



## **Office of Children's Services**

Implementation of §2.2-2638.19. of the Code of  
Virginia (HB2212)

and

A Plan to Ensure Effective Local Implementation of  
the Children's Services Act

Report to the Chairmen of the House Appropriations and  
Senate Finance and Appropriations Committees pursuant to  
Item 293 (D and E) of Chapter 552 of the 2021 Acts of Assembly  
(Special Session 1)

November 1, 2021

This page intentionally left blank

## Table of Contents

<b>Authority</b> .....	<b>2</b>
<b>Executive Summary</b> .....	<b>3</b>
<i>Background</i> .....	<b>4</b>
<b>Implementation of § 2.2-2649.19. (HB2212)</b> .....	<b>6</b>
<i>Augmenting CSA Personnel</i> .....	<b>6</b>
<i>Identifying Available Data Sources</i> .....	<b>6</b>
<i>A Communication Strategy</i> .....	<b>8</b>
<i>Status as of November 1, 2021 and Remaining Developmental Tasks</i> .....	<b>8</b>
<b>A Plan to Expand OCS' Supervision of and Assistance to Local CSA Programs</b> .....	<b>9</b>
<i>Enhanced CSA Staffing and Scope of Work</i> .....	<b>9</b>
Estimated Costs .....	<b>11</b>
<i>Increased Financial Support for Local CSA Programs</i> .....	<b>11</b>
<b>Appendix A</b> .....	<b>13</b>
<b>Appendix B</b> .....	<b>18</b>
<b>Appendix C</b> .....	<b>20</b>
<b>Appendix D</b> .....	<b>21</b>
<b>Appendix E</b> .....	<b>23</b>

### ***Authority***

This report has been prepared and submitted to fulfill the requirements of Items 293 (D and E) of Chapter 552 of the 2021 Acts of Assembly (Special Session I). These provisions require the Office of Children's Services (OCS) to report on the implementation of new statutory requirements contained in House Bill 2212, 2021 Special Session I (Item 293.D.) and to develop a plan to modify its staffing and operations to ensure effective local implementation of the Children's Services Act. The plan shall include any new or different staff positions required, how those positions will be used to monitor and improve effectiveness, and the estimated cost of implementing these changes (Item 293.E.).

The report addressing both Items shall be submitted to the Chairs of the House Appropriations and Senate Finance and Appropriations Committees by November 1, 2021.

## ***Executive Summary***

This report addresses the requirements of Items 293 D. and E. of Chapter 552 (2021 Special Session), the Appropriation Act. Concerning the implementation of HB2212, the Office of Children's Services has made substantive progress in establishing the foundational activities for a successful launch of the required actions. Specific accomplishments include:

- Establishing a newly funded position and hiring a well-qualified individual for the role.
- Reviewing and summarizing all existing CSA performance, outcomes, and audit data to define the universe of information to be considered in identifying local CSA programs needing assistance.
- Convening a workgroup with local CSA stakeholders to review the data universe and advise OCS on implementing the process most effectively.
- Distributing informational communication to all local CSA programs to inform them of the new initiative.
- Developing a plan to enhance OCS' staffing resources and activities to ensure more effective local implementation of the CSA. This plan includes the addition of four regional consultants who will engage in various activities defined as needed by local CSA practitioners. The annualized cost of this plan is approximately \$500,000.
- Proposing an increase in the appropriation to support local CSA administration at a minimum of \$50,000 per locality, resulting in an additional need for \$2.5 million per year in state general funds.

## ***Background***

The Children's Services Act (CSA) program (originally codified as the Comprehensive Services Act) was created in 1992 to more efficiently and effectively serve Virginia children with significant social, emotional, behavioral, and educational challenges and who typically require services from multiple different programs and agencies. CSA-funded services include the full continuum of options, including residential placements (congregate care), community-based behavioral health (e.g., outpatient and in-home counseling), foster care and services to prevent the placement of youth in foster care, and educational services for students with disabilities placed in private special education day schools instead of public school.

The Children's Services Act is established as a "state supervised, locally administered" program. The state supervision of the CSA falls under the jurisdiction of the State Executive Council for Children's Services (SEC), a 21-member supervisory board established in § 2.2-2648 of the Code of Virginia (COV) and the Office of Children's Services (OCS). The SEC and OCS carry out a broad array of oversight and support functions to the local government entities, Community Policy and Management Teams (CPMT), which are the bodies responsible for implementing the CSA in Virginia's 133 independent counties and cities. CPMTs are established, and their powers and duties are defined, in §§ 2.2-5204 – 2.2-5206, COV. Through the activities of CPMT, localities have significant discretion over the program's operation within the general requirements established in the *Code* and the policies of the SEC.

The COV (§ 2.2-2649) establishes the statutory powers and duties of the OCS. The office serves as the administrative entity of the SEC and is assigned a specific set of responsibilities. Among these responsibilities are to:

12. Develop and implement uniform data collection standards and collect data, utilizing a secure electronic database for CSA-funded services;
13. Develop and implement a uniform set of performance measures for the Children's Services Act program; and
14. Develop, implement, and distribute management reports to the public and Community Policy and Management Teams (CPMT) to help evaluate child and family outcomes and public and private provider performance in delivering services to children and families through the CSA program.

*The 2020 JLARC Report and Resulting Legislation*

In 2019, the Joint Legislative Audit and Review Commission (JLARC) approved a staff study of the CSA. Among the elements of the study resolution was to:

- (v) evaluate state oversight and administration of the program;
- (vi) evaluate the local oversight and administration of the program, specifically with regard to delivering cost-effective services, evaluating service delivery outcomes, and managing individual cases; and
- (vii) determine whether any fundamental changes are needed to the program to improve the efficiency and effectiveness of servicing youth and their families.

The final JLARC report, issued in November 2020, while indicating the program had a generally positive set of outcomes, highlighted several areas for improvement. The chapter of the report focusing on the role and responsibilities of the Office of Children's Services suggested that the Code of Virginia could be "more explicit about the role of OCS for local programs and should specify that OCS has the responsibility to intervene when necessary to ensure the consistency, quality, and effectiveness of local CSA programs" (JLARC Report, page 61). This finding resulted in Recommendation 13 of the Report. In the 2021 session of the General Assembly, Delegate Kenneth Plum, the JLARC Chair, introduced House Bill 2212, which codified this recommendation as § 2.2-2649.19.:

- 19. Provide for the effective implementation of the CSA in all localities by (i) regularly monitoring local performance measures and child and family outcomes; (ii) using audit, performance, and outcomes data to identify local programs that need technical assistance; and (iii) working with local programs that are consistently underperforming to develop a corrective action plan for submission to the OCS and the SEC.

The House of Delegates and the Senate unanimously passed HB2212. Additionally, the General Assembly provided funding for one new staff member at OCS to assist with carrying out these new responsibilities. Chapter 552, Item 293.D. directed OCS to report on the implementation of HB2212. This report addresses that requirement.

The JLARC report also noted that the Office of Children's Services does not currently have the capacity to work closely with localities to improve effectiveness. This circumstance is due to limited staffing and a resulting lack of ability "to consistently or substantively connect with local programs, regularly evaluate individual programs' effectiveness or recommend policy changes, and consistently perform site visits to each locality" (JLARC Report, page 64). The resulting Recommendation 15 was included in the Appropriation Act as Chapter 552, Item 293. E. and required OCS to submit a plan to

accomplish this recommendation. The second component of this report addresses that requirement.

### **Implementation of § 2.2-2649.19. (HB2212)**

"Provide for the effective implementation of the Children's Services Act (§ 2.2-5200 et seq.) in all localities by (i) regularly monitoring local performance measures and child and family outcomes; (ii) using audit, performance, and outcomes data to identify local programs that need technical assistance; and (iii) working with local programs that are consistently underperforming to develop a corrective action plan for submission to the Office and the Council."

#### *Augmenting CSA Personnel*

With the additional funding and full-time equivalent (FTE) position provided through the Appropriation Act, OCS has established, recruited, and hired a new Program Consultant to serve as the lead staff to implement this requirement. Appendix A contains the Employee Work Profile (EWP) or position description.

The individual selected for the position had previously served for three years as a local CSA Coordinator. She began her employment with OCS on September 27, 2021.

#### *Identifying Available Data Sources*

The legislation required monitoring local performance measures and child and family outcomes and using audit, performance, and outcomes data to identify local programs that need technical assistance and may be consistently underperforming. In the late Spring and Summer of 2021, OCS internal staff met on several occasions to catalog existing information that met the criteria spelled out in the legislation. This process resulted in an exhaustive list of data sources and some not yet existent sources that could be utilized to accomplish the newly established requirements. Presented in detail in Appendix B, these data sources included:

- Existing performance measures (child, family, and programmatic outcomes) in the State and Local CSA Performance Measures Excel Application found on the CSA website and updated annually. These outcomes are also available in the CSA Continuous Quality Improvement (CQI) Dashboard on the website.
- CSA Utilization Reports provide additional data on length of stay (LOS) for CSA overall program involvement by youth and families and the LOS for specific services and service categories. This data is available on the CSA public website.
- CSA program financial data includes the use of protected and special education wraparound funds (specifically mentioned in the JLARC report) and several indicators that a program may need technical assistance around budgeting and reporting expenditures to the state.



- CSA Exception Reports internal to OCS and examine local program performance (expenditures, utilization patterns) that are significantly divergent for overall state averages.
- CSA Audit results from the (at least triennial) OCS audits of each local CSA program. Data from audits include the number and nature of audit findings and the successful completion of corrective action plans emerging from the audit engagements. This data is being manually compiled for previous years. Newly acquired audit management software (Pentana) will provide more automated collection and analysis of this data in the future.
- CSA indicators concerning diversity, equity, and inclusion in local outcomes and service utilization patterns disaggregated by race and sex. These newly developed measures are part of the OCS implementation of its ONE Virginia Plan for diversity, equity, and inclusive excellence.
- Measures yet to be developed/implemented including:
  - Timeliness of local CSA activities (per JLARC report)
  - Outcomes for specific services and service providers (per JLARC report)
  - Indicators of meaningful family engagement
  - Retention and turnover among local CSA Coordinator positions
  - Matching of CANS (Child and Adolescent Needs and Strengths) assessment results with services provided. The CANS is required to be completed periodically on all youth and families receiving CSA-funded services.

### *State and Local Implementation Workgroup*

A workgroup of OCS staff and local government representatives was convened to develop an implementation plan for HB2212. The workgroup included ten local CSA coordinators representing localities of different sizes and geographic regions. The group had more tenured Coordinators and those relatively newer in their positions. Additionally, long-term partners from the Virginia Association of Counties and the Virginia Municipal League were engaged. Eight OCS staff from different areas of the agency participated. The names and affiliations of the workgroup members can be found in Appendix C. The OCS Executive Director led the group, and it met for three two-hour meetings in September 2021.

The first two meetings of the workgroup focused on providing an orientation to the newly enacted requirements, a review of the existing CSA data, discussion of the value and potential "weighting" of various data elements in identifying local CSA programs that might be "underperforming" or in need of technical assistance, the overall framework of

these efforts (e.g., having a technical assistance and program improvement versus a more potentially "punitive" audit perspective), and messaging on how to communicate about the new program to local CSA representatives.

After thoughtful review and discussion, the workgroup endorsed the use of all of the proposed data. It was a clear conclusion that data needed to be understood in context before reaching any conclusions about whether a local program was "underperforming." For example, the undue influence of few cases in jurisdictions serving relatively low numbers of youth and families, the need to use data to raise questions for discussion before reaching conclusions, and taking steps to understand the local context for specific data points were all highlighted as being critical to a successful partnership with local programs.

The workgroup also served to educate some local members about different data collected by OCS and emphasized that not all local CSA Coordinators are fully aware of these data sources and their potential uses. This reinforced the need for continued educational efforts by OCS around the use of data by local programs.

#### *A Communication Strategy*

The workgroup assisted OCS in identifying critical components of an effective approach to communicating about this new initiative. Key messages include:

- Announcement of the newly hired OCS staff leading this effort;
- The emphasis on program improvement and the distinction from OCS audit activities and potential fiscal recoveries;
- Reinforcement that the local CSA program is the responsibility of multiple stakeholders, not just the work of the CSA Coordinator;
- A focus on policies, practices, and outcomes with a strengths-based orientation, seeking to build on existing areas of expertise and success; and
- A collaborative approach toward problem identification and development of Program Enhancement Plans.

The OCS Administrative Memo containing this communication and distributed to local CSA stakeholders can be found in Appendix D.

#### *Status as of November 1, 2021 and Remaining Developmental Tasks*

As of the date of this report, the lead Program Consultant has begun reviewing the various data elements and meeting with OCS team members who have expertise in the various areas reflected in the data. Information about the new initiative is being disseminated through different communication channels, including a formal OCS Administrative Memorandum, released on October 29.

The remaining tasks include the development of a standard format for the Program Enhancement (Corrective Action) Plans. It is anticipated that these will closely mirror the Strategic Planning templates that have been developed for local program use with the CSA Continuous Quality Improvement Toolkit. The template includes identification of data reviewed, observations about the data and why it may generate program improvement activities, planned responses and goals, and assigned responsibilities and timeframes for action.

This initiative will be presented to the State Executive Council for Children's Services at its December 2021 meeting. At that time, a preliminary discussion about how the SEC wishes to receive information on these Program Enhancement Plans will be placed on the agenda.

### **A Plan to Expand OCS' Supervision of and Assistance to Local CSA Programs**

As suggested in Recommendation 15 of its report, JLARC and the corresponding language in the Appropriation Act, OCS should determine how it could effectively and efficiently expand its supervision of and assistance to local CSA programs, the resources needed, and how those resources would be used. The previously discussed workgroup used its third meeting to define how this might best be accomplished.

#### *Enhanced CSA Staffing and Scope of Work*

As suggested by JLARC and supported by the workgroup, OCS proposes to hire four additional program consultants and assign each to one of five geographic regions in the state. OCS also proposes to convert the newly established position discussed earlier in this report into a fifth regional position. This configuration would result in each regional consultant being assigned responsibility for approximately 25 local CSA programs. This regional assignment will allow each consultant to become highly familiar with local policies and work directly with localities to improve effectiveness. The regional placement could mirror the Virginia Department of Social Services' regions, where regional consultants for numerous VDSS program areas already exist. Preferred candidates would be individuals with specific CSA implementation experience, ideally as a successful CSA Coordinator with at least two years experience.

The workgroup identified specific responsibilities which the new CSA regional consultants would carry out that would be most helpful to local CSA programs. These include, in no order of importance:

- The activities incorporated into the newly established Program Consultant position (e.g., monitoring data, identifying the need for technical assistance, developing program enhancement plans)

- Follow-up in implementing quality improvement plans emerging from audit findings
- Helping to organize (as appropriate) regional collaborative efforts to develop common policies, joint negotiation of rates, and standard contract with service providers (mentioned by JLARC)
- Helping to identify and address regional service gaps (provider development)
- Better understanding and operationalizing the roles of the CSA Coordinator, CPMT, and FAPT
- Build competencies in CSA Coordinators, CPMT, and FAPT members as detailed in the recently released Core Competencies document developed by the SLAT as a part of the SEC Strategic Plan
- Immediate onboarding and on-site training of new coordinators (mentioned by JLARC)
- Regular visits to monitor performance and provide consultation (mentioned by JLARC)
- Sitting in on CPMT meetings and providing feedback and coaching (mentioned by JLARC)
  - Helping with strategic planning and execution
  - Improved budgeting practices / Expenditure projections
  - Enhanced understanding of state fiscal processes
  - Assist with policy revisions emerging from both state requirements and local changes
- Sitting in on FAPT meetings and providing feedback and coaching on service planning, family engagement, and other topics (mentioned by JLARC)
- Formal training on System of Care principles
- Developing local measurement strategies
- Sharing "best practices" from across the region

In the coming months, input from the State and Local Advisory Team (SLAT) and the state agencies responsible for similar state-supervised, locally administered programs will be engaged using the information provided in this report as a starting point for discussion. JLARC recommended this consultation.

OCS and the workgroup firmly believe that these regional CSA consultants would significantly enhance the effective local implementation of the Children's Services Act.

## Estimated Costs

The estimated cost for each of four new proposed positions would include salary (Program Consultants are a Band 5 on the state pay classification), benefits, recurring travel costs and associated operational costs, and one-time start-up costs (computers and printers).

The following table summarizes those estimated annual projected costs projected for each position:

Category	Estimated Cost per Position
Salary	\$ 75,000
Benefits (Taxes, Health Insurance, etc.)	\$ 40,000
Recurring Maintenance and Operations, Training	\$ 5,000
Travel (assignment of a state car)* (x 5 positions)	\$ 6,384
<b>Annual Recurring Costs</b>	<b>\$126,384</b>
Start Up Costs (Computer and peripherals)	\$ 3,100

\* Projected vehicle cost = \$22,000 amortized over 84 months (\$363/month), \$120 per month operation fee to Office of Fleet Management, approximately \$150 per month in fuel charges.

*The total requested amount to fund this plan is:*

Salary, benefits, and recurring operations for four positions = \$480,000

Travel costs (state vehicles) for five positions = \$31,920

**Total Recurring Costs per year = \$511,920**

**Start Up (one time) Costs for four positions = \$12,400**

### *Increased Financial Support for Local CSA Programs*

The CSA can be a time-consuming and complex program for localities to implement. Many localities have an office of several staff carrying out program management and coordination, fiscal, contracting, and utilization review activities. Other (mostly smaller) localities operate their programs with part-time staffing. The state budget (Appropriation Act) provides annual allocations to localities for this purpose. This funding is designated as "Local Administrative Costs" in Item 292.C.4. of the Act. The language specifies that "localities are encouraged to use administrative funding to hire a full-time or part-time local coordinator for the Children's Services Act program."

Approximately five years ago, after many years of remaining unchanged, the amount of state general funds for this purpose was raised to \$2,060,000 per year. This amount includes state general funds and required local matching funds, bringing the total to \$3.2

million per year. The Act specifies that each locality shall receive the larger of \$12,500 or an amount equal to two percent of the total state pool allocation.

For FY2022, 95 localities received a total of less than \$20,000 (including the local matching funds), and 114 of 130 local programs received a state and local total of less than \$50,000 for administrative costs. As the program has grown more complex and greater accountabilities instituted, localities have uniformly made known that the state administrative support is insufficient. There is suboptimal staff in terms of both positions and the ability to attract and retain highly skilled individuals.

OCS recently collected data from localities concerning their administrative costs (Recommendation 14 in the JLARC report). The results indicate that against the \$3.2 million appropriated, localities spent a total of \$8.8 million in personnel costs and an additional \$1.1 million in non-personnel costs to support the CSA program (118 of 130 programs reporting), for a total of \$9.9 million or an additional \$5.7 million above the state appropriation. Additional local support ranged from \$0 (40 localities), \$1 - \$25,000 (21 localities), \$25,001 - \$50,000 (15 localities), \$50,001 - \$100,000 (16 localities), over \$100,000 (25 localities), and almost \$3 million (1 locality). The average additional funding to meet existing personnel costs was for programs responding to the survey costs was \$116,803, and for non-personnel costs, \$17,600.

While it is likely unrealistic to request an additional \$10 million to support local administrative costs, it is recommended that additional appropriations be approved to bring all local programs to a minimum allocation of \$50,000, inclusive of local matching requirements. For the 114 potential impacted programs, the amount required would be \$3,634,573 (\$2,479,007 state general funds and \$1,155,567 in local matching funds). It is also recommended that these funds be awarded only to localities who agree to hire a full-time CSA Coordinator or demonstrate why a full-time coordinator is not needed. In such instances, the locality will need to show how the funds can otherwise be used to support their local CSA program.

A spreadsheet showing the impacted localities and the additional allocations requested can be found in Appendix E.

**Appendix A**



## EMPLOYEE WORK PROFILE (EWP)

Part I: Position Identification Information	
<b>Employee's Name:</b>	<b>Employee's ID #:</b>
<b>Position Number:</b> W5432	<b>Agency Name &amp; Code; Division/Department:</b> Office of Children's Services / 200
<b>Work Location Code:</b> Richmond, VA (760)	<b>Occupational Family &amp; Career Group:</b> Program Administration
<b>Role Title &amp; Code:</b> Program Administration Specialist II / 19212	<b>Pay Band &amp; Quartile:</b> 5
<b>Work Title:</b> Program Consultant	<b>SOC Title &amp; Code:</b> Human Services Program Consultant / 21-0000
<b>Level Indicator:</b> <input checked="" type="checkbox"/> Employee <input type="checkbox"/> Supervisor <input type="checkbox"/> Manager	<b>FLSA Status:</b> <input checked="" type="checkbox"/> Exempt <input type="checkbox"/> Non-Exempt
<b>Employees Supervised:</b> Does employee supervise 2 or more employees (FTEs)? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No   If yes, how many?	<b>Sensitive Status:</b> <input checked="" type="checkbox"/> Non-Sensitive <input type="checkbox"/> Sensitive <input type="checkbox"/> FTI Sensitive
<b>Supervisor's Position Number:</b> W3113	<b>Supervisor's Role Title &amp; Code:</b> Program Administration Manager III / 19216
<b>Designated:</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<b>On-Call:</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Alternate Work (Position):</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<b>Telework (Position):</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>SOEI:</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<b>EEO Code:</b>
<b>Effective Date:</b> July 1, 2021	

Part II: Work Description & Performance Plan
<p><b>Organizational Objective:</b></p> <p><b>Mission:</b> Empowering Communities to Serve Youth</p> <p><b>Vision:</b> A collaborative, child-centered, family-focused, community-based system of care that effectively meets the needs of youth and their families in the Commonwealth.</p>
<p><b>Purpose of the Position:</b></p> <p>This is a professional position which, under the guidance and advice of the OCS Assistant Director: Serves as a member of the program consultation team in supporting program, policy, training, and technical assistance activities that promote the vision of the Children's Services Act (CSA) and implements the strategic plan of the State Executive Council (SEC) and OCS.</p> <p>This position works closely with local CSA programs, including Community Policy and Management Team (CPMT) Chairs, Family Assessment and Planning Teams (FAPT), local government officials, and CSA Coordinators by regularly monitoring local performance measures, child and family outcomes, performance, and outcome data, and CSA Audit reports to identify "underperforming" local programs that need technical assistance. Works with identified local CSA programs to develop a corrective action plan for submission to OCS' leadership and the SEC. Coordinates resources, tools, technical assistance, peer consultation, and best practices to facilitate the development of local systems of care that improve local CSA program performance and outcomes for youth and their families in a cost-effective manner. Advises the OCS Assistant Director and Executive Director, and as appropriate, the SEC and State and Local Advisory Team (SLAT) workgroups on performance measurement, Continuous Quality Improvement, policy development, best practices, effective strategies, and recurring policy, program, and fiscal issues facing localities that may need to be addressed through collaboration with local CSA programs and relevant partner agencies.</p>

Creates an atmosphere of open communication with key stakeholders. Encourages community CSA leaders to involve key stakeholders as an integral part of the assessment, planning, delivery and managing of services with children and their families.

Collaborates with policy experts and regional specialists from other state agencies to connect localities with resources and to facilitate communication and problem solving on policy, program, and child specific issues. Coordinates and contributes to the development and delivery of training and technical assistance for localities.

Serves as a resource on effective implementation of CSA policy, performance management, continuous quality improvement, and best practices. As a member of OCS program consultation team, shares effective practices across communities and engages in creative problem solving to support and improve local CSA performance and outcomes for children and families.

Serves as OCS contact for consultation on local practices, policies and program management. Advises the OCS Assistant and Executive Directors, the SLAT and the SEC on policy, program and fiscal issues affecting localities' performance and service delivery in order to help facilitate improvements at the community, regional and levels to improve Virginia's system of care for CSA children and their families.

In carrying out these functions, the position is expected to exercise objectivity and independence in all duties.

**KSA's and/or Competencies required to successfully perform the work (attach Competency Model, if applicable):**

Considerable direct experience working in at least one service system related to the Children's Services Act (e.g., mental health, foster care, special education, juvenile justice, families). Considerable knowledge and/or direct experience working as a CSA Coordinator, or with children served through the CSA system and/or CSA administrative activities. Considerable knowledge of data analysis, performance management and operations of community-based systems of care.

Considerable experience in researching, analyzing, and applying complex state and federal human services regulations and in accurately analyzing demographic, service, outcome and fiscal data.

Ability to effectively advocate for the needs of children with emotional and behavioral problems, in a fiscally responsible way.

Ability to incorporate cross systems perspectives and understand how different agencies interact (mental health, education, social services, juvenile justice, private/public) in planning, delivering and transitioning services for CSA children.

Considerable knowledge and experience with facilitating successful collaboration in partnership with families among different sectors (e.g., mental health, education, social services, juvenile justice, private providers, judges) to creatively identify, develop, fund and evaluate effective services and supports to meet the strengths and needs of children and their families.

Experience in facilitating successful local, state and local government partnerships.

Experience in providing training and technical assistance related to the children's service delivery system.

Highly developed interpersonal skills with demonstrated ability to establish and maintain effective relationships with diverse stakeholders.

Excellent communication skills with demonstrated ability to actively listen, ask probing questions, incorporate different perspectives, and frame issues.

Advanced skills in facilitating problem-solving of complex policy and service delivery issues in a creative and resourceful manner and using objective data to frame and solve problems.

Ability to motivate others and promote teamwork and collaboration.

**Education, Experience, Licensure, Certification required for entry into position:**

Bachelor's degree in human services field (e.g., social work, psychology, nursing, sociology, criminal justice, health policy, etc.) preferred. Master's degree strongly preferred in one of these areas.

Demonstrated professional experience in: delivery, administration and/or coordination of direct services with children, including activities such as, case management or service coordination; in working at or with local systems of care; and in creating collaborative relationships across several agencies/organizations and/or levels of government.

Demonstrated effective communications with diverse stakeholders and levels of people within and across organizations.



<b>Weight Factor %</b>	<b>Core Responsibilities</b>	<b>Measures for Core Responsibilities</b>
30%	<b>Performance Measurement and Reporting</b>	<p>Serves as a subject matter expert on approaches to analyzing local CSA utilization, performance, outcomes, and other reports/measures, and regularly monitors local program, service, and financial data.</p> <p>Develops and implements methodologies for determining underperforming localities needing attention and assistance with efforts to effectively operate CSA programs;</p> <p>Regularly reviews OCS reports and various data sources to improve outcomes by establishing continuous quality improvement activities.</p> <p>Consults with local CPMTs and CSA Coordinators to develop plans to address and correct identified areas needing improvement and opportunities to increase effectiveness.</p> <p>Regularly (e.g., monthly, quarterly, yearly) informs OCS management on data collection, analysis, findings, and reports on performance measurement and improvement activities conducted.</p> <p>Prepares and provides reports for a variety of management, stakeholder, and oversight audiences.</p>
30%	<b>B. Program Improvement: Performance Improvement and Technical Assistance</b>	<p>Provides expert training and technical assistance to localities determined to need improvement and/or assistance to achieve effective management and delivery of CSA services and administrative operations, in accordance with statutes, SEC policies and CSA Guidance.</p> <p>Promotes opportunities and strategies for local CSA programs and stakeholders to develop skill acquisition, systems change, and performance improvement.</p> <p>Develops and conducts in-person and distance learning opportunities for local CSA partners to promote accomplishing CSA financial and program requirements, and promoting effective and efficient CSA practices, according to the approved annual CSA training plan.</p> <p>Develops/contributes to the development of high quality distance/non-traditional learning opportunities through the Knowledge Center and other appropriate technologies (e.g., webinars).</p> <p>Contributes to OCS, newsletters, website, TA resource library, and other communication vehicles.</p> <p>Supports and/or delivers presentations at the annual CSA Statewide Conference.</p>

25%	<b>C. Program Oversight</b>	<ul style="list-style-type: none"> <li>• Serves as lead staff in developing and publishing reports of performance measurement and program improvement activities provided.</li> <li>Contributes ideas and suggestions for achieving effective, responsive customer service. Identifies problems effectively and offers logical solutions. Shows initiative and creativity in promptly handling customer requests. Corrects problems within the scope of authority or refers to management as appropriate.</li> <li>• Remains knowledgeable on relevant program measurement and improvement issues, research, trends, resources, and linkages.</li> <li>• Partners with CSA stakeholders to implement best practices to continually improve local CSA program performance and outcomes of CSA services.</li> <li>• Serves as OCS liaison (attends meetings, shares information, with OCS leadership) and provides updates on performance data and summaries to OCS, stakeholder groups, work groups and other stakeholders.</li> <li>• Provides clear and consistent program improvement assistance, policy-related and technical assistance to local CSA programs</li> </ul> <p>Develop policy clarifications and, in collaboration with management, ensure dissemination to stakeholders through various means including publication of FAQs, fact sheets, Administrative Memos, etc.</p> <p>Provide OCS management with expert level support and assistance in the review, development, integration and implementation of new or revised CSA policies/requirements.</p>
	<b>Stakeholder Relations/Customer Service</b>	<p>Develops working relationships with key local leaders in CSA programs.</p> <p>Assists local representatives with navigation through the CSA system in a professional and competent manner.</p> <ul style="list-style-type: none"> <li>• Interacts positively and professionally with stakeholders and staff during all contacts.</li> </ul>
5%	OCS Values	<p>Demonstrates support for the values of OCS including:</p> <ul style="list-style-type: none"> <li>o Keeping the OCS mission and Inclusive Excellence as guiding principles in all efforts.</li> <li>o Working as a team, stimulating enthusiasm.</li> <li>o Maximizing creativity and critical thinking through open dialog.</li> <li>o Exhibiting trust and instilling confidence in other team members.</li> <li>o Promoting a positive community image as the outcome of our work.</li> </ul>

Special Assignments	Measures for Special Assignments
A.	
B.	
C.	
D.	

## Employee Development Plan

### Physical Demands & Activities

<p><b>Lifting Amount:</b></p> <p><input type="checkbox"/> Minimal Lifting &lt;10 lbs.</p> <p><input checked="" type="checkbox"/> Light Lifting 10-20 lbs.</p> <p><input type="checkbox"/> Moderate Lifting 20-50 lbs.</p> <p><input type="checkbox"/> Heavy Lifting &gt;50 lbs.</p>	<p><b>Other Physical Demands &amp; Activities:</b></p> <p><input type="checkbox"/> Pushing</p> <p><input type="checkbox"/> Pulling</p> <p><input checked="" type="checkbox"/> Sitting</p> <p><input checked="" type="checkbox"/> Standing</p> <p><input type="checkbox"/> Bending</p> <p><input checked="" type="checkbox"/> Walking</p> <p><input type="checkbox"/> Climbing</p> <p><input type="checkbox"/> Reaching</p> <p><input type="checkbox"/> Repetitive Motion</p>
<p><b>Mental/Sensory Demands:</b></p> <p><input checked="" type="checkbox"/> Reasoning</p> <p><input checked="" type="checkbox"/> Memory</p> <p><input checked="" type="checkbox"/> Hearing</p> <p><input checked="" type="checkbox"/> Reading</p> <p><input checked="" type="checkbox"/> Logic</p> <p><input checked="" type="checkbox"/> Analyzing</p> <p><input checked="" type="checkbox"/> Verbal Communication</p> <p><input checked="" type="checkbox"/> Written Communication</p> <p><input type="checkbox"/> Other _____</p>	<p><b>Emotional Demands:</b></p> <p><input checked="" type="checkbox"/> Fast Pace</p> <p><input checked="" type="checkbox"/> Frequent Change</p> <p><input checked="" type="checkbox"/> Intense Customer Interaction</p> <p><input checked="" type="checkbox"/> Multiple Stimuli</p> <p><input checked="" type="checkbox"/> Multiple Priorities</p>
<p><b>Environmental Demands:</b></p> <p><input type="checkbox"/> Extreme cold (below 32 degrees) - source:</p> <p><input type="checkbox"/> Extreme heat (above 100 degrees) - source:</p> <p><input type="checkbox"/> Noise (need to shout in order to be heard) - source:</p> <p><input type="checkbox"/> Exposure to dust/gas/fumes/steam/chemicals - source:</p> <p><input type="checkbox"/> Work outdoors (no effective protection from weather)</p> <p><input type="checkbox"/> Walking on uneven ground (gravel, rocks, mounds)</p> <p><input type="checkbox"/> Work at heights (such as on scaffolding or ladders)</p> <p><input type="checkbox"/> Working around moving machinery (fork-lifts, tractors, mowers)</p> <p><input type="checkbox"/> Protective Equipment Required (respirator, mask, earplugs, gloves, eyewear, etc.)</p> <p><input type="checkbox"/> Potential exposure to infectious diseases</p> <p><input type="checkbox"/> Other:</p> <p><input checked="" type="checkbox"/> None (not substantially exposed to adverse environmental conditions)</p>	

**Part III: Confidentiality Statement and FLSA Statement**

**Confidentiality Statement:**

I acknowledge and understand that I may have access to confidential information regarding employees, clients, or the public. In addition, I acknowledge and understand that I may have access to proprietary or other confidential information or business information belonging to the Department. Therefore, except as required or permitted by law, I agree that I will not:

Access or attempt to access data that is unrelated to my job duties at the Department;

Disclose to any other person, or allow any other person, access to any information related to the Department that is proprietary or confidential and/or pertains to employees, students, clients/patients.

Disclosure of information includes, but is not limited to, verbal discussions, FAX transmissions, electronic mail messages, voicemail communication, written documentation, "loaning" computer access codes, and/or any other transmission or sharing of data.

I understand that employees, clients, or others may suffer irreparable harm by disclosure of proprietary or confidential information and that the Department may seek legal remedies available to it should such disclosure occur. Further, I understand that violations of this agreement may result in disciplinary action, up to and including, termination of my employment.

**FLSA Statement:**

I agree to the following conditions required by the Federal Fair Labor Standards Act (FLSA):

As a Non-Exempt employee, I will not work: Extra hours (for example- beyond 40 hours in a workweek); Prior to the start of my daily work schedule; after ending my daily work schedule; or through lunch periods unless I receive specific instruction/permission from my supervisor.

As an Exempt employee, I understand that I may occasionally need to work extra hours without receiving additional pay or accruing compensatory leave.

My signature indicates I agree with, and will abide by the terms and conditions of the Confidentiality Statement and the FLSA Statement (above). I understand that a breach of any of these Statements may result in disciplinary action up to and including job termination.

--	--

Employee's Signature:	Date:
-----------------------	-------

**Part IV: Review of Work Description/Performance Plan**

<b>Employee's Comments:</b>	Signature:	Date:
	Print Name:	
<b>Supervisor's Comments:</b>	Signature:	Date:
	Print Name:	
<b>Reviewer's Comments:</b>	Signature:	Date:
	Print Name:	

**Appendix B**

**CSA Local Performance Measures and Child and Family Outcomes Monitoring**  
**§ 2.2-2649. B. 19.**

<b>Source:</b>	<b>Indicator(s):</b>
<b>CSA Performance Measures (Excel) Application</b>	FC Discharges to Permanency (% below target)
	FC Community based Placements (% below target)
	CSA % Community-Based Services
	CSA % ICC Utilization
	CANS Change: Emotional/Behavioral Domain
	CANS Change: School Domain
	CANS Change: Strengths Domain
	CSA Composite Indicator
<b>CSA Financial Data</b>	Utilization of Protected Funds
	Utilization of SPED Wrap funds
	State Pool Refunds / Negative Refunds
	Timeliness of Filings
	Use of Supplement Process
	Use of Supplement Process
	Average duration of purchase orders
<b>CSA Utilization Reports</b>	Length of Stay for targeted services
	Total CSA Length of Stay
<b>CSA Exception Reports</b>	Review all indicators +/- 2 standard deviations
	Shows practice patterns incongruent with state "averages" on expenditures, population served, and service utilization
<b>CSA Audit Program (Need to compile manually)</b>	Number of CSA related findings from non-CSA audits
	Number and nature (level) of CSA audit findings
	Successful completion of correction actions
<b>State-Sponsored Utilization Review (Mostly qualitative)</b>	Timely submissions
	(Response to TA)
<b>Diversity, Equity, and Inclusion Indicators</b>	Disaggregated outcomes data by race and sex
	Disaggregated data on key services
<b>To Be Developed</b>	Timeliness of local FAPT/CPMT Processes (JLARC)
	Outcomes for specific services/providers
	Look at LOS by outcomes (JLARC)
	Family Engagement
	Completion of On-Line Training Courses in the VLC
	Retention/Turnover of CSA Coordinator and Supporting Staff
CANS Match to IFSP Services	

## Appendix C

<b>OCS Workgroup on Implementation of HB2212</b>
--

<b>Local Representatives</b>	
Janet Areson	Virginia Municipal League
Katie Boyle	Virginia Association of Counties
Prell Gross	CSA Coordinator, York County, City of Poquoson
DeDreama Harrod	CSA Coordinator, New Kent and Charles City Counties
Rachel Hash	CSA Coordinator, City of Winchester
Belinda Johnson	CSA Coordinator, Westmoreland County
Sharon Minter	CSA Coordinator, City of Alexandria
Julie Payne	CSA Coordinator, City of Roanoke
David Sargent	CSA Coordinator, Cumberland County
Kelie Smith	CSA Coordinator, Craig County
Angel Young-Gill	CSA Coordinator, Dinwiddie County
Rudy Zavala	CSA Coordinator, Accomack and Northampton Counties

<b>OCS Representatives</b>	
Anna Antell	Program Consultant
Mary Bell	Program Consultant
Annette Larkin	Program Auditor
Zandra Relaford	Assistant Director
Scott Reiner	Executive Director
Howard Sanderson	Senior Research Analyst
Courtney Sexton	Program Consultant
Kristy Wharton	Finance and Business Manager

## Appendix D



# COMMONWEALTH of VIRGINIA

Scott Reiner, M.S.  
Executive Director

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

### ADMINISTRATIVE MEMO #21-16

**TO:** CSA Coordinators  
CPMT Chairs  
CPMT Members

**FROM:** Scott Reiner, Executive Director  
Courtney Sexton, Program Consultant

**RE:** Implementation of HB2212 – Improving Local CSA Performance

**DATE:** October 29, 2021

In the fall of 2020, the Joint Legislative Audit and Review Committee (JLARC) issued its report of its study of the CSA program. If you haven't seen the report, it can be found at [this link](#). Among the findings was a recommendation that the Office of Children's Services (OCS) be directed to:

“to provide for the effective implementation of the Children's Services Act program in all localities by (i) regularly monitoring local performance measures and child and family outcomes; (ii) using audit, performance, and outcomes data to identify local programs that need technical assistance; and (iii) working with local programs that are consistently underperforming to develop a corrective action plan that will be submitted to OCS and the State Executive Council.” (Recommendation 13, page 62).

The 2021 General Assembly (HB2212) codified this recommendation as §2.2-2649.19. in the section of the Code of Virginia that details the duties and responsibilities of the OCS. OCS was allocated one additional position to assist in carrying out this requirement. Courtney Sexton, previously the CSA Coordinator in James City County, has been hired into that position.

A workgroup of local CSA coordinators assisted OCS in shaping how we intend to move forward. We wish to emphasize that our goal is for program improvement, not to establish another auditing process. There will be no financial penalties or referral to the auditors emerging from our engagements and we hope the expected program improvements will reduce/prevent future audit findings.

We also wish to highlight that we view your local CSA program as the work of the entire group of stakeholders. This new activity is not an evaluation of the CSA Coordinator, nor will it focus on their role any more than any other role in the local program. The focus will be on policies, practices, and all aspects of the local CSA program, striving to identify existing strengths that are a resource to enhance areas needing improvement. The Program Consultant will assist with developing and executing a Program Enhancement Plan that will address areas jointly identified through the data review and consultation processes.

Localities will be identified for consultation based on a review of existing data. We will soon be finalizing a listing of the types of data to be reviewed and we will share that with you. The OCS Program Consultant will reach out to your local CSA staff to initiate the process as needed. OCS will also consider voluntary requests for this type of in-depth consultation, and we will develop a request form for this purpose. The current mechanism for requesting specific technical assistance remains in place and can be accessed through <https://www.csa.virginia.gov/Contact/TechnicalAssistance/2>.

We ask that you share this information with your Community Policy and Management Team members and other appropriate persons in your community, including city/county administrators.

Please direct any questions to either Scott Reiner ([scott.reiner@csa.virginia.gov](mailto:scott.reiner@csa.virginia.gov)) or Courtney Sexton ([Courtney.sexton@csa.virginia.gov](mailto:Courtney.sexton@csa.virginia.gov))

We are excited to bring this heightened level of program improvement resources to the CSA program and look forward to working with you.



## Appendix E

### Increased Local Administrative Support to Localities Currently Receiving Less than \$50,000 per Year

Locality	Match Rate	Current Allocation	Added Amount to Reach \$50K	Local Share of Added Amount	State Share of Added Amount
LUNENBURG	16.98%	\$ 12,993	\$ 37,007	\$ 6,283	\$ 30,724
RUSSELL	18.94%	\$ 13,307	\$ 36,693	\$ 6,949	\$ 29,744
NORTHAMPTON	19.71%	\$ 13,436	\$ 36,564	\$ 7,208	\$ 29,356
BUCKINGHAM	20.23%	\$ 13,523	\$ 36,477	\$ 7,379	\$ 29,098
RADFORD	20.35%	\$ 13,542	\$ 36,458	\$ 7,417	\$ 29,041
GRAYSON	21.09%	\$ 13,669	\$ 36,331	\$ 7,661	\$ 28,670
BLAND	21.09%	\$ 13,670	\$ 36,330	\$ 7,662	\$ 28,668
CHARLOTTE	22.04%	\$ 13,837	\$ 36,163	\$ 7,970	\$ 28,193
PRINCE EDWARD	22.32%	\$ 13,886	\$ 36,114	\$ 8,059	\$ 28,055
LEE	22.45%	\$ 13,909	\$ 36,091	\$ 8,101	\$ 27,990
GREENSVILLE/EMPORIA	22.66%	\$ 13,947	\$ 36,053	\$ 8,169	\$ 27,884
MECKLENBURG	22.86%	\$ 13,984	\$ 36,016	\$ 8,235	\$ 27,781
FLOYD	23.24%	\$ 14,053	\$ 35,947	\$ 8,354	\$ 27,593
BUENA VISTA	23.29%	\$ 14,062	\$ 35,938	\$ 8,370	\$ 27,568
ACCOMACK	23.32%	\$ 14,068	\$ 35,932	\$ 8,381	\$ 27,551
HALIFAX	23.35%	\$ 14,074	\$ 35,926	\$ 8,390	\$ 27,536
ROCKBRIDGE	23.36%	\$ 14,076	\$ 35,924	\$ 8,393	\$ 27,531
SMYTH	23.37%	\$ 14,077	\$ 35,923	\$ 8,395	\$ 27,528
PITTSYLVANIA	23.55%	\$ 14,111	\$ 35,889	\$ 8,453	\$ 27,436
SUSSEX	23.87%	\$ 14,170	\$ 35,830	\$ 8,554	\$ 27,276
BRUNSWICK	24.39%	\$ 14,267	\$ 35,733	\$ 8,715	\$ 27,018
TAZEWELL	24.55%	\$ 14,298	\$ 35,702	\$ 8,767	\$ 26,935
COVINGTON	24.96%	\$ 14,375	\$ 35,625	\$ 8,892	\$ 26,733
PATRICK	25.39%	\$ 14,458	\$ 35,542	\$ 9,025	\$ 26,517
BRISTOL	25.47%	\$ 14,473	\$ 35,527	\$ 9,048	\$ 26,479
APPOMATTOX	26.39%	\$ 14,654	\$ 35,346	\$ 9,327	\$ 26,019
HOPEWELL	26.67%	\$ 14,711	\$ 35,289	\$ 9,413	\$ 25,876
NOTTOWAY	26.86%	\$ 14,749	\$ 35,251	\$ 9,469	\$ 25,782
STAUNTON	26.99%	\$ 14,774	\$ 35,226	\$ 9,506	\$ 25,720
WYTHE	27.08%	\$ 14,793	\$ 35,207	\$ 9,534	\$ 25,673
AMHERST	27.22%	\$ 14,821	\$ 35,179	\$ 9,574	\$ 25,605
WISE	27.55%	\$ 14,889	\$ 35,111	\$ 9,673	\$ 25,438
WASHINGTON	27.60%	\$ 14,899	\$ 35,101	\$ 9,688	\$ 25,413

Locality	Match Rate	Current Allocation	Added Amount to Reach \$50K	Local Share of Added Amount	State Share of Added Amount
HENRY	27.86%	\$ 14,952	\$ 35,048	\$ 9,763	\$ 25,285
POQUOSON	27.87%	\$ 14,955	\$ 35,045	\$ 9,767	\$ 25,278
FRANKLIN CO	28.30%	\$ 15,044	\$ 34,956	\$ 9,892	\$ 25,064
GILES	28.98%	\$ 15,188	\$ 34,812	\$ 10,088	\$ 24,724
CRAIG	29.01%	\$ 15,196	\$ 34,804	\$ 10,098	\$ 24,706
CARROLL	29.10%	\$ 15,214	\$ 34,786	\$ 10,122	\$ 24,664
PULASKI	29.23%	\$ 15,242	\$ 34,758	\$ 10,158	\$ 24,600
WESTMORELAND	30.25%	\$ 15,466	\$ 34,534	\$ 10,448	\$ 24,086
CUMBERLAND	30.40%	\$ 15,499	\$ 34,501	\$ 10,489	\$ 24,012
DICKENSON	30.42%	\$ 15,502	\$ 34,498	\$ 10,493	\$ 24,005
CAMPBELL	31.07%	\$ 15,650	\$ 34,350	\$ 10,673	\$ 23,677
PAGE	28.65%	\$ 15,686	\$ 34,314	\$ 9,833	\$ 24,481
CHARLES CITY	31.31%	\$ 15,703	\$ 34,297	\$ 10,737	\$ 23,560
NELSON	31.32%	\$ 15,706	\$ 34,294	\$ 10,741	\$ 23,553
KING AND QUEEN	31.44%	\$ 15,734	\$ 34,266	\$ 10,773	\$ 23,493
GALAX	31.46%	\$ 15,738	\$ 34,262	\$ 10,779	\$ 23,483
SCOTT	31.54%	\$ 15,757	\$ 34,243	\$ 10,800	\$ 23,443
BUCHANAN	31.56%	\$ 15,761	\$ 34,239	\$ 10,805	\$ 23,434
RICHMOND CO	32.27%	\$ 15,927	\$ 34,073	\$ 10,996	\$ 23,077
SOUTHAMPTON	32.30%	\$ 15,935	\$ 34,065	\$ 11,005	\$ 23,060
NORTON	32.54%	\$ 15,990	\$ 34,010	\$ 11,067	\$ 22,943
AMELIA	32.68%	\$ 16,024	\$ 33,976	\$ 11,103	\$ 22,873
AUGUSTA	33.02%	\$ 16,105	\$ 33,895	\$ 11,192	\$ 22,703
LEXINGTON	33.02%	\$ 16,105	\$ 33,895	\$ 11,193	\$ 22,702
NORTHUMBERLAND	33.04%	\$ 16,110	\$ 33,890	\$ 11,197	\$ 22,693
CAROLINE	33.08%	\$ 16,119	\$ 33,881	\$ 11,208	\$ 22,673
MARTINSVILLE	33.21%	\$ 16,151	\$ 33,849	\$ 11,242	\$ 22,607
MADISON	33.55%	\$ 16,232	\$ 33,768	\$ 11,328	\$ 22,440
DINWIDDIE	33.58%	\$ 16,240	\$ 33,760	\$ 11,336	\$ 22,424
FREDERICKSBURG	34.41%	\$ 16,446	\$ 33,554	\$ 11,546	\$ 22,008
GREENE	34.71%	\$ 16,522	\$ 33,478	\$ 11,620	\$ 21,858
SALEM	35.13%	\$ 16,629	\$ 33,371	\$ 11,723	\$ 21,648
BOTETOURT	36.02%	\$ 16,861	\$ 33,139	\$ 11,938	\$ 21,201
ISLE OF WIGHT	36.13%	\$ 16,890	\$ 33,110	\$ 11,963	\$ 21,147
KING GEORGE	36.27%	\$ 16,926	\$ 33,074	\$ 11,996	\$ 21,078
GLOUCESTER	36.87%	\$ 17,087	\$ 32,913	\$ 12,135	\$ 20,778
FRANKLIN CITY	37.10%	\$ 17,151	\$ 32,849	\$ 12,189	\$ 20,660

Locality	Match Rate	Current Allocation	Added Amount to Reach \$50K	Local Share of Added Amount	State Share of Added Amount
PRINCE GEORGE	37.16%	\$ 17,166	\$ 32,834	\$ 12,201	\$ 20,633
CULPEPER	37.67%	\$ 17,306	\$ 32,694	\$ 12,316	\$ 20,378
HARRISONBURG	38.08%	\$ 17,422	\$ 32,578	\$ 12,407	\$ 20,171
FLUVANNA	38.11%	\$ 17,430	\$ 32,570	\$ 12,413	\$ 20,157
HIGHLAND	38.22%	\$ 17,459	\$ 32,541	\$ 12,436	\$ 20,105
KING WILLIAM	38.53%	\$ 17,548	\$ 32,452	\$ 12,503	\$ 19,949
ESSEX	38.53%	\$ 17,549	\$ 32,451	\$ 12,504	\$ 19,947
YORK	38.88%	\$ 17,650	\$ 32,350	\$ 12,579	\$ 19,771
SUFFOLK	24.32%	\$ 17,782	\$ 32,218	\$ 7,836	\$ 24,382
SURRY	39.79%	\$ 17,916	\$ 32,084	\$ 12,766	\$ 19,318
COLONIAL HTS.	40.27%	\$ 18,059	\$ 31,941	\$ 12,862	\$ 19,079
ORANGE	40.83%	\$ 18,232	\$ 31,768	\$ 12,972	\$ 18,796
RAPPAHANNOCK	41.99%	\$ 18,595	\$ 31,405	\$ 13,187	\$ 18,218
MATHEWS	42.71%	\$ 18,829	\$ 31,171	\$ 13,313	\$ 17,858
MANASSAS PARK	42.73%	\$ 18,837	\$ 31,163	\$ 13,317	\$ 17,846
BATH	42.78%	\$ 18,851	\$ 31,149	\$ 13,325	\$ 17,824
NEW KENT	43.29%	\$ 19,021	\$ 30,979	\$ 13,411	\$ 17,568
MIDDLESEX	43.33%	\$ 19,035	\$ 30,965	\$ 13,417	\$ 17,548
POWHATAN	43.42%	\$ 19,064	\$ 30,936	\$ 13,432	\$ 17,504
WARREN	38.53%	\$ 19,167	\$ 30,833	\$ 11,880	\$ 18,953
LANCASTER	43.91%	\$ 19,231	\$ 30,769	\$ 13,510	\$ 17,259
LOUISA	44.01%	\$ 19,267	\$ 30,733	\$ 13,526	\$ 17,207
SHENANDOAH	35.17%	\$ 19,487	\$ 30,513	\$ 10,730	\$ 19,783
JAMES CITY COUNTY	44.83%	\$ 19,554	\$ 30,446	\$ 13,650	\$ 16,796
WILLIAMSBURG	45.53%	\$ 19,804	\$ 30,196	\$ 13,748	\$ 16,448
DANVILLE	22.23%	\$ 20,216	\$ 29,784	\$ 6,620	\$ 23,164
MONTGOMERY	28.34%	\$ 20,621	\$ 29,379	\$ 8,326	\$ 21,053
CLARKE	47.97%	\$ 20,733	\$ 29,267	\$ 14,040	\$ 15,227
GOOCHLAND	48.71%	\$ 21,030	\$ 28,970	\$ 14,110	\$ 14,860
WAYNESBORO	38.43%	\$ 22,147	\$ 27,853	\$ 10,704	\$ 17,149
MANASSAS	41.68%	\$ 24,422	\$ 25,578	\$ 10,660	\$ 14,918
ROCKINGHAM	34.45%	\$ 25,463	\$ 24,537	\$ 8,454	\$ 16,083
WINCHESTER	45.87%	\$ 25,470	\$ 24,530	\$ 11,253	\$ 13,277
STAFFORD	44.39%	\$ 26,166	\$ 23,834	\$ 10,581	\$ 13,253
FAUQUIER	45.84%	\$ 26,621	\$ 23,379	\$ 10,716	\$ 12,663
ALLEGHANY	19.24%	\$ 27,129	\$ 22,871	\$ 4,400	\$ 18,471
FREDERICK	43.48%	\$ 28,541	\$ 21,459	\$ 9,331	\$ 12,128

Locality	Match Rate	Current Allocation	Added Amount to Reach \$50K	Local Share of Added Amount	State Share of Added Amount
SPOTSYLVANIA	45.88%	\$ 29,530	\$ 20,470	\$ 9,391	\$ 11,079
CHARLOTTESVILLE	30.68%	\$ 29,763	\$ 20,237	\$ 6,209	\$ 14,028
ROANOKE COUNTY	43.97%	\$ 29,793	\$ 20,207	\$ 8,885	\$ 11,322
HANOVER	44.44%	\$ 35,872	\$ 14,128	\$ 6,278	\$ 7,850
ALBEMARLE	44.74%	\$ 39,422	\$ 10,578	\$ 4,732	\$ 5,846
BEDFORD COUNTY	33.60%	\$ 47,599	\$ 2,401	\$ 807	\$ 1,594
LYNCHBURG	27.36%	\$ 48,629	\$ 1,371	\$ 375	\$ 996
			<b>\$ 3,634,574</b>	<b>\$ 1,155,567</b>	<b>\$ 2,479,007</b>