

AGENDA
State Executive Council for Children's Services
June 10, 2021

Virtual Meeting

<https://global.gotomeeting.com/join/862346165>

You can also dial in using your phone.

(646) 749-3122

Access Code: 862-346-165

- 9:30 Call to Order / Roll Call of Members**
- 9:40 Opening Remarks – Dr. Daniel Carey, Chair**
- Introduction of New SEC Member – Hon. Margaret Angela Franklin, Local Government Representative (Prince William County Board of Supervisors)
 - Recognition of Hon. Mary Biggs for service to the SEC and CSA (2015 – 2021)
 - **Action Item** – Approval of March 2021 Minutes (Roll Call Vote)
- 9:50 Public Comment I**
- 10:00 FY2022 CSA Training Plan – Scott Reiner, OCS Executive Director**
- **Action Item** – Approval of Training Plan (Roll Call Vote)
- 10:15 State and Local Advisory Team Report – Lesley Abashian, SLAT Chair**
- SLAT/SEC Strategic Plan Workgroup on local CSA leadership competencies
 - SLAT/SEC Strategic Plan Workgroup on developing a youth and family guide to CSA
 - Announcement of SLAT officers for FY2022
- 10:35 Break**
- 10:40 Strategic Plan Workgroup on Policy Alignment – Proposed Policy Actions per SEC Policy 2.4 – Scott Reiner**
- Revision of SEC Policy 3.3 (Family Engagement)
 - **Action Item** – Approval of Initiation of Notice Stage for 30 days, effective June 14, 2021 (Roll Call Vote)
 - Revision of SEC Policy 3.2 (FAPT and Alternative Multidisciplinary Teams)
 - **Action Item** – Approval of Initiation of Notice Stage for 30 days, effective June 14, 2021 (Roll Call Vote)
- 11:00 Executive Director's Report – Scott Reiner**
- Activities related to HB2212
 - Workgroup on transfer of special education funding from CSA to DOE
 - Implementation of the Family First Prevention Services Act
 - Evidence Based Practice Readiness Training Events

- 11:20 Public Comment II**
- 11:25 Closing Remarks – Secretary Carey**
- 11:30 Adjourn**

FOIA Council Post-Meeting Survey:

<http://foiacouncil.dls.virginia.gov/sample%20letters/Elec%20Mtgs%20public%20comment%20form%202013.doc>

Schedule of Remaining 2021 Meetings

September 9, December 9

Meeting Materials:

- Draft Minutes March 2021 meeting of the SEC
- Draft FY2022 CSA Training Plan
- Report of the SLAT workgroup on local CSA leadership competencies
- Report of the SLAT workgroup on a youth and family guide to CSA
- Notice of Intent to Develop Policy (SEC Policy 3.3, *Family Engagement*)
- Notice of Intent to Develop Policy (SEC Policy 3.2, *FAPT and Alternative Multidisciplinary Teams*)
- SEC Policy 2.4 (*Public Participation in Policy-making Actions*)
- HB2212

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**STATE EXECUTIVE COUNCIL (SEC)
FOR CHILDREN'S SERVICES
1604 Santa Rosa Road, Suite 137
Richmond, VA
(VIRTUAL MEETING)
Thursday, March 11, 2021**

SEC Members Present:

The Honorable Daniel Carey, M.D., Secretary of Health and Human Resources
Lesley Abashian, Chair, State and Local Advisory Team (SLAT)
The Honorable Mary Biggs, Member, Montgomery County Board of Supervisors
Sophia Booker, Service Recipient Representative
Valerie Boykin, Director, Department of Juvenile Justice
Eric Campbell, City Manager, City of Harrisonburg
The Honorable Willie Greene, Mayor, City of Galax
The Honorable Elizabeth Guzman, Member, Virginia House of Delegates
Samantha Hollins, Ed.D. for James Lane, Ed.D. Superintendent of Public Instruction, Virginia
Department of Education
Sandra Karison for Karl Hade, Executive Secretary of the Supreme Court of Virginia
Karen Kimsey, Director, Department of Medical Assistance Services
Mira Signer for Alison Land, Commissioner, Virginia Department of Behavioral Health and
Developmental Services
The Honorable T. Montgomery "Monty" Mason, Member, Senate of Virginia
The Honorable Frank Somerville, Presiding Judge, 16th Judicial District, Juvenile and Domestic
Relations District Court
Ron Spears, CEO, Elk Hill
Amanda Stanley, President and CEO, DePaul Community Resources
Jessica Stern, Parent Representative
Duke Storen, Commissioner, Virginia Department of Social Services

SEC Members Absent:

Bob Hicks, for M. Norman Oliver, M.D., Commissioner, Virginia Department of Health
Andelicia Neville, Parent Representative
Michelle Johnson, County Administrator, Charles City County

Other Staff Present:

Marsha Mucha, Administrative Staff Assistant, OCS
Scott Reiner, Executive Director, OCS
Susan Whyte, Assistant Attorney General

Roll Call of Members

Scott Reiner noted that the COVID-19 state of emergency precludes assembling the required number of individuals in a central location. The meeting was held virtually via GoToMeeting in accordance with state law and was being recorded.

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Mr. Reiner conducted a roll call of the membership for attendance purposes.

Opening Remarks

Secretary Carey called the virtual meeting to order at 9:31 a.m. and welcomed everyone. He recognized Ron Spears, CEO of Elk Hill as a new private provider representative replacing Courtney Gaskins who has taken a new position with the federal government in Washington, D.C.

The minutes of the December 10, 2020 meeting were approved on a motion by Mary Biggs, seconded by Valerie Boykin and approved by roll call vote as follows:

Aye: Secretary Carey, Duke Storen, Samantha Hollins, Valerie Boykin, Sandra Karison, Karen Kimsey, Mira Signer, Ron Spears, Amanda Stanley, Sophia Booker, Jessica Stern, Mary Biggs, Eric Campbell, Willie Greene, Delegate Elizabeth Guzman, Senator Monty Mason, Frank Somerville and Lesley Abashian

Nay:

Public Comment 1

There was no public comment.

Executive Director's Report – Leadership and Collective Action

Scott Reiner, Executive Director of OCS reported on and shared the results of a survey completed by OCS of state agencies concerning collection and reporting of outcomes data. This project was completed in support of outcome driven practices as part of the SEC's Strategic Plan implementation. The completed survey results ("Catalog of Outcomes") will be shared with the SEC membership and posted to the OCS website.

Mr. Reiner noted that there were very few common outcome measures across agencies. VDSS and CSA share family based foster care and exits to permanency outcomes. OCS has also collaborated with DJJ on the recidivism rates of children/youth under the age of 18 who have exited the CSA system.

Presentation and Discussion

A presentation on utilizing data was made by Chief Data Officer of the Commonwealth, Carlos Rivero. Mr. Rivero spoke on data governance which he said is the foundation of data management. He reviewed why data governance is important, the benefits of data management, and the roles and responsibilities of the data governance process. He also presented information on the Commonwealth's Data Trust, which makes data available to trust members through a standardized data sharing agreement process. This process promotes trust among members through common rules for data security, privacy and confidentiality.

At the conclusion of Mr. Rivero's presentation, there was a brief discussion and Mr. Rivero answered questions from SEC members. Secretary Carey thanked Mr. Rivero for his presentation and for sharing models of the Data Trust with the SEC.

Mr. Reiner asked if Mr. Rivero would meet with him and several members of the SEC for a discussion of how CSA and its participating agencies could use the information presented to address the Strategic Plan goal of becoming a data and outcome-oriented organization. Mr. Reiner asked that interested SEC members let him know of their interest.

Executive Director's Report – continued

Mr. Reiner reported on the following items:

- Relevant General Assembly Actions – Several bills originated from recommendations in the JLARC report. SB 1313 (*Mason*) and the identical HB 2117 (*Van Valkenburg*) impacts CSA funded special education. The legislation includes:
 - Requirement that only educational programs licensed by DOE will be eligible for CSA funding.
 - Addition of a new group to the eligible populations for CSA: students previously placed in approved private school education programs for six months or more and who will receive transitional services in a public school setting for less than 12 months
 - Requirement to establish a workgroup to develop a plan to transfer to DOE, CSA funding and responsibility for private day or residential special education placements. A preliminary report is due November 1, 2021 with a final report due November 1, 2022.

HB 2212 (*Plum*) – Requires OCS to provide for the effective implementation of CSA in all localities by:

- Regularly monitoring local performance measures and child and family outcomes
 - Using audit, performance, and outcomes data to identify local programs that need technical assistance
 - Working with local programs that are consistently underperforming to develop a corrective action plan.
 - Providing 1 FTE and funding to implement these requirements
 - Reporting to the General Assembly in November 2021
- Evidence Based Practices Readiness Training Events - A series of evidence-based training events which were originally planned for Spring 2020 are rescheduled for virtual delivery in May and June 2021. This is a collaborative effort, in both planning and funding from multiple SEC agencies and local partners. Please let Mr. Reiner know if you would like to attend.

State and Local Advisory Team Report (SLAT)

Lesley Abashian, SLAT Chair provided the report. SLAT last met on February 4, 2021. SLAT has two workgroups meeting on areas of the SEC's Strategic Plan:

- The Empowering Families workgroup is developing a guide for youth and families to build understanding about access to needed services.
- The Leadership and Collective Action Workgroup is working on deliverables around leadership competencies for local CSA leaders (CSA coordinators, FAPT and CPMT members).

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SLAT will have a more in-depth report on these items for the next SEC meeting. Ms. Abashian noted that SLAT is committed to and invested in working on priorities between localities and the SEC in areas such as the Family First Prevention Services Act. SLAT is also available to the SEC as needed to engage in other endeavors.

Public Comment II

There was no additional public comment.

Member Updates

- DJJ – Ms. Boykin reported on 1) SB 1456 - eligibility of juveniles younger than 11 and commitment to the Department of Juvenile Justice. HB 1878 - juvenile intake and petition and appeals to magistrates on findings of no probable cause; 2) JLARC study of DJJ; 3) Bon Air approved as vaccination center and offered as a vaccination site for the community.
- VDSS – Mr. Storen reported on several aspects of the American Rescue Plan Act including 1) expansion of the child income tax credit; 2) funding for investment in child-care in Virginia – focus on child care deserts and underserved populations; 3) free and or reduced lunches through the summer; 4) extension of unemployment benefits through September. He will provide a summary to circulate to the membership.
- Parent representative – Jessica Stern will share free resources (Connect Our Kids) with SEC members. These resources can assist with implementing the family finding and family engagements toolkits provided by VDSS.
- DBHDS – Mira Signer reported on 1) funding restored for ACES; 2) collaborating with a number of partners on the Marcus Alert System which promotes a behavioral health response to individuals in crisis while limiting the role of law enforcement; 3) legislative funding and language to allow diversions from CCCA.
- Supreme Court of Virginia – Sandra Karison reported 12 new juvenile and domestic relations district court judges will be receiving pre-bench training; 2) spring annual conference for judges will focus on trauma informed court practices; 3) wrapping up several child and family collaborative projects with VDSS.

Closing Remarks and Adjournment

In closing, Secretary Carey thanked everyone for their commitment to serving youth and families during these challenging times.

There being no further business the meeting adjourned at 11:30 a.m.



TRAINING PLAN

Fiscal Year 2022

Developed in accordance with Chapter 552 (Appropriation Act), Item 292, Section B.6

Presented for Approval by the State Executive Council – June 10, 2021

The vision statement of the Children's Services Act (CSA) is: "A collaborative, child-centered, family-focused, community-based system of care that effectively meets the needs of youth and their families in the Commonwealth." One important mechanism for achieving this vision is through development and implementation of a robust training plan. In accordance with provisions of the Appropriation Act, the Office of Children's Services prepares an annual training plan for approval to the State Executive Council for Children's Services (SEC). This document outlines the OCS FY2022 Training Plan for the period of July 1, 2021 - June 30, 2022. The description of potential training topics is intended to be broad, inclusive and consistent with SEC goals and strategic direction to "promote alignment, lead by example, and collaborate on a shared vision and key outcomes." Specific training activities are planned and implemented in response to stakeholder requests and needs, important system-wide initiatives, and to the extent of available resources.

I. GOALS

- A. To increase knowledge, skills, and competencies of individuals holding CSA-specific roles and responsibilities to ensure effective implementation of the CSA.**

Objectives:

- To enhance effectiveness and positive outcomes for youth and families by ensuring that the core requirements of CSA and the principles of a system of care are known to individuals who serve key roles within the structures of CSA
- To assure that basic competencies in CSA practice are applied to local operations.
- To enhance the level of knowledge and skills of core members of local CSA team members (Family Assessment and Planning Teams (FAPT), Community Policy and Management Teams (CPMT))
- To support, encourage, and motivate key CSA participants to realize the mission and vision of the CSA and the system of care through collaboration and excellence in practice

Target Audiences:

- CSA Coordinators; CPMT members; FAPT members; CSA Fiscal Agents; other local CSA staff (e.g., Utilization Review Specialists, FAPT Coordinators)

Possible Topics/Activities:

- Evidence-based practices and assisting localities with selection, implementation, and sustainability (*SEC Strategic Plan*)
- Implementation of the Families First Prevention Services Act
- Collaboration for the implementation of Behavioral Health Enhancement and STEP-VA
- Core leadership and operational competencies as determined through the SEC Strategic Plan's Leadership and Collective Action goals (*SEC Strategic Plan*)
- CSA Mission and Vision/CSA as a System of Care
- Building effective multi-disciplinary teams/collaboration
- Enhancing diversity, equity, and inclusion across the CSA system (*One Virginia Plan*)
- Information Technology Security for CSA System Users (*VITA OCS IT Security Audit*)
- Local CSA Coordinator responsibilities (§2.2-2649)
- Provision of effective and efficient services (§2.2-2649)
 - Use of data and data analytics to assess service patterns and improve outcomes / Continuous Quality Improvement (Utilization Management) (*Appropriation Act*)
 - Understanding High Fidelity Wraparound and Intensive Care Coordination
 - Utilization Review (*Appropriation Act*)
- Controlling costs and utilizing alternative funding streams and revenues (*Appropriation Act*)
 - Blending & Braiding Funds - Developing a Fiscal Plan
 - Accessing the full array of Medicaid services (*Appropriation Act, with DMAS*)
 - DSS Adoption Assistance and Title IV-E prevention (FFPSA) funds
- Use of state pool funds: eligibility and decision points; use of Protected Funds for non-sufficient populations (*SLAT and JLARC reports*); use of Special Education Wraparound funds
- FAPT determination of CHINS: parental agreements and foster care prevention
- Understanding mission, purpose, and outcomes of child serving agencies of Foster care services and the CSA (*Appropriation Act, with DSS*)
- Requirements regarding IDEA and the use of CSA funds for special education services (*Appropriation Act, with DOE*)
- Building community services/public-private partnerships (*Appropriation Act*)
- Uniform Child and Adolescent Needs and Strengths (CANS) assessments and service planning
- The CSA local audit program: Compliance monitoring and program improvement; self-assessment process
- Navigating cross-jurisdictional issues: Fostering Connections; transfers across jurisdictions; out-of-state placements
- Administrative and fiscal issues: Local statutory responsibilities (*Appropriation Act*)

- Financial and data reporting requirements of CSA (supplemental funding requests; pool fund reimbursements; Local Expenditure and Data Reimbursement System (LEDRS); understanding service categories and match rates)
- Engaging families, empowering youth/family voice and choice

Primary implementation methods:

- Annual New CSA Coordinator Academy
- Annual CSA Conference
- Regional and local training events
- Virtual/online e-learning courses and Webinars
- Information disseminated through the CSA website
- Technical assistance in response to specific inquiries

B. To increase knowledge, skills, and competencies of child serving partners to maximize use of CSA processes and funding to effectively serve youth and families.

Objectives:

- To ensure that the key partners in the children's services system(s) gain specific and targeted knowledge and competencies to incorporate CSA into their primary areas of professional responsibility

Target Audiences:

- Executives, managers, supervisors, and direct service staff in local departments of social services, court service units, community services boards, and school divisions; state level managers in child serving agencies; juvenile and domestic relations court judges; guardians ad litem; LDSS attorneys; elected and appointed local government officials; private service providers

Possible Topics:

- CSA's role in the implementation of the Families First Prevention Services Act and the State Kinship Guardianship Assistance Program (*SB1328, 2021 Session*)
- New CSA eligibility for public school transitional services for students with disabilities (*SB1313/HB2117, 2021 Session*)
- Foster care services and the CSA (including continued implementation of Fostering Futures) (*Appropriation Act, with DSS*)
- Requirements regarding IDEA and the use of CSA funds for special education services (*Appropriation Act, with DOE*)
- Vision and mission of CSA
- Accessing CSA funded services
- CANS certification and Super Users training
- CANS assessment and service planning

Primary Implementation Methods:

- Stakeholder venues/conferences
- Locality-specific training events
- Virtual/online e-learning courses and Webinars
- Development and dissemination of various tools to increase family awareness of CSA
(*SEC Strategic Plan*)

Supporting Activities:

- Coordinate with local CSA programs and stakeholder organizations to plan and deliver topical CSA training within agency-specific conferences and training sessions.
- Work with the State and Local Advisory Team (SLAT), the State Executive Council (SEC), partner agencies, and other affiliated organizations (e.g., VML/VACO, VCOPPA, VLSSE, VCASE, VDSS, DJJ, Court Improvement Program, Supreme Court of Virginia New J&DR Judges Pre-Bench Training Program, VDOE) to identify CSA-related training to be incorporated into agency training activities.

- C. To enhance outcomes for youth, families, and communities by adoption of effective, evidence-based, and evidence-informed practices. (*SEC Strategic Plan*)

Objectives:

- To provide opportunities for CSA stakeholders to learn about and develop competencies in effective, evidence-based models pertaining to the service needs of the CSA population

Target Audiences:

- All CSA stakeholders

Topics:

- Local implementation and support of evidence-based practices/evidence-informed practices in children's services (EBP) (*SEC Strategic Plan*)
- Continuous Quality Improvement within CSA
- Best practices and evidence-based practices related to the CSA (*Appropriation Act*)
 - Introduction to Systems of Care
 - Intensive Care Coordination (ICC) / High Fidelity Wraparound (HFW) Facilitator, Supervisor, and Support Partner training
 - Trauma-informed services within an overall System of Care (in collaboration with DSS, DMAS, and DBHDS)
- Use of the CANS as a service planning and outcomes management tool
- Family engagement – families and youth as partners, promoting effective family representation on FAPT/CPMT

Primary implementation methods:

- Regional training events in collaboration with partner agencies
- Virtual/online e-learning courses and Webinars
- Information developed and disseminated through the CSA website

II. TRAINING AND TECHNICAL ASSISTANCE METHODOLOGIES

A. Provide OCS Sponsored Training Opportunities

Activities:

- Annual CSA Conference
- Annual New CSA Coordinator Academy
- Local / regional training events (live and virtual, including e-learning) on selected topics
- Development and dissemination of informational materials

B. Incorporate CSA related training within stakeholder venues/conferences

Projected Activities:

- In collaboration with sponsoring entities, conduct training in a variety of venues. Examples include, but are not limited to:
 - Department of Education: Aspiring Leaders of Special Education Academy
 - Virginia League of Social Service Executives training events
 - Virginia Association of Counties/Virginia Municipal League meetings
 - Virginia Association of School Superintendents
 - Virginia Coalition of Private Provider Organizations Critical Issues Symposium
 - Virginia Council of Administrators of Special Education semi-annual meetings
 - Virginia Association of Independent Special Education Facilities: Annual Conference
 - Virginia Family Network Family and Youth Leadership Summit
 - Office of Executive Secretary of the Supreme Court: Court Improvement Program training events
 - Office of Executive Secretary of the Supreme Court: Mandatory J&DR Judges Conference and New J&DR Judges Pre-Bench events
- Through collaboration with stakeholder agencies, organizations and the State and Local Advisory Team (SLAT), identify and schedule training opportunities.

C. Deliver targeted, high-quality technical assistance

Objective:

- To respond to stakeholder identified needs for information that will enhance the effectiveness of CSA activities, minimize and/or respond to audit findings, and support overall system of care implementation

Activities:

- Maintain the "OCS Help Desk" on the CSA website to facilitate prompt, accurate, and consistent responses to requests for specific guidance on policy and practice
- Provide targeted on-site training and technical assistance to meet needs identified by OCS, localities, and/or regions
- Provide targeted assistance to facilitate CPMT corrective action / program improvement activities (*HB2212, 2021 Session*)
- Provide on-site and remote technical assistance on frequently asked questions / common issues
- Provide information through the Resource Library of the CSA website (FAQ's, Fact Sheets, Guidance Documents)

D. Develop, promote, and implement virtual learning opportunities

Objectives:

- Maximize participation and accessibility of CSA-related training through an array of delivery platforms

Activities:

- Maintain the statewide training site for CANS certification
- Administer the CSA domain of the Virginia Learning Center (VLC) to include user account management for local, non-state agency users
- Plan and deliver webinars on "hot topics" (e.g., new policy guidelines, new fiscal reporting systems / requirements, best practices, common issues and assistance requests made by CSA stakeholders)
- Develop and implement online learning programs to include:
 - Educational opportunities through the VLC
 - OCS-sponsored webinars
 - Ongoing availability of archived training materials from the annual conferences, webinars, and other sources
 - Use of the CSA website to make available materials from national and other sources of best practice information
- Maintain the online Training Calendar which provides information about upcoming training events
- OCS will utilize various communication mechanisms (CSA listserve, CSA website, email lists) to inform stakeholders of relevant upcoming training events and new on-line courses

E. Evaluation

Objective:

- To provide accountability and continuous quality improvement for OCS training activities

Activities:

- Design content, materials, methods of instruction, and evaluation criteria for CSA training activities that reflect principles of adult learning and best practices in instructional design
- Collect and report information regarding participants (e.g., number, primary professional affiliation) at major CSA training events (i.e., the annual CSA Conference)
- Collect and summarize evaluations of OCS training activities and utilize feedback to refine and improve training activities
- Provide quarterly reports to the State Executive Council, summarizing OCS training activities
- Complete and submit an annual report to the General Assembly regarding OCS training activities (*Appropriation Act*)

CHILDREN'S SERVICES ACT COORDINATOR

The Children's Services Act (CSA) Coordinator is a unique role and varies by locality. The CSA Coordinator sub-committee focused on the identification of leadership and operational competencies based on feedback from CSA Coordinators from a variety of small, mid-size and large localities. The feedback indicates several consistent themes in these competencies that are important, regardless of locality size and structure of the CSA program. Most of the respondents (82%) have been in his or her role for more than one year, with approximately half of those having been in the role five or more years.

Core Leadership Competencies		
Competency	Components of Competency	Resource(s)
<p>Effective Communication Skills (Written and Verbal)</p>	<ul style="list-style-type: none"> • Ability to be clear and succinct when presenting information to FAPT members, CPMT members and case managers; • Engage in active listening with others; • Develop rapport with key stakeholders in CSA; • Asking questions for additional information or clarification; • Be aware of non-verbal communication such as tone, body language, hand gestures, etc. • Open-mindedness • Demonstrate respect toward others • Ability to adapt communication style and understand communication style of others 	<ul style="list-style-type: none"> • Sample Interview Questions for CSA Hiring Managers (Attachment A)

<p>Collaborative</p>	<ul style="list-style-type: none"> • Ability to work with others in a respectful manner • Accept and appreciate the various perspectives of team members • Openly share information • Consensus-building • Effectively work with people from a variety of CSA stakeholder groups 	<ul style="list-style-type: none"> • Sample Interview Questions for CSA Hiring Managers (Attachment A)
<p>Solution-focused Problem Solving</p>	<ul style="list-style-type: none"> • Ability to identify a problem and identify solutions that mitigate the problem in a manner that has a positive or best outcome with the least negative impact • Be open to brainstorming with others • Recognize there may be more than one good solution • Strength-based perspective • Set SMART goals • Ability to think critically and creatively 	<ul style="list-style-type: none"> • Sample Interview Questions for CSA Hiring Managers (Attachment A)
<p>Organizational Skills and Multi-tasking</p>	<ul style="list-style-type: none"> • Utilize tools such as calendars, reminders, to-do lists to prioritize and manage responsibilities • Consistently meeting deadlines • Delegation of responsibilities as appropriate • Ability to prioritize and re-arrange • Ability to adjust to change and the “unexpected” • Use time and resources effectively 	<ul style="list-style-type: none"> • Sample Interview Questions for CSA Hiring Managers (Attachment A)

Core Operational Competencies

Competency	Components of Competency	Resource(s)
<p>Program Management</p>	<ul style="list-style-type: none"> • Ability to apply policy to operational procedures <ul style="list-style-type: none"> ○ Navigate and interpret policies from OCS and partner agencies ○ Apply policy to day-to-day operations ○ Apply policy consistently across agencies • Strong understanding of CSA Eligibility and CSA Funding considerations • Contract management <ul style="list-style-type: none"> ○ Ability to negotiate contract terms and conditions (Note: may be done in conjunction with CPMT and/or locality purchasing or legal official) • Data management and analysis <ul style="list-style-type: none"> ○ Ability to collect, organize and report data related to outcomes ○ Provide data feedback to CSA stakeholders ○ Use data to drive decision-making with a goal of meaningful and measurable outcomes • Understanding of necessary documentation needed in CSA case files 	<ul style="list-style-type: none"> • Commonwealth of Virginia Learning Center (COVLC) modules for CSA https://covlc.virginia.gov/ <ul style="list-style-type: none"> ○ CSA031 – CSA034 • CSA Policy Manual and CSA Guidance Manual https://www.csa.virginia.gov/Resources/PolicyGuides • CSA Coordinator's Academy and Archives https://www.csa.virginia.gov/Resources/TrainingMaterial/OCSA Self-Assessment Workbook • https://www.csa.virginia.gov/LocalGovernment/Index/O <ul style="list-style-type: none"> ○ Recommended at hire for any new Coordinator to complete with CSA stakeholders • OCS Helpdesk • State Agency sites <ul style="list-style-type: none"> ○ VDSS Foster Care Policy Manual https://fusion.dss.virginia.gov/dfs/DFS-Home/Foster-Care/Foster-Care-Guidance ○ Department of Juvenile Justice ○ Department of Education • Sample Interview Questions for CSA Hiring Managers (Attachment A)

	<ul style="list-style-type: none"> • Understanding of CSA audit components 	
Human Services Knowledge and Application	<ul style="list-style-type: none"> • Fundamental understanding of public child-serving agency connections to CSA • Comprehensive knowledge of local community resources and services • Ability to identify service gaps • Build on the knowledge of your team members (FAPT/CPMT/staff) 	<ul style="list-style-type: none"> • Resources for Special Education, Child in Need of Services (CHINS), Adoption Assistance and Fostering Futures, Department of Medical Assistance Services (DMAS) • Magellan • Child and Adolescent Needs and Strengths (CANS) Assessment Training and Resources <ul style="list-style-type: none"> ○ https://www.schoox.com/login.php ○ https://www.csa.virginia.gov/Cans/Index • Sample Interview Questions for CSA Hiring Managers (Attachment A)
Financial Knowledge and Application	<ul style="list-style-type: none"> • Understand the fundamentals of CSA LEDRS reporting elements • Ability to develop and manage a program budget • Management of purchase orders, invoices, payments, financial reconciliation • Basic understanding of accounting principles 	<ul style="list-style-type: none"> • Funding and Financial Reporting Resources https://www.csa.virginia.gov/Resources/Guidance • COVLC module for CSA Financial Procedures for Local Government – CSA041 https://covlc.virginia.gov/ • Sample Interview Questions for CSA Hiring Managers (Attachment A)

RECOMMENDATIONS

- OCS should identify specific training materials that support a CSA Coordinator’s foundational understanding of core operational competencies.
 - CSA Coordinator training materials should be organized by operational competency and clearly identified on the OCS website.
 - Any updates to training materials and/or location should be updated on this document under the Resources column.
- CPMTs and/or hiring managers for the CSA Coordinator position are encouraged to use this document as a guide when making hiring decisions.

FAMILY ASSESSMENT AND PLANNING TEAM (FAPT)

FAPT MEMBER GENERAL CORE COMPETENCIES		
Competency	Component(s) of Competency	Resource(s)
Effective communication skills	<ul style="list-style-type: none"> • Ability to be clear and succinct when presenting information. • Engage in active listening with others. • Develop rapport with families and providers of service. • Ask questions for additional information or clarification. • Awareness of non-verbal communication such as tone, body language, hand gestures, etc. • Ability to maintain an open mindset • Demonstrate respect toward others. • Understand cultural competency. • Ability to adapt communication style and understand communication style of others. 	<ul style="list-style-type: none"> • CSA Conference break-out sessions (https://csa.virginia.gov/Resources/TrainingMaterial/1)

<p>General understanding of the CSA and the function of FAPT</p>	<ul style="list-style-type: none"> • Knowledge of the CSA from a state and local perspective. • Knowledge of CSA eligibility requirements. 	<ul style="list-style-type: none"> • Code of Virginia, Chapter 52.Children’s Services Act (https://law.lis.virginia.gov/vacode/2.2-5200/) • The Policy manual for the Children’s Services Act (https://csa.virginia.gov/Resources/PolicyGuides) • Office of Children’s Services Resource Section (https://csa.virginia.gov/) • Local policy review • Commonwealth of Virginia Learning Center (https://covl.virginia.gov/Default.aspx) • CSA031 – CSA basics for CPMT – The big picture • CSA032 – CPMT & FAPT roles and responsibilities • CSA033 – CSA funding and eligibility for CPMT members • CSA001 – Can CSA pay? • CSA42 – CSA Parental Agreements • CSA020 - Special education wraparound funding under the Children’s Services Act
<p>Ability to function as a part of a team</p>	<ul style="list-style-type: none"> • Ability to work with others in a respectful manner. • Accept and appreciate the various perspectives of team members. • Openly share information. • Ability to build consensus. • Ability to effectively work with people from a variety of CSA stakeholder groups. • Commitment to engage in discussion and service planning efforts. 	<ul style="list-style-type: none"> • CSA Conference break-out sessions (https://csa.virginia.gov/Resources/TrainingMaterial/1)
<p>Solution-focused mindset</p>	<ul style="list-style-type: none"> • Ability to identify a problem and identify solutions that mitigate the 	<ul style="list-style-type: none"> • CSA Conference break-out sessions (https://csa.virginia.gov/Resources/TrainingMaterial/1)

	<p>problem and remove potential barriers.</p> <ul style="list-style-type: none"> • Willingness to brainstorming with others • Recognition that there may be more than one possible solution. • Strength-based perspective • Ability to think critically and creatively. 	
<p>Service planning skills</p>	<ul style="list-style-type: none"> • Understanding of how to set goals and objectives that are SMART (Specific, Measurable, Achievable, Time-Bound). • Knowledge of specific services and their relevance to the goals and objectives of the plan. • Extensive knowledge of private providers within the community and around the state. • Comprehensive knowledge of local community resources and services including how they are accessed. 	<ul style="list-style-type: none"> • CSA Conference break-out sessions (https://csa.virginia.gov/Resources/TrainingMaterial/1) • Virginia Commission on Youth Collection of Evidence-based Practices for Children and Adolescents with Mental Health Treatment Needs, 7th Edition (http://vcov.virginia.gov/collection.asp)

FAPT MEMBER POSITION SPECIFIC COMPETENCIES

SOCIAL SERVICES REPRESENTATIVE		
Competency	Component(s) of Competency	Resource(s)
<p>Extensive knowledge of VDSS and LDSS function and child welfare topics.</p>	<ul style="list-style-type: none"> • Provide an overview of DSS services. • Knowledgeable of court orders, best interest of the child, child safety, protective orders, foster care system and related issues, CW system, CPS, treatment plan development, and community resources. • Knowledgeable of benefits available through DSS. • Has a working knowledge of DSS technology systems. • Provides information to case managers and the community about what DSS provides and offers, including the focus on child safety. 	<ul style="list-style-type: none"> • Virginia Department of Social Services (https://www.dss.virginia.gov/) • Commonwealth of Virginia Learning Center (https://covlc.virginia.gov/Default.aspx) <ul style="list-style-type: none"> • LDSS onboarding training modules • CSA011 CSA for New LDSS Staff Modules 1-5 <ul style="list-style-type: none"> • Module 1 - Basic background and design of CSA • Module 2 - Family Assessment and Planning Team3 • Module 3 - Eligibility under the CSA with specific focus on children receiving the full range foster care services to including prevention, independent living, non-custodial arrangements and traditional entrustments. • Module 4 - Service provision through the CSA funding • Module 5 - Treatment foster care level system, utilization management and review, and the role of FAPT in adoption assistance cases
COURT SERVICES UNIT REPRESENTATIVE		
Competency	Components of Competency	Resource(s)
<p>Extensive knowledge of the state and local Court Services Unit function and juvenile justice topics.</p>	<ul style="list-style-type: none"> • Provides information about court-related issues and programs, as well as knowledge of the legal system. • Knowledge about CSU, court system, probation, 	<ul style="list-style-type: none"> • Virginia Department of Juvenile Justice (http://www.djj.virginia.gov/) • Commonwealth of Virginia Learning Center (https://covlc.virginia.gov/Default.aspx) <ul style="list-style-type: none"> • Juvenile Justice specific training modules • Local Court Services Unit training hours • CSA Conference break-out sessions (https://csa.virginia.gov/Resources/TrainingMaterial/1)

	<p>parole, and juvenile justice issues.</p> <ul style="list-style-type: none"> • Provides expertise in resources and services available through the court system. • Assesses services related to the rehabilitation of youth, recommending least restrictive consequences to ensure community safety and rehabilitation. • Reviewing complaints received by the police, DSS, Schools, and individual agencies within the community, while making decisions as to how and if these matters will proceed in the court system. 	
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COMMUNITY SERVICES BOARD REPRESENTATIVE		
Competency	Components of Competency	Resource(s)
<p>Extensive knowledge of the state and local Community Services Board function and children's mental health topics.</p>	<ul style="list-style-type: none"> • Knowledgeable of CSB mental health services. • Fields inquiries about mental health issues, substance abuse, medications, and therapy as it relates to the Utilization Review and review of CANs. • Educates the team on mental health/substance 	<ul style="list-style-type: none"> • Virginia Association of Community Services Boards (https://vacsb.org/) • VACSB conferences and trainings listing (https://vacsb.org/vacsb-events-and-trainings-calendar/) • STEP Virginia core competency trainings • Free CSB Virginia training (https://psychotherapy.net) • Regional Training Consortium

	<p>abuse issues, treatment, and its effectiveness.</p> <ul style="list-style-type: none"> • Knowledgeable about emotional and behavioral concerns and options for treatment. • Assists parents/guardians with linking services for youth. 	
PUBLIC SCHOOL DIVISION REPRESENTATIVE		
<p>Extensive knowledge of the local public-school practices and topics related to public education, special education, in particular.</p>	<ul style="list-style-type: none"> • Inquires whether the child is eligible for special education or other school services. • Explains different types of placements through PGPS to families. • Knowledgeable about federal and state special education regulations and how to access support services through PGPS. • Knowledge of general resources available through the public schools and within the community. • Inquiries about education, private day placements, truancy, and school performance. • Review potential educational services 	<ul style="list-style-type: none"> • Virginia Department of Education - Special Education (https://www.doe.virginia.gov/special_ed/) • Special Education and the Children's Services Act (CSA) - Guidance for Community Policy Management Teams (CPMT), Family Assessment and Planning Teams (FAPT), CSA Coordinators, and Local School Divisions https://csa.virginia.gov/content/doc/Special_Education_and_CSA-Guidance_for_CPMTs_FAPTs_CSACoordinators_Local_School_Divisions.pdf

	<p>through IEP and provide expertise relative to the limits and resources of what the school system can provide.</p> <ul style="list-style-type: none"> • Duties include checking compliance with IEPs, discussing future educational goals, referral to child study for students eligible for special education or 504 plans. • Assists team in ensuring the child's educational needs meet the standards of PGPS. • Knowledgeable of school-related prevention, school attendance, behavior issues in school, services provided within the schools, talented and gifted programs, rights and testing options, school transition issues, and any factors affecting the safe and supportive environment for students. 	
PRIVATE PROVIDER REPRESENTATIVE		
<p>Extensive knowledge of a variety of mental health, foster care, and educational services available within the</p>	<ul style="list-style-type: none"> • Knowledgeable of mental health services and/or educational services. • Inquires about appropriateness of 	<ul style="list-style-type: none"> • CSA Conference break-out sessions (https://csa.virginia.gov/Resources/TrainingMaterial/1)

<p>community as well as the topics related to licensure and regulatory practices governing private service providers.</p>	<p>services, provider's response to the treatment goals, progress towards treatment goals, and quality of documentation as it relates to the Utilization Review and review of CANs.</p> <ul style="list-style-type: none"> • Discuss/educate the team on various treatments and its effectiveness. • Knowledgeable about emotional, educational, and behavioral concerns and options for treatment. • Assist FAPT in identifying services for youth. 	
<p>PARENT/FAMILY REPRESENTATIVE</p>		
<p>Lived experience within the CSA and/or child-serving system and a willingness to share their experience with other parents involved in the CSA/FAPT process.</p>	<ul style="list-style-type: none"> • Provides support to family members before, during, and after FAPT reviews. • Keeps track during the FAPT meeting of family engagement issues that may arise. • Tend to the needs of families during FAPT in terms of understanding the language and issues raised for services. 	<ul style="list-style-type: none"> • CSA Conference break-out sessions (https://csa.virginia.gov/Resources/TrainingMaterial/1) • The Virginia Family Network (https://namivirginia.org/virginia-family-network/)

RECOMMENDATIONS

1. Development of a FAPT member specific training series to be housed on the Commonwealth of Virginia's Learning Center (Office of Children's Services).
2. Development of team function specific trainings (communication and collaboration, service planning, family engagement) to be housed on the Commonwealth of Virginia's Learning Center (Office of Children's Services).
3. Development of a FAPT retreat resource manual that includes ideas and suggestions for FAPT specific trainings and activities (Office of Children's Services/CSA Coordinator's Network)
4. Provide discounted rates or stipends so local FAPT members can attend the CSA Annual Conference (Office of Children's Services)

COMMUNITY POLICY AND MANAGEMENT TEAM (CPMT)

The CPMT sub-committee focused on CPMT as a leadership body. Local CPMT membership is directed by 2.2-5205, therefore individuals become CPMT members based on their local leadership positions. Based on CPMT's oversight responsibilities within a local CSA program, the team's collective leadership is crucial to the success of the program.

The sub-committee developed a guidance document "*Characteristics of a High Functioning CPMT*" to guide localities to review and strengthen their CPMTs. It is highly suggested that local CPMTs establish an annual process for reviewing a CPMT's level of functioning based on CPMT's "powers and duties" as outlined in 2.2-5206.

As part of its work, the CPMT sub-committee initiated a local CPMT survey. The results included local feedback about what is needed to support a CPMT's success and included comments such as the following:

- "Increased racial and cultural equity on the CPMT to more closely reflect the demographics of the children served by CSA funding."
- "Local officials strengthening their knowledge of CSA and their engagement with CPMT members."
- "Balancing of time and primary job responsibilities with the time needed to take action on improvement initiatives."

CORE COMPETENCIES		
Competency	Component(s) of Competency	Resource(s)
Leadership Authority	<ul style="list-style-type: none"> • Authority to make decisions within the member's agency. • Ability to implement system changes within the member's agency. • Appointed to CPMT by local governing body. 	<ul style="list-style-type: none"> • Required Membership of Local CPMT: http://law.lis.virginia.gov/vacode/title2.2/chapter52/section2.2-5204/
CSA Knowledge	<ul style="list-style-type: none"> • Understand core principles of the Children's Services Act. 	<ul style="list-style-type: none"> • Commonwealth of Virginia Learning Center (COVLC) modules for CSA https://covlc.virginia.gov/ • CSA User Guide www.csa.virginia.gov/Resources/PolicyGuides

	<ul style="list-style-type: none"> Understand roles and responsibility of the CPMT. 	<ul style="list-style-type: none"> CSA Policy Manual www.csa.virginia.gov/Resources/PolicyGuides CPMT Powers and Duties http://law.lis.virginia.gov/vacode/title2.2/chapter52/section2.2-5206/
<p>Leadership Skills (Linked to CPMT Responsibilities)</p>	<ul style="list-style-type: none"> Professional experience and working knowledge of child-serving, system of care networks. Experience developing and implementing administrative and fiscal policies for multi-agency programs. Ability to develop and facilitate long-range, community-wide planning efforts. Knowledge of quality assurance/improvement processes utilized for accountability and outcomes for large public sector programs. Experience with review and analysis of data in program evaluation. Experience with management and oversight of program budgets. 	<ul style="list-style-type: none"> CPMT Powers and Duties http://law.lis.virginia.gov/vacode/title2.2/chapter52/section2.2-5206/
<p>Engagement</p>	<ul style="list-style-type: none"> Attend CPMT meetings regularly. Participate in discussions on agenda items. 	<ul style="list-style-type: none"> Characteristics of a Highly Functioning CPMT (Attachment B)

<p>Locality Input</p>	<ul style="list-style-type: none"> • Ability to work collaboratively within a multi-agency oversight board. • “Increased racial and cultural equity on the CPMT to more closely reflect the demographics of the children served by CSA funding.” • “Local officials strengthening their knowledge of CSA and their engagement with CPMT members.” • “Balancing of time and primary job responsibilities with the time needed to take action on improvement initiatives.” 	<ul style="list-style-type: none"> • CPMT Survey (conducted March 2021)
<p style="text-align: center;">RECOMMENDATIONS</p> <ol style="list-style-type: none"> OCS should identify specific training materials that support a CPMT member’s foundational understanding of CPMT’s role within the Children’s Services Act. <ol style="list-style-type: none"> CPMT training materials posted on the OCS website and clearly identified for CPMT members. The Annual CSA Conference should offer a half-day training session for CPMT members (as it does for CSA Coordinators) The Annual CSA Conference should identify specific trainings offered recommended for CPMT members. (CPMT-U) OCS should develop a model CPMT Chair job description. SEC/OCS should help develop strategies for local CPMTs to recruit, retain and support parent representatives’ active participation in local CPMTs. SEC/OCS should develop strategies to assist rural CPMTs. One strategy could be to develop a Rural Locality Round Table or Workgroup to address challenges and barriers inherent to rural localities. 		

Attachment A – Leadership and Collective Action Workgroup

CSA Coordinator Competencies

Sample Interview Questions for CSA Coordinator Hiring Managers:

Leadership Competency Questions:

- What are your strengths and weaknesses as a communicator? Who or what helped you to develop your strengths? How are you addressing your weaknesses?
- Do you adapt your communication style for the communication style of others? If so, how?
- What do you consider to be the most important components of effective communication? Provide an example of how you have used those strategies for success in a situation where you had to communicate difficult information and what was the outcome?
- The role and tasks of the CSA Coordinator requires sophisticated systems knowledge, dependability, flexibility, efficiency, and strong collaboration skills. Describe a scenario where you have demonstrated these characteristics or skills on a project. Which of these characteristics or skills is the most challenging for you at this time in your professional development and why?
- In your experience, what is the key to developing a good team?
- The CSA Coordinator is often responsible for facilitating meetings and interactions where multiple stakeholders with different perspectives are involved. What do you see as the opportunities and challenges in working with multi-disciplinary teams? Please provide an example of how you have successfully collaborated within a team setting.
- Participating in the process of receiving, processing and integrating feedback is an essential part of professional development within teams. First, describe a project where you have solicited and then processed and integrated feedback towards the success of the effort. Second, describe the most challenging feedback you have received in terms of your personal work performance and how that information has informed or affected your professional identity and development.
- Provide an example of when you thought “outside of the box” to solve a problem. What was your idea and what was the outcome?
- Please describe a project/assignment when you worked to develop and implement SMART Goals. Please tell us about the goal, how it met the definition of SMART and how you contributed to the progress or achievement of that goal.
- The CSA Coordinator is often in a position where there is not a clear answer or solution to a situation. What are strategies you use when approaching a problem, and provide an example of when you have used those strategies for a successful outcome?
- Provide an example of a large-scale or time-sensitive initiative that you led and successfully implemented, the strategies used to accomplish this task, and lessons learned. Please describe the project management, problem solving and evaluation skills that you used.
 - a. Describe the initiative and its rationale.
 - b. How were stakeholders engaged in the process?
 - c. What was the methodology employed for monitoring & evaluating the outcomes of the initiative? How were these findings communicated to leadership?

- Tell us why the timeliness of documentation is important. Give us an example of how you keep track of documentation deadlines.
- The CSA Coordinator position is one that faces the complexities of “managing from the middle”. You may be in a position where you have a lot of responsibility and accountability but little authority over program components and participants. What does managing from the middle mean to you? Please provide an example where you had to manage from the middle, to include strategies used, lessons learned, and outcomes?

Operational Competency Questions:

- Please tell us why you applied for this position and what educational and/or work experience you possess that qualifies you for this position?
- What experience do you have with policy development and/or application?
- What experience do you have with data management and analysis? In your experience, what are key elements in using data-driven decision-making? Please provide an example of where you used data to drive decision-making and/or influence positive outcomes.
- What experience do you have in the area of human services?
- What experience do you have with financial management, to include: accounting principles, payment processing, and budget development/ monitoring.

Attachment B – Leadership and Collective Action Workgroup

Characteristics of a High Functioning CPMT

CPMT Code Definition: “The CPMT has the authority to determine local policies and procedures regarding use of CSA funds within the statutory framework of the Act. Members of the CPMT are expected to be local agency leaders with authority to commit their agency’s expertise, resources, and funding for the purpose of providing services to the community’s youth and families”.

A high functioning CPMT shows a commitment to the following operational principles:

1. The local CSA program has an established mission, vision, and values.
2. The CPMT’s level of member engagement includes consistent attendance and focused participation in CPMT meetings, member participation in subcommittees, special projects and appeals as needed and evidence of collaborative efforts amongst CPMT member agencies. CPMT should consider itself as the coordinating body of a community’s system of care efforts.
3. The CPMT has a meeting attendance policy or expectation for members.
4. The CPMT has a required orientation process for new CPMT members.
5. The CPMT has developed a strategic plan that is reviewed regularly as a standing CPMT agenda item. Private providers, family members and other community stakeholders have an identified role in this planning process.
6. The CPMT has established local CSA program metrics utilized to assess the outcomes for youth and families served, efficacy of the intra-agency partnerships, service trends along with measures of overall system effectiveness.
7. The CPMT has an established plan for communicating with all stakeholders within the local CSA program.
8. The CPMT has an established procedure for receiving feedback from internal and external stakeholders along with a defined process for reviewing and utilizing the feedback received.
9. The CPMT has an established process for the development, review and amending of local CSA program policies and procedures.
10. The CPMT supports and engages in trainings for both internal and external stakeholders to advance the Children’s Services Act mission.

CSA Youth & Family Guide Outline

- **What is the Children's Services Act (CSA)?**
- **How can CSA help my family?**
- **How do I know if my child is eligible?**
- **How do I access the CSA process?**
- **Does it matter that I have private insurance?**
- **How is a local CSA program managed?**
 - **The Community Policy and Management Team (CPMT):**
 - **The FAPT (Family Assessment and Planning Team (FAPT):**
 - **What does a FAPT meeting look like?**
 - **Who Attends the FAPT Meetings?**
- **Will I have to pay for services provided by CSA?**
- **How should I prepare for FAPT?**
- **What should I do while at FAPT?**
- **What is my role throughout the CSA process?**
- **CSA Responsibilities to Families.**
- **How will my personal information be shared?**
- **What if I do not agree with a funding or service decision?**
- **What if I have additional questions?**

State Executive Council for Children's Services (SEC)

Notice of Intent to Develop Policy (SEC Policy 3.3)

Title of Proposed Policy:

Family Engagement

Intended Action:

Revision of existing Policy 3.3, adopted March 25, 2010

Background and Summary:

Family engagement is cornerstone of the system of care philosophy at the heart to the Children's Services Act. Successful family engagement is well-established as a critical component of effective outcomes for service delivery systems.

The State Executive Council for Children's Services adopted its initial family engagement policy over ten years ago. The policy has not been reviewed or revised since that time. The existing policy needs to be updated to reflect current best practices and conceptualizations regarding this important issue.

This proposed policy was developed by the SEC Policy Review Workgroup established to support the Strategic Plan of the State Executive Council for Children's Services.

Intent of Proposed Revisions: The proposed revisions will:

- Update the policy to reflect the format and organization of current SEC policies
- Update the policy to reflect current understanding of the definitions and meaning of "family"
- Provide definitive Values Statement reflecting the beliefs in the CSA in family-centered practices and the System of Care
- Eliminate obsolete sections and requirements and replace them with current best practice with regard to engaging families in the CSA-process
- Specify reasonable expectations for local CSA programs with regard to family engagement while retaining local flexibility and autonomy in the implementation of those expectations
- Specify expectations for the Office of Children's Services in providing resources to support local CSA programs in the successful implementation of the revised policy

Date of SEC Action: June 10, 2021

Stage: Notice

Public Comment Period: June 14 – July 16, 2021 (30 days)

Date/Stage of Next SEC Action: September 9, 2021 – Proposed Stage for a minimum of 60 days of public comment.

Public Comment will be accepted through the Public Policy Comments Form (<https://www.csa.virginia.gov/doecsa123>) on the CSA website: www.csa.virginia.gov

Individuals wishing to be placed on the CSA Notification List should make such request via e-mail to csa.office@csa.virginia.gov

State Executive Council for Children's Services (SEC)

Notice of Intent to Develop Policy (SEC Policy 3.2)

Title of Proposed Policy:

Family Assessment and Planning Team

Intended Action:

Revision of existing Policy 3.2, adopted March 25, 2010

Background and Summary:

This policy was adopted by the State Executive Council for Children's Services in 2010 and has not been reviewed or revised.

The proposed revisions to the policy include technical changes (format and organization) as well as substantive changes to the section regarding Alternate Multidisciplinary Teams that may be employed by local CSA programs in lieu of the Family Assessment and Planning Team (FAPT). That section of the existing policy would benefit from additional detail and clarity of content..

This proposed policy is under review by the SEC Policy Review Workgroup established to support the Strategic Plan of the State Executive Council for Children's Services. The actual text of the revised policy will be developed by that workgroup for consideration at the next stage of the policy-making process.

Intent of Proposed Revisions: The proposed revisions will:

- Update the policy to reflect the format and organization of current SEC policies
- Clarify the expectations for the alternative multidisciplinary teams

Date of SEC Action: June 10, 2021

Stage: Notice

Public Comment Period: June 14 – July 16, 2021 (30 days)

Date/Stage of Next SEC Action: September 9, 2021 – Proposed Stage for a minimum of 60 days of public comment.

Public Comment will be accepted through the Public Policy Comments Form (<https://www.csa.virginia.gov/doecsa123>) on the CSA website: www.csa.virginia.gov

Individuals wishing to be placed on the CSA Notification List should make such request via e-mail to csa.office@csa.virginia.gov

2.4 Public Participation in Policy-making Actions

2.4.1 Purpose

The purpose of this policy is to promote public involvement in the development, amendment, or repeal of policies of the State Executive Council for Children's Services (SEC).

2.4.2 Authority

Section 2.2-2648 D 4 of the *Code of Virginia* states that the SEC shall:

"Provide for a public participation process for programmatic and fiscal guidelines and dispute resolution procedures developed for administrative actions that support the purposes of the Children's Services Act (§ 2.2-5200 et seq.). The public participation process shall include, at a minimum, 60 days of public comment and the distribution of these guidelines and procedures to all interested parties."

§ 2.2-2648 D 5 specifies that the SEC shall:

"... consult with the Virginia Municipal League and the Virginia Association of Counties about state policies governing the use, distribution and monitoring of moneys in the state pool of funds and the state trust fund."

In addition, § 2.2-2648 enumerates specific areas in which the SEC shall be responsible for the development and implementation of guidelines and practices for the Children's Services Act (CSA).

The Office of Children's Services (OCS) is established pursuant to § 2.2-2649 A as the administrative entity of the SEC.

2.4.3 Definitions

"Basic law" means provisions in the *Code of Virginia* that delineate the basic authority and responsibilities of an agency and/or governing body.

"Commonwealth Calendar" means the electronic calendar for official government meetings open to the public as required by § 2.2-3707 C of the Virginia Freedom of Information Act.

"Fiscal impact analysis" means a systematic review of the potential fiscal impact of a proposed policy which includes an analysis of the impact on CSA state pool funds and other state funding sources, CSA local matching funds requirements, local government administration of CSA, and any potential federal funding sources.

"Legal review" means a review of a proposed policy by the Office of the Attorney General to ensure that the proposed policy is in compliance with all relevant state and federal laws and regulations.

"Notice Stage" means the first stage of an SEC policy development where the SEC indicates the intent to initiate a policy-making action.

"Notification list" means a list of persons, maintained by OCS, to be notified of SEC policy-making actions.

"Open meeting" means any scheduled meeting of a unit of state government empowered by an agency's basic law to establish policies or decide cases related to a policy-making action.

"Person" means any individual, corporation, partnership, association, cooperative, limited liability company, trust, joint venture, government, political subdivision, or any other legal public or private entity and any successor, representative, agent, agency, or instrumentality thereof.

"Policy" means any requirement adopted by the SEC that governs the implementation of the CSA.

"Policy-making action" means the development, amendment, or repeal of a policy by the SEC.

"Proposed Stage" means the second stage of an SEC policy-making action where the SEC has drafted the proposed requirements for the operation of the CSA, OCS, or the SEC that is within the legal authority of the SEC under § 2.2-2648 of the *Code of Virginia* or which the SEC is directed to adopt by the General Assembly of Virginia.

"Public comment" means the mechanisms by which the SEC receives input from interested parties concerning policy-making actions.

"Public hearing" means a scheduled time at which members of the SEC meet for the purpose of receiving public comment on a policy-making action.

"Public notice" means informing the public of the policy-making activities of the SEC.

2.4.4 Notification List and Public Notice

A. Notification List

1. The OCS shall maintain a list of persons who have requested to be notified of policy-making actions being considered by the SEC.
2. Any person may request to be placed on the notification list by making a request to OCS via e-mail at csa.office@csa.virginia.gov or 804-662-9815. Notification of persons on the notification list shall be made by electronic means unless the person specifically indicates a preference for notification via First Class mail.
3. When electronic mail is returned as undeliverable on two occasions, at least 24 hours apart, that person will be deleted from the notification list. A single undeliverable message shall be insufficient cause to delete a person from the notification list.

4. When mail delivered by First Class mail is returned as undeliverable on two occasions, that person will be deleted from the list.
5. The OCS may periodically request those persons on the notification list to indicate the desire to remain on or be deleted from the list and their preferred method of notification.
6. All members of the SEC and the State and Local Advisory Team (SLAT) (§2.2-5201), all persons registered via the CSA website rosters as chairpersons of CSA Community Policy and Management Teams (CPMT, §2.2-5205) and CSA Coordinators shall be placed on the notification list without the necessity of a specific request.

B. Additional Public Notice

1. In addition to the use of the notification list, OCS shall use the following mechanisms for informing the public of proposed policy-making actions of the SEC:
 - a. Prominent display of current information about policy-making activities of the SEC on its website at www.csa.virginia.gov. The information shall indicate the stage of the action and when the SEC is scheduled to meet to consider the policy-making action.
 - b. Include notice of policy-making activities on the published agendas of public meetings of the SEC and any related committee, work group, or task force meeting.

2.4.5. Information to be Sent to Persons on the Notification List

- A. OCS shall send to persons on the notification list, and publish on its website, the following information:
 1. A notice of intent to develop policy (Initiation of the Notice Stage),
 2. A notice of the public comment period on a proposed policy-making action, including the specific proposed policy documents and/or information on how to electronically obtain a copy of the specific proposed policy documents, and information on how to submit public comments.
- B. The failure of any person to receive any notice of any documents shall not affect the validity of any policy if approved by the SEC.

2.4.6 Public Comment

- A. In considering any policy-making action not exempted in Section 2.4.8, the SEC shall afford interested persons an opportunity to submit data, views, and arguments, either orally or in writing. Such opportunity to comment shall include an on-line public comment forum maintained on the CSA website.
 1. The SEC shall provide a copy of the Notice Stage document to all persons on the Notification List as described in Section 2.4.4 A.

2. Nothing herein shall prevent the SEC from developing and drafting policy-making actions prior to or during any opportunity it provides to the public to submit comments.
- B. The SEC shall accept public comments in writing after the issuance of public notice of a policy-making action in accordance with Section 2.4.4. Public comment in writing shall be accepted as follows:
1. For a minimum of thirty (30) calendar days following the issuance of the Notice Stage (see Section 2.4.7 B).
 2. For a minimum of sixty (60) calendar days following the preliminary approval of the proposed policy (see Section 2.4.7 C).
 3. For a minimum of sixty (60) calendar days following the approval of a re-proposed policy (see Section 2.4.7 E (1) (c)).
- C. The SEC may extend any of the comment periods listed in Section 2.4.6 B.
- D. Oral public comment on any policy-making action shall be accepted at all public meetings of the SEC and of any committee, work group, or task force established to consider the policy-making action. Notice of any open meeting shall be posted on the Commonwealth Calendar at least five (5) working days prior to the date of the meeting. The exception to this requirement is any meeting held in accordance with §2.2-3707 D of the *Code of Virginia* allowing for contemporaneous notice to be provided to participants and the public.
- E. Response to Public Comment

The OCS shall compile a summary description of and prepare a response to all public comments on the policy-making action. Such summary description shall be sent to members of the SEC and all members of the Notification List described in Section 4A, and published on the CSA website, at least five (5) business days before the meeting of the SEC at which final approval of the proposed policy will be considered.

In this summary description, the OCS shall indicate for each comment or group of comments that are of a similar nature whether the comment has been incorporated into the proposed policy or, if not, a brief explanation of the rationale for the action taken.

2.4.7 SEC Policy-making Process

A. Petition for a Policy-making Action

1. Any person may petition the SEC to initiate a policy-making action. The petition shall state:
 - a. The petitioner's name and contact information; and
 - b. The substance and purpose of the policy-making action that is requested, including reference to any applicable SEC policies and/or reference to the legal authority of the SEC to take the action requested. However, the failure of a petitioner to include the legal authority shall not preclude consideration of the petition.
2. Petitioners shall submit a written petition to the Executive Director of the OCS. The petition shall be included in the documents provided in advance of the next scheduled meeting of the Executive Committee of the SEC. At this meeting, the Chair of the SEC, in consultation with the Executive Committee of the SEC and the Executive Director of the OCS, shall determine the disposition of the petition.
3. Disposition of such petitions may include:
 - a. Acceptance of the petition and initiation of a policy-making action.
 - b. A request for the petitioner to present the request for consideration to the full SEC.
 - c. Denial of the petition.
4. Within ten (10) days of disposition, OCS shall notify the petitioner in writing of the disposition including the rationale for the decision if the request is denied.
5. The disposition of all petitions for policy-making will be made known to the State Executive Council at its next scheduled meeting.
6. Nothing in this policy shall prohibit the OCS or the SEC from receiving information or from proceeding on its own motion for initiation of a policy-making action.

B. Notice Stage

1. A determination to begin a policy-making action will be made by the Executive Director of the OCS, in consultation with the Chair and the Executive Committee of the SEC.¹

¹ §2.2-2649 B 1 of the *Code of Virginia* provides that the Director of OCS shall "Develop and recommend to the state executive council programs and fiscal policies that promote and support cooperation and collaboration in the provision of services to troubled and at-risk youths and their families at the state and local levels." Section B 2 further requires to OCS to "Develop and recommend to the Council state interagency policies governing the use, distribution and monitoring of moneys in the state pool of funds and the state trust fund."

2. At a minimum, the Notice Stage shall include (i) a summary of the intended policy-making action, a statement of the basis, purpose, and substance thereof; (ii) issues to be addressed therein; and (iii) a preliminary estimate of the fiscal impact of the policy-making action on both state and local governments.
3. Should the SEC approve the Notice Stage, it shall be issued via public notice and open for public comment as provided for in Section 2.4.6 B. The Executive Director of the OCS or designee shall be responsible for compiling, organizing, and presenting to the SEC public comments received.

C. Initiation of the Proposed Stage

1. The SEC shall consider the draft of the proposed policy-making action a maximum of six (6) months after the close of the public comment period of the Notice Stage.
2. The draft shall be made available via public notice no less than five (5) days prior to the scheduled meeting of the SEC at which the draft of the proposed policy-making action will be considered. When distributing the draft, the OCS shall also provide a summary of public comments with the agency's response as provided for in Section 2.4.6 E.

D. Approval of Proposed Stage for Public Comment

1. The SEC shall consider issuance of the proposed policy for public comment. At this time, the SEC may take one of three actions:
 - a. Approve the issuance of public notice of the proposed policy for a period of public comment not less than sixty (60) days.
 - b. Reject the proposed policy-making action.
 - c. Take other action to gather further information prior to proceeding on the proposed policy under 1 or 2 above. Such actions may include the appointment of an ad hoc work group, consultations with groups and/or individuals with interest in the proposed policy, or other steps the SEC may deem appropriate.

E. Proposed Stage Fiscal Impact Analysis and Legal Review

If the SEC approves the Proposed Stage, (i) the OCS shall complete a fiscal impact analysis and (ii) a legal review shall be conducted for consideration by the SEC.

1. Fiscal Impact Analysis
 - a. Before taking further action on a proposed policy-making action the SEC shall consider the potential fiscal impact of the policy. The OCS, in conjunction with local government representatives, shall provide a thorough analysis of the fiscal impact of the proposed policy-making action based on the best available information.

- b. In completing the fiscal impact analysis, OCS, with the input of the SEC shall:
 - i. Convene a group of potentially impacted parties to define the parameters, sources of data and analytic process to be utilized in completing the fiscal impact analysis. In accordance with §2.2-2648.5 of the Code of Virginia, input shall be solicited from the Virginia Municipal League (VML) and the Virginia Association of Counties (VACO). VML and VACO shall be provided a minimum of thirty (30) business days in which to provide comments. The fiscal impact analysis shall include whether there is an estimated impact on the Commonwealth, localities or other potentially impacted entities, such as private service providers and/or recipients of services and identify any parties particularly affected by the proposed policy. If no parties are particularly affected by the proposed policy, the analysis shall so state.
 - ii. The fiscal impact analysis shall be made available via public notice no less than five (5) business days prior to the scheduled meeting of the SEC at which the proposed policy-making action will next be considered.

2. Legal Review

- a. When the proposed policy-making action is posted for public comment, the OCS shall submit the proposed policy to the Office of the Attorney General to ensure statutory authority for the proposed policy-making action.
- b. Should the legal review of the proposed policy reveal non-compliance with relevant statutes and/or regulations, the SEC shall be so informed by legal counsel and shall make such revisions in the proposed policy as are necessary.

F. Final Approval

1. No less than five (5) business days prior to the scheduled meeting of the SEC for consideration of approval of the policy-making action, the following shall be sent via public notice:
 - a. A draft of the proposed final policy with any deletions indicated with strike through notations and any new language underlined;
 - b. A summary of all changes and the rationale for the change;
 - c. A summary of all comments received and the agency's response as provided in Section 2.4.6 E; and
 - d. The fiscal impact analysis.

2. The SEC may take one of the following actions:
 - a. Approve the proposed policy and establish an implementation or effective date;
 - b. Reject the proposed policy;
 - c. Revise the proposed policy and initiate an additional period of public comment (re-proposed policy); or
 - d. Defer final action on the proposed policy in order to gather other specific information prior to taking additional action at a future meeting.

2.4.8 Exemptions

- A. The provisions of this SEC Policy 2.4 shall not apply to policy-making actions that:
 1. Consist only of changes in style or form or are corrections of technical errors in existing SEC policies;
 2. Are necessary to conform to changes in Virginia statutory law or the appropriation act where no agency discretion is involved. However, notice of such policies shall be disseminated via public notice within ninety (90) days of the law's effective date;
 3. Are required by order of any state or federal court of competent jurisdiction where no agency discretion is involved; or
 4. Are necessary to meet the requirements of federal law or regulations, provided such policies do not differ materially from those required by federal law or regulation, and the Office of the Attorney General has so determined in writing. Notice of such policies shall be disseminated via public notice not less than thirty (30) days prior to the effective date of the policy.

VIRGINIA ACTS OF ASSEMBLY -- 2021 SPECIAL SESSION I

CHAPTER 226

An Act to amend and reenact § 2.2-2649 of the Code of Virginia, relating to Children's Services Act; effective monitoring and implementation.

[H 2212]

Approved March 18, 2021

Be it enacted by the General Assembly of Virginia:

1. That § 2.2-2649 of the Code of Virginia is amended and reenacted as follows:

§ 2.2-2649. Office of Children's Services established; powers and duties.

A. The Office of Children's Services is hereby established to serve as the administrative entity of the Council and to ensure that the decisions of the council are implemented. The director shall be hired by and subject to the direction and supervision of the Council pursuant to § 2.2-2648.

B. The director of the Office of Children's Services shall:

1. Develop and recommend to the state executive council programs and fiscal policies that promote and support cooperation and collaboration in the provision of services to troubled and at-risk youths and their families at the state and local levels;

2. Develop and recommend to the Council state interagency policies governing the use, distribution and monitoring of moneys in the state pool of funds and the state trust fund;

3. Develop and provide for the consistent oversight for program administration and compliance with state policies and procedures;

4. Provide for training and technical assistance to localities in the provision of efficient and effective services that are responsive to the strengths and needs of troubled and at-risk youths and their families;

5. Serve as liaison to the participating state agencies that administratively support the Office and that provide other necessary services;

6. Provide an informal review and negotiation process pursuant to subdivision D 19 of § 2.2-2648;

7. Implement, in collaboration with participating state agencies, policies, guidelines and procedures adopted by the State Executive Council;

8. Consult regularly with the Virginia Municipal League, the Virginia Coalition of Private Provider Associations, and the Virginia Association of Counties about implementation and operation of the Children's Services Act (§ 2.2-5200 et seq.);

9. Hire appropriate staff as approved by the Council;

10. Identify, disseminate, and provide annual training for CSA staff and other interested parties on best practices and evidence-based practices related to the Children's Services Act Program;

11. Perform such other duties as may be assigned by the State Executive Council;

12. Develop and implement uniform data collection standards and collect data, utilizing a secure electronic database for CSA-funded services, in accordance with subdivision D 16 of § 2.2-2648;

13. Develop and implement a uniform set of performance measures for the Children's Services Act program in accordance with subdivision D 17 of § 2.2-2648;

14. Develop, implement, and distribute management reports in accordance with subdivision D 18 of § 2.2-2648;

15. Report to the Council all expenditures associated with serving children who receive pool-funded services. The report shall include expenditures for (i) all services purchased with pool funding; (ii) treatment, foster care case management, community-based mental health services, and residential care funded by Medicaid; and (iii) child-specific payments made through the Title IV-E program;

16. Report to the Council on the nature and cost of all services provided to the population of at-risk and troubled children identified by the State Executive Council as within the scope of the CSA program;

17. Develop and distribute model job descriptions for the position of Children's Services Act Coordinator and provide technical assistance to localities and their coordinators to help them to guide localities in prioritizing coordinator's responsibilities toward activities to maximize program effectiveness and minimize spending; and

18. Develop and distribute guidelines, approved by the State Executive Council, regarding the development and use of multidisciplinary teams, in order to encourage utilization of multidisciplinary teams in service planning and to reduce Family Assessment and Planning Team caseloads to allow Family Assessment and Planning Teams to devote additional time to more complex and potentially costly cases; and

19. 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.

C. The director of the Office of Children's Services, in order to provide support and assistance to the Children's Policy and Management Teams (CPMTs) and Family Assessment and Planning Teams (FAPTs) established pursuant to the Children's Services Act (§ 2.2-5200 et seq.), shall:

1. Develop and maintain a web-based statewide automated database, with support from the Department of Information Technology or its successor agency, of the authorized vendors of the Children's Services Act (CSA) services to include verification of a vendor's licensure status, a listing of each discrete CSA service offered by the vendor, and the discrete CSA service's rate determined in accordance with § 2.2-5214; and

2. Develop, in consultation with the Department of General Services, CPMTs, and vendors, a standardized purchase of services contract, which in addition to general contract provisions when utilizing state pool funds will enable localities to specify the discrete service or services they are purchasing for the specified client, the required reporting of the client's service data, including types and numbers of disabilities, mental health and intellectual disability diagnoses, or delinquent behaviors for which the purchased services are intended to address, the expected outcomes resulting from these services and the performance timeframes mutually agreed to when the services are purchased.