

AGENDA
State & Local Advisory Team (SLAT)
Children's Services Act

Thursday, December 1, 2016, 9:30 a.m. – 12:00 p.m.
Richmond Room
1604 Santa Rosa Road, Richmond, VA 23229

- 9:30 Introductions & Chair Remarks – Tamara Temoney**
- 9:40 Approval of Minutes – October 6, 2016 Meeting**
- 9:45 Update on DMAS/Magellan IACCT Implementation**
- 10:00 OCS Report – Scott Reiner, Executive Director**
- 10:20 Continued Development of the SLAT Work Plan**
- 11:40 Member Updates**
- 12:00 Adjourn**

2016 - 2017 SLAT Meetings: February 2; April 6; June 1

**MINUTES – October 6, 2016
STATE & LOCAL ADVISORY TEAM (SLAT)
CHILDREN'S SERVICES ACT
Dining Hall, UMFS
3900 W. Broad Street
Richmond, VA**

Members Present: Tamara Temoney, Ph.D., SLAT Chair, CPMT – LDSS Representative; Andelicia Neville, Parent Representative; Shannon Updike, Private Provider Representative; The Honorable Greg Carr, Juvenile and Domestic Relations District Court Representative; Karen Reilly-Jones, CSA Coordinators Network; Sabrina Gross, DOE; Angela Neely, CPMT – School Representative; Susan Aylor, CPMT – School Representative; Beth Stinnett, DJJ; Letha Fisher, VDH; Brian Campbell, DMAS; Carl Ayers, VDSS

Members Absent: Chuck Walsh, CPMT – CSB Representative; Ron Belay, CPMT – CSU Representative

Guests and Staff Members Present: Mills Jones, Jackie Cowan, Nick Bonaccorsy, John Dougherty, Katie Boyle, Penny Combs, Claiborne Mason, Hadley Corcoran, Leah Mills, Di Hayes, Janet Areson, Scott Reiner, Kristi Schabo, Marsha Mucha.

Introductions and Chair Remarks

Tamara Temoney, SLAT Chair, called the meeting to order at 9:37 a.m. She welcomed members and guests. Introductions were made.

Approval of Minutes

The minutes of the August 4, 2016 meeting were approved on a motion by Shannon Updike, seconded by Carl Ayers and carried.

Public Comment

Public comments were made concerning implementation of the new Magellan/DMAS Independent Assessment, Certification and Coordination Team (IACCT) process. Karen Reilly-Jones, SLAT Vice-Chair and CSA Coordinator for Chesterfield/Colonial Heights presented comment on behalf of several CSA coordinators unable to attend the meeting:

- Jeannie Decker – Warren County
- Margie Messick – Culpeper County

Mrs. Reilly-Jones also made public comment.

At the conclusion of public comments, Mr. Reiner reported that he had received additional information concerning IACCT implementation. He reported a one week delay for localities to decide whether or not they would like to apply to become the IACCT. Policy implementation will be delayed one month and rates are still under consideration. Questions should be directed to DMAS.

After further discussion, members decided on a motion by Karen Reilly-Jones and seconded by Pam Fisher, to gather concerns to present in an aggregate format to Dr. Hazel, Chair of the SEC. The motion carried and Karen Reilly-Jones volunteered to receive/compile the input from individual members. Input should be submitted to her by mid-November.

SEC Report

Dr. Temoney provided a report on the September 15 SEC meeting. She noted that the following reports were presented, reviewed by the SEC and will be submitted as required:

- SLAT report to the SEC on the Use of State Pool Funds for Wraparound Services for Students with Disabilities was accepted by the SEC and will be forwarded to the Commission on Youth (COY) as requested.
- Workgroup report on Options for Funding Educational Costs for Students Placed through Medicaid in Psychiatric Residential Treatment Facilities for Non-Educational Reasons.
- Workgroup report on Options for Increasing the Integration of Children Receiving Special Education in Private Day Settings into their Home School Districts.

OCS Report

Mr. Reiner reported final FY16 OCS service expenditures of \$364M a 6% increase over FY15. The increase was primarily due to an increase in the number of private day educational placements.

He also reported that OCS and VDSS will be issuing guidance on licensure of providers of independent living services. Mr. Reiner noted that a number of providers of independent living services have been operating without proper licensure.

Review of SLAT Activities in the FY16-18 CSA Work Plan

Dr. Temoney explained that the remainder of the meeting would be used to identify trends and/or the top concerns of members. Once identified, these items will be compared to the goals and strategies for the FY16-FY18 biennial plan endorsed by the SEC and SLAT at their joint retreat last December.

Members were asked to write the top two issues of the groups they represented and to post them on the easels provided. (List of issues attached.) Dr. Temoney and members then linked broad issues for further discussion. Members discussed a number of potential ways to further support parent/family involvement in the CSA process. Utilization of data to improve child and family outcomes was also discussed. It was noted that several data projects are currently underway. The SEC also has an Outcomes Committee and SLAT members Angela Neely, Pam Fisher and Karen Reilly-Jones agreed to join the Committee and report back to SLAT on the Committee's activities.

After further discussion, Dr. Temoney asked members to reach out to their stakeholders for strategies and/or best practices to share with SLAT. This information will be useful as SLAT develops its Work Plan and action steps at the December meeting.

Member Updates

Members provided updates on activities within their agencies, service on workgroups and advocacy through their associations for improvements to services and service delivery to the children, youth and families of Virginia. The VCOPPA Critical Issues Symposium will be held November 2 and 3.

Adjournment

There being no further business, the meeting adjourned at 12:05 p.m. on a motion by Carl Ayers which was seconded by Sharon Updike, and carried.

Issues Identified by SLAT members – October 6, 2016

- Lack of prevention services, funding for statewide programs to intervene earlier – staff, programs, resources
- Funding within Virginia Department of Health continues to put at risk the services we are able to provide (i.e. well-child, injury prevention, domestic abuse and non-mandated programs)
- Inconsistent use of preventive services, increased residential placements and member outcomes
- Rising costs of private day placements to CSA budgets
- SPED placement costs – lack of CSA involvement
- Quality services – need for clear and consistent expectations for outcome
- Imposing state policies without stakeholder collaboration and communication
- Implementation of High Fidelity Wraparound – being true to model
- Basic service availability – ability in all jurisdictions especially rural jurisdictions – absence leads to “justice by geography”
- Increasing needs of the children and families we serve, especially around the substance abuse epidemic
- Teenage drug culture and availability of mind altering substances to children
- Private day placements – integrating these students back into their home districts
- Effectively utilizing CANS in service delivery
- Serving youth in kinship placements
- Increase of mental health/behavioral needs of young children in public schools
- Violation of risk principle and net-widening with juvenile justice system – low risk kids in detention because lack understanding of social/treatment needs verses public safety
- In general the separation between SPED/general education and mental health
- Parents are not fully informed about all service options and how to access them
- More parental participation on local boards and/or committees – breaking down of silos
- A lack of understanding among agencies and local governments of the significant needs of youth and families

DRAFT

- Increasing family and youth voice and choice in care
- Lack of connection of low income families to appropriate services
- Lack of uniform and consistent access to community-based services across the state
- Increase in private school day placements for SPED kids despite increased SPED programming in public schools
- Service quality – absence effective evidence-based treatment models (or at least evidence-informed)
- Clarity in accessing community services
- Proposed changes to the process of placing youth in residential programs
- Implementation of new IACCT process with Magellan/DMAS
- Inconsistent CON processes and team members – impact member outcomes and risk federal funding

OFFICE OF CHILDREN'S SERVICES

ADMINISTERING THE CHILDREN'S SERVICES ACT



The Children's Services Act (CSA, §2.2-2648 et seq) was enacted in 1993 to create a collaborative system of services and funding for at-risk youth and families.

The CSA establishes local multidisciplinary teams responsible to work with families to plan services according to each child's unique strengths and needs and to administer the community's CSA activities.

The Office of Children's Services (OCS) is the administrative entity responsible for ensuring effective and efficient implementation of the CSA across the Commonwealth.

Guiding principles for OCS include:

- Child and family directed care,
- Equitable access to quality services,
- Responsible and effective use of public funds,
- Support for effective, evidence-based practices, and
- Collaborative partnerships across state, local, public, and private stakeholders.



Office of Children's Services
Empowering communities to serve youth

IMPACT OF THE INCENTIVE MATCH RATE SYSTEM

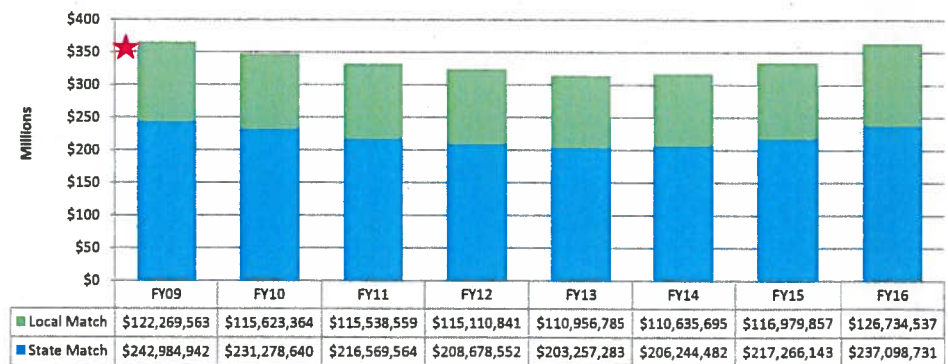
Annual Report to the Governor and General Assembly, December 2016
In accordance with the Appropriation Act, Item 285 (C)(3)(c)

Funding for services to children and families under the Children's Services Act (CSA) is a shared responsibility of state and local governments. The incentive-based match rate system was designed to change practices so as to reduce reliance on residential care, serve children in their homes, and invest funds for the development of community based services. The incentive match rate system encourages the delivery of services consistent with the statutory purposes of the CSA, i.e., to:

- preserve and strengthen families;
- design and provide services that are responsive to the unique and diverse strengths and needs of troubled youth and families and;
- provide appropriate services in the least restrictive environment, while protecting the welfare of children and maintaining the safety of the public.

Under the incentive match rate system, a locality's share of residential services is 25% above its base match rate; the locality's share of community-based services is 50% below its base match rate.

Total Net Expenditures Under the Children's Services Act



Implementation of the incentive match rate system

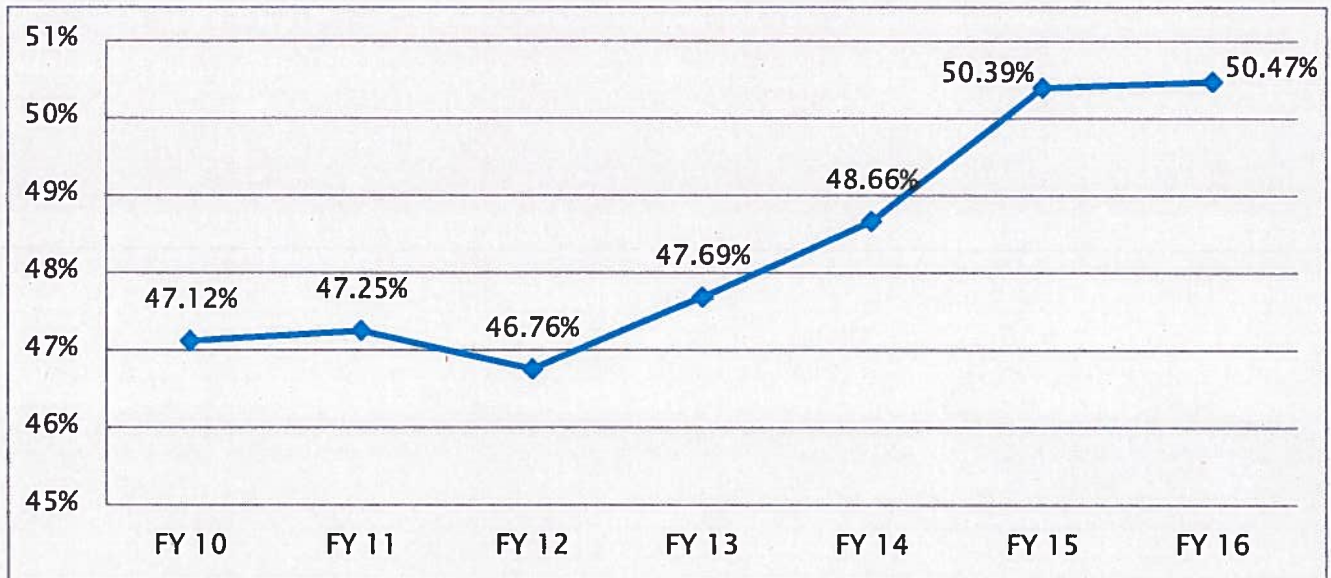
Effective Match Rate

	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Effective Local Match Rate	33.5%	33.3%	34.8%	35.5%	35.3%	34.9%	34.9%	34.8%
Effective State Match Rate	66.5%	66.7%	65.2%	64.5%	64.7%	65.1%	65.1%	65.2%

The "effective match rate" reflects the impact of the mix of services at various match rates on the average match rate for all funded services.

IMPACT OF THE INCENTIVE MATCH RATE SYSTEM ON THE CARE AND TREATMENT OF YOUTH

Percent of Youth Served in Community-Based Settings (Target = 50%)



This metric reflects youth who have been served within their families and communities (i.e., have not required out-of-home placement including foster care).

OFFICE OF CHILDREN'S SERVICES

ADMINISTERING THE CHILDREN'S SERVICES ACT



The Children's Services Act (CSA, §2.2-2648 et seq) was enacted in 1993 to create a collaborative system of services and funding for at-risk youth and families.

The CSA establishes local multidisciplinary teams responsible to work with families to plan services according to each child's unique strengths and needs and to administer the community's CSA activities.

The Office of Children's Services (OCS) is the administrative entity responsible for ensuring effective and efficient implementation of the CSA across the Commonwealth.

Guiding principles for OCS include:

- Child and family directed care,
- Equitable access to quality services,
- Responsible and effective use of public funds,
- Support for effective, evidence-based practices, and
- Collaborative partnerships across state, local, public, and private stakeholders.



Office of Children's Services
Empowering communities to serve youth

UTILIZATION OF RESIDENTIAL CARE UNDER THE CSA

Annual Report to the Governor and General Assembly, December 2016

In accordance with Appropriation Act, Item 285(B)(2)(d)

Since 2008 several significant strategies have been successful in decreasing the placement of children and youth into residential care. Strategies included implementation of the *Children's Services System Transformation* initiative and an incentive match rate system designed to encourage serving children and youth in community-based settings.

Total CSA Expenditures for Residential Care

	FY13	FY14	FY15	FY16
Temporary Care Facility	\$ 1,077,147	\$ 960,815	\$ 836,245	\$ 910,163
Group Home	\$ 19,026,708	\$ 17,823,470	\$ 18,294,654	\$ 17,173,408
Residential Treatment Facility	\$ 23,153,524	\$ 20,486,591	\$ 22,271,783	\$ 22,581,221
TOTALS	\$ 43,257,379	\$ 39,270,876	\$ 41,402,683	\$ 40,664,792

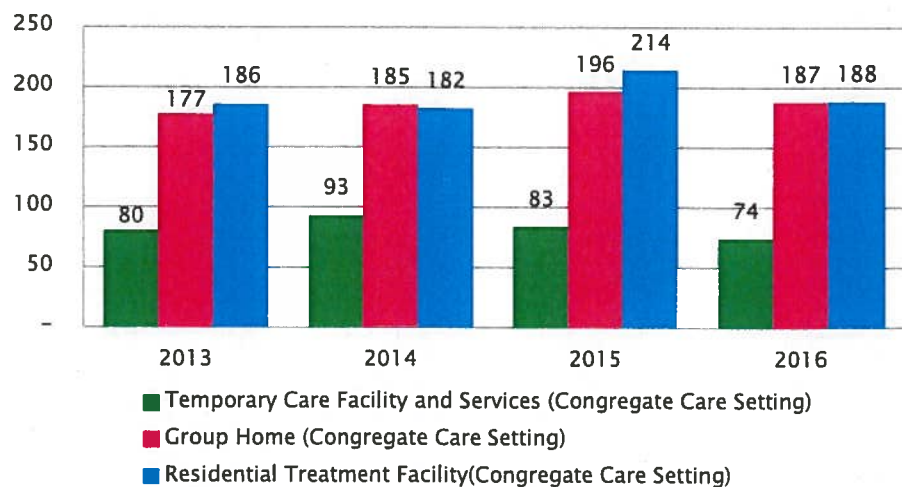
Note: Amounts do not include Title IV-E and Medicaid expenditures.

Number of Youth Served Through CSA In Residential Care

	FY13	FY14	FY15	FY16
Temporary Care Facility	145	162	178	160
Group Home	802	861	948	887
Residential Treatment Facility	1,176	1,171	1,197	1,192
Unduplicated Total	1,888	1,932	2,020	1,986

Total reflects the unduplicated count of youth across all residential settings and excludes youth placed for purposes of special education.

Average Length of Stay (Number of Days) Per Youth In Residential Care



Number reflects the average number of days per youth within the fiscal year (July 1 - June 30).

Utilization of Residential Care by Locality

See following pages

UTILIZATION OF RESIDENTIAL CARE UNDER THE CSA BY LOCALITY, FY2014 - FY2016

FIPS	Locality	UNDUPLICATED YOUTH COUNT/CUMULATIVE DAYS-ACROSS ALL RESIDENTIAL PLACEMENTS											
		FY14				FY15				FY16			
		Youth	Days	Avg LOS	Expenditure	Youth	Days	Avg LOS	Expenditure	Youth	Days	Avg LOS	Expenditure
001	Accomack	9	1,952	217	\$216,326	9	2,323	232	\$330,307	10	3,051	277	\$361,482
003	Albemarle	50	15,615	312	\$1,198,920	46	17,816	287	\$1,237,370	32	9,934	242	\$680,398
005	Alleghany	6	1,982	330	\$212,943	7	2,032	254	\$112,162	6	1,983	330	\$202,865
007	Amelia	0	0	0	\$0	2	541	270	\$19,004	3	526	175	\$38,602
009	Amherst	11	3,698	336	\$209,254	15	5,041	296	\$165,330	10	2,856	285	\$116,839
011	Appomattox	7	1,136	162	\$73,153	7	2,033	225	\$162,936	9	2,676	267	\$250,986
013	Arlington	61	14,955	245	\$1,470,110	58	16,073	217	\$1,190,134	43	12,511	219	\$1,251,617
015	Augusta	16	4,366	273	\$222,546	12	3,130	223	\$175,064	5	1,255	251	\$114,869
017	Bath	0	0	0	\$0	1	181	181	\$25,600	0	0	0	\$0
019	Bedford County	5	764	153	\$82,985	6	1,362	227	\$44,423	12	2,690	206	\$140,276
021	Bland	3	805	268	\$16,334	1	212	212	\$12,199	3	893	297	\$33,528
023	Botetourt	9	2,715	302	\$197,354	3	926	308	\$95,267	6	1,235	205	\$138,521
025	Brunswick	3	744	248	\$29,950	2	381	190	\$18,545	1	261	261	\$14,548
027	Buchanan	24	6,017	251	\$425,923	18	4,684	260	\$485,089	23	5,460	237	\$511,293
029	Buckingham	6	1,611	269	\$179,144	4	1,429	357	\$178,506	3	850	212	\$212,530
031	Campbell	9	1,693	188	\$337,598	13	2,631	202	\$480,812	14	3,074	219	\$470,186
033	Caroline	12	2,636	220	\$416,506	11	2,356	196	\$286,734	6	1,586	264	\$163,746
035	Carroll	4	810	203	\$124,447	4	680	170	\$63,550	14	1,895	135	\$144,430
036	Charles City	0	0	0	\$0	0	0	0	\$0	1	185	185	\$2,756
037	Charlotte	5	953	191	\$68,821	8	1,775	197	\$165,841	10	1,576	157	\$152,980
041	Chesterfield	31	2,418	78	\$587,975	31	2,561	82	\$576,393	43	4,926	111	\$955,358
043	Clarke	1	277	277	\$1,418	3	654	218	\$22,427	2	765	255	\$42,131
045	Craig	3	324	108	\$30,690	3	1,113	222	\$57,870	1	366	366	\$11,470
047	Culpeper	24	8,073	336	\$752,498	26	10,141	274	\$672,419	25	8,571	259	\$413,750
049	Cumberland	2	606	303	\$64,680	0	0	0	\$0	1	85	85	\$15,744
051	Dickenson	10	1,833	183	\$108,603	12	1,810	150	\$181,437	11	1,589	113	\$242,912
053	Dinwiddie	10	1,617	162	\$161,597	8	1,653	183	\$160,149	14	2,473	164	\$241,956
057	Essex	9	1,842	205	\$94,994	5	845	169	\$78,109	4	810	202	\$242,568
061	Fauquier	15	3,897	260	\$244,929	28	8,324	260	\$723,821	28	8,674	271	\$591,374
063	Floyd	7	1,460	209	\$69,618	3	1,063	265	\$19,757	4	1,100	275	\$75,102
065	Fluvanna	30	6,235	208	\$865,412	17	3,673	216	\$513,617	23	5,109	222	\$705,689
067	Franklin County	28	8,412	300	\$314,853	27	8,727	256	\$360,291	14	3,882	258	\$394,616
069	Frederick	16	3,090	193	\$321,587	18	4,640	220	\$528,095	21	4,954	225	\$300,722
071	Giles	6	1,973	329	\$230,034	6	2,124	303	\$102,794	11	1,514	137	\$303,190
073	Gloucester	4	302	76	\$13,069	2	251	125	\$22,816	1	52	52	\$11,829
075	Goochland	2	464	232	\$26,042	7	882	126	\$131,041	11	2,508	228	\$448,009
077	Grayson	9	1,976	220	\$121,959	5	2,278	325	\$148,210	4	1,104	276	\$101,101
079	Greene	2	501	251	\$35,779	3	614	153	\$78,106	7	2,153	269	\$108,443
083	Halifax	13	3,979	306	\$434,148	13	4,566	228	\$485,530	13	3,366	258	\$373,228
085	Hanover	11	5,791	526	\$566,100	22	6,533	217	\$439,731	14	3,319	184	\$305,296
087	Henrico	17	4,278	252	\$326,420	19	4,073	203	\$464,165	30	7,027	200	\$489,300
089	Henry	6	1,618	270	\$210,085	9	2,572	257	\$296,906	6	1,087	181	\$115,990
091	Highland	1	92	92	\$13,291	1	365	365	\$12,172	0	0	0	\$0
093	Isle of Wight	2	250	125	\$46,726	0	0	0	\$0	3	183	61	\$32,294
095	James City	6	1,377	230	\$137,819	7	1,234	176	\$59,487	1	327	327	\$6,541
097	King & Queen	0	0	0	\$0	1	343	343	\$1,317	0	0	0	\$0
099	King George	21	5,807	277	\$274,094	13	3,658	281	\$191,825	12	2,473	206	\$174,416
101	King William	4	820	205	\$81,510	2	483	241	\$95,137	2	367	183	\$38,989
103	Lancaster	9	3,415	379	\$329,563	12	5,110	365	\$442,365	10	2,931	266	\$253,044
105	Lee	8	1,217	152	\$28,430	7	1,493	186	\$310,724	4	1,018	254	\$39,015
107	Loudoun	16	1,838	115	\$297,762	18	1,766	80	\$341,482	44	7,402	139	\$813,337
109	Louisa	10	1,453	145	\$155,129	5	1,462	292	\$78,034	8	1,327	165	\$136,034
111	Lunenburg	6	2,580	430	\$141,643	8	2,547	283	\$129,448	6	2,149	358	\$104,736
113	Madison	20	5,836	292	\$534,204	18	6,890	237	\$591,423	26	9,978	262	\$988,058

UTILIZATION OF RESIDENTIAL CARE UNDER THE CSA BY LOCALITY, FY2014 - FY2016

FIPS	Locality	UNDUPLICATED YOUTH COUNT/CUMULATIVE DAYS-ACROSS ALL RESIDENTIAL PLACEMENTS											
		FY14				FY15				FY16			
		Youth	Days	Avg LOS	Expenditure	Youth	Days	Avg LOS	Expenditure	Youth	Days	Avg LOS	Expenditure
115	Mathews	1	13	13	\$2,249	2	730	365	\$14,216	1	62	62	\$26,412
117	Mecklenburg	9	3,030	337	\$276,581	11	3,186	289	\$236,392	11	2,397	184	\$212,173
119	Middlesex	0	0	0	\$0	0	0	0	\$0	0	0	0	\$0
121	Montgomery	5	1,455	291	\$20,660	3	892	297	\$42,196	4	611	152	\$32,655
125	Nelson	8	983	123	\$14,646	4	348	87	\$13,763	6	1,012	168	\$61,923
127	New Kent	5	1,361	272	\$97,202	3	1,095	365	\$0	0	0	0	\$0
131	Northampton	1	148	148	\$22,748	2	477	238	\$77,838	3	737	245	\$40,557
133	Northumberland	0	0	0	\$0	1	254	127	\$2,171	3	542	180	\$34,621
135	Nottoway	10	2,541	254	\$576,335	7	2,260	282	\$226,947	6	1,783	297	\$110,311
137	Orange	10	2,054	205	\$439,843	11	1,972	179	\$378,095	16	2,429	151	\$397,034
139	Page	7	710	101	\$72,853	8	2,099	209	\$193,457	5	1,387	277	\$120,754
141	Patrick	0	0	0	\$0	0	0	0	\$0	3	306	102	\$56,610
143	Pittsylvania	10	2,648	265	\$231,309	8	1,231	153	\$81,379	12	2,098	174	\$295,504
145	Powhatan	13	2,105	162	\$237,128	10	3,260	271	\$165,044	6	1,129	188	\$68,293
147	Prince Edward	2	411	206	\$28,872	3	972	324	\$20,114	3	835	208	\$9,903
149	Prince George	2	564	282	\$49,824	2	386	193	\$56,997	2	609	304	\$58,279
153	Prince William	109	11,031	101	\$2,407,696	93	10,119	98	\$2,665,402	105	12,766	104	\$3,766,511
155	Pulaski	28	3,481	124	\$588,114	25	5,421	186	\$463,468	28	7,921	264	\$615,669
157	Rappahannock	12	4,027	336	\$283,702	12	3,311	275	\$190,044	11	3,436	245	\$191,825
159	Richmond County	1	541	541	\$28,488	2	391	195	\$12,878	1	366	366	\$51,598
161	Roanoke County	15	5,104	340	\$289,501	21	4,351	181	\$487,139	20	5,677	246	\$549,764
163	Rockbridge	14	3,229	231	\$338,757	7	1,389	198	\$178,146	7	2,090	298	\$177,236
165	Rockingham	31	7,785	251	\$1,051,737	37	9,415	247	\$977,292	29	8,434	290	\$806,598
167	Russell	11	2,348	213	\$165,966	19	3,761	197	\$116,722	29	5,330	183	\$482,645
169	Scott	5	673	135	\$93,691	6	1,241	206	\$119,360	7	979	139	\$127,968
171	Shenandoah	14	2,481	177	\$109,816	11	2,507	227	\$289,614	14	3,145	224	\$320,325
173	Smyth	3	668	223	\$6,945	6	884	126	\$133,415	10	1,746	158	\$123,590
175	Southampton	2	410	205	\$66,986	3	280	93	\$51,892	6	562	93	\$101,522
177	Spotsylvania	48	12,377	258	\$1,173,396	46	10,525	219	\$1,243,386	31	8,464	256	\$536,787
179	Stafford	18	3,559	198	\$260,969	12	2,759	212	\$273,056	12	2,655	221	\$332,203
181	Surry	1	365	365	\$71,323	2	395	197	\$922	0	0	0	\$0
183	Sussex	0	0	0	\$0	1	507	253	\$4,538	0	0	0	\$0
185	Tazewell	8	1,972	247	\$183,965	9	2,456	245	\$332,625	6	2,194	243	\$161,679
187	Warren	8	1,162	145	\$100,963	7	2,070	295	\$95,877	5	1,059	211	\$46,160
191	Washington	16	4,211	263	\$193,473	23	8,209	315	\$203,212	14	4,106	256	\$152,566
193	Westmoreland	11	3,846	350	\$316,418	9	4,440	341	\$224,742	3	931	310	\$77,851
195	Wise	20	4,019	201	\$413,652	13	3,969	283	\$391,222	14	3,332	238	\$134,940
197	Wythe	15	3,092	206	\$163,841	12	2,458	204	\$156,641	10	3,233	293	\$224,127
199	York	5	1,198	240	\$144,329	5	1,194	238	\$75,168	7	1,656	184	\$114,678
510	Alexandria	8	412	52	\$73,053	12	1,671	119	\$182,529	14	1,234	88	\$501,232
515	Bedford City	0	0	0	\$0	0	0	0	\$0	0	0	0	\$0
520	Bristol	34	9,267	273	\$226,197	47	16,846	306	\$194,328	19	6,567	312	\$253,798
530	Buena Vista	5	1,487	297	\$74,649	4	869	173	\$61,054	1	366	366	\$24,321
540	Charlottesville	44	6,894	157	\$765,809	35	6,012	150	\$723,438	31	4,045	118	\$428,017
550	Chesapeake	14	1,232	88	\$239,410	18	2,706	123	\$302,422	23	5,612	233	\$426,820
570	Colonial Heights	0	0	0	\$0	6	439	73	\$108,452	4	939	187	\$136,418
580	Covington	6	2,101	350	\$103,785	6	1,787	223	\$98,961	3	1,418	354	\$137,668
590	Danville	20	3,621	181	\$549,839	29	7,635	238	\$902,765	24	6,355	254	\$488,636
620	Franklin City	1	11	11	\$1,364	1	23	23	\$169	1	31	31	\$5,289
630	Fredericksburg	6	270	45	\$63,437	8	1,563	195	\$203,303	12	2,132	177	\$163,222
640	Galax	1	152	152	\$30,670	1	184	184	\$27,010	1	122	122	\$29,972
650	Hampton	0	0	0	\$0	0	0	0	\$0	0	0	0	\$0
660	Harrisonburg	25	5,989	240	\$832,566	21	6,377	303	\$614,571	27	6,897	255	\$703,900
670	Hopewell	9	1,103	123	\$50,450	8	2,034	254	\$155,369	6	1,799	299	\$148,989

UTILIZATION OF RESIDENTIAL CARE UNDER THE CSA BY LOCALITY, FY2014 - FY2016

FIPS	Locality	UNDUPPLICATED YOUTH COUNT/CUMULATIVE DAYS-ACROSS ALL RESIDENTIAL PLACEMENTS											
		FY14				FY15				FY16			
		Youth	Days	Avg LOS	Expenditure	Youth	Days	Avg LOS	Expenditure	Youth	Days	Avg LOS	Expenditure
678	Lexington	2	626	313	\$85,875	0	0	0	\$0	1	102	102	\$13,571
680	Lynchburg	62	6,431	104	\$778,746	63	6,821	96	\$696,340	53	12,993	206	\$682,431
683	Manassas City	5	717	143	\$75,783	6	956	159	\$83,759	4	531	132	\$63,524
685	Manassas Park	1	60	60	\$15,170	2	465	232	\$44,685	0	0	0	\$0
690	Martinsville	0	0	0	\$0	1	293	293	\$6,128	1	115	115	\$21,024
700	Newport News	6	1,014	169	\$109,942	8	1,275	141	\$100,007	12	2,245	140	\$174,272
710	Norfolk	40	4,048	101	\$791,670	67	6,328	80	\$803,676	65	6,330	84	\$799,928
720	Norton	5	1,472	294	\$84,685	3	299	99	\$35,683	1	330	330	\$2,881
730	Petersburg	22	6,091	277	\$834,459	39	9,915	236	\$1,077,829	33	10,503	291	\$1,153,954
735	Poquoson	2	332	166	\$59,357	2	730	365	\$82,519	2	375	187	\$2,229
740	Portsmouth	4	1,446	362	\$110,743	5	702	140	\$58,788	7	1,307	186	\$149,874
750	Radford	11	2,421	220	\$477,423	10	2,486	226	\$346,660	14	3,559	222	\$283,594
760	Richmond City	108	20,975	194	\$1,383,018	146	37,015	213	\$2,541,711	146	15,892	92	\$2,269,918
770	Roanoke City	55	3,566	65	\$924,919	47	14,757	254	\$954,916	41	9,160	157	\$760,982
775	Salem	5	1,137	227	\$26,131	5	382	76	\$56,144	5	398	79	\$47,785
790	Staunton	7	1,553	222	\$78,273	7	2,210	245	\$171,620	8	2,308	288	\$106,514
800	Suffolk	7	1,336	191	\$187,936	9	1,220	101	\$265,840	9	1,151	104	\$145,473
810	Virginia Beach	118	34,004	288	\$2,962,896	125	38,454	254	\$3,005,590	111	35,113	252	\$2,512,836
820	Waynesboro	12	2,715	226	\$205,415	14	2,981	175	\$167,592	7	1,724	246	\$143,331
830	Williamsburg	1	199	199	\$27,382	2	119	59	\$23,664	1	9	9	\$1,056
840	Winchester	5	1,494	299	\$105,198	10	2,333	194	\$257,558	15	2,204	146	\$396,836
1200	Greensville/Emporia	3	711	237	\$58,433	2	592	296	\$24,900	1	332	332	\$28,021
1300	Fairfax/Falls Church	201	18,914	94	\$3,247,240	209	17,245	72	\$3,261,362	226	13,973	55	\$2,756,509
Totals		1,932	387,506	201	\$39,270,876	2,020	456,992	226	\$41,402,683	1,986	402,276	203	\$40,664,790

OFFICE OF CHILDREN'S SERVICES

ADMINISTERING THE CHILDREN'S SERVICES ACT



The Children's Services Act (CSA, §2.2-2648 et seq) was enacted in 1993 to create a collaborative system of services and funding for at-risk youth and families.

The CSA establishes local multidisciplinary teams responsible to work with families to plan services according to each child's unique strengths and needs and to administer the community's CSA activities.

The Office of Children's Services (OCS) is the administrative entity responsible for ensuring effective and efficient implementation of the CSA across the Commonwealth.

Guiding principles for OCS include:

- Child and family directed care,
- Equitable access to quality services,
- Responsible and effective use of public funds,
- Support for effective, evidence-based practices, and
- Collaborative partnerships across state, local, public, and private stakeholders.



Office of Children's Services
Empowering communities to serve youth

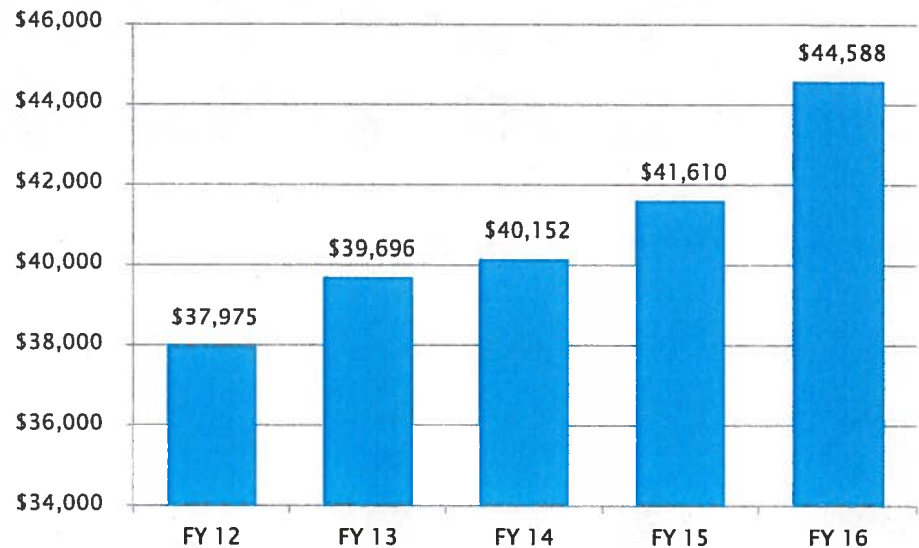
SPECIAL EDUCATION SERVICES UNDER THE CSA

Annual Report to the General Assembly, December 2016

In accordance with Appropriation Act, Item 285 (K) (2)

Children and youth with disabilities placed for purposes of special education in approved private school educational programs are included in the CSA target population and are eligible for funding (Code of Virginia §2.2-5211).

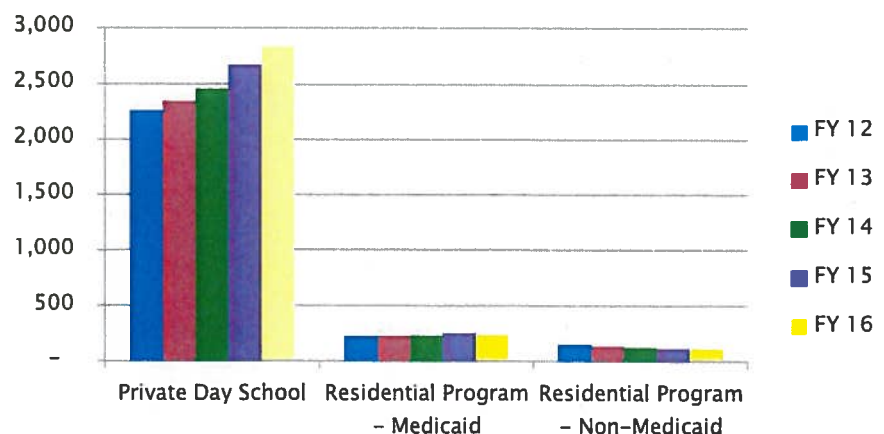
Average Annual CSA Expenditure Per Child – Special Education Services



Net CSA Expenditures by Placement Type – Special Education Services

	2014	2015	2016
Private Day School	\$ 92,737,764	\$ 104,089,305	\$ 118,382,667
Residential Program - Medicaid	\$ 7,487,250	\$ 8,079,405	\$ 8,402,814
Residential Program - Non-Medicaid	\$ 6,538,125	\$ 7,794,281	\$ 7,469,255
	\$ 106,763,139	\$ 119,962,991	\$ 134,254,746

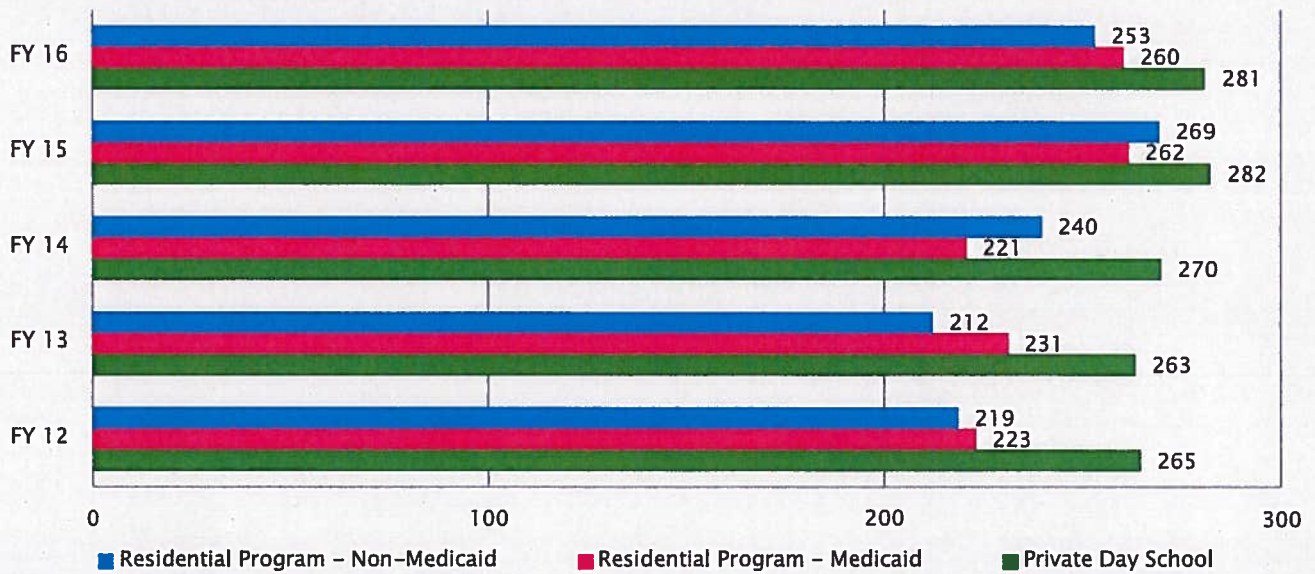
Number of Youth Served by Placement Type: Special Education Services



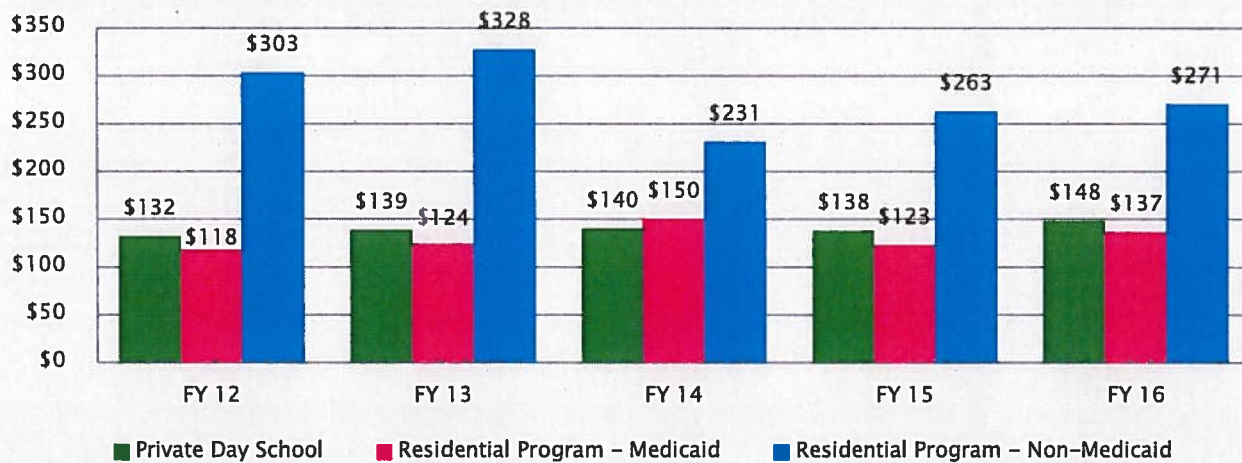
FY2016 unduplicated count of youth who received services in accordance with an Individualized Education Program (IEP) requiring private school placement = 3,011.

SPECIAL EDUCATION SERVICES FUNDED UNDER THE CHILDREN'S SERVICES ACT

Average Length of Stay (Number of Days) by Placement Type

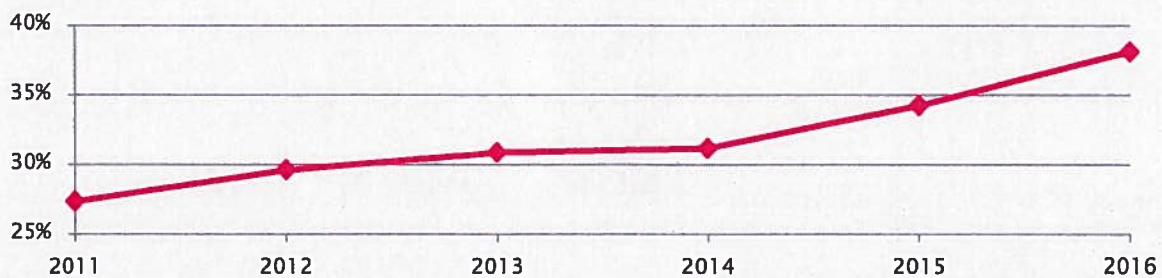


Average Cost per Child per Day by Placement Type



Note: Costs reflect CSA expenditures only (i.e., does not include Medicaid expenditures for treatment services)

Percentage of Special Education Population Designated as Autistic (in the CSA Data Set)



OFFICE OF CHILDREN'S SERVICES

ADMINISTERING THE CHILDREN'S SERVICES ACT



The Children's Services Act (CSA, §2.2-2648 et seq) was enacted in 1993 to create a collaborative system of services and funding for at-risk youth and families.

The CSA establishes local multidisciplinary teams responsible to work with families to plan services according to each child's unique strengths and needs and to administer the community's CSA activities.

The Office of Children's Services (OCS) is the administrative entity responsible for ensuring effective and efficient implementation of the CSA across the Commonwealth.

Guiding principles for OCS include:

- Child and family directed care,
- Equitable access to quality services,
- Responsible and effective use of public funds,
- Support for effective, evidence-based practices, and
- Collaborative partnerships across state, local, public, and private stakeholders.



Office of Children's Services
Empowering communities to serve youth

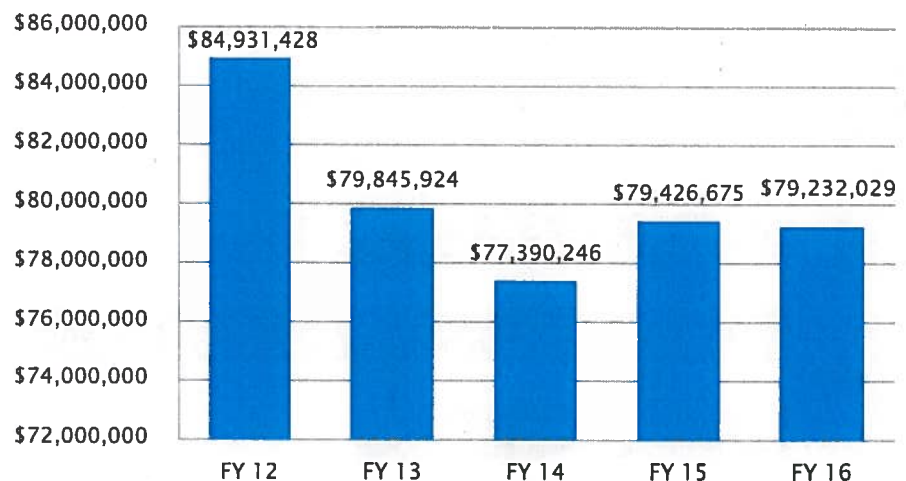
TREATMENT FOSTER CARE SERVICES UNDER THE CSA

Annual Report to the General Assembly, December 2016

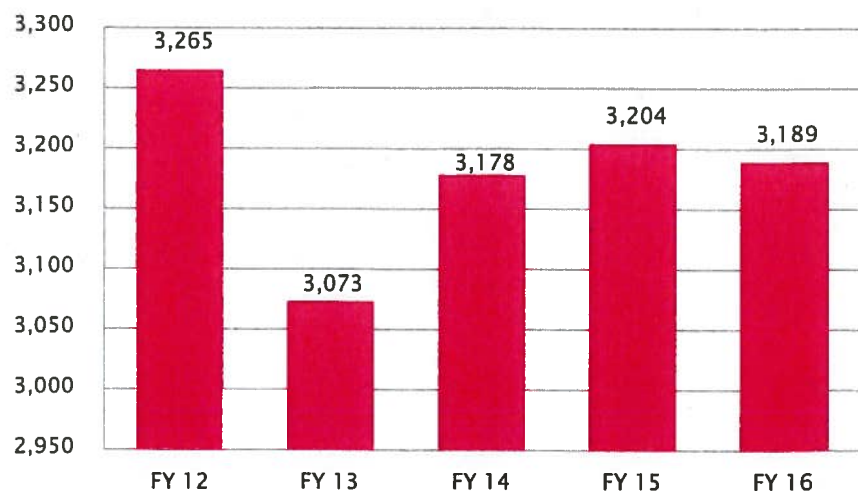
In accordance with Appropriation Act, Item 285 (K)(1)

Treatment foster care is a community-based program where services are designed to address the special needs of children. Services to the children are delivered primarily by treatment foster parents who are trained, supervised, and supported by agency staff. Treatment is primarily foster family based and is planned and delivered by a treatment team. Treatment foster care focuses on a continuity of services, is goal-directed and results-oriented, and emphasizes permanency planning for the child in care.

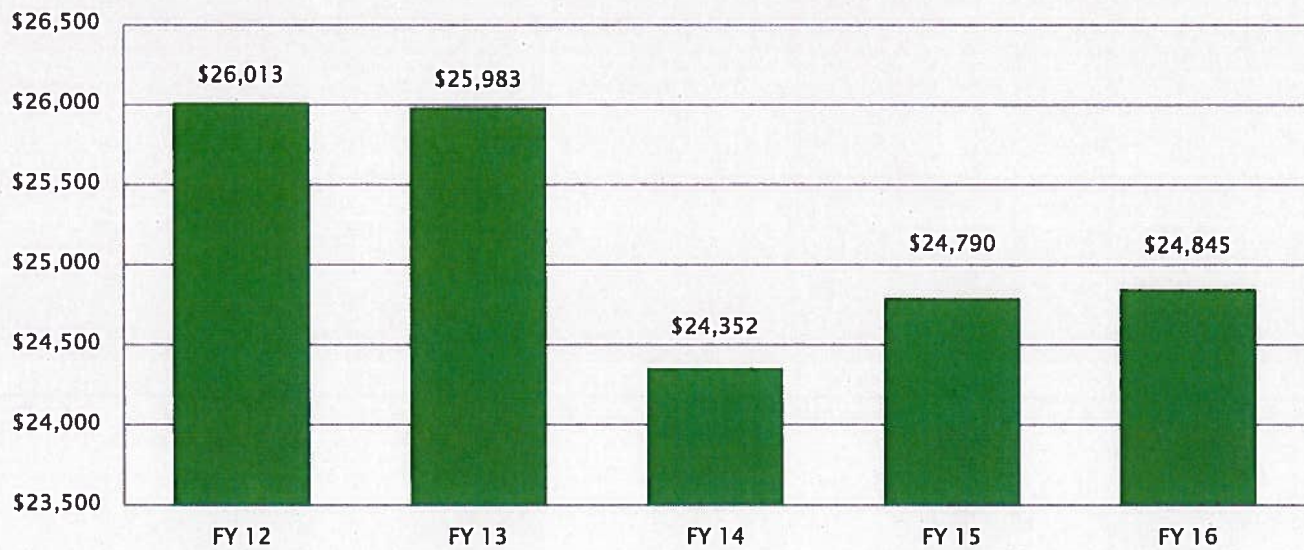
Total CSA Expenditures – Treatment Foster Care



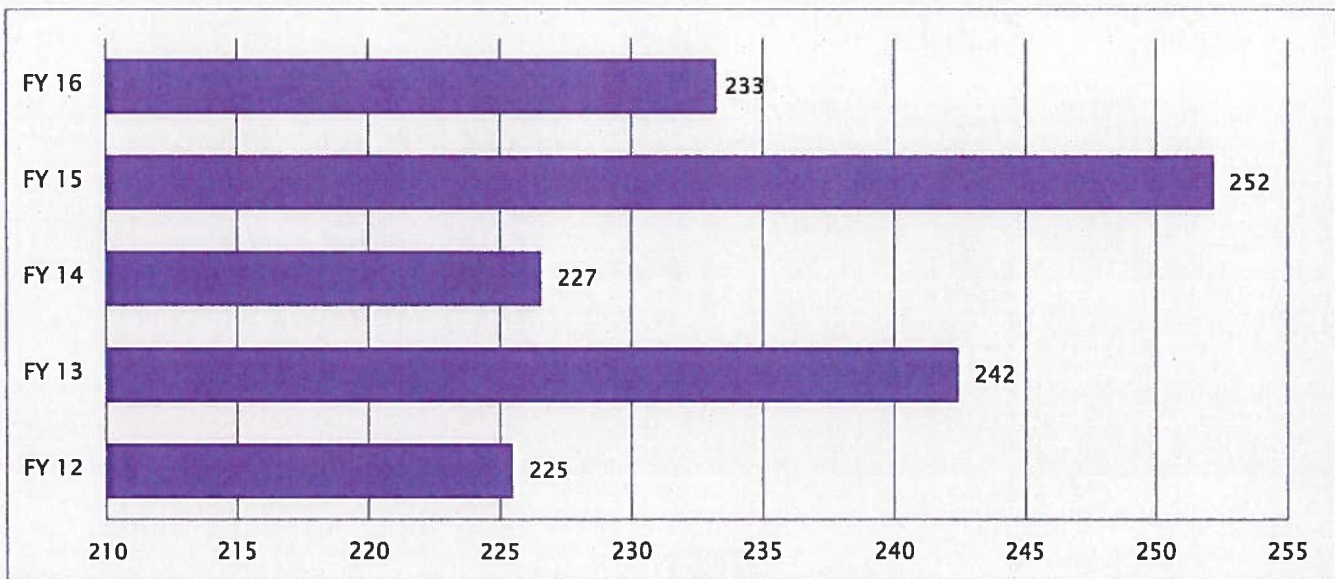
Number of Youth Served – Treatment Foster Care



Average Annual CSA Expenditure per Child – Treatment Foster Care



Average Length of Stay (Number of Days) Per Child



OFFICE OF CHILDREN'S SERVICES

ADMINISTERING THE CHILDREN'S SERVICES ACT



The Children's Services Act (CSA, §2.2-5200 et seq) was enacted in 1993 to create a collaborative system of services and funding for at-risk youth and families.

The CSA establishes local multidisciplinary teams responsible to work with families to plan services according to each child's unique strengths and needs and to administer the community's CSA activities.

The Office of Children's Services (OCS) is the administrative entity responsible for ensuring effective and efficient implementation of the CSA across the Commonwealth.

Guiding principles for OCS include:

- Child and family directed care,
- Equitable access to quality services,
- Responsible and effective use of public funds,
- Support for effective, evidence-based practices, and
- Collaborative partnerships across state, local, public, and private stakeholders.



REGIONAL AND STATEWIDE TRAINING REGARDING CSA

Annual Report to the General Assembly, December 2016

In accordance with 2016 Appropriation Act, Chapter 780, Item 285 (B)(6)

The mission of the Office of Children's Services (OCS) is to facilitate a collaborative system of services and funding that is child-centered, family-focused, and community based when addressing the strengths and needs of youth and their families in the Commonwealth of Virginia. To support this mission, OCS develops and implements a robust training plan annually. In accordance with the 2016 training plan, the following activities were implemented:

- The 5th Annual Commonwealth of Virginia CSA Conference, "*Collaboration: It's Work but It's Worth It*" was provided for an audience of 583 participants. Individual training sessions are summarized on pages 5 through 8 of this report.

Participant Summary:

116 out of 131 CSA local entities were represented

State agency participants	37
Local CSA Staff (Coordinator/UR Specialist/Other)	116
Public Agency Case Managers	47
Local Government Representatives	5
Family Assessment and Planning Team Members	124
Community Policy and Management Team Members	71
Private Providers (registrants & sponsors)	55
Advocate, Parent and/or Child Organization	11
Presenters	32

Note: Not all participants identified the category they represented

- Thirty one (31) regional and stakeholder training sessions were provided to 891 participants. Training topics, dates, and participant numbers are summarized on pages 2 through 4 of this report.
- Online training materials were made available through the Commonwealth of Virginia's Knowledge Center.
- Site-based technical assistance was provided per requests of local and regional CSA stakeholders.
- Online "OCS Help Desk" was maintained with over 850 individual requests answered.

FUNDS EXPENDED FOR REGIONAL AND STATEWIDE TRAINING

5 th Annual CSA Conference	\$ 35,000
On-line Training/Certification: Uniform Assessment Instrument	\$ 22,000
New CSA Coordinators Academy	\$ 7,381
OCS Staff Development	\$ 3,006
TOTAL*	\$ 67,387

**Total does not include costs for mileage, lodging, and training materials for training sessions conducted by the Office of Children's Services.*

TRAINING FOR CSA REGIONAL AND STAKEHOLDER CONSTITUENTS

FISCAL YEAR 2016

(Participant evaluations of training sessions are available for review at the Office of Children's Services)

TOPIC (Trainer, Agency/Organization)	PARTICIPANT GROUP	DATE(S)	NUMBER OF PARTICIPANTS
HFW Family Support Partner Training – Richmond, VA (Youth and Family Training Institute)	ICC/HFW Family Support Partners	7/8/15 – 7/10/15	22
HFW Introduction, Days 1 and 2 Richmond, VA (Anna Antell; Youth and Family Training Institute)	ICC Providers	7/13/15 – 7/14/15	31
HFW Refresher Bristow, VA (Youth and Family Training Institute)	ICC Providers	7/15/15	25
HFW Refresher Bristow, VA (Youth and Family Training Institute)	ICC Providers	7/16/15	24
HFW and ICC Overview Rockbridge, VA (Anna Antell)	Rockbridge FAPT	8/4/15	11
CSA Basics Manassas Park, VA (Brady Nemeyer)	Manassas Park CPMT/FAPT	8/6/15	12
HFW Introduction, Days 3 and 4 Richmond, VA (Anna Antell; Youth and Family Training Institute)	ICC Providers	8/10/15 – 8/11/15	29
HFW Refresher Newport News, VA (Youth and Family Training Institute)	ICC Providers	8/12/15	18
HFW Supervisors Richmond, VA (Youth and Family Training Institute)	ICC Supervisors	9/11/15	25
CSA Basics Amelia, VA (Carol Wilson)	Amelia CPMT/FAPT	9/15/15	13

CSA Update Virginia Beach, VA (Scott Reiner)	VALHSO Conference	9/22/15	45
Blending and Braiding Funds/ CSA Update Suffolk, VA (Scott Reiner)	Suffolk CPMT/FAPT	10/8/15	19
CSA Basics Craig/Botetourt, VA (Brady Nemeyer)	Craig/Botetourt CPMT/FAPT	10/19/15	26
CSA Basics Bedford, VA (Brady Nemeyer)	Bedford CPMT/FAPT	10/21/15	10
CANS and Service Planning New Kent, VA (Carol Wilson)	New Kent FAPT/Case Managers	11/9/15	12
CSA Update Richmond, VA (Scott Reiner)	VCOPPA Annual Symposium	11/12/15	80
CSA Financial Reporting Requirements Henrico, VA (Chuck Savage)	CSA Fiscal Agents/Report Preparers	12/1/15	39
CSA Financial Reporting Requirements Portsmouth, VA (Chuck Savage)	CSA Fiscal Agents/Report Preparers	12/3/15	24
CSA Financial Reporting Requirements Galax, VA (Chuck Savage)	CSA Fiscal Agents/Report Preparers	12/9/15	26
CSA Financial Reporting Requirements Roanoke, VA (Chuck Savage)	CSA Fiscal Agents/Report Preparers	12/10/15	31
CSA Financial Reporting Requirements Warrenton, VA (Chuck Savage)	CSA Fiscal Agents/Report Preparers	12/17/15	29
CSA Overview Richmond, VA (Scott Reiner)	State Board of Social Services	2/17/16	15

Overview of CSA Richmond, VA (Scott Reiner)	VCU HHR Course	2/22/16	23
CSA Basics Hopewell, VA (Carol Wilson)	Hopewell CPMT/FAPT	2/22/16	18
2016 New CSA Coordinators Academy Richmond, VA (All OCS staff)	New CSA Coordinators	3/8/16 – 3/10/16	27
DOE Aspiring Special Education Leaders Academy Richmond, VA (Scott Reiner)	DOE Local Special Education Leaders	3/10/16	31
Pre-conference Workshop: Collaboration Learning Laboratory	Deloitte Consulting	4/26/16	88
HFW Facilitator Training, Part 1 Richmond, VA (Anna Antell)	New HFW Facilitators	5/3/16 – 5/4/16	30
Case Planning Basics Harrisonburg/Rockingham, VA (Anna Antell)	Harrisonburg/Rockingham CSA Teams	5/16/16	65
HFW Facilitator Training, Part 2 Richmond, VA (Anna Antell; UMFS)	New HFW Facilitators	6/6/16 – 6/7/16	30
HFW Family Support Partner Training Richmond, VA (Anna Antell; UMFS)	New HFW Family Support Partners	6/8/16 – 6/10/16	13

**Total Number of Participants Trained:
(Not including the Annual CSA Conference) 891**

5th ANNUAL CSA CONFERENCE
BREAKOUT TRAINING SESSIONS
APRIL 27 – 28, 2016

Participant evaluations for training sessions are available for review at the Office of Children's Services

TOPIC	TRAINER	NUMBER OF PARTICIPANTS
Keynote Session	Elizabeth Gaines, Senior Fellow Forum for Youth Investment, Washington, DC	583
Behaviors Related to Brain Injury: "Who is this Person?"	Debbie Coleman, Nurse – Area Manager Florida Institute for Neurologic Rehabilitation	92
Best Practices in Serving Children with Educational Disabilities in the Least Restrictive Environment	Patricia Haymes, Director, Office of Dispute Resolution and Administrative Services, Virginia Department of Education	40
Building Bridges: An Approach for Advancing Partnerships to Improve Outcomes	Jody Levison-Johnson, MSW Chief Clinical Officer Choices Coordinated Care Solutions (MD)	40
CANVaS 2.0 Overview	Carol Wilson, Program Consultant Office of Children's Services	99
Classrooms Not Courtrooms	The Honorable Ann Holton, Secretary of Education and The Honorable Brian Moran, Secretary of Public Safety and Homeland Security, Commonwealth of Virginia	1
Collaboration Multiplies Impact: Facilitating Diverse Perspectives	Nancy Toscano, Ph.D., LCSW, Vice President, Strategy and Organizational Improvement, United Methodist Family Services	25
Collaboration Multiplies Impact: How to Expand Your System of Care Through the Use of System of Care Community Teams	Rachelle Butler, MSW, System of Care Program Manager, United Methodist Family Services and Mills Jones, CSA Coordinator, Goochland County	12
Conversation with Virginia Juvenile and Domestic Relations District Court Judges	The Honorable Anita Fiilson, The Honorable Frank Somerville, the Honorable Frank Rogers, III, Juvenile and Domestic Relations Court Judges (Moderated by Sandra Karison, Office of the Executive Secretary, Supreme Court of Virginia)	89

Coordination of Service and Care for Medicaid Members in Virginia	Brendan Shane, MSW, LCSW, LIUCSW, MBA, Director Clinical Care Services, Stacie Fisher, MCO Liaison, Cheryl DeHaven, Manager, Recovery and Resiliency, Magellan of Virginia	15
Creating a Local Dedicated Funding Stream	Elizabeth Gaines, Senior Fellow Forum for Youth Investment	26
CSA and Local Government: Beyond the Fiscal Impact	Jessica Webb, CSA Coordinator and Daniel O'Donnell, Assistant County Administrator, Roanoke County	59
CSA Strategic Planning: Tool to Help Leaders Lead	Karen Reilly-Jones, CSA Administrator Chesterfield/Colonial Heights	35
Dispelling the Myth: Applied Behavior Analysis in 2015 and Why It's Effective	Crystal Collette, MS, BCBA, LBA, Autism Services Manager, Abby Hard, MS, BCBA, LBA, Coordinator of Autism School Services, Jennifer Watson Jamison, MSS, Ed, BCBA, LBA, Clinic Site Supervisor, Tara Ernst, BCBA, LAA, Greater Petersburg School Site Supervisor, Cindie Allen, MED, Grad Cert ABA, Lynchburg School Lead Counselor, Jaci Clark, Roanoke School Lead Counselor, Centra Autism and Developmental Services/Rivermont Schools	39
DMAS Residential Treatment Regulatory Changes	Brian Campbell, Senior Policy Analyst, Virginia Department of Medical Assistance Services and Staff of Magellan of Virginia IT Infrastructure Partnership	48
Family Driven Practice: Using Family Feedback to Improve CSA Practice	Paul Baldwin, CSA Coordinator, Bedford County Department of Social Services, Summer Tetterton, MS, CSA Coordinator and Brittany McGeoch, CSA Case Manager, Campbell County Youth, Adult and Community Services	52
Financial Fun Facts! Funding and Contracting Topics in CSA	Vanessa Lane, Director, Revenue Cycle Management/Accounts Receivable, Grafton Integrated Health Network	24
Fraud Risk and CSA	Stephanie Bacote, Audit Program Manager and Annette Larkin, Program Auditor, Office of Children's Services	63

Transforming Juvenile Justice in Virginia	Valerie Boykin, Deputy Director of Community Programs, Kathy Kirven, Community Placement Programs Counselor, Beth Stinnett, Program Manager, Stephanie Garrison, Program Manager, Ashaki McNeil, Program Manager, Virginia Department of Juvenile Justice	59
Trauma-Informed Community Network of Greater Richmond: A Collaborative Success	Rebeca Ricardo, LCSW, Executive Director, C2Adopt	4
Trauma-Informed Leadership Teams: How to Engage, Motivate and Measure for Clear Results	Nina Marino, Director, Treatment Foster Care and Adoption, Lutheran Family Services of Virginia	44
Using a Logic Model to Effectively Identify and Measure Outcomes to Ensure an Effective System of Care	Courtney Gaskins, PhD, Vice President of Programs, Youth for Tomorrow and Member, State Executive Council for Children's Services	38
Using CSA Data and Fiscal Reports	Chuck Savage, Business Manager, Office of Children's Services	21
Utilization Review at the Local Level	Anna Antell, LCSW, Program Consultant, Office of Children's Services	74
Wraparound Loudoun	Maria Torres, Program Manager, Katalin Swanson, Team Coordinator, Mahum Hameed, Care Coordinator, and Ashleigh Albright, Care Coordinator, Loudoun County Department of Mental Health, Substance Abuse and Developmental Services	27

NOTE: conference participants had the opportunity to participate in up to six breakout sessions in addition to the Keynote Session

**GOALS AND STRATEGIES FOR THE FY16-FY18 BIENNIAL PLAN
ENDORSED BY THE SEC AND SLAT – December 3, 2015**

GOAL 1: Support implementation of a singular, unified system of care that ensures equal access to quality services for at risk youth across the Commonwealth.

Strategy	Responsible Body	Target Completion Date
1. Continue promotion of High Fidelity Wraparound/ Intensive Care Coordination as an evidence-based intervention through sustaining the activities of the HFW Center of Excellence on the expiration of federal grant funding (9/30/16) and continued collaboration with state and local partners to advance the practice of HFW and expand funding options for the intervention.	SEC, SLAT and OCS	Ongoing
2. Increase family participation in all aspects of the system of care by enhanced support for a child-centered, family-focused system by policy guidance and support of practices to increase family access and voice in the CSA process, including provision of ongoing training opportunities in this area.	SEC, SLAT and OCS	Ongoing
3. Review, clarify, and revise as necessary, relevant SEC policies that impact access to and quality of services (e.g., CSA eligibility as a Child in Need of Services, "Carve Out of Allocation for Development of New Services). Continue efforts to align SEC policies with those of other child-serving agencies as appropriate.	SEC	6/30/2017
4. Work with the Department of Education and other state and local stakeholders to examine and improve practices and develop greater collaboration with CSA regarding the placement of students with educational disabilities in the least restrictive environment. Review and recommend/adopt adjustments to SEC policy on the use of special education wraparound funds as appropriate.	SEC, SLAT OCS	6/30/2017
5. Work with/assist the Department of Medical Assistance Services (DMAS) and other appropriate agencies and groups to revise regulations governing residential treatment for children and adolescents to ensure consistent access, care coordination and improved outcomes.	OCS	6/30/2017
6. Support cross-secretariat leadership (i.e., HHR, Education, and Public Safety and Homeland Security) through the Governor's Children's Cabinet on policy, funding and practice issues to enhance outcomes for high-risk populations including youth involved in the juvenile justice system and those at-risk of long-term school suspension or expulsion due to emotional and/or behavioral problems.	SEC OCS	Ongoing

GOAL 2: Support informed decision making through utilization of data to improve child and family outcomes and public and private provider performance in the provision of services through the Children's Services Act.

Strategy	Responsible Body	Target Completion Date
1. Improve availability of meaningful data via statistics on the CSA web page and expand information via data "dashboards". Work with local governments to define relevant data for inclusion, specifically common outcome metrics across the CSA service array.	SEC Outcome Committee, SLAT and OCS	Ongoing
2. Continue to enhance collection, analysis, availability and utilization of appropriate client, local and state level data to enable comprehensive analysis of needs, services, providers, and outcomes. Utilize data and predictive analytics as a basis for quality improvement activities. Explore opportunities for follow-up after receiving CSA services to determine long-term outcomes.	SEC Outcome Committee, SLAT and OCS	Ongoing
3. Enhance utilization and value of the Child and Adolescent Needs and Strengths Assessment (CANS) for service planning and identification of needs by release of and training on the new CANVaS 2.0 software platform which will include enhanced: <ul style="list-style-type: none"> • child level reporting capabilities to allow needs and strengths identification, progress monitoring, and adjustments of service plans • assessment of a child's experiences of trauma • ability (for children in the foster care system) to assess needs and strengths in the areas of safety, permanency and well-being and for concurrent permanency planning. 	OCS VDSS	6/30/2017

GOAL 3: Improve the operational effectiveness and accountability of CSA administration.

Strategy	Responsible Body	Target Completion Date
1. Develop and implement guidelines for the process of SEC promulgation of policies including stages and time frames for public notice, public comment, and evaluation of potential state and local fiscal impact	SEC	6/30/2017
2. Develop and adopt clear policy guidance regarding criteria for denial of CSA state pool funds in response to audit findings and subject to the SEC Dispute Resolution Policy	SEC and SEC Finance and Audit Committee	06/30/2017
3. Continue engagement of CPMT representatives (including parents and private providers), juvenile judges, school superintendents, government administrators, and elected leaders in local administration of the CSA through increased opportunities for education and dialogue.	SLAT and OCS	Ongoing
4. Enhance integration of fiscal and data reporting requirements and systems to reduce local administrative burden and improve accuracy and utility of data for program evaluation and improvement and fiscal operations.	OCS and SEC Finance and Audit Committee	6/30/2017
5. Continue implementation of a robust training plan including development and implementation of a group of e-learning courses to make training on core CSA policies and practices available "on-demand", especially for newly hired staff of local child-serving agencies.	SLAT and OCS	Ongoing
6. Build/enhance a systemic culture of collaboration across state and local CSA stakeholders through technical assistance in team building, communication, consensus building, etc.	SLAT and OCS	Ongoing
7. Enhance collaboration between SLAT and SEC through periodic joint meetings for review of strategic planning initiatives.	SEC and SEC	Ongoing