

AGENDA
State Executive Council for Children's Services
December 9, 2021

Richmond/Henrico Rooms
1604 Santa Rosa Road, Richmond VA 23229

- 9:30 Call to Order / Opening Remarks – Dr. Vanessa Walker Harris, Chair**
Introduction of New SEC Members
- 9:40 Action Item – Approval of September 2021 Minutes**
- 9:50 Public Comment I**
- 10:00 Proposed Policy Actions**
- Revision of SEC Policy 3.2 (FAPT and Alternative Multidisciplinary Teams)
 - Action Item – Final Approval, effective January 1, 2022
 - Revision of SEC Policy 3.3 (Family Engagement)
 - Action Item – Final Approval, effective January 1, 2022
- 10:30 Updates/Revisions to the SEC Strategic Plan**
- Discussion of proposed (revised) Strategic Plan for 2022-2024
 - Action Item – Approval of Strategic Plan for 2022-2024
- 10:15 State and Local Advisory Team Report – Rebecca Vinroot, SLAT Vice-Chair**
- 10:20 Executive Director's Report – Scott Reiner**
- Report on implementation of §2.2-2649.19. (HB2212) and recommendations for expansion of support to local CSA programs
 - Workgroup on transfer of special education funding from CSA to DOE
 - Cost study and rate setting for private day special education programs
- 10:40 Break**
- 10:45 Update on the Family First Prevention Services Act – Elizabeth Lee, VDSS**
- 11:00 Children with Complex Service Needs and Placement Challenges – Discussion**
- 11:40 Closing Remarks – Secretary Walker Harris and Members**
- 11:30 Adjourn**

Meetings for 2022 (Pending Confirmation with the New Chair)

March 10, June 9, September 8, December 8

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**STATE EXECUTIVE COUNCIL (SEC)
FOR CHILDREN'S SERVICES
1604 Santa Rosa Road
Richmond/Henrico Rooms
Richmond, VA
Thursday, September 9, 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)
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
Alison Land, Commissioner, Virginia Department of Behavioral Health and Developmental Services
(*by telephone*)
The Honorable T. Montgomery "Monty" Mason, Member, Senate of Virginia
Andelicia Neville, Parent Representative
The Honorable Frank Somerville, Presiding Judge, 16th Judicial District, Juvenile and Domestic
Relations District Court (*by telephone*)
Ron Spears, CEO, Elk Hill
Amanda Stanley, President and CEO, DePaul Community Resources (*by telephone*)
Jessica Stern, Parent Representative (*by telephone*)
Elizabeth Lee for Duke Storen, Commissioner, Virginia Department of Social Services

SEC Members Absent:

The Honorable Margaret Angela Franklin, Member, Prince William County Board of
Supervisors
Parham Jaberri, M.D., for M. Norman Oliver, M.D., Commissioner, Virginia Department of Health
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

Call to Order/Opening Remarks

Secretary Carey, called the meeting to order at 9:35 a.m. and welcomed everyone. He reported that several SEC members (Alison Land, Frank Somerville, Amanda Stanley and Jessica Stern) asked to join today's meeting by telephone because of COVID exposure (Somerville, Stanley), a sick child (Stern) and a meeting downtown directly after the SEC meeting (Land). A motion

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allowing these SEC members to participate by telephone in accordance with SEC Policy 2.1.3. and the Freedom of Information Act was made by Monty Mason, seconded by Sam Hollins and carried.

Secretary Carey acknowledged the reappointment to the SEC of private provider representatives Ron Spears and Amanda Stanley and local government representatives Michelle Johnson, Margaret Angela Franklin, Willie Greene and Eric Campbell. They will serve a three year term ending June 30, 2024.

Approval of Minutes

The minutes of the June 10, 2021 meeting were approved on a motion by Eric Campbell, seconded by Karen Kimsey and carried.

Public Comment 1

There was no public comment.

Proposed Policy Actions

Mr. Reiner reported that both the *draft Family Engagement (Policy 3.3)* and *draft FAPT and Alternate Multi-disciplinary Teams (Policy 3.2)* were reviewed as part of the Policy and Oversight goal, two-year metric, to review and revise CSA policies with an additional focus on the use of equity and trauma-informed lenses. These draft policies are part of the ongoing policy review undertaken by the SEC Policy Review Workgroup. Mr. Reiner further reported that Notices of Intent to Develop Policy (for both policies) were presented and approved by the SEC at its June 10 meeting. The Notices of Intent were disseminated for a 45-day public comment period. He noted that no public comments were received.

Mr. Reiner further reported that both draft policies were being presented today for the SEC's consideration and approval to disseminate them for a 60-day public comment period. Based on public comments received during the 60-day comment period, both draft policies could be presented to the SEC for final adoption at the December 9, 2021 meeting.

After additional review and discussion of the draft policies, proposed policy 3.3, Family Engagement was approved for a 60-day public comment period on a motion by Monty Mason, seconded by Valerie Boykin and carried. Proposed policy 3.2, FAPT and Alternative Multidisciplinary Teams was approved for a 60-day public comment period on a motion by Lesley Abashian, seconded by Elizabeth Guzman and carried.

State and Local Advisory Team Report

Lesley Abashian, SLAT Chair reported on the following items:

- She has been elected to serve a second term as SLAT Chair. Rebecca Vinroot the local DSS representative from James City County will serve as Vice-Chair.
- SLAT has finished work on two assignments from the SEC's Strategic Plan - development of core leadership competencies for local CSA leaders, CPMTs and FAPTs and development of a guide for youth and families to build understanding about access to needed services (in final draft stage).

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- SLAT is developing an orientation manual for new SLAT members to include the role of SLAT, SLAT member responsibilities and examples of specific SLAT projects.
- SLAT is engaging the CSA Coordinators Network in new ways by gathering feedback and coordinating information and guidance on issues (i.e., lessons learned in the pandemic and guidance on use of virtual FAPTs, etc.).

Executive Director's Report

Mr. Reiner reported on the following activities:

- Activities Related to HB2212 – Requires OCS to provide for the effective implementation of CSA in all localities by regularly monitoring local performance measures and child and family outcomes and providing technical assistance to and working with local programs that are consistently underperforming to develop a corrective action plan.

Funding for 1 FTE was included in the legislation. That position has been filled and will begin work later this month. A workgroup has been convened to assist OCS with developing a methodology for the corrective action plan and defining terms such as “underperforming.” A report is due to the General Assembly in November 2021.

- CSA/DOE Work group – A work group has been convened to plan for the transfer of private special education funding from CSA to DOE. The work group has met twice. A preliminary report is due in November 2021, with a final report due in November 2022.
- OCS Staff - Mr. Reiner introduced OCS Program Consultant, Mary Bell, who joined OCS this spring.
- CSA Annual Conference - The 10th annual CSA Conference will be held virtually on October 28 and 29, 2021. Additional information will be emailed to SEC members.

Discussion of Updates/Revisions to the SEC Strategic Plan

Mr. Reiner presented a draft synopsis of major accomplishments related to the Goals and Objectives for the FY2020-FY2021 Strategic Plan that was approved by the SEC in December 2019. Each member also received a draft of the updated Strategic Plan, which incorporates the work-to-date and future plans. The major accomplishments will be incorporated into the biennial Progress Report on the Children's Services Act due to the General Assembly in December 2021.

After a brief discussion, Mr. Reiner asked that members review the major accomplishments document and the updates/revisions to the SEC Strategic Plan and send comments and/or feedback to him.

Public Comment II

There was no additional public comment.

Other Business

Mr. Greene suggested inviting Eric Reynolds, the new Children's Ombudsman to a future meeting.

Sophia Booker reported that Project Life (UMFS) would be having their virtual Fall Conference, November 2 – 4, 2021. She will send conference information to OCS for distribution to the SEC.

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Closing Remarks and Adjournment

In closing, Secretary Carey thanked everyone for their commitment to serving youth and families and for today's discussions. He also noted that he had the opportunity to see first-hand the tremendous teamwork being done at Dulles Airport with arriving refugees from Afghanistan. He noted that approximately 50% of them are children.

There being no further business the meeting adjourned at 11:40 a.m.

POLICY 3.2

FAMILY ASSESSMENT AND PLANNING TEAM

3.2.1 Purpose

To define the establishment, appointment, and membership of Family Assessment and Planning Teams (FAPT) and to establish requirements of the policies to be adopted by Community Policy and Management Teams (CPMT) for the designation of Alternative Multidisciplinary Teams (MDT).

Alternative multidisciplinary teams provide a local Children's Services Act program to organize and operate flexibly while maintaining core statutory requirements and adherence to the system of care model.

3.2.2 Authority

- A. Section 2.2-2648.D of the *Code of Virginia (COV)* establishes powers and duties of the State Executive Council for Children's Services (SEC). Subsection (14) requires the SEC to "review and approve a request by a CPMT to establish a collaborative, multidisciplinary team process for referral and reviews of children and families according to §2.2-5209."
- B. COV Section 2.2-5207 requires that "each community policy and management team shall establish and appoint one or more family assessment and planning teams as the needs of the community require" and lists the required representatives on each FAPT. This section also provides additional information concerning responsibilities of conditions about FAPT membership.
- C. COV Section 2.2-5209 states that "the community policy and management team shall establish policies governing the referral of troubled youths and families to the family assessment and planning team or a collaborative, multidisciplinary team process approved by the Council."

3.2.3 Definitions

"*Community Policy and Management Teams (CPMT)*" is the entity that develops, implements, and monitors the CSA local program through policy development, quality assurance, and oversight functions.

"*Family Assessment and Planning Team (FAPT)*" is a locality's Multidisciplinary Team (MDT) that implements the CSA by recommending services for children and families. The team considers every child and family's strengths and challenges to address their specific needs as best they can. Families are included in all FAPT assessment, service planning, and decision making.

"*Multidisciplinary Team (MDT)*" is an alternate to a "standard" FAPT that provides an option to local CSA programs to provide review and recommendations for an identified group or type of cases and can complete all of the statutory duties of a standard FAPT, including a recommendation of services for authorization by the CPMT.

"*State Executive Council for Children's Services (SEC)*" is the supervisory body established in the *Code of Virginia* to oversee the administration of the Children's Services Act (CSA).

"*Office of Children's Services (OCS)*" serves as the administrative entity of the executive branch of state government and the SEC to ensure that the decisions and policies of the Council are implemented in accordance with the powers and duties granted by statute in the Code of Virginia.

"*Parent Representative*" is an individual who is a parent and serves in the required role as a member of the FAPT. The parent representative should ideally be a person with "lived experience" and whose child has received services within the purview of, or similar to those provided through, the Children's Services Act. [A foster parent may serve as a parent representative.](#)

3.2.4 Establishment, Appointment, and Membership

- A. Each CPMT shall establish and appoint one or more family assessment and planning teams ("FAPT") as the needs of the community require to act and perform the powers and duties granted by statute in COV §2.2-5208.
- B. Each FAPT shall include the following representatives of the following community agencies who have authority to access services within their respective agencies:
 1. Community services board;
 2. Juvenile court services unit;
 3. Department of social services;
 4. School division;
 5. If requested by the chair of the CPMT, a representative of the Department of Health;
 6. A parent representative; and
 7. At the discretion of the CPMT, a representative of a private organization or association of providers for children's or family services and other public agencies.
- C. Parent representatives employed by a public or private program that receives funds through the CSA or agencies represented on a FAPT may serve as a parent representative provided that they do not, as a part of their employment, interact directly on a regular and daily basis with children or supervise employees who interact

directly on a regular basis with children. Notwithstanding this provision, foster parents may serve as parent representatives.

- D. Parent representatives serving on the FAPT or members representing private service providers shall abstain from decision-making involving individual cases or agencies in which they have either a personal interest, as defined in §2.2-3101 of the State and Local Government Conflict of Interests Act, or a fiduciary interest.

3.2.5 Alternate Multidisciplinary Team

- A. As provided for in COV §2.2-2648 (14), the SEC shall review, and may approve, requests from CPMTs to establish a collaborative, multidisciplinary team ("MDT") (see COV §2.2-5209) to meet the requirements of the CSA.
- B. Requests for such approval shall be in writing and made available for review by the OCS and the SEC.
- C. The CPMT shall develop and approve written policy governing the membership and operation of the MDT. The CPMT shall make these policies available for review to OCS before referral to the SEC for consideration. The policies must specify:
 - 1. The purpose of the MDT, including the types of cases/circumstances that will be considered.
 - 2. How the MDT procedures and practices align and integrate with those of the CPMT's member agencies.
 - 3. Whether the MDT shall be a standing team that meets regularly or if it will operate on an ad hoc basis. If on an ad hoc basis, under what circumstances will the MDT be convened and through what procedure. Examples of regular, standing MDTs include teams for children in residential care, truancy cases, or foster care prevention.
 - 4. The minimum number of agency representatives to constitute the MDT (from among the FAPT-required agencies). This specification shall identify the agencies that shall be represented on the MDT and processes for soliciting additional input from other agencies, as needed MDTs may include additional members as needed.
 - 5. How the MDT will include family engagement practices and be family-driven (See SEC Policy 3.3).
 - 6. The process through which funding approval requests will be submitted directly from the MDT to the CPMT.

7. Alternate multidisciplinary teams must meet all relevant statutory and policy requirements of the CSA.
- D. Specific requirements for MDT members (i.e., those delineated in Section 3.2.4.C. and 3.2.4.D of this policy) shall apply.

**Public Comments and Responses – Proposed Revisions to State Executive Council for Children’s Services Policy 3.2
FAPT and Alternate Multidisciplinary Teams**

#	Commenter	Summary of Comments	OCS Response
1	Jessica Rozzelle Anderson, HFW Coordinator Child and Family Behavioral Health Services (City of Alexandria)	<ul style="list-style-type: none"> • Reconsideration using the term “troubled” to describe youth • Reconsideration regarding language to describe the type of parent that can fill the role on the teams 	<p>The term “troubled” is directly from the statute and is presented in quotes. It is unclear what reconsideration the commenter would suggest. The proposed policy has been revised to include that a foster parent may serve in this role.</p>
2	Janet Areson Director of Policy Development Virginia Municipal League	<p>Policy changes do not create new local fiscal impacts.</p> <p>Considerations offered:</p> <ul style="list-style-type: none"> • VML supports the use of virtual FAPT meetings, as it has improved family participation by removing travel burdens and use of leave. 	<p>OCS appreciates VML’s input on these proposed revisions.</p>
3	Dean Lynch Executive Director Virginia Association of Counties (VACo)	<p>The addition of an alternative multidisciplinary option should not impose costs on local programs.</p>	<p>OCS appreciates VACo’s input on these proposed revisions.</p>
4	Mary Ottinot Parent	<p>FPM facilitators should be trained and encouraged to report fraudulent use of CSA funding for services. Opportunities for reporting fraud should be implemented, including screening of service providers to determine qualifications to provide services. Survey of service recipients from an independent source should be used.</p> <p>Clear indication of penalties for fraudulent use of CSA funding and identification of examples of fraud should be included (i.e. Parent not allowed to pay for services despite willingness; Concealing parent’s income to qualify for funding; Forcing</p>	<p>The issues raised in this comment are not pertinent to the proposed policy. The Sec has several policies concerning the appropriate use of CSA funds and the audit process. The Code of Virginia specifies that all CPMMTs must have an appeal process for family members.</p>

**Public Comments and Responses – Proposed Revisions to State Executive Council for Children’s Services Policy 3.2
FAPT and Alternate Multidisciplinary Teams**

#	Commenter	Summary of Comments	OCS Response
5	Kara Brooks Evidence-Based Associates	<p>parents to accept services; Parent’s signed consent verified by third party).</p> <p>CPMT should develop a formal complaint process. Recipients should be aware of the process and local entities should be punished if no process or non-usage of process exists.</p> <p>Definitions of FAPT and MDT are confusing, as they are interchangeable throughout the policy. Consider adding clarifying language or removing capital letters and abbreviation in the FAPT definition.</p> <p>Recommendation for FAPT definition: is a locality’s multidisciplinary entity (omit <i>Multidisciplinary Team</i>) that implements the CSA by recommending services....</p> <p>Create distinction that localities can have both FAPT and MDT (similar language used in EBP’s).</p>	<p>The definition of a FAPT has been revised and no longer refers to it as an MDT.</p> <p>The policy establishes that a locality may establish an MDT along with existing FAPTs.</p>
6	James Worsley, Ph.D. Deputy County Administrator and CPMT Chair Chesterfield County	<p>Section 3.2.4.B: Highlighting issues of localities filling and sustaining the Parent Representative role on CSA teams—</p> <ul style="list-style-type: none"> • <i>Time commitment and statement of economic interest requirement (viewed as invasive), despite the financial incentive (locality-funded stipend)</i> • <i>Lack of membership poses audit finding</i> <p><i>Request reconsideration of the requirement to fill this role and the potential local fiscal impact.</i></p>	<p>This requirement (parent representative) is found in the Code of Virginia (2.2-5207) and cannot be modified through this policy. Audit findings only occur when it cannot be demonstrated that the CPMT has made diligent efforts to fill these positions.</p>

**Public Comments and Responses – Proposed Revisions to State Executive Council for Children’s Services Policy 3.2
FAPT and Alternate Multidisciplinary Teams**

#	Commenter	Summary of Comments	OCS Response
7	Cristy Corbin Parent	<p><u>Section 3.2.5:</u> Consider use of clear language regarding distinction of FAPT and MDT, and purpose and membership of alternative MDT.</p> <p><u>Section 3.2.4.C:</u> Believes this an antiquated idea due to Virginia embracing peer support. Recommends including PSPs/FSPs as forms of the child-serving workforce, as they have unique experiences that other team members won’t likely have. Inclusion of this information ensures families have access to knowledge/support from FAPT/MDT members. Concerns that PSPs/FSPs aren’t allowed to fill the Parent Representative role, which doesn’t reflect SOC’s philosophy of equity and inclusion.</p> <p><u>Section 3.2.4.D:</u> Inclusion of PSPs/FSPs will improve positive outcomes and effective decision-making process for families involved with CSA.</p> <p><u>Section 3.2.5.C.4:</u> Recommends Parent Representatives as required membership for MDTs.</p>	<p>The purpose of the MDT is specified in Section 3.2.1 (Purpose) of the proposed policy. Membership requirements for the MDT are deliberately defined in a flexible manner to meet local needs for such teams.</p> <p>Allowing Parent Support/Family Support Partners to fulfill these roles is currently prohibited by the Code of Virginia (2.2-5207) if these individuals are professionally employed and interact direct with children and families. If the PSP/FSP is a volunteer and otherwise meets the requirements, there is no prohibition on their serving in these roles.</p>
8	Sharon Minter CSA Coordinator Alexandria CPMT	<p>Alexandria CPMT strongly values family voice and choice and support maximizing family involvement. Agrees with purpose/values of proposed policy.</p> <p><u>Section 3.2.3:</u> Recommends removal of option for the Parent Representative to <u>not</u> having lived experience, as a revision of the wording emphasizes the importance of the lived experience. The lived experience provides a better understanding of the familial perspective to the CSA teams, as well as provides encouragement and strength to families.</p>	<p>The proposed policy refers to compliance with Policy 3.3 which addresses family engagement.</p> <p>The option provided is to allow maximize the likelihood that such positions can be filled. Many localities struggle to find parent representatives, even when not requiring “lived experience.”</p>

**Public Comments and Responses – Proposed Revisions to State Executive Council for Children’s Services Policy 3.2
FAPT and Alternate Multidisciplinary Teams**

#	Commenter	Summary of Comments	OCS Response
		Section 3.2.4.C: Recommends clarification that people who work directly with caregivers, not children, or supervise employees who work directly with caregivers, not children, can serve as a Parent Representative.	This language follows the Code of Virginia (2.2-5207). OCS does not think it is appropriate to provide additional clarification beyond the language of the Code.

POLICY 3.3

FAMILY ENGAGEMENT

3.3.1 Purpose

To guide local Community Policy and Management Teams (CPMT) under the Children's Services Act (CSA) concerning effective engagement with children and families seeking and receiving services. Effective family engagement is a core component in the system of care and is essential for achieving positive outcomes for children, families, and communities.

3.3.2 Authority

- A. Section 2.2-5200.A. of the *Code of Virginia (COV)* defines the intention to the CSA "to create a collaborative system of services and funding that is child-centered, family-focused and community-based ..." emphasizing the key role of children and families as partners in the CSA process.
- B. COV Section 2.2-2506 states that the CPMT "shall manage the cooperative efforts in each community to serve better the needs of troubled and at-risk youth and their families..." This responsibility includes the duty to: "Develop interagency policies and procedures to govern the provision of services to children and families in its community. (§2.2-5206 (1))
- C. COV Section 2.2-2508 (2) specifies that the Family Assessment and Planning Team (FAPT) shall "Provide for family participation in all aspects of assessment, planning, and implementation of services."
- D. COV Section 2.2-2508 (3) specifies that the FAPT shall: "Provide for the participation of foster parents in the assessment, planning, and implementation of services when a child has a program goal of permanent foster care or is in a long-term foster care placement." ... "The opinions of the foster parents shall be considered by the family assessment and planning team in its deliberations."
- E. COV Section 2.2-2649 (4) requires the Office of Children's Services (OCS) to "provide training and technical assistance to localities in the provision of efficient and effective services that are responsive to the strengths and needs of troubled youth and their families." COV Section 2.2-2649 (10) requires OCS to identify, disseminate, and provide annual training for CSA staff and other interested parties on best practices and evidence-based practices related to the CSA program.

3.3.3 Definitions

"Community Policy and Management Team (CMPT)" is the entity that develops, implements, and monitors the local CSA program through policy development, quality assurance, and oversight functions.

For this policy's purpose, "Family" is broadly defined to include the youth and all persons the youth considers/defines as part of their family and who may be involved with or affected by the services provided. The family includes, but is not limited to, birth parents, ~~relative or~~ fictive kin, adoptive parents, foster parents, grandparents, siblings (including half- and adult siblings), legal custodians, natural supports, and any other primary or secondary caretakers, including prospective caretakers in the case of children in the custody of a child-servicing agency.

"Family engagement" is a relationship-focused approach to establish and maintain full participation of families in the CSA process to make decisions leading to successful long-term outcomes. Families must be included as critical stakeholders to promote the safety, permanency, and well-being of youth and their families. Family engagement acknowledges, respects, and incorporates the family's unique history and experiences, including cultural, linguistic, and other essential aspects of self-identity into all decision-making processes.

"Family Assessment and Planning Team (FAPT)" is a ~~locality's Multidisciplinary Team (MDT) that~~ implements the CSA by recommending services for children and families. When making a decision, the team will take into consideration every child and family's unique strengths and challenges when addressing their specific needs as best they can. Families are included in all FAPT assessment, service planning, and decision making.

"System of Care" is the collaborative framework used in CSA to address youth and families' needs, ideally generating optimal solutions to complex situations. The System of Care places the youth and family in the central role in service planning.

3.3.4 Values Statements

- A. ~~The State Executive Council for Children's Services (SEC) maintains that meeting the legislative intent for~~ family participation in CSA must go beyond simply inviting family members to attend FAPT meetings and informing them about the decisions made in the FAPT process. The decision-making process must be family-driven. focused.
- B. The underlying values of CSA and the System of Care include the following beliefs:
 1. All families have strengths;
 2. Families are the experts on themselves;

3. Families deserve to be treated with dignity and respect;
4. ~~When supported,~~ Families can make well-informed decisions about themselves and their children;
5. Family voice and choice is a trauma-informed approach to service engagement;
6. Families are shaped by their rich and unique histories and cultural backgrounds. This includes the entirety of those elements that shape individual members' identities and the family as a whole. Such elements include but are not limited to race, ethnicity, culture, religion, language, sexual orientation, gender identity, disability status, and history of personal and collective trauma.
7. Outcomes improve when families are involved in decision-making; and
8. A team that genuinely includes youth and family is often more capable of creative and high-quality decision-making than individuals or groups of professionals alone.

3.3.5 CSA Family Engagement Requirements Best Practices

- A. CPMTs must have written policies for FAPT processes that describe how they ensure family and youth involvement in the assessment, planning, delivery, and review of services.
 1. Policies should make allowances for family members who cannot attend meetings held during regular business hours. Local CSA programs should consider holding FAPT meetings at non-traditional hours, prioritizing maximum family engagement.
 2. Local CSA programs should explore and, where feasible, arrange audio, video, and other Access and Functional Needs component platforms for virtual participation, when appropriate.
- B. All communication with youth and family, whether oral or in writing, will be provided, as feasible, in the youth and family's language of choice, and be mindful of various dialects and literacy needs.
 1. CSA programs and participating agencies should identify resources and arrange for translation services where needed.
 2. CSA program policies and practices should incorporate a review process to assure that all communication materials are easily understandable and accessible to families. This should include minimal use of jargon and technical language.

3. The Office of Children's Services will provide a list of resources to assist localities with this requirement.
- C. The CPMT is responsible for equitable, consistent, efficient, and effective CSA services to children and their families. Redundant or duplicative processes should be streamlined, both within the CSA program and across child-serving agencies, to promote family engagement.
 1. For example, processes that require a youth and family to repeatedly "tell their story," which may be a traumatic trigger, should be eliminated to the greatest extent possible.
 - D. Youth and family shall be given accurate information regarding the CSA process, their role and rights during the process, and how decisions are made regarding service delivery. This information includes an explanation of the affiliations and roles of the various participant in the process.
 1. Training, along with general information regarding the eligibility for CSA and the CSA decision-making process, should be available for all interested stakeholders.
 - E. CPMTs are responsible for implementing procedures to assess and measure the quality of family engagement protocols and processes. These include, but are not limited to, periodic surveys of youth and families to better understand the CSA process from their perspectives. Local CSA programs should strive to stay aware of the success of their family engagement efforts and areas for improvement.
 - E. CSA program staff and agency participants should hold themselves to the highest standards of respect for and responsiveness to all aspects of diversity, including differences in race, economic status, culture, disability status, gender identity, and other areas when interacting with youth and family.
 - F. Local CSA programs should engage in outreach regarding the CSA process to marginalized youth and families, including, but not limited to, non-English speakers, those experiencing housing insecurity, and those experiencing poverty. In doing so, the CPMT should form partnerships with diverse and representative families, businesses, and community organizations.

3.3.6 Role of the Office of Children's Services (OCS)

- A. Following its statutory responsibilities (OCS) will provide training and technical assistance to local CSA programs regarding family engagement. Such training and technical assistance can take place through a variety of formats and delivery mechanisms.
1. OCS shall review family engagement practices in local CSA programs as a component of its interactions with local CSA programs. OCS will compile periodic state-level reports summarizing family engagement practices, activities, and available resources.
 2. OCS shall provide tools (e.g., a model family survey, program self-assessment frameworks) for use by local CSA programs in evaluating and improving their family engagement policies and practices.

**Public Comments and Responses – Proposed Revisions to State Executive Council for Children’s Services Policy 3.3
Family Engagement**

#	Commenter	Summary of Comments	OCS Response
1	Dana Yarbrough, Director Center for Family Involvement	<u>Page 2:</u> Commended policy developers on youth defining family. I am hopeful that this conversation is implemented in various formats.	Thank you for this positive feedback.
2	Belinda Johnson Westmoreland County CSA	<u>Section 3.3.5.A.1:</u> Suggests having broad language that empowers families to prioritize their involvement, in which their needs are considered. Develop creative methods to improve engagement and policy implementation for local CSA programs based upon available resources.	The proposed policy provides significant flexibility in how local CSA programs can operationalize these practices, considering local needs and resources.
3	Janet Areson Director of Policy Development Virginia Municipal League **Fiscal Impact	The following proposed components may create expectations for FAPTs that, if pursued, may create fiscal impact: 1. Holding FAPT meetings at non-traditional hours. If these meetings include evenings and weekends, fiscal impact would include increased staffing or overtime costs and access to government buildings and security costs. May vary by community. 2. The identification and arranging of translation services and materials in the youth and family’s “language of choice” including “various dialects.” Roanoke City uses a local translation company, in which \$12,000 for set-up costs were incurred, along with additional costs for language line set-up and the set rate of services. Roanoke utilized a VDEM COVID-19 health equity grant to set up the program, which was helpful, but may not be available to all communities.	Both of the following comments reflect discretionary (Best Practices), rather than required activities. The heading of this section of the proposed policy has been modified to reflect this. We appreciate this feedback. The use of technology may mitigate the need for meetings to take place in a specific physical location. Depending on the circumstances, existing opportunities to provide “language of choice” services may be available. Translation services may be fundable through the CSA, although it is acknowledged that this would carry some local matching requirements.

**Public Comments and Responses – Proposed Revisions to State Executive Council for Children’s Services Policy 3.3
Family Engagement**

#	Commenter	Summary of Comments	OCS Response
		<p>Considerations offered:</p> <ul style="list-style-type: none"> • VML supports the use of virtual FAPT meetings, as it has improved family participation by removing travel burdens and use of leave. • Because local governments administer CSA on behalf of the state, SEC/OCS should obtain state funding for translation services, possibly as an add-on to administrative funding or through local inclusion in existing state agency contracts. 	<p>CSA has sought additional local administrative funds which could be used for this purpose. CSA funds may already be utilized on a child-specific basis for translation to facilitate serve delivery. State contracts may already be accessible to local agency partners (e.g., DSS, DJJ). This is an area worth further exploration.</p>
4	<p>Dean Lynch Executive Director Virginia Association of Counties (VaCo) **Fiscal Impact</p>	<p><u>Section 3.3.5</u>: Due to the challenge of estimating costs for translation services, as services and costs vary, it is encouraged that the state allocate reimbursement to local CSA Programs for these services, should these services become a requirement.</p> <p>Supports inclusion of FAPT meetings held during non-traditional hours, as it supports families’ ability to participate virtually and alleviates travel burdens. The fiscal impact may include overtime costs and access to local government facilities for meetings.</p>	<p>Translation services may be fundable through the CSA, although it is acknowledged that this would carry some local matching requirements.</p> <p>We appreciate this feedback. The use of technology may mitigate the need for meetings to take place in a specific physical location.</p>
5	<p>Robin Turner CSA Coordinator Henry-Martinsville Department of Social Services **Fiscal Impact</p>	<p>Discussed by CPMT, who believe fiscal impact (compensatory time or overtime) is imminent due to having a single individual operating within CSA. Other agencies can’t be required to make these accommodations. CSA eligibility is priority, not outreach. Would need additional staff and resources if required.</p>	<p>We appreciate this feedback. This is proposed as a best practice, rather than a mandatory requirement. The heading of this section of the proposed policy has been modified to reflect this. The use of technology may mitigate the need for meetings to take place in a specific physical location. Many agencies already provide services during evening hours to their clients.</p>

**Public Comments and Responses – Proposed Revisions to State Executive Council for Children’s Services Policy 3.3
Family Engagement**

#	Commenter	Summary of Comments	OCS Response
6	Kara Brooks Evidence-Based Associates	<p><u>Section 3.3.4.B:</u> Could this section include SAMHSA Trauma-Informed Care guidelines and the Virginia Practice Model? Consider using similar language to maintain consistency.</p> <p>Loves <u>Section 3.3.5.C</u></p>	<p>OCS does not believe that reference to specific models beyond the broad System of Care can /should be placed in policy. The statements found in this section of the proposed policy are consistent with the Virginia Practice Model.</p>
7	<p>James Worsley, Ph.D. Deputy County Administrator and CPMT Chair</p> <p>Chesterfield County</p> <p>**Fiscal Impact</p>	<p><u>Section 3.3.5.A.1:</u> Concerns regarding enforcing FAPT attendance of various entities during non-traditional hours, which doesn’t account for safety risk factors and availability of support services. Could lead to use of overtime pay and compensatory time. The local CSA has scheduled meetings during work breaks and used video conference to ensure family participation is achieved. Recommending combining Section 3.3.5.A.1 and A.2. Remove statement: “Local CSA programs should consider holding FAPT meetings at non-traditional hours, prioritizing maximum family engagement.”</p> <p><u>Section 3.3.5.B:</u> Concerns regarding increased local administrative costs for language services. Recommends OCS compile a list of free resources for dissemination and use by local CSAs. Recommends the state purchasing necessary resources for local CSA use if free resources are inadequate.</p> <p><u>Section 3.3.5.F:</u> Language in this section is vague and intent is unclear. Concerns about the responsibility of marketing the local CSA when there may be other child-serving agencies better equipped to handle this. Concerns of CPMTs forming partnerships through marketing when it serves as a management function. Significant</p>	<p>The proposed language is permissive and does not require holding meetings at non-traditional hours. This is proposed as a best practice, rather than a mandatory requirement. The heading of this section of the proposed policy has been modified to reflect this. The use of technology may mitigate the need for meetings to take place in a specific physical location. Many agencies already provide services during evening hours to their clients.</p> <p>Translation services may be fundable through the CSA, although it is acknowledged that this would carry some local matching requirements. OCS will look into free resources and distribute as available.</p> <p>The proposed policy refers to outreach, not marketing. We agree that all participating agencies share responsibility for making local citizens aware of the CSA program. The intent is to ensure equitable access to the CSA program.</p>

**Public Comments and Responses – Proposed Revisions to State Executive Council for Children’s Services Policy 3.3
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#	Commenter	Summary of Comments	OCS Response
		<p>concerns regarding fiscal impact on marketing. This CPMT believes that information about CSA should be made available through referral agencies. Recommends OCS develop and distribute consistent information to local CSAs and referral agencies about the general CSA program to be shared with families that are CSA-eligible. Recommends reviewing this item to omit broad and interpretative language.</p> <p><u>Section 3.3.6.A.1:</u> Does not include specific language regarding the nature of the state-level report, its use, or consequences that result from the report’s findings. Recommends reviewing the language in this item as to how the reports will be used by state and address possible consequences to local programs.</p>	<p>In the absence of language indicating there is a compliance/audit aspect to this reporting, there is no anticipated “consequences” to such summary reporting,</p>
8	<p>Ann G. Porter CSA Coordinator King William County CSA **Fiscal Impact</p>	<p><u>Section 3.3.5.A.1:</u> Supports principles of this item, but believes it should be worded more broadly. Policy should allow families to prioritize their involvement and cognizant of family needs. Concerns of safety, finding meeting location, and availability of FAPT members when meeting during non-traditional hours. Concerns with meetings in rural areas, which may require extensive travel and unstable internet connection if held virtually. Concerns are increased due to some FAPT members serving on multiple FAPTs and CPMTs.</p> <p><u>Section 3.3.5.B:</u> Supports communication with youth/family in their language of choice. Challenged in finding resources and/or finances to provide services. Wants more than OCS to provide a resource list; rather, wants support to access resources and financial assistance.</p>	<p>The proposed language is permissive and does not require holding meetings at non-traditional hours. This is proposed as a best practice, rather than a mandatory requirement. The heading of this section of the proposed policy has been modified to reflect this. The use of technology may mitigate the need for meetings to take place in a specific physical location.</p> <p>Translation services may be fundable through the CSA, although it is acknowledged that this would carry some local matching requirements. OCS will look into free resources and distribute as available.</p>

**Public Comments and Responses – Proposed Revisions to State Executive Council for Children’s Services Policy 3.3
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#	Commenter	Summary of Comments	OCS Response
9	Jennifer Wells CSA Coordinator Albemarle County CPMT	<p><u>Section 3.3.5.F:</u> Confused by the meaning of “the CPMT should form partnerships with... families, businesses, and community organizations.” CPMT is a management team and are unsure what this item is visualizing.</p> <p>Albemarle CPMT strongly values family voice and choice and support maximizing family involvement. Agrees with purpose/values of proposed policy.</p> <p><u>Section 3.3.5.A:</u> Response was cut off</p> <p><u>Section 3.3.4.B.4:</u> Statement implies families can’t make good decisions without CSA involvement.</p> <p>Consider rewording: “In their times of need, families can make well-informed decisions about themselves and their children when they have the proper supports in place OR ... when they have effective support from the CSA.”</p> <p><u>Section 3.3.5.A:</u> Welcomes the statement, but believes OCS needs authority to ensure created policies are appropriate for this purpose. Some local CSA programs created a self-referral process that requires families to go through intake via CSB to be considered for CSA eligibility. Consider having measures in place that promote the intention of the family engagement principles.</p> <p><u>Section 3.3.5.A.1:</u> In agreement with FAPT/MDT being held during non-traditional hours, which aligns with the SOC philosophy of prioritizing families’ needs.</p>	<p>The proposed policy refers to outreach. Such activities are seen as within the purview of the CPMT. We agree that all participating agencies share responsibility for making local citizens aware of the CSA program. The intent is to ensure equitable access to the CSA program.</p>
10	Cristy Corbin Parent **Fiscal Impact		<p>The words “when supported” have been removed from the proposed policy.</p> <p>The Code of Virginia provides OCS and the local CPMTs with clear authorities. SEC policy cannot provide OCS with authorities given to the local CPMT in the Code. This is inherent in the state-supervised, locally-administered nature of the CSA.</p>

**Public Comments and Responses – Proposed Revisions to State Executive Council for Children’s Services Policy 3.3
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#	Commenter	Summary of Comments	OCS Response
		<p><u>Section 3.3.5.A.2:</u> In agreement with using effective technology to engage in FAPT/MDT meetings, especially during non-traditional hours.</p> <p><u>Section 3.3.5.B:</u> Will there be additional funding for smaller CSA to provide translation services? If funding is received, is there flexibility in using these funds to meet the requirements?</p> <p><u>Section 3.3.5.C:</u> This item would be a great way to use the Parent Representative on FAPT/MDT. They could meet with the family beforehand to complete a Strengths, Needs, Culture Discovery that can be utilized during the meeting and when turnover occurs in membership to prevent the family from repeating their story. The Discovery is updated as needed and holds everyone accountable to their responsibilities.</p> <p><u>Section 3.3.5.D:</u> Another opportunity for the Parent Representative to connect with families regarding the CSA process, what to expect, rights and responsibilities, appeals process, etc.</p> <p><u>Section 3.3.5.D.1:</u> Can OCS make public completed training by CSA members and stakeholders to assure accountability in implementing the CSA program? Families should have access to the training the teams receive, as well as to gain knowledge and awareness of the CSA program.</p> <p><u>Section 3.3.5.E:</u> Within the audit process, expand the statement to include CPMTs’ responsibility to ensure corrective actions are completed.</p>	<p>Translation services may be fundable through the CSA, although it is acknowledged that this would carry some local matching requirements. OCS will look into free resources and distribute as available.</p> <p>OCS does not see this as a viable action at this time. Materials to familiarize family members with the CSA process have and continue to be developed and made available by OCS.</p> <p>CPMTs are already responsible for ensuring that corrective actions identified through the audit process are completed satisfactorily.</p>

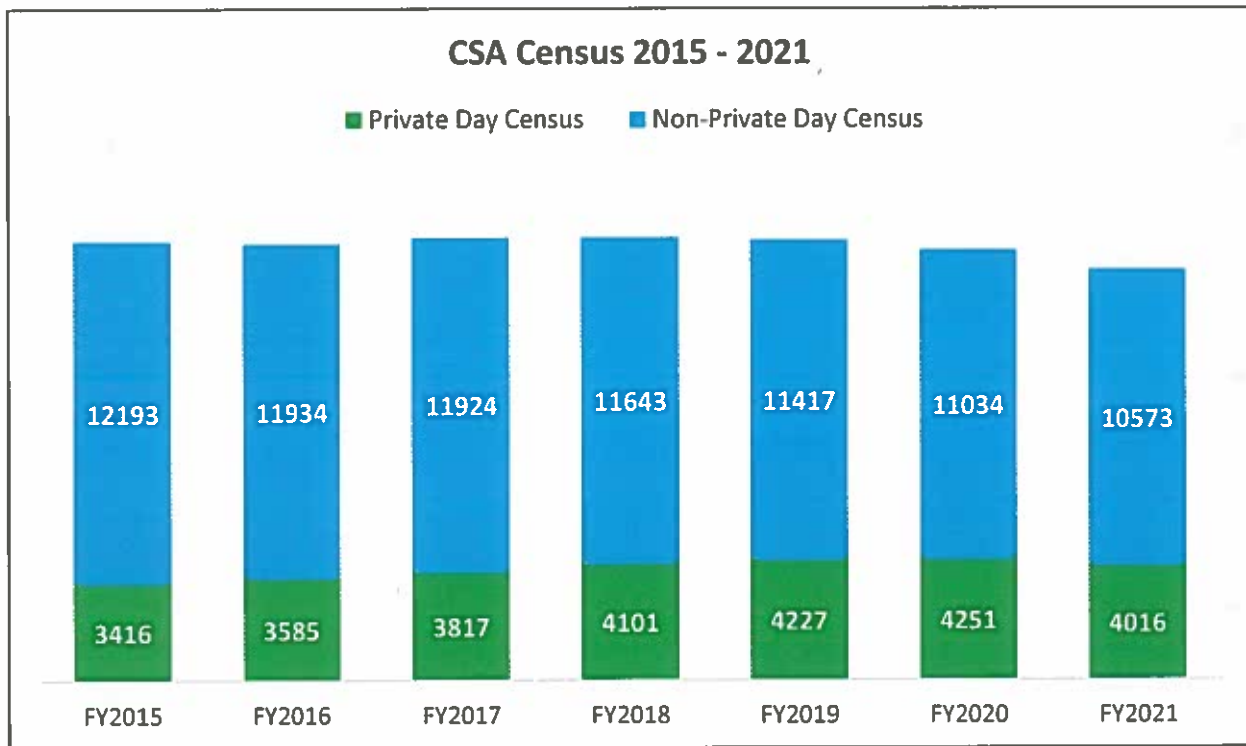
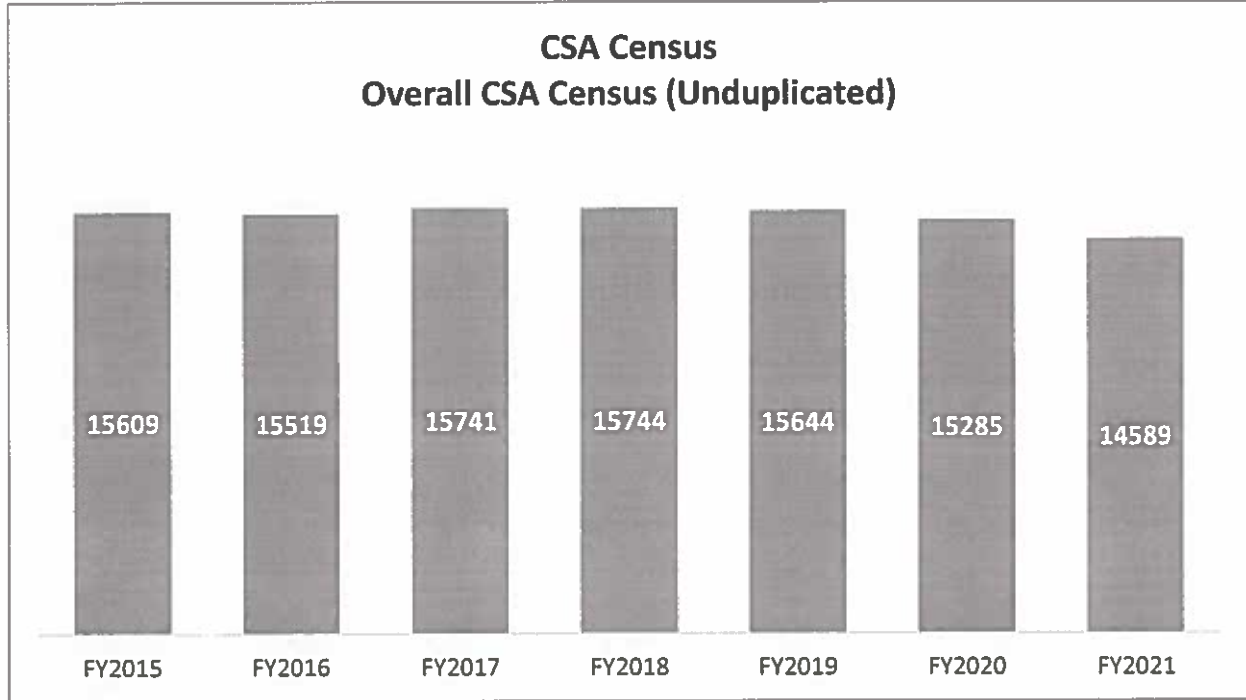
**Public Comments and Responses – Proposed Revisions to State Executive Council for Children’s Services Policy 3.3
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#	Commenter	Summary of Comments	OCS Response
		<p><u>Section 3.3.5.F:</u> In agreement with “marketing” the CSA program in a local and systematic approach. All child-serving agencies should be aware and have knowledge of connecting families to CSA. These agencies should be accountable to ensure families actually connect with CSA. Use of technology (i.e. county website, child-serving agencies’ website) to inform and bring awareness can be helpful. Soliciting the Parent Representative for this endeavor works too. Additional funding may be needed to translate/interpret materials.</p> <p>Fully supports and appreciates efforts to improve and increase family engagement within CSA systems.</p>	
11	<p>Katie Ralston CSA Coordinator Charlottesville CPMT</p>	<p>Charlottesville CPMT strongly values family voice and choice and support maximizing family involvement. Agrees with purpose/values of proposed policy.</p> <p><u>Section 3.3.5.A:</u> FAPT meetings during non-traditional hours may not be feasible due to requirement to have a quorum. Charlottesville CPMT’s current process for service planning promotes family engagement and flexibility through the use of FPMs and child-specific team meetings. CPMT supports use of virtual platforms, as it has proven effective in increasing family engagement over the last 1 ½ years.</p> <p><u>Section 3.3.5.F:</u> This item’s purpose is unclear and too broad for the CSA. CSA eligibility is established by the Code of Virginia and there are concerns that not all families would meet eligibility requirements.</p>	<p>The proposed language is permissive and does not require holding meetings at non-traditional hours. This is proposed as a best practice, rather than a mandatory requirement. The heading of this section of the proposed policy has been modified to reflect this. The use of technology may mitigate the need for meetings to take place in a specific physical location.</p> <p>The intent is to ensure equitable access to the CSA program. One role might be to assist citizens through referrals to other community services, even if they are not eligible for CSA funded services.</p>

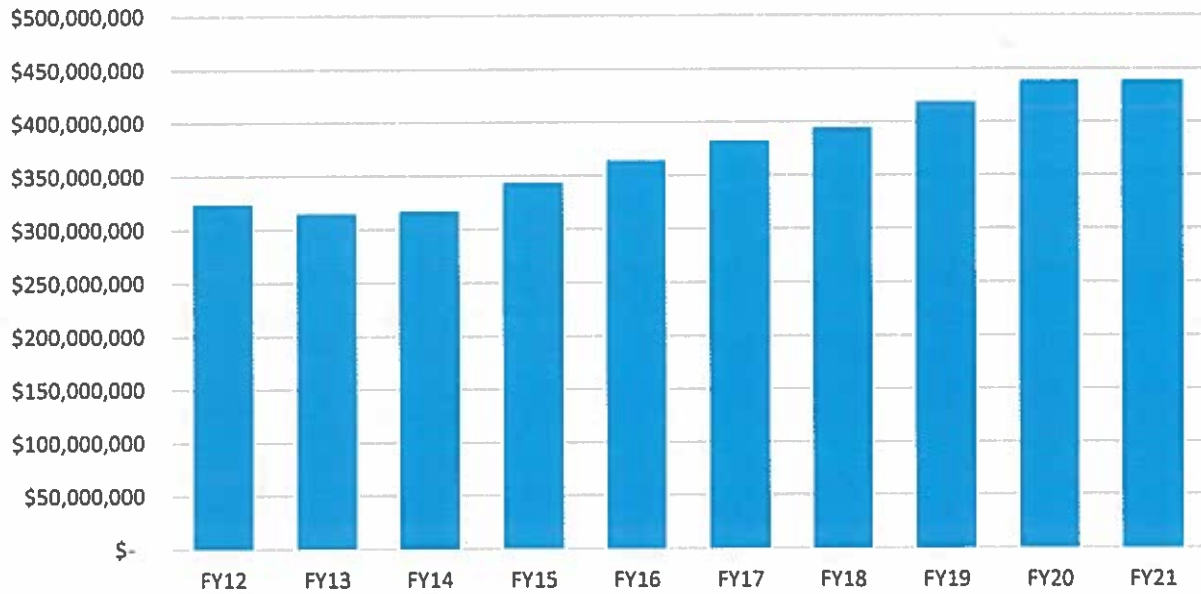
Summary of CSA Utilization and Expenditure Data

Sources: Pre-2017 – CSA Data Set (Census) and CSA Expenditure Reports (Expenditures)

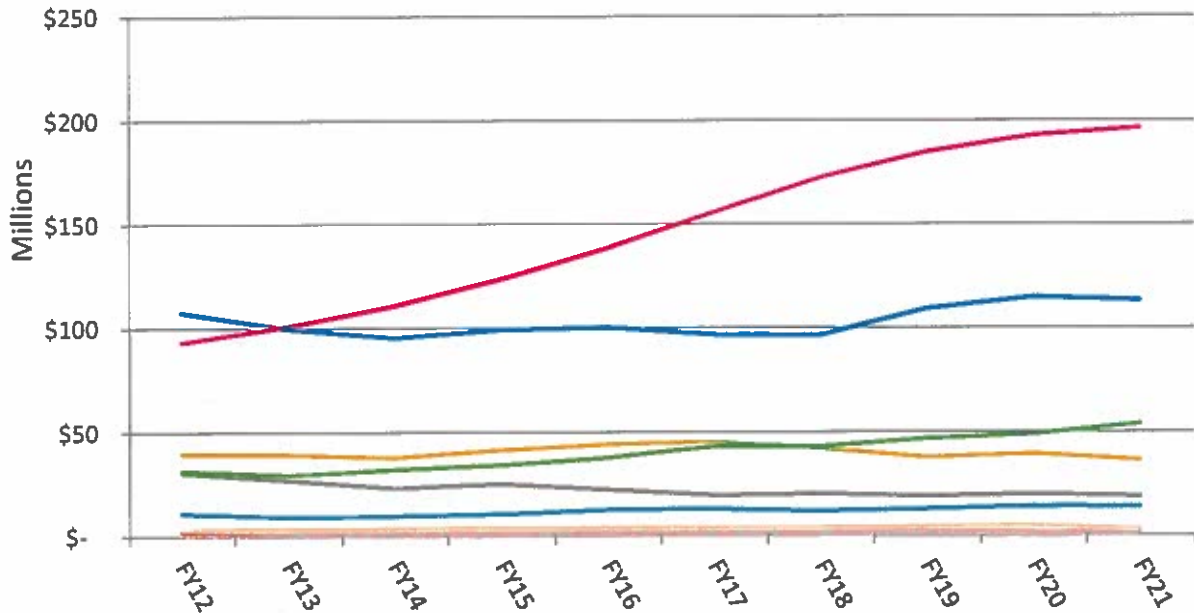
2017 – present – CSA Local Expenditure, Data, and Reimbursement System, LEDRS



Total CSA Net Expenditures (2012 - 2021)

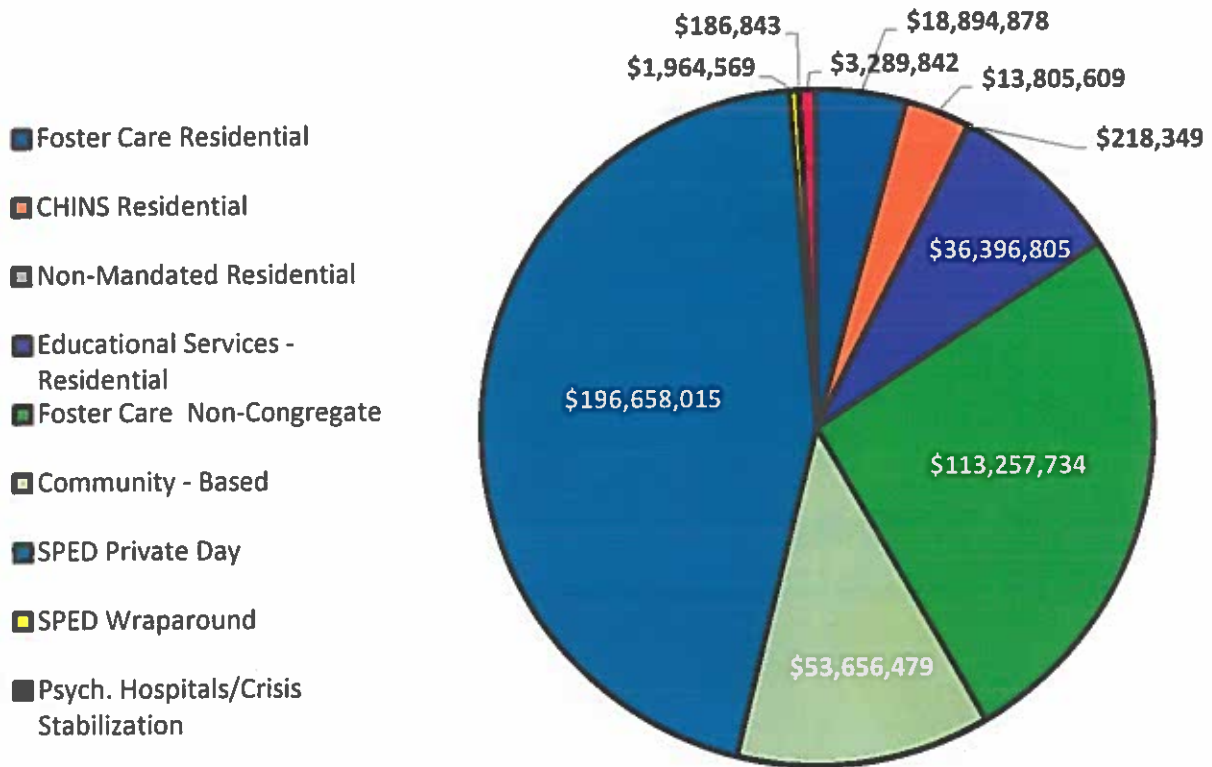


CSA Expenditures (Net) by Type (2012 - 2021)



- Foster Care Residential
- Non-Mandated Residential
- Foster Care Non-Congregate
- SPED Private Day
- CHINS Residential
- Educational Services - Residential
- Community - Based
- SPED Wraparound

CSA Expenditures by Category FY21 (Net = \$438,329,123)



Average Annual CSA Expenditure per Child (Net) by Service Type, 2009 - 2020

