability to enhance health, employment and youth activities.

**Deleted**



**Goal 9: Not obtained - Goal is too broad and is being achieved by other entities.**

Goal 9: Maintain a high quality educational system by maintaining improvement in the Warren County Public School system -

**Have school write a report to show how this is being met. Mike Hirsch working on this.**

Goal Leader: Original Pam McInnis Revised Greg Drescher

Supporting Leaders: WCPS staff and Melody Sheppard

Key Tasks/Activities	Target Dates
1. Identify components of educational system that are working at a high level and those that are performing at a lower level	Mar. 2014 Annually
2. Make adjustments to educational programs as needed, both to high level and lower performing programs	July 2014
3. Increase public awareness of school system success	July 2014 Continuous
4. Continue facility capital improvement planning and implementation	Jan. 2014 Continuous
5. Encourage private support of public education	Jan. 2014 Continuous

**Goal 10: Not obtained - Goal is too broad and is being achieved by other entities.**

Goal 10: Maintain a high quality educational system by providing resources for non-traditional educational opportunities

**Private School, Faith based. Can school look up to see who is home schooled?**

Goal Leader: Nikki Lynch

Supporting Leaders: Faith-based organizations, Parks and Recreation, Schools

Key Tasks/Activities	Target Dates
1. Assess need for additional opportunities	July 2014
2. As feasible, provide opportunities to meet educational and recreation needs	July 2015
3. Market opportunities that are available	July 2015

Measures: Additional opportunities available for all youth

Additional Notes:

May need to examine higher education area in the Youth Services Strategic Plan

Consider Middle College at Lord Fairfax as a resource

**Goal 11: Not obtained - Goal is too broad and is being achieved by other entities.**

Goal 11: Develop and implement a strategy to address poverty's impact on our community by enhancing development opportunities between local governments-

Goal Leader: Jennifer McDonald

Supporting Leaders: County - Doug Stanley; Town - Steve Burke

Key Tasks/Activities	Target Dates
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1. Examine businesses which fit our community and locations that are available for development	Ongoing
2. Promote Front Royal/Warren County as place to do business	July 2014
3. Promote positive media	July 2014

**Goal 12: Not obtained - Goal is too broad and is being achieved by other entities.**

Goal 12: Develop and implement a strategy to address poverty's impact on our community by increasing the percentage of owner-occupied dwellings

Goal Leader: Linda Glavis and Beth Reavis

Supporting Leaders: Taryn Logan and Jeremy Camp

Key Tasks/Activities	Target Dates
1. Identify partners that are working with housing issues and define the goals and tasks	Mar. 2014
2. Identify programs that provide loans for home purchase - Blue Ridge Housing	July 2014
3. Conduct homebuyer seminars - Blue Ridge Housing	Dec. 2014

## IMPLEMENTATION ISSUES DISCUSSION

In reviewing the session work and the draft plan, what implementation issues can be identified?

1. Our initial observations of the Draft Strategic Plan are that it is broad, has a lot of initiatives, and there may be some overlap among the goals and action plans. The timeframes are heavily front-loaded and may need to be adjusted and spread out.
2. We may need to decide what we can best drive forward, but we can't ignore the economic impact of all the issues and the potential solutions that were identified.
3. The biggest issue is going to be funding: how and where to get it and how to spend it best.
4. We have a lot of staff support and have resources to apply to this. As a public body with support for this, we can do a lot.
5. We must consider how agencies will perceive the Strategic Plan. Will they be willing to relinquish control?
6. Structuring the Youth Commission well is going to be important. Some considerations include:
  - We have the leaders of the major institutions that are committed to supporting this.
  - We have to develop the right structure to steer this and get accountability.
  - The committees or task forces that are used to address the goals need someone or a body to which they are accountable.
  - There needs to be "something at the top" that everyone is willing to be answerable to and a place where final decisions are made.
  - Simultaneously, we have to maintain ownership from all participants.
  - The Youth Commission does not necessarily need to have control of the purse.
7. We may need to educate others who may not think that they need to be involved in order to get their support. We want to do this as a community and we need across the board support for it. Our participation gives us individual buy in and many of us can speak for our agency's support. Some agencies must buy in or this won't work. We need an active strategy to address this.
8. We have a lot of strengths upon which to build:
  - This is not new to us - we have done it before.
  - We have a lot of resources and can do a more with what we have by sharing information.
  - We are sitting in this room right now and taking ownership of this.
  - We are not being asked to give up funding right now.
  - This is a local initiative that is meaningful to our community, not a statewide project.
9. Some elements to consider in launching the Youth Services Strategic Plan are:

Communication - Need means of communicating about the Strategic Plan (initiation/ongoing)

Structure/Coordination - Need to get the structure in place (Youth Commission, staffing, etc.)

Launch - Do we do a press release? How do we initiate this to maximize success? Promotion?

Roles - What will the ongoing role of the members of this group be?

Evolution - Once completed, the Strategic Plan needs to be a living, breathing document. We need to establish a way to manage it, update it, review it regularly, communicate about it, etc.



## NEXT STEPS

Action Steps	When
1. Tyler will send Strategic Planning Session Report to Beth for distribution to the County Administrator and Youth Services Strategic Planning Session participants	By Dec. 12, 2014
2. Establish a structure to provide coordination of the Youth Services Strategic Planning process (i.e. direct, coordinate, make decisions, provide accountability) <ul style="list-style-type: none"> <li>Judge Sharp, Danny McEathron, Doug Stanley, Beth Reavis to meet/ formulate a strategy for the structure, including a Youth Commission</li> <li>See Page 19 for some of the group's input on the structure and Commission</li> <li>Develop a charter or bylaws to identify roles and responsibilities (could include a steering committee and large commission that is representative of the community's major partners)</li> <li>Have Youth Commission appointed by the Board</li> <li>Determine how to initiate the Commission with the Strategic Plan serving as its work plan (Get help from others if needed)</li> <li>Discuss/determine staffing and support needs; consider all options that could be used to meet the need</li> <li>Be aware that what you call it may affect the kind of funding you can access</li> </ul>	By March 1, 2014
3. County Administration will develop a strategy for staffing and support	
4. Strategic Planning Committee (Beth R./ Mark G./ Jeannie D./ Doug S./Mike H.) will create an Executive Summary of the Strategic Planning document and also write a press release <ul style="list-style-type: none"> <li>Create document that participants can use to inform colleagues of process/plan</li> <li>Can be with institutions/agencies that sponsored participant</li> </ul>	By Jan. 1, 2014
5. Each participant and his/her agency will be involved in the Strategic Plan and will thus begin to consider resources that can be used to address the goals and action plans. Consider budget and staffing allocations that could contribute to the goals in the Strategic Plan. Begin talking with colleagues about what may be required to enhance participation and readiness.	Immediately
6. Convene the Youth Commission	
7. Implement the Youth Services Strategic Plan	

### Strategic Target Area: CPMT Foundation and Structure

Goal 1: Hire CSA Coordinator **HIGH**

Champion: Amber Dopkowski

Supporting Staff: Winchester HR; CPMT

Key Tasks/Activities	Target Dates
1. Post position	Completed
2. Screen to 4 candidates	Completed
3. Interview (Note: This will be the third process; salary was the issue in the first two hire attempts)	Completed
4. Hire the CSA Coordinator	Completed
5. Provide training for the CSA Coordinator	Completed and ongoing

Goal 2: Develop performance standards and goals for CSA Coordinator

Champion: CSA Coordinator

Supporting Staff: CPMT

Key Tasks/Activities	Target Dates
1. CPMT to review job description and provide feedback on performance standards and goals to incorporate into performance plan	Completed
2. Incorporate additions and changes from CPMT after its review and consider in developing the selection process	Completed
3. Develop and implement a regular process by which the CPMT will provide performance guidance to the CSA Coordinator (to reflect its strategic priorities)	Completed
4. Develop and implement a process by which the CPMT evaluates the performance of the CSA Coordinator that is consistent with the City's performance management process/requirements	Completed

Goal 3: Complete and maintain policy manual and other documents to ensure compliance with CSA **HIGH**

Champion: Amber Dopkowski and CSA Coordinator

Supporting Staff:

Key Tasks/Activities	Target Dates
1. Conduct a review of the current manual	Completed
2. Identify missing components and create an action plan addressing the audit	Completed

findings, to include a regular review schedule	
3. Formulate, write and approve missing components	Completed
4. Make update and changes to current manual chapters being retained	Completed
5. Distribute final product	Completed

Goal 4: Complete development of and maintain CPMT forms to ensure compliance with CSA and efficient operations **HIGH**

Champion: Amber Dopkowski

Supporting Staff: Selected agency representatives

Key Tasks/Activities	Target Dates
1. Review current forms and identify what is missing	Completed
2. Solicit feedback on forms from users in order to improve them, including: What is missing or out of date, standardization needs, how to insure forms help us meet our requirements, how to make forms more "user friendly," and how forms can be used to address business process revisions	Completed
3. Formulate, develop, and approve missing forms	Completed
4. Make update and changes to current forms being retained	Completed
5. Consult with City Manager to make him aware of the need for a web site, including some of the needs listed below: <ul style="list-style-type: none"> <li>• A central repository where the public can obtain documents</li> <li>• Forms are available to all agencies that need them</li> <li>• Policies and procedures are available to all people who need them</li> <li>• A secure website to share protected documents that contain client information for specified individuals</li> </ul>	Completed
6. Consult with City IT to make web site available	Completed
7. Distribute final product onto a single accessible web site	Completed

Goal 5: Increase CPMT information availability to enable CPMT meetings to operate more efficiently

Champion: Mary Blowe

Supporting Staff:

Key Tasks/Activities	Target Dates
1. Make City Manager aware of need for web site	Completed

2. Develop list of functions desired in the web site	Completed
3. Consult city IT regarding site web development	Completed
4. Develop plan to post public documents to the public portion of the web site when these documents are distributed to CPMT	Completed
5. Discuss with CPMT options regarding how to present confidential data (i.e. how to distribute information before meeting; have data on screen during meeting; post on a secure website)	Tabled
6. Develop standard format for information from FAPT to be presented to the CPMT (Redact identifying information versus distribute encrypted versions of the packet versus post on a password protected web location)	Completed

**Strategic Target Area: Common Ground through Education, Training, and Shared Expectations**

Goal 6: Develop an orientation program/strategy for CPMT, FAPT and Case Managers **HIGH**

Champion: Kelly Bober

Supporting Staff: CSA Coordinator, CPMT/FAPT member TBD

Key Tasks/Activities	Target Dates
1. Identify orientation training material that should be addressed and what is specifically needed for the CPMT, FAPT, and case managers. Determine whether material already exists or needs to be created. If it needs to be created, identify a work group to do so.	Partially Completed
2. Develop packet/binder	Completed
3. Add packet to Winchester City government website	Completed
4. Implement orientation training for existing members (CPMT, FAPT, Case Managers)	Partially Completed
5. Implement orientation for new members (ongoing)	Partially Completed
6. Determine who/how to keep orientation materials current (i.e mechanism for updates)	Completed

Goal 7: Create a common understanding of roles and expectations between each level regarding CSA **HIGH**

Champion: Amber

Supporting Staff: CSA Coordinator and any other

Key Tasks/Activities	Target Dates
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1. Attend CSA training by Stacey Fisher of OCS on roles/ responsibilities of CPMT and FAPT	11/1/13 Not Completed
2. Schedule a joint meeting between CPMT and FAPT to discuss roles and responsibilities as a follow up to the training	1/1/14 Not Completed
3. Schedule quarterly joint meetings between CPMT and FAPT to discuss relevant issues	4/1/14 Not Completed

Goal 8: Provide accessible and updated forms to case managers

Champion: CSA Coordinator Supporting Staff: Agency Directors

Key Tasks/Activities	Target Dates
1. Send email to point person who will ensure that all case managers have current forms, as determined by CSA Coordinator or other subject matter expert. <ul style="list-style-type: none"> <li>• Additionally insure that we use a date stamp on all forms in the future</li> <li>• May make these available on a future website</li> </ul>	Completed
2. Contact local governmental official to determine how we can use web site for forms; problem solve any barriers to doing so	Completed
3. Determine who will manage the forms webpage to assure they remain current	Completed
4. Set a ongoing schedule for reviewing and updating forms, including how to "announce" new forms	Completed

Goal 9: Provide training to address relevant topics and improve skills/identify needs

Champion: Julie Van Winkle Supporting Staff: Susan Groom

Key Tasks/Activities	Target Dates
1. Send out survey to case managers, FAPT, CPMT members to develop top training needs	Ongoing
2. Prioritize topics and review with CPMT	Need Plan
3. Determine organizations/agencies/providers with appropriate expertise and inquire regarding willingness to participate	Ongoing
4. Identify location and schedule training - send invites	Ongoing

**Strategic Target Area: Data-Driven Accountability and Service Provision**



Goal 10: Develop contract for vendors

Champion: Paul Scardino      Supporting Staff: CPMT

Key Tasks/Activities	Target Dates
1. Evaluate model OCS contract for viability	1/1/14 Partially Completed
2. Review other area CPMT contracts	1/1/14 Partially Completed
3. Define provider responsibilities	3/1/14 Partially Completed
4. Define desired outcomes reporting formats	3/1/14 Partially Completed
5. Define specific outcomes to follow	2/1/14 Partially Completed
6. Incorporate outcomes reporting into contract	7/1/14 Partially Completed
7. Consider how to structure contracts that enable provider to have time and resources to create desired reports (Note: Paul to assist with this information)	7/1/14 Partially Completed

Goal 11: Ensure quality and appropriate level of services through UM and UR

Champion: CSA Coordinator      Supporting Staff: CPMT

Key Tasks/Activities	Target Dates
1. Review current FAPT UM/UR process including: FAPT reviews, plans, progress, outcomes, overall expenditures	7/1/14 Not Completed
2. Review and evaluate current UM/UR process to ensure it meets OCS requirements	7/1/14 Not Completed
3. Define how to incorporate outcomes data into our QA process	7/1/14 Not Completed

Goal 12: Develop and implement a system to track fund expenditures and service allocations

Champion: CSA Coordinator      Supporting Staff: CPMT

Key Tasks/Activities	Target Dates
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1. Develop a proposal for a system to track fund expenditures and service allocations (replicate the systems of others as appropriate)	Not Completed
2. Present proposed system to the CPMT	3/1/14 Not Completed
3. Define desired data	Not Completed
4. Define desired report schedule	3/1/14 Not Completed
5. Define interface and interaction with QA plan	7/1/14 Not Completed
6. Potential report types include the following: <ul style="list-style-type: none"> <li>• Costs by service (completed)</li> <li>• Costs by provider (2015)</li> <li>• Costs by population type (2015)</li> <li>• Costs by specific child (completed)</li> </ul>	Not Completed

#### Strategic Target Area: CPMT Services Development

Goal 13: Create action plan for services development

Champion: Julie Van Winkle

Supporting Staff: CPMT Members, CSA Coordinator

Key Tasks/Activities	Target Dates
1. Collect and review available data/reports and identify service gaps (individual CPMT Members will contact respective information holders to obtain this information)	1/1/14 Not Completed
2. Analyze and report on data findings to the CPMT (1-2 CPMT Members review the data and prepare the report)	5/1/14 Not Completed
3. Develop screening criteria/mechanism to identify priorities prior to CPMT meeting discussion	6/1/14 Not Completed
4. Agree on top priorities and prioritize them through CPMT meeting discussion	8/1/14 Not Completed
5. Develop Action Plans to address the priorities (to be developed within CPMT)	10/1/14 Not Completed
6. Implement the Action Plans as prescribed	Not Completed

Goal 14: Develop strategy to close gaps in mandated services, beginning with eligibility assessments **HIGH**

Champion: Mark Gleason      Supporting Staff: Paul Scardino

Key Tasks/Activities	Target Dates
1. Review existing models for completing eligibility assessments and bring information and recommendations to CPMT Members	Completed
2. Review in CPMT meeting, endorse particulars that are attractive to vendors and develop a CPMT review mechanism for looking at vendor proposals	Completed
3. Develop a strategy (i.e. mailing, meeting) to make our existing providers aware of the need that we have for eligibility assessments (potentially make vendors aware of some strategies used by other providers)	Completed
4. Review responses from interested parties and refine strategy as needed	Completed
5. Develop contract	Completed
6. Implement services as and replicate the process to close other service gap	Partially

# Warren County Youth Services Strategic Planning Session Report



Warren County Public Safety Building  
May 15, 2018

A. Tyler St.Clair  
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Lynchburg, Virginia 24504  
434-846-2428  
ats6t@virginia.edu



**Warren County Youth Services Strategic Planning Session Report  
May 15, 2018  
Warren County Public Safety Building**

**PURPOSE**

To enable the YAB to identify accomplishments and desired actions to fulfill its strategic plan and to establish the means for future County youth services planning

**GOALS**

1. Hear from the County Administrator regarding appreciation and future plans for youth services strategic planning as the 2013-2018 Strategic Plan comes to fruition
2. Briefly overview the history of the Youth Services strategic planning effort and review the Vision and strategic target areas established within the 2013-2018 Strategic Plan
3. Work together to identify community accomplishments related to the strategic target areas in the 2013-2018 Youth Services Strategic Plan
4. Using these target areas, identify specific goals the YAB wishes to undertake to be accomplished by the end of 2018 to bring closure to the Strategic Plan, including closure on projects underway and the interface with the Community Liaison
5. Develop a framework of action to bring identified goals to closure
6. Clarify a framework for transitioning the responsibility for youth services strategic planning to the CPMT after 2018
7. Identify follow through actions and responsibility

**PARTICIPANTS ON MAY 15, 2018**

Mr. Douglas P. Stanley, County Administrator, Warren County  
Mr. Mark Gleason, COO, Northwestern Community Services Board  
Mr. Daniel McEathron, Sheriff, Warren County  
Mr. Kerry Magalis, Chief, Front Royal Police Dept.  
Ms. Jeannie Decker, Warren County CSA Coordinator  
Mr. Michael Hirsch, Warren County Public Schools  
Ms. Linda Glavis, Warren County Board of Supervisors  
Ms. DeAnna Cheatham, Warren County Department of Social Services  
Mr. Daniel P. Lenz, Director, Warren County Parks and Recreation Department  
Ms. Stacy Wilson, Warren County Public Schools  
Mr. Peter Roussos, Director, Court Services Unit  
Ms. Michelle Smeltzer, Community Liaison

## YOUTH SERVICES STRATEGIC PLANNING BACKGROUND

Warren County first identified an interest in creating a strategic plan to address the needs of at-risk youth in a community-wide Court Best Practices Summit that was held in October 2012. There ensued much effort to bring together the County's professionals serving youth and other key stakeholders to create a strategic plan to address the needs of at risk youth and their families. A Strategic Planning session was conducted in December 2013 with 25 participants who were led through a process to assess the environment, identify needs, and then to develop a vision, goals, and action plans, forming a comprehensive strategic plan. The strategic plan identified the following Youth Services Vision and strategic target areas:



### WARREN COUNTY YOUTH SERVICES VISION December 10, 2013

In 2018, Warren County is known across the Commonwealth as a leading community that has worked collaboratively to create and maintain a high quality, responsive system of care for its youth and families with services that are:

- Equally accessible to all
- Well understood by informed stakeholders, permitting effective referrals and collaboration
- Appropriate and tailored to meet individual needs
- Sufficiently funded, including strategies that address specific service and funding gaps
- Efficient and well coordinated to achieve speedy access and avoid duplication
- Reflective of best practices that have been shown to work
- Seen as important community resources that require engagement and commitment
- Well supported through the efforts of volunteers, the educational community, the judicial system, the health care system, the faith based community, service agencies, businesses, and local governments

Warren County serves as a model community that proactively identifies the opportunities for development, creates realistic action plans, and directs its community-wide resources toward solutions.

To ensure the success of this vision by 2018, Warren County has identified 5 strategic target areas with specific goals that must be achieved to address them, which include:

- Central Coordination of Access and Funding
- Prevention and Identification of At Risk Factors
- Youth Based Programming
- Integrated Transportation
- Economic Sustainability and Self-Sufficiency

A primary goal of the Youth Services Strategic Plan was to appoint a youth commission that would create and oversee an office for centralized referral to complete the identified goals of the Plan. This resulted in the formation of the Youth Advisory Board (YAB) in 2014. In addition to appointing the YAB, a position in the Department of Social Services was identified and is being used as a Community Liaison. The position was made full time in July 2017.

Over the past 3 years, the County has made progress on the vision by:

- Developing a structure to address youth needs in the form of the Youth Advisory Board
- Appointing a 12-member Youth Advisory Board
- Being recognized by an achievement award from the Virginia Association of Counties (VACO) in 2016 for the development of the Youth Advisory Board
- Identifying a position to serve as Community Liaison/Human Services Coordinator
- Completing a review of the Strategic Plan to update it
- Completing a Youth and Recreation Choices Study and presenting information regarding it to the Board of Supervisors

As the Youth Services Strategic Plan is reaching the end of its 5-year duration, the Youth Advisory Board was assembled to determine what is needed to bring the Plan to closure and to have an effective transition for the responsibility for community planning.

What follows is the content from the Youth Services Strategic Planning Retreat held on May 15, 2018. This report should be used to plan future work of the YAB, to draft a final report to the Board of Supervisors of the YAB's 5 year activities and successes, and to identify and resolve transitions necessary for effective community planning.

## YOUTH SERVICES ACCOMPLISHMENTS

Participants were asked to determine accomplishments that have improved services to Warren County youth and the families over the 5-year period of the strategic plan (2013-2018) by using this question:

Looking at the strategic target areas in the 2013-2018 Youth Services Strategic Plan, identify community accomplishments that have addressed or improved these areas.

Strategic Target Areas:

1. Central Coordination of Access and Funding
2. Prevention and Identification of At-Risk Factors
3. Youth Based Programming
4. Integrated Transportation
5. Economic Sustainability and Self-Sufficiency

### Blue Group

DeAnna Cheatham, Kerry Magalis, Doug Stanley, Linda Glavis, Peter Roussos, Mike Hirsch, Hillary Wilfong

*(Note that the Blue Group numbered the 5 strategic target areas and referenced these in identifying accomplishments.)*

- DSS out-stationed a worker at the CSB (1)
- Health and Human Services Complex developed to create a “one stop shop” (1,3)
- Community Liaison position established; data record collection (1, 2, 3)
- MORE program, to create after school program for 6<sup>th</sup> graders (3)
- Back Pack Buddies (3)
- Transportation opportunities including the Corridor Connector, Town Bus, and Activity Bus (4)
- Northwest Prevention Collaborative (2)
- Program ALICE (Asset Limited, Income Constrained, Employed) focusing on needs of that population (5)
- United Way Impact Grant (impact driven model) (1, 2, 5)
- DSS grants, Wahoo Grant, 21<sup>st</sup> Century Grant, etc. (1, 2, 3, 5)
- New Middle School (5)
- CASA (1, 2, 3)
- Expanding career and technical programs (3)
- Social/emotional learning (2, 3)
- Stop the Bleed training, Active Shooter, and Shelter training (1, 2)
- Increasing school resource officers (2)
- Jubilee, community awareness of child abuse prevention (2)
- Chrome Books for every student in grades 6-12 (2)
- Parks and Recreation activities (3)
- Leach Run Parkway providing enhanced access (4)
- Phoenix Project (1, 2)
- Coats for Kids (3)
- Summer feeding (1, 2, 3)
- Baby Box (1, 2)



- Matt and ICC, System of Care (1, 2, 3)
- Mentoring Program - Law enforcement and CSB (1, 2, 3)
- Forensic Interviewing training (1, 2, 3)
- PRIDE training (3, 5)
- Family Partnership Meetings (1, 2, 3)
- Self harm and mental health intervention (1, 2, 3)
- The Glass Slipper (4)

#### Green Group

Jeannie Decker, Michelle Smeltzer, Danny McEathron, Stacey Wilson, Dan Lenz, Mark Gleason

*(Note that the Green Group referenced the 12 goals in the YAB Strategic Plan areas and referenced these in identifying accomplishments.)*

#### Goal 1:

- Youth Commission established
- Position created

#### Goal 2:

- Warren Coalition
- 21<sup>st</sup> Century Grant
- MORE program - grades 6, 7, 8

#### Goal 3:

- Brown Bag Lunches for service professionals
- Reporting to the Board of Supervisors
- Warren Coalition Annual Workshop
- Celebrate Kids Day
- More social media presence for the County

#### Goal 4:

- Doubled available programming
- Additional Parks and Recreation facilities
- Improved program book, web site, and outreach in Parks and Recreation
- DSS involved in more activities, including National Night Out, Child Abuse Prevention, Jubilee, and increased presence in the public and on social media
- Parks and Recreation sending more information to all public school students
- Parks and Recreation Schools Out program

#### Goal 5:

- Surveyed youth
- Northwestern expanded substance abuse programs and crisis mobile services
- Youth mentoring service with Warren County Sheriff's Office
- GO program
- WC and SHS combined to create Winter Guard

#### Goal 6:

- Corridor Connector - out to jail
- Front Royal Transit

- Leach Run Parkway; new bridges

Goal 7:

- Activity Bus – Warren County Public Schools middle schools for MORE program (currently underutilized)

Goal 8:

- Expansion and addition of walking trail
- Walking program
- Identification of trail locations
- 4H Nutrition program
- Comfort closets in schools

Goals 9-12:

- Revitalization of downtown and Main Street
- Built additional school (WCMS)
- New hospital to break ground soon
- IT Federal
- Dominion Power Plant
- EMT/Firefighter program for high school students
- Expansion of Governor's School
- Zipline
- Numerous new restaurants



## CONCLUSIONS REGARDING ACCOMPLISHMENTS

- We have done a lot
- Our lists are similar, so there is a lot of mutual awareness in this group
- The lists illustrate the breadth of services in Warren County, again reflecting why it is difficult to drill down and focus on a specific need or issue
- We have resources that people may not know about
  - Are we doing well enough in making sure that people know about these resources?
  - Are we marketing what we do and what we have available?
- There are potential untapped opportunities within this list
  - We could assist in connecting and linking opportunities and people
  - We could link potential users and providers to achieve a value-added approach
- This list reflects a natural evolution; we live in a dynamic community and this happens
- We are not becoming a “ghost town” – in fact, we are going in the opposite direction
- We have had a lot of consistency and continuity in our participation. From the original list of strategic planning participants (December 2013), we have only lost 6 members.
- Leadership matters
- We are in this for all the right reasons

## YAB STRATEGIC PLAN REVIEW

Participants were asked to review the YAB Strategic Plan to determine what was needed to bring the Strategic Plan to closure by December 2013, to include:

- What goals do we need to complete?
- Are there any quick wins to accomplish?

### Blue Group

#### Big Accomplishments:

- Solidified and expanded relationships between agencies
- Established the Community Liaison position/efforts
- Youth and Recreation Choices Survey completed

#### Yet to Do by End of 2018:

Do a marketing blast by the end of December 2013

Implement a strategy to market and promote existing Warren County programs and services

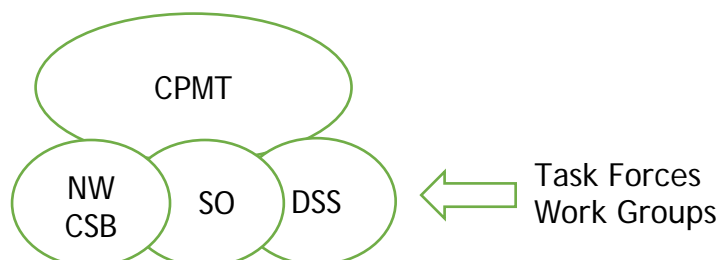
Build on the list that we have identified and acknowledge and promote all these programs

This effort can be linked with work that the YAB will be doing to collect information for the report to the Board

### Green Group

Note: This group spent time looking at the effective transition of the responsibility for community planning from the YAB to the CPMT, coming back with these recommendations:

- Goals 6 - 12 were previously taken off the list
- Goal 1 has been addressed
- Goals 2 - 5 need to remain on the list for addressing in future community planning
- The CPMT should look at existing linkages to find natural intersections where services could be enhanced or gaps could be addressed. Work groups or task forces should be carefully put together where logical intersections occur to exploit the resources that are there to ensure that there is an effective use of resources. The CPMT as a body cannot effectively oversee task groups that are ill-defined or struggle with purpose.
- CPMT could charter task groups and be clear and time limited. We will get more buy in where there is an understanding of what is expected and the boundaries. CPMT needs to be clear about what it is asking for - it can't be gray or just "an idea"



## DECISIONS FOR MOVING FORWARD

### Community Liaison Structure

- We acknowledge that the position evolved organically and that it may not be the same as what we thought it would be originally.
- The individual in the position has been very successful, serving as the contact that an individual or agency within the community can depend on to connect people who are in need with community resources.
- The position will remain under the Department of Social Services with a primary focus on providing support and services to members of our community who need help and coordination. Efforts to extract more reports and data collection from the position are achieved only at the expense of services to individuals who need it. Agencies will be responsible for getting their own specialized data so that the Community Liaison can do her job.
- The County will look into how to provide/fund resources within the CSA office separately to ensure that there is some cross-training and support for the current Coordinator. This may be a part-time position, but perhaps it can evolve to full time as the job grows. We may additionally adjust the office space for CSA.
- The Community Liaison is NOT the support to CSA.
- A clear means of two-way communication will be established.
  - The Community Liaison will provide service information to the CPMT via the DSS Director about needs and gaps that she is seeing in the community.
  - The CPMT is also responsible for providing information to the Community Liaison to ensure that she has what she needs to do her job effectively.
  - If there is a duplication of services, the CPMT Member is responsible for sharing this information and clarifying roles until resolution is achieved.

### CPMT Transition Issues

See VA Code 2.2-5206 Community policy and management teams; powers and duties: Coordinate long-range, community-wide planning that ensures the development of resources and services needed by children and families in its community including consultation on the development of a community-based system of services established under 16.1-309.3

In order to effect community planning as a CPMT, we will need to discipline ourselves to:

- Look at the membership and see if members need to be changed (can add members)
- Organize ourselves for the task - Goals 1-5 are our focus
- CPMT would be a place where issues or needs could be identified - look at how we should identify community needs and gaps and identify the community partners
- Use what we already have, including our inherent CPMT mechanisms
- In addition, use natural intersections/linkages to facilitate ongoing tasks of Goals 1-5
- Change the way that we currently delegate tasks. Be able to build coalitions of people to come together to address tasks, but ensure that their work is time limited
- To be effective, CPMT will need to be clear about what it is trying to accomplish (i.e. a study, boots on the ground, a new program, etc.) CPMT should identify community partners, the needs to be addressed, and be a conduit to for their work together.



## NEXT STEPS

1. Facilitator will send the YAB Strategic Planning Session Report to DeAnna
2. Hillary will disseminate the Strategic Planning Report to YAB Members
3. Mark will begin to work on the YAB Strategic Plan closing report to go to the Board
  - Members will need to provide summaries of the programs (see accomplishments)
  - Mark will let you know the form of this that he needs
4. YAB will work on the task of creating a marketing push, meeting during the months of July, September, and November
5. The CPMT will discuss the change in responsibility and find the ideal way to manage it, considering all issues (see page 9)
  - As the CPMT is appointed by the County but is charged by the state, its next step is to discuss this opportunity and have buy in. It falls to the CPMT to do community planning, but as a team, we will have to look at what we do and how we to do it differently.
  - At that time/meeting, CPMT needs to discuss this charge and decides where it needs to go as this will change the way that it does business. We are seeing different dynamics in our population and we can't continue to do business in the same way.
  - The CPMT will need to restructure how it operates to manage this new charge
  - Whatever is not done by the CPMT will need to be absorbed by the agencies.
6. The YAB will review the draft final report (prepared by Mark) in September 2018 so that changes can be made by December 2018.
7. Complete YAB strategic planning report by the end of the year
8. Present the YAB Strategic Planning Report to the Board of Supervisors at the beginning of 2019
9. Transition responsibility for community planning to the CPMT
10. Schedule a CPMT retreat to assist the body in the new responsibility



# COMMONWEALTH of VIRGINIA

## Department of Behavioral Health and Developmental Services

2100 Steppingstone Square  
Chesapeake, Virginia 23320-2591  
(757) 424-8240 Voice  
(757) 424-8380 TDD  
(757) 424-8348 FAX  
[www.sevtc.dbhds.virginia.gov](http://www.sevtc.dbhds.virginia.gov)

### SOUTHEASTERN VIRGINIA TRAINING CENTER

Angela Harvell, TRS, MSHA  
Facility Director

September 27, 2018

Dear CSA Coordinator,

The Department of Behavioral Health and Developmental Services (DBHDS), the Department of Medical Assistance Services (DMAS), and the Office of Children's Services (OCS) are working cooperatively to determine the number of Virginia citizens with intellectual and developmental disabilities receiving services in out-of-state placements. Our goal is to support individuals with ID/DD who will age out of educational or residential programs with transitioning back to Virginia to live in a home developed to meet their special needs. This includes both those placed for educational (IEP) and non-educational reasons. We have developed a process for assisting individuals, authorized representatives, community service boards, and providers with this important transition. In addition, DBHDS has partnered with two community providers, Good Neighbor Homes, Inc. and Community Residencies, Inc. to develop transitional homes in northern Virginia. Although, we anticipate completion of these homes by the end of fiscal year 2019, DBHDS is ready to assist individuals with beginning the transition process at any point moving forward.

You can support our efforts by contacting me directly when you have knowledge of individuals receiving services out-of-state who will age out of their residential and/or educational placement. Prior to the individual aging out of his/her program, notifications should be made as soon as possible. This will allow maximum time to adequately plan for his/her return. We are eager to keep the lines of communication open in order to ensure timely notifications and completion of critical action steps. I am available to meet with you and your co-workers about this process and discuss any questions or recommendations you may have. I am also available to attend regional or statewide meetings to discuss this venture with you and your colleagues.

You may contact me directly at 757-424-8379 (o) or 757-439-7555 (c). My address is:

Angela Harvell, Facility Director  
Southeastern Virginia Training Center  
Department of Behavioral Health Developmental Services  
2100 Steppingstone Square  
Chesapeake, VA 23320  
[Angela.Harvell@dbhds.virginia.gov](mailto:Angela.Harvell@dbhds.virginia.gov)

I look forward to hearing from you. Thank you for your cooperation with this matter.

  
Angela Harvell, TRS MSHA  
Facility Director

cc: Scott Reiner, OCS

**'Partners In Progress: Your Potential Is Our Passion'**

## **POLICY 3.6**

### **MANDATORY UNIFORM ASSESSMENT INSTRUMENT**

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#### **3.6.1 Purpose**

To provide consolidated guidance to local Children's Services Act (CSA) programs regarding the requirements for the utilization of the Child and Adolescent Needs and Strengths (CANS), the mandatory uniform assessment instrument used with all children and families receiving services through the CSA.

The specifications in this policy represent the minimum state CSA requirements for use of the CANS. Individual localities may adopt, through local policy, additional requirements at their discretion.

#### **3.6.2 Authority**

- A. Section 2.2-2648.D.11 of the Code of Virginia (COV) requires "a mandatory uniform assessment instrument and process to be used by all localities to identify levels of risk of Children's Services Act youth."
- B. Section 2.2-5210 of the COV specifies "utilizing a secure electronic database, the CPMT and the family assessment and planning team shall provide the Office of Children's Services with client specific information from the mandatory uniform assessment and information in accordance with subdivision D 11 of § 2.2-2648."
- C. Section 2.2-5212 A of the COV states "in order to be eligible for funding for services through the state pool of funds, a youth, or family with a child, ... shall be determined through the use of a uniform assessment instrument and process by the policies of the community policy and management team to have access to these funds."
- D. The 2018 Appropriation Act (Chapter 2, Item 282 B 8) states "The State Executive Council shall require a uniform assessment instrument."
- E. State Executive Council Policy 3.6 (adopted in December 2007 and updated in May 2008) establishes: "The Child and Adolescent Needs and Strengths Assessment (CANS) shall be the uniform assessment instrument for children and youth receiving services funded through the state pool. Use of the CANS shall be effective July 1, 2009."

### 3.6.3 Definitions

*"Child and Adolescent Needs and Strengths (CANS)"* means the Virginia versions of the Child and Adolescent Needs and Strengths assessment instrument, developed by John S. Lyons, Ph.D., as modified for CSA use. The Virginia CSA versions include the Standard and DSS-Enhanced CANS, each having two age versions (Birth to Four and Ages 5+) and each having a Comprehensive Version and a Reassessment version.

*"CANVaS 2.0"* means the online software application for the Virginia CANS created in accordance with COV §2.2-5210 to permit local governments to submit data from the mandatory uniform assessment to OCS.

*"CANS Certification"* means completion of the CANS training requirements, passing a certification examination and subsequent granting of a certificate on any CSA Virginia version of the CANS as required by the Praed Foundation.

*"Comprehensive CANS"* means a CANS full assessment, including the four child functioning domains, caregiver domain(s) and eight modules. The modules are rated only if prompted by a rating on specific trigger items.

*"Designated Super User / Report Administrator (DSU/RA)"* means a local staff person designated to serve as the Local Administrator for the CANVaS 2.0 system. DSU/RAs may be trained Super Users who are designated to serve in the role or other staff as determined by the locality. DSU/RAs serve as gatekeepers to CANVaS, have access to local CANS data including reports and are the locality's primary contact with OCS regarding CANS.

*"Discharge CANS"* means a Comprehensive version of the CANS, denoted as a "Discharge CANS" in the CANVaS 2.0. system, completed within 90 days prior to, at the time of, or 90 days following either the child and family's exit from CSA funded services or a final review by the Family Assessment and Planning Team (FAPT).

*"DSS-Enhanced CANS"* means the version of the Virginia CANS modified to include additional features for local Department of Social Services (DSS) use, including the ability to rate multiple caregivers and a Child Welfare module.

*"Initial CANS"* means a Comprehensive version of the Virginia CANS completed to determine eligibility for CSA-funded services in accordance with COV §2.2-5212.

*"Reassessment CANS"* means a Reassessment version of the Virginia CANS completed at regularly defined intervals as determined by local requirements, but no less than annually, for a child and family served by CSA. The Reassessment version does not contain the eight modules found in the Comprehensive version.



*“Standard CANS”* means the version of the Virginia CANS which does not include the additional features developed for the DSS-Enhanced CANS and is appropriate for use by public agency staff other than local DSS when administering the assessment.

*“User Agreement”* means the online document outlining the requirements for access and use of the CANVaS 2.0 site. Users shall indicate that they accept and honor these requirements.

### **3.6.4 CANS as the Mandatory Uniform Assessment Instrument**

- A. The Child and Adolescent Needs and Strengths assessment (CANS) shall be the uniform assessment instrument for children and youth receiving services funded through the state pool.
- B. All children receiving CSA state pool funded services shall have CANS assessments completed in accordance with the parameters specified in this policy.

### **3.6.5 Frequency of CANS Administration**

- A. Any child and family receiving CSA funded services shall be administered the CANS assessment.
- B. The Initial Comprehensive CANS is required to determine and/or support the child's eligibility for CSA consistent with the statutory requirement in COV §2.2-5212.
- C. The Initial CANS must be completed prior to the initiation of CSA-funded services described on a service plan (e.g., Individual Family Service Plan, Individualized Education Program, or Foster Care Plan), with an exception (14 days) for emergency services and placements as provided for in §2.2-5209.
- D. The CANS assessment is required annually. “Annually” is defined as within 60 calendar days of the anniversary date of the Initial CANS or subsequent Annual CANS, meaning the reassessment may fall 60 days prior to, on the date of, or 60 calendar days subsequent to the anniversary of the previous annual assessment date.
- E. The Reassessment version of the CANS may be used for the Annual assessment. Local governments shall have the discretion to use either the Comprehensive version or the Reassessment version of the CANS for the Annual assessment.
- F. The CANS completed within the time frame noted in D. above shall be referred to as the “Annual CANS.”
- G. Local policy adopted by the Community Policy and Management Team (CPMT) shall direct the frequency of reassessment of the CANS between the one year intervals of required Annual CANS unless otherwise required by another funding source (e.g. Medicaid).

H. The Discharge CANS shall be the Comprehensive version of the CANS.

- (1) Discharge CANS are required only when a child's CSA case is closed. A CPMT may opt to complete a Discharge CANS when transferring a case to another locality according to local written policy.
- (2) The Discharge CANS may be done 90 days prior to, at the time of, or within 90 days following either the completion of all CSA-funded services, or final FAPT review.
- (3) A Discharge CANS is not required in any of the following situations:
  - i. when a child and family receive CSA-funded services for less than 30 calendar days. An Initial CANS is required in such instances.
  - ii. at the time of transfer of services from one locality to another. The receiving locality will complete CANS as required per their local schedule.
  - iii. when one service ends, but the child and/or family continue to receive other CSA-funded services.

### **3.6.6 Use of the CANVaS 2.0 On-line Data System**

- A. Only employees of local government agencies (local department of social services, court services units, school divisions, community services boards/behavioral health authorities, and CSA offices) may create accounts in CANVaS 2.0 to carry out their job responsibilities in working with children and families.
- B. Prior to account creation, all users requesting access shall agree to the terms of the User Agreement required to access the CANVaS 2.0 site. The agreement addresses access, security and confidentiality, and closure (completion) of assessments within a specified time frame.

### **3.6.7 Required Certification by All CANS Assessors**

- A. Any individual who administers the CANS shall be appropriately certified on the use of the assessment. "Appropriately certified" means the individual has:
  - (1) completed one or more of the Virginia CSA training courses offered on the Praed Foundation CANS training and certification site;
  - (2) attained a score of 70 percent or higher on the certification exam;
  - (3) received a certificate granted by the Praed Foundation for the approved time frame of one year from date of certification; and
  - (4) administers the CANS only during the approved time frame of his or her certification.

- B. CANS completed by individuals who are not appropriately certified are not valid and shall not be used for any purpose, including service planning.
- C. Paper CANS score sheets may only be used if the individual administering the CANS is
  - (1) appropriately certified, and
  - (2) the information from the score sheet is entered into CANVaS within 60 days by the assessor or an authorized data entry person.
- D. Sharing of specific information such as ratings of items on a certification vignette to enable another individual to pass the certification exam is prohibited. Individuals who share or receive such information may lose access to CANVaS 2.0 at the discretion of the Office of Children's Services.

### **3.6.8 Policy Review**

This policy will be subject to periodic review by the State Executive Council for Children's Services.




# COMMONWEALTH of VIRGINIA

Scott Reiner, M.S.  
Executive Director

## OFFICE OF CHILDREN'S SERVICES *Administering the Children's Services Act*

### ADMINISTRATIVE MEMORANDUM #18-09

**To:** CPMT Chairs  
CSA Coordinators  
CSA Fiscal Agents

**From:** Maris Adcock,  Finance and Business Operation Manager

**Date:** October 12, 2018

**Subject:** CSA Local Administrative Funds Budget Plan

Effective with FY2019, the Office of Children's Services has implemented a new process for localities to request their Local CSA Administrative funds. This new process no longer requires a paper submission, physical signatures, and the mailing of the request to the Department of Education.

The new procedure is an electronic one done through the CSA Local Government Reporting application. The process is described in detail in the attached document and requires action by the CSA Coordinator, the CMPT Chair, and the Fiscal Agent. The CSA Coordinator originates the process and it is then sequentially approved by the CPMT Chair and the Fiscal Agent. Once initiated, e-mail notification will occur at each stage alerting the appropriate individual of the need to take action. The process requires that the CPMT Chair has established his/her account in the CSA Account Management System.

The attached instructions contain step-by-step directions along with screen shots of each step in the procedure. Submissions will be accepted between October 15, 2018 and June 15, 2019 at which time requests for the current year's Administrative Funds will be closed.

After the local Fiscal Agent has approved and submitted the Administrative Budget Plan, OCS recommends that the locality print and retain a copy.

Any questions about this can be directed to me at: [maris.adcock@csa.virginia.gov](mailto:maris.adcock@csa.virginia.gov) or 804-662-7451.

Thank you for your cooperation.