

**AGENDA**  
**State Executive Council for Children's Services**  
**June 12, 2025**  
**9:30 AM**

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

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Note: This is an in-person meeting  
To accommodate interested members of the public, the meeting will be viewable at:

**Please join the meeting on your computer, tablet, or smartphone.**

<https://meet.goto.com/707361437>

**You can also dial in using your phone.**

Access Code: 707-361-437  
United States: [+1 \(872\) 240-3412](tel:+18722403412)

**9:30      Call to Order / Opening Remarks** – Honorable Leah Mills  
Deputy Secretary of Health and Human Resources

**Action Item:** Approval of Remote Participation per SEC Policy 2.1.3 and §2.2-3708.3, COV  
(if necessary)

**Action Item:** Approval of the Agenda and Certification of Quorum

**9:40      Member Introductions**

**9:45      Public Comment** (Five-minute limit per speaker)

**9:55      Excellence in CSA Recognition**

**10:10     Action Item:** Approval of March 2025 Minutes

**10:15     SEC Policy Review** – Policy 2.1.3 – Individual Participation in State Executive Council  
Meetings by Electronic Means

**Action Item:** Final approval of revised Policy 2.1.3

**10:25     SEC Policy Review** – Policy 4.5.5 – Supplemental Set Aside

**Action Item:** Rescind Policy 4.5.5 (Exempt Action)

**10:35     SEC Policy Review** – SEC Policy 4.1.1 – Eligible Populations CHINS

**Action Item:** Rescind existing Policy 4.1.1 (Exempt Action)

**Action Item:** Approve new Policy 4.1.1 for initial (45-day) public comment period

**11:00     State and Local Advisory Team (SLAT) Report** – Mills Jones, SLAT Chair

**Action Item:** Approve nominations of SLAT members

**11:10      Annual CSA Training Plan**

**Action Item:** Approval of FY2026 CSA Training Plan

**11:20      Presentation:** Chesterfield Recovery Academy – Justin Savoy, Program Coordinator

**11:45      OCS Executive Director's Report** – Scott Reiner

**12:05      Member Remarks / Updates**

**Closing Remarks and Adjourn** – Honorable Leah Mills

**Remaining 2025 Meetings**

September 11  
December 11

DRAFT

**STATE EXECUTIVE COUNCIL (SEC)  
FOR CHILDREN'S SERVICES  
1604 Santa Rosa Road  
Richmond/Henrico Rooms  
Richmond, VA 23229**

**Thursday, March 13, 2025**

**SEC Members Present:**

Leah Mills, Deputy Secretary of Health and Human Resources for The Honorable Janet Kelly,  
Secretary of Health and Human Resources (*SEC Chair*)  
Carl Ayers for James Williams, Commissioner, Virginia Department of Social Services  
John Budesky, County Administrator, Hanover County  
The Honorable Kevin Carroll, Member, Chesterfield County Board of Supervisors  
The Honorable Carrie Coyner, Member, Virginia House of Delegates  
Nicole Gore for Nelson Smith, Commissioner, Virginia Department of Behavioral Health and  
Developmental Services  
Natalie Handy, VP of Government Affairs & Advocacy, Health Connect America, Private  
Provider Representative  
Kathryn Hayfield, Commissioner, Department for Aging and Rehabilitative Services  
Samantha Hollins, Ph.D. for Lisa Coons, Superintendent of Public Instruction, Virginia Department of  
Education  
The Honorable Jacob Holmes, Vice Mayor, City of Bristol (*virtually*)  
Mills Jones, Chair, State and Local Advisory Team (SLAT)  
Sandra Karison for Karl Hade, Executive Secretary of the Supreme Court of Virginia  
The Honorable Chad Logan, Judge, 26<sup>th</sup> Judicial District, Juvenile and Domestic Relations  
District Court  
Jeff Lunardi for Cheryl Roberts, Director, Department of Medical Assistance Services  
Andrea McMahon for Amy Floriano, Director, Department of Juvenile Justice  
The Honorable Barbara Null, Member, James City County Board of Supervisors  
Anahita Renner, Parent Representative  
Nancy Robbins, Parent Representative  
The Honorable Amelia Ross-Hammond, Member, Virginia Beach City Council  
Melvin Roy, Founder and CEO of Foster-U, Service Recipient Representative  
Ron Spears, CEO, Elk Hill, Private Provider Representative

**Other Staff Present:**

Stephanie Bacote, Program Audit Manager, OCS  
Mary Bell, Program Consultant, OCS  
Marsha Mucha, Administrative Staff Assistant, OCS  
Scott Reiner, Executive Director, OCS  
Kristi Schabo, Senior Policy and Planning Specialist, OCS  
Susan Whyte, Assistant Attorney General

**Members Absent:**

Susan Fischer Davis, MD for Karen Shelton, MD, Commissioner, Virginia Department of Health

The Honorable Schuyler VanValkenburg, Member, Senate of Virginia

### **Call to Order/Opening Remarks**

Leah Mills, Deputy Secretary of Health and Human Resources, called the meeting to order at 9:35 a.m. On a motion by Kevin Carroll, seconded by Delegate Coyner, the SEC approved Jacob Holmes's request pursuant to §2.2-3708.3 and SEC Policy 2.1.3 to participate virtually from Kingsport, TN, due to work responsibilities.

A quorum was present. On a motion by Barbara Null, seconded by Jeff Lunardi, the meeting agenda was approved.

### **Member Introductions**

Two new local government representatives, Barbara Null and Amelia Ross-Hammond, were welcomed. Introductions were made.

### **Public Comment**

Public comments were made on behalf of the Virginia Association of Independent Specialized Education Facilities (VAISEF) by Michel Thomas, with McGuire Woods Consulting, and Katie Boyle on behalf of the Virginia Association of Counties (VACo) regarding the five percent cap included in the state budget, which would impact private day special education facilities.

### **Excellence in CSA Recognition**

As part of the SEC's Strategic Plan, the SEC has developed a process to acknowledge areas of local excellence and best practices. The Excellence in CSA Award, established in March 2025, recognizes a local CSA program's commitment to positively impacting the lives of children, youth, and families through collaboration, authentic engagement, and system of care.

On behalf of the SEC, Deputy Secretary of Health and Human Resources Leah Mills presented the initial Excellence in CSA Award to the City of Petersburg CSA program. Representing the City of Petersburg CSA were:

- Jacqueline Zemmitt, CSA Program Manager
- Lori Brown, CSA Administrative Assistant
- Mildred Reavis, FAPT Parent Representative
- William D'Auito, Director, Petersburg DSS
- Khristy Horne, Assistant Director, Petersburg DSS
- Michael Triggs, CPMT Private Provider

### **Approval of Minutes**

On a motion by Kevin Carroll, seconded by Melvin Roy, the SEC approved the minutes of the December 12, 2024 meeting.

### **SEC Policy Review**

#### **Policy 4.5.3 – Administrative Funds**

Ms. Schabo reported that the SEC approved Policy 4.5.3 for a 60-day public comment period at their December 12, 2024 meeting. The proposed changes align the existing policy with a new

administrative funding process used by OCS, which is more streamlined and accessible to localities. No public comments were received.

On a motion by Carl Ayers, seconded by Natalie Handy, the SEC adopted revised policy 4.5.3.

*Repeal of Policy 4.4.2 – Medicaid Funded Services*

Ms. Schabo reported that the SEC approved Policy 4.4.2 for a 60-day public comment period at their December 12, 2024 meeting. Policy 4.4.2 is a verbatim restatement of language that has been included in the Appropriation Act since 2009. No public comments were received.

On a motion by Kevin Carroll, seconded by Kathryn Hayfield, the SEC repealed policy 4.4.2

*Policy 2.1.3 – Individual Participation in State Executive Council Meetings by Electronic Means*

Ms. Schabo reported that the SEC approved Policy 2.1.3 for an initial 45-day public comment period at their December 12, 2024 meeting. No public comments were received.

Policy 2.1.3 provides guidance to the SEC regarding the parameters of electronic participation in SEC meetings or any committees established by the SEC. The proposed changes bring the current policy into compliance with the guidelines set forth in §2.2-3708.2 and §2.2-3708.3, as amended, effective July 1, 2024.

Ms. Schabo further reported that, if the SEC approves today, the next steps would be to disseminate policy 2.1.3 for a 60-day public comment period. On a motion by Anahita Renner, seconded by Carl Ayers, the SEC approved policy 2.1.3 for a 60-day public comment period.

**SEC Policy Review – Policy 5.1, Data Set**

Ms. Schabo presented a Notice of Intent to Develop or Revise Policy for Policy 5.1, Data Set. Policy 5.1 outlines and defines three different match rates for specific services as defined in the Appropriation Act. The intent is to repeal policy 5.1 because the policy is no longer technically appropriate as the CSA Data Set ceased to exist with the implementation of the Local Expenditure and Data Reimbursement System (LED RS).

Ms. Schabo also presented a Notice of Intent to Develop/Revise Policy for Policy 4.5.6, Local Match Rates, which would replace Policy 5.1 upon repeal. Proposed Policy 4.5.6 outlines specific local match rates for services as defined in the Appropriation Act and contains updated service language.

If approved by the SEC at today's meeting both Notices of Intent to Develop/Revise Policy would be disseminated for a 45-day public comment period.

After a period of discussion, members requested that OCS further develop proposed Policy 4.5.6 to define and clarify the match rates as outlined in the proposed policy. No action was taken on either Notice of Intent to Develop/Revise Policy for Policy 5.1 or Policy 4.5.6.

**State and Local Advisory Team (SLAT) Report**

Mills Jones, SLAT Chair, reported on the following items:

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- SLAT last met on February 6, 2025.
- Mr. Jones reported that March is Social Work Month and he expressed thanks for the work of social workers. He also thanked DBHDS for the information provided at the last OCS Office Hours on sponsored residential homes.
- SLAT workgroups continue to focus on several areas of the SEC's Strategic Plan, including the development of a model strategic plan template for localities to assist them with building their strategic plans and a model CSA intake form.
- SLAT also continues to review legislation, policies, and guidance that are pertinent to CSA. SLAT will also review documents related to the model Family Survey form being developed by OCS.
- The Virginia Association of Private Providers Associations (VCOPPA) has nominated a new alternate representative to serve on SLAT. Ronnie Gehring has been nominated to replace Michael Triggs. On the recommendation of Mills Jones, seconded by Amelia Ross-Hammond, the SEC approved Mr. Gehring's appointment to SLAT as an alternate private provider representative.
- Mr. Jones presented amended SLAT bylaws for approval by the SEC. Amendments have been made in the elections, terms of office, and meetings sections. On a motion by Nancy Robbins, seconded by Barbara Null, the SEC approved the amended SLAT bylaws.

### **Presentation**

Kari Savage, Director of the Office of Child and Family Services, DBHDS, presented on the DBHDS Adolescent Substance Use Disorder Needs Assessment and Strategic Plan. The implementation guidelines will be sent to the SEC membership as soon as they are available.

### **OCS Executive Director's Report**

Mr. Reiner asked that members let him know if there are topics of interest for future presentations. He reported on the following items:

#### Legislative Update

- SB801 – modified the Code of Virginia to include CHINS as a sum-sufficient population for CSA. The bill is awaiting the Governor's action.
- HB1733/SB1372 – Requires an LDSS as part of its investigation after receiving a referral for a petition for relief from the care and custody of a child to refer the parent to the local FAPT and create a written report.
- HB2260 – expands the definition of CHINS for purposes of juvenile and domestic relations district courts.
- HB1600 – The budget bill (amendment) decreases CSA funding by \$5 million in the second year of the biennium (FY2026) to reflect general fund savings resulting from a five percent limit on the growth rate in state reimbursement to localities for private special education for children with disabilities. The amendment also adds reporting requirements for OCS, in coordination with DOE, regarding the transition of students from private day education services to local education agencies.
- SEC Strategic Plan – Members received a written update. At the SEC's June meeting, members will review a Model Strategic Plan Template and a Family and Youth Satisfaction Survey.
- Training – Members received a flyer for an upcoming training (April 23, 2025), sponsored by the Virginia Family Network: Strengthening Your Role: Training for Parent Representatives in CSA.
- Audit Activities – Members received a written update on program audit activities along with a copy of the Program Audit Charter and the OCS Audit Plan for FY 2024-2026.

- Enhanced Technical Assistance (ETA) Program – Members received a written update on the ETA program activities.
- OCS Website – The OCS website is being updated for compliance with accessibility requirements. This work is expected to be completed by July 1, 2025. The new website will also be compatible with mobile devices.

### **Member Remarks/Updates**

Members reported for their agencies and organizations on the recent legislative session/budget, projects, new programs, and other ongoing activities. Members continue to work within their agencies and advocate through their associations for improvements to services and service delivery for Virginia's children, youth, and families.

- Natalie Handy announced that this would be her last SEC meeting as she is leaving her current position with Health Connect America. She expressed her gratitude to the SEC for its work on behalf of the children and families of Virginia, and she appreciated the opportunity she was given to serve on the SEC. The SEC membership wished her well in her future endeavors and thanked her for her service.
- The Central Virginia Rural CSA Network's Annual Training Day will be held on April 11, 2025, at Elk Hill in Goochland.
- The VAISEF Spring Conference will be held April 23-25, 2025 in Virginia Beach.

### **Closing Remarks and Adjournment**

Mrs. Mills highlighted the upcoming event, A Night with Arthur Brooks at Old Dominion University, and the conversation with First Lady Suzanne Youngkin. The event will be held March 26, 2025.

There being no further business, the meeting adjourned at 12:50 p.m. on a motion by Barbara Null, seconded by Nicole Gore, and approved by the SEC. The next meeting is scheduled for June 12, 2025.

**Public Comments and Responses – Proposed Revisions to State Executive Council for Children’s Services  
Policy 2.1.3 “Individual Participation in State Executive Council Meetings by Electronic Means”**

#	Commenter	Public Comments	OCS Response
		No public comment was submitted regarding this policy.	



## **POLICY 2.1**

### **STATE EXECUTIVE COUNCIL FOR CHILDREN'S SERVICES**

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#### **2.1.3      *Individual Participation in State Executive Council Meetings by Electronic Means***

##### **2.1.3.1      *Purpose***

To set the parameters of electronic participation in meetings of the State Executive Council for Children's Services (SEC) or any committees established by the SEC.

##### **2.1.3.2      *Authority***

- A. Section [2.2-3708.2](#) of the Code of Virginia provides that "Any public body, or any joint meetings thereof, may meet by electronic communication means without a quorum of the public body physically assembled at one location when the Governor has declared a state of emergency in accordance with § [44-146.17](#) or the locality in which the public body is located has declared a local state of emergency pursuant to § [44-146.21](#), provided that (i) the catastrophic nature of the declared emergency makes it impracticable or unsafe to assemble a quorum in a single location and (ii) the purpose of the meeting is to provide for the continuity of operations of the public body or the discharge of its lawful purposes, duties, and responsibilities."
- B. Section [2.2-3708.3.B](#) of the Code of Virginia provides that "Individual members of a public body may use remote participation instead of attending a public meeting in person if, in advance of the public meeting, the public body has adopted a policy as described in subsection D..."

##### **2.1.3.3      *Definitions***

*"Caregiver"* means any adult who provides care for a person with a disability as defined in [§51.5-40.1](#) of the Code of Virginia. A caregiver shall either be related by blood, marriage, or adoption to or the legally appointed guardian of the person with a disability for whom they are caring.

*"Meeting"* means a meeting as defined by [§2.2-3701](#) of the Code of Virginia.

*"Member"* means any member of the State Executive Council or any committees established by the SEC.

*"Notify" or "notifies"* for the purpose of this policy means written notice, including, but not limited to, email or letter, but does not include text messages or messages exchanged on social media.

*“Remote participation”* means participation by any individual member of the SEC by electronic communication means in a public meeting where a quorum of the SEC is physically assembled, as defined by [§2.2-3701](#) of the Code of Virginia.

### **2.1.3.4 Remote Participation of Members**

#### **2.1.3.4.1 Mandatory requirements**

Regardless of the reasons why the member is participating in a meeting from a remote location by electronic communication, the following conditions must be met for the member to participate remotely:

- A. A quorum of the SEC must be physically assembled at the primary or central meeting location. To determine whether a quorum is physically assembled, an individual member of the SEC who is a person with a disability as defined in [§ 51.5-40.1](#) and uses remote participation counts toward the quorum as if the individual was physically present. Further, an individual member of the SEC who is a caregiver for a person with a disability and uses remote participation counts toward the quorum as if the member was physically present.
- B. Arrangements have been made for the voice of the remotely participating member to be heard by all persons at the primary or central meeting location. If, at any point during the meeting, the voice of the remotely participating member is no longer able to be heard by all persons at the meeting location, the remotely participating member shall no longer be permitted to participate remotely and will be considered absent from the meeting (for the purposes of a quorum).
- C. This policy shall not prohibit or restrict any individual member of the SEC who is using remote participation from voting on matters before the SEC.

#### **2.1.3.4.2 Process to request remote participation**

- A. On or before the day of the meeting, and at any point before the meeting begins, the requesting member must notify the SEC Chair or the Office of Children’s Services (OCS) Executive Director that they are unable to physically attend a meeting due to (i) a temporary or permanent disability or other medical condition that prevents the member's physical attendance or the member is a caregiver who must provide care for a person with a disability at the time the public meeting is held, thereby preventing the member's physical attendance, (ii) a family member's medical condition that requires the member to provide care for such family member, thereby preventing the member's physical attendance, (iii) their principal residence location more than 60 miles from the meeting location, or (iv) a personal matter and identifies with specificity the nature of the personal matter.

- B. If the requesting member is unable to physically attend the meeting due to a personal matter, the requesting member must state the nature of the personal matter with specificity. There is no limit to the number of times that a member may participate remotely for the other authorized purposes listed in A (i)-(iii) above. Remote participation due to a personal matter (A (iv), above) is limited each calendar year to two meetings or 25 percent of the meetings held per calendar year rounded up to the next whole number, whichever is greater.
- C. The requesting member is not obligated to provide independent verification regarding the reason for their nonattendance, including the temporary or permanent disability, other medical condition, or the family member's medical condition that prevents their physical attendance at the meeting.
- D. The Chair (or OCS Executive Director if the requesting member is the Chair) shall promptly notify the requesting member whether their request is in conformance with this policy and, therefore, approved or disapproved.

#### **2.1.2.4.3 Process to confirm approval or disapproval of participation from a remote location**

When a quorum of the SEC has assembled for the meeting, the SEC shall vote to determine whether:

- A. The Chair's decision to approve or disapprove the requesting member's request to participate from a remote location was in conformance with this policy and
- B. All persons at the primary or central meeting location can hear the voice of the remotely participating member.

#### **2.1.2.4.4 Recording in the minutes**

- A. If the member is allowed to participate remotely due to a temporary or permanent disability or other medical condition, a family member's medical condition that requires the member to provide care to the family member, or because their principal residence is located more than 60 miles from the meeting location the SEC shall record in its minutes (1) the SEC's approval of the member's remote participation; and (2) a general description of the remote location from which the member participated.
- B. If the member is allowed to participate remotely due to a personal matter, such matter shall be cited in the minutes with specificity, as well as how many times the member has attended remotely due to a personal matter and a general description of the remote location from which the member participated.
- C. If a member's request to participate remotely is disapproved, the disapproval, including the grounds upon which the requested participation violates this policy or the Virginia Freedom of Information Act, shall be recorded in the minutes with specificity.

#### **2.1.2.4.5 Dealing with Objections to Electronic Member Participation**

It shall be assumed that a member can participate under the permissions listed above unless another member objects once the Chair states it at the beginning of the meeting. At such time, if any other member objects, the Chair shall call for a vote on the matter. If a member disapproves of electronic participation due to a violation of the SEC's electronic participation and meeting policy, then it will be recorded with specificity. If the vote is such that the member will not be permitted to participate electronically, the member should be advised that they may only monitor/witness the meeting, and the member is not permitted to participate (e.g., vote, discuss). The outcome of any vote on the member's electronic participation shall be documented in the minutes accordingly.

#### **2.1.2.4.6 Closed session**

If the SEC goes into closed session, the member participating remotely shall ensure that no third parties can hear or otherwise observe the closed meeting.

#### **2.1.2.4.7 Strict and uniform application of this policy**

This Policy shall be applied strictly and uniformly, without exception, to the entire membership and without regard to the identity of the member requesting remote participation or the matters that will be considered or voted on at the meeting. The Chair shall maintain the member's written request to participate remotely and the written response for one year or other such time required by records retention laws, regulations, and policies.

### **2.1.3.5 Council Subcommittees**

*Any committee, subcommittee, or other entity designated by the SEC to perform delegated functions of the SEC or to advise the SEC shall comply with this policy regarding electronic member participation.*

### **2.1.3.6 Policy Review**

*The State Executive Council for Children's Services shall review and readopt this policy annually as required by [§2.2-3708.3.D](#).*

# **State Executive Council (SEC) for Children's Services**

## **Notice of Intent to Develop/Revise Policy**

**Approved for Public Comment by the SEC:** June 12, 2025

**Public Comment Period Ends:** Not Applicable, Exempt Action

### **Number and Name of Proposed/Revised Policy:**

Policy 4.5.5 Supplemental Set-Aside

### **Basis and Purpose of the Proposed/Revised Policy:**

The proposed action intends to repeal the existing SEC Policy 4.5.5, as it is no longer in compliance with language in the Appropriation Act as revised by HB1600 (2025 session) and approved by the Governor, effective July 1, 2025.

HB1600 made changes to the 2026 Appropriation Act, removing the requirement for local Community Policy and Management Teams (CPMTs) to request supplemental allocations from the Office of Children's Services (OCS) when they have exhausted their base pool allocations.

Beginning July 1, 2025, this language outlining the supplemental process will be removed from the Appropriation Act, thus allowing for the dissemination of the state share of CSA funds to localities without the need for supplemental requests. As a result, this policy is no longer necessary.

As this proposed action is "necessary to conform to changes in Virginia statutory law or the appropriation act where no agency discretion is involved," the action is considered exempt from the provisions of SEC Policy 2.4 (Public Participation in Policy-Making Actions).

### **Summary of the Proposed/Revised Policy:**

The proposal repeals, in its entirety, the existing SEC Policy 4.5.5 without public comment as an exempt action under SEC Policy 2.4.

### **Preliminary Fiscal Impact Analysis:**

Repeal of this policy will have no fiscal impact, as localities will still be able to access CSA funds for services for eligible populations.

#### **~~4.5.5 Supplemental Set-Aside (Adopted July 1, 1997)~~**

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~~A CPMT may request a supplemental allocation at any time before the close of the program year. In order to be approved for a supplemental allocation, the CPMT must demonstrate each of the following:~~

- ~~a) A known cost has been, or will be, incurred for a specific child or children in the MANDATED TARGET population.~~
  - ~~b) Any amount of the allocation for the non-mandated population (NON-MANDATED TARGET + OTHER ELIGIBLE in the Allocation Plan) which, 1) exceeds the protection level established for that year and 2) is not yet expended or obligated, may be re-allocated for use with the MANDATED TARGET population. For this purpose, obligations are unpaid purchase orders, contracts, or any other agreements, which bind the CPMT to pay for goods or services to be delivered to specific children, at a specified cost, over a defined period of time.~~
  - ~~c) Localities requesting supplemental funds must also demonstrate that they are in compliance with all provisions of the CSA including, but not limited to, instituting and operating effective cost control measures as recommended by the Council.~~
  - ~~d) Requests for supplemental allocations are filed electronically via the CSA web site <http://www.csa.virginia.gov>. The requests will be reviewed, and the local fiscal agent will be notified upon approval. From the local government reporting web page, localities may also access an Excel spreadsheet from their latest CSA Data Set submission as well as a local Transaction History Report to assist them in filing their supplemental allocation requests.~~
  - ~~e) It is no longer necessary to submit a hard copy of the Request for Supplemental Allocation form to the OCS; however, a hard copy containing all necessary signatures should be maintained by the local CPMT.~~
  - ~~f) Documentation to support the supplemental allocation request may be requested by OCS following receipt of the supplemental allocation request. Staff from the OCS may also conduct a site visit to review information and supporting documentation prior to the approval of a supplemental request.~~
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~~g) Localities whose mandated expenditures have increased more than 10% over the previous year's total mandated expenditures will be required to complete the "Comment" portion of the Supplemental Allocation Request form. *(NOTE: Any locality submitting a Request for Supplemental Allocation may provide comments in this area that they feel will assist OCS in processing their request.)* These comments should provide additional information related to locality trends that are affecting CSA costs. It is not necessary to restate the financial information already submitted in other portions of the report.~~

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# State Executive Council (SEC) for Children's Services

## Notice of Intent to Develop/Revise Policy

**Approved for Public Comment by the SEC:** June 12, 2025

**Public Comment Period Ends:** Not Applicable, Exempt Action

### Number and Name of Proposed/Revised Policy:

Policy 4.1.1 – Children in Need of Services (CHINS)

### Basis and Purpose of the Proposed/Revised Policy:

This proposed action intends to rescind the existing SEC Policy 4.1.1, as it is no longer in compliance with the Code of Virginia, as revised by SB801 (2025 Session) and approved by the Governor, effective July 1, 2025.

SB801 made changes to [§2.2-5211](#) and [§2.2-5212](#) to have youth found to be a CHINS, as described in §16.228, by a juvenile or domestic court or the Family Assessment and Planning Team (FAPT), designated as an eligible, sum-sufficient population for the CSA.

As this proposed action is “necessary to conform to changes in Virginia statutory law or the appropriation act where no agency discretion is involved,” the action is considered exempt from the provisions of SEC Policy 2.4 (Public Participation in Policy-Making Actions).

A new Policy 4.1.1 will be proposed through the routine SEC policy-making process.

### Summary of the Proposed Policy:

The proposal repeals, in its entirety, the existing SEC Policy 4.1.1 without public comment as an exempt action under SEC Policy 2.4.

### Preliminary Fiscal Impact Analysis:

Repeal of this policy is not expected to have any anticipated fiscal impact on the Commonwealth or local governments, as this population is currently being served through the CSA.



# State Executive Council (SEC) for Children's Services

## Notice of Intent to Develop/Revise Policy

Approved for Public Comment by the SEC: June 12, 2025

Public Comment Period Ends: August 1, 2025

### Number and Name of Proposed/Revised Policy:

Policy 4.1.1 – Children in Need of Services (CHINS)

### Basis and Purpose of the Proposed/Revised Policy:

Section [2.2-2648.D.3](#) of the *Code of Virginia* requires the SEC to: "Provide for the establishment of interagency programmatic and fiscal policies developed by the Office of Children's Services, which support the purposes of the Children's Services Act (§ 2.2-5200 et seq.), through the promulgation of regulations by the participating state boards or by administrative action, as appropriate."

Section [2.2-2648.D.13](#) of the Code of Virginia requires the State Executive Council for Children's Services (SEC) to "Oversee the development and implementation of uniform guidelines for documentation for CSA-funded services."

Section [2.2-5211.B.4](#) of the Code of Virginia requires the CSAS state pool of funds to serve the following target population: "Children and youth who are determined, by either a juvenile and domestic relations district court or a family assessment and planning team, to be a Child In Need of Services as defined in [§16.1-228](#) and requiring (i) community-based services to prevent or eliminate the need for an out of home placement, or (ii) placement outside of the home through an agreement between the public agency designated by the community policy and management team and the parents or legal guardians who retain legal custody of the child."

Section [2.2-5212.A.4](#) of the Code of Virginia identifies a child who "Has been determined by either a juvenile and domestic relations district court or a family assessment and planning team, to be a Child In Need of Services as defined [§16.1-228](#)" as an eligible population for funding through the CSA state pool of funds.

Section [16.1-228](#) of the Code of Virginia identifies a child in need of services as "(i) a child whose behavior, conduct, or condition presents or results in a serious threat to the well-being and physical safety of the child or (ii) a child who remains away from or deserts or abandons his family or lawful custodian during one occasion and is demonstratively at risk of coercion, exploitation, abuse, or manipulation or has been lured from his parent or lawful custodian by means of trickery or misrepresentation or under false pretenses or (iii) a child under the age of 14 whose behavior, conduct, or condition presents or results in a serious threat to the well-being and physical safety of another person; however, no child who in good faith is under treatment solely by spiritual means through prayer in accordance with the tenets and practices of a recognized church or religious denomination shall for that reason alone be considered to be a child in need of services, nor shall any child who habitually remains away from or habitually deserts or abandons his family as a result of what the court or the local child protective services unit determines to be incidents of physical, emotional, or sexual abuse in the home be considered a child in need of services for that reason alone. However, to find that a child falls within these provisions, (a) the conduct complained of must present a clear and substantial danger to the child's life or health or to the life or health of another person; (b) the child or his family is in need of treatment, rehabilitation, or services not presently being received; and (c) the intervention of the court is essential to provide the treatment, rehabilitation, or services needed by the child or his family."

The proposed changes in this policy address the legislative changes made to [§2.2-5211](#) and [§2.2-5212](#) during the 2025 legislative session to include youth found to be a CHINS as described in [§16.228](#) by a juvenile or domestic court or Family Assessment and Planning Team (FAPT) to be an eligible, sum-sufficient population for the CSA. The revised policy also includes a form that FAPT teams can use to document their decision in their CHINS assessment process.

Furthermore the proposed changes to the existing policy 4.1.1 also align the policy with the standard policy format adopted by the State Executive Council in September 2022 by adding sections 4.1.1.2 (Purpose), 4.1.1.3 (Authority), 4.1.1.4 (Definitions), 4.1.1.5 (Eligibility as a Child in Need of Services), and 4.1.1.6 (Policy Review), as well as footers to denote dates of Adoption, Effect, Revision, and page numbers.

**Summary of the Proposed Policy:**

Policy 4.1.1 provides guidance to local Children's Services Act (CSA) programs regarding eligibility as a Child in Need of Services (CHINS).

**Preliminary Fiscal Impact Analysis:**

Since this population is currently being served through the CSA, there is no anticipated fiscal impact of the revisions to this policy on either the Commonwealth or local governments.

# POLICY 4.1

## ELIGIBLE POPULATIONS

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### 4.1.1 *Children in Need of Services (CHINS)*

#### 4.1.1.2 *Purpose*

*To provide guidance to local Children's Services Act (CSA) programs regarding eligibility as a Child in Need of Services (CHINS).*

#### 4.1.1.3 *Authority*

- A. Section [2.2-2648.D.3](#) of the Code of Virginia requires the State Executive Council for Children's Services (SEC) to "Provide for the establishment of interagency programmatic and fiscal policies developed by the Office of Children's Services, which support the purposes of the Children's Services Act (§ 2.2-5200 et seq.), through the promulgation of regulations by the participating state boards or by administrative action, as appropriate."
- B. Section [2.2-2648.D.13](#) of the Code of Virginia requires the State Executive Council for Children's Services (SEC) to "Oversee the development and implementation of uniform guidelines for documentation for CSA-funded services."
- C. Section [2.2-5211.B.4](#) of the Code of Virginia requires the CSAS state pool of funds to serve the following target population: "Children and youth who are determined, by either a juvenile and domestic relations district court or a family assessment and planning team, to be a Child In Need of Services as defined in [§16.1-228](#) and requiring (i) community-based services to prevent or eliminate the need for an out of home placement, or (ii) placement outside of the home through an agreement between the public agency designated by the community policy and management team and the parents or legal guardians who retain legal custody of the child."
- D. Section [2.2-5212.A.4](#) of the Code of Virginia identifies a child who "Has been determined by either a juvenile and domestic relations district court or a family assessment and planning team, to be a Child In Need of Services as defined [§16.1-228](#)" as an eligible population for funding through the CSA state pool of funds.
- E. Section [16.1-228](#) of the Code of Virginia identifies a child in need of services as "(i) a child whose behavior, conduct, or condition presents or results in a serious threat to the well-being and physical safety of the child; (ii) a child who remains away from or deserts or abandons his family or lawful custodian during one occasion and is demonstratively at

*risk of coercion, exploitation, abuse, or manipulation or has been lured from his parent or lawful custodian by means of trickery or misrepresentation or under false pretenses; or (ii) a child who remains away from or deserts or abandons his family or lawful custodian during one occasion and is demonstratively at risk of coercion, exploitation, abuse, or manipulation or has been lured from his parent or lawful custodian by means of trickery or misrepresentation or under false pretenses or (iii) a child under the age of 14 whose behavior, conduct, or condition presents or results in a serious threat to the well-being and physical safety of another person; however, no child who in good faith is under treatment solely by spiritual means through prayer in accordance with the tenets and practices of a recognized church or religious denomination shall for that reason alone be considered to be a child in need of services, nor shall any child who habitually remains away from or habitually deserts or abandons his family as a result of what the court or the local child protective services unit determines to be incidents of physical, emotional, or sexual abuse in the home be considered a child in need of services for that reason alone.*

#### **4.1.1.4 Definitions**

*"Child" means any person under the age of 18.*

*"Child in Need of Services (CHINS)" means (i) a child whose behavior, conduct, or condition presents or results in a serious threat to the well-being and physical safety of the child; (ii) a child who remains away from or deserts or abandons his family or lawful custodian during one occasion and is demonstratively at risk of coercion, exploitation, abuse, or manipulation or has been lured from his parent or lawful custodian by means of trickery or misrepresentation or under false pretenses; or (iii) a child under the age of 14 whose behavior, conduct, or condition presents or results in a serious threat to the well-being and physical safety of another person; however, no child who in good faith is under treatment solely by spiritual means through prayer in accordance with the tenets and practices of a recognized church or religious denomination shall for that reason alone be considered to be a child in need of services, nor shall any child who habitually remains away from or habitually deserts or abandons his family as a result of what the court or the local child protective services unit determines to be incidents of physical, emotional, or sexual abuse in the home be considered a child in need of services for that reason alone.*

*"Community Policy and Management Team (CPMT)" is the entity responsible for developing, implementing, and monitoring the CSA local program through policy development, quality assurance, and oversight of its functions.*

*"Family Assessment and Planning Team (FAPT)" implements the CSA by recommending services for children and their 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 assessments, service planning, and decision-making.*

*"Multidisciplinary Team (MDT)" is an alternative 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 the statutory duties of a standard FAPT, including a recommendation of services for authorization by the CPMT.*

#### **4.1.1.5      *Eligibility as a Child in Need of Services***

- A. *State law mandates the provision of services through the CSA state pool of funds for CHINS-eligible youth (COV [§2.2-5212.4](#)) and requires that those services be considered sum-sufficiently funded under [§2.2-5211.B.4](#).*
- B. *The determination of CHINS eligibility shall be made in one of two ways:*
  - 1. *The FAPT or approved MDT shall determine whether the child meets the definition of a CHINS.*
  - 2. *A juvenile and domestic relations court finds that a child falls within the statutory definition, including that "(i) the conduct complained of must present a clear and substantial danger to the child's life or health or to the life or health of another person, (ii) the child or his family is in need of treatment, rehabilitation or services not presently being received, and (iii) the intervention of the court is essential to provide the treatment, rehabilitation or services needed by the child or his family." (COV [§16.1-228](#))*
- C. *The FAPT shall document its determination using the CHINS Eligibility Determination Form (see Appendix A).*
- D. *Once a court or FAPT determines that a child is a CHINS, there is no requirement to reestablish eligibility as a CHINS for the duration of the child's continuing involvement with the CSA program. However, once the circumstances related to a child being determined to be a CHINS have been resolved and/or services have been successfully completed, the child is no longer considered a CHINS. If a child ceases to be a CHINS, the child may qualify as a CHINS again if a court or FAPT makes a new determination.*
- E. *The local CSA program is responsible for service planning and monitoring of services provided in accordance with all provisions of the Children's Services Act (COV [§2.2-5200 et seq.](#)).*

#### **4.1.1.6      *Policy Review***

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

# Appendix A

## Documentation of Eligibility Form

### Child in Need of Services (CHINS)

#### Funded through the Children's Services Act (CSA)

#### Effective July 1, 2025

Family Assessment and Planning Teams (FAPTs) or approved alternative Multidisciplinary Teams (MDTs), will use this standard eligibility documentation form to provide consistent application in determining CHINS eligibility across all local CSA programs. Localities shall use this form to document that the decision regarding the child's eligibility was made in accordance with the Code of Virginia and the State Executive Council for Children's Services Policy 4.1.1.<sup>1</sup>

<b>Name of Child:</b>	Enter the child's name.
The FAPT (or approved MDT), in accordance with SEC Policy 4.1.1 and the policies of the CPMT, determines and documents that there are sufficient facts that the following criteria are met:	
<b>The child meets the statutory definition of a Child in Need of Services (<a href="#">Code of Virginia, §16.1-228</a>):</b> "Child in need of services" means (i) a child whose behavior, conduct, or condition presents or results in a serious threat to the well-being and physical safety of the child; (ii) a child who remains away from or deserts or abandons his family or lawful custodian during one occasion and is demonstratively at risk of coercion, exploitation, abuse, or manipulation or has been lured from his parent or lawful custodian by means of trickery or misrepresentation or under false pretenses; or (iii) a child under the age of 14 whose behavior, conduct, or condition presents or results in a serious threat to the well-being and physical safety of another person.	
<input type="checkbox"/> A J&DR court has found that the child is in "need of services" in accordance with §16.1-228; <b>Date of court finding:</b> Enter a date. <b>Name of Judge:</b> Enter the judge's name.	
<input type="checkbox"/> The FAPT or approved multidisciplinary team has determined that the child's behavior, conduct, or condition meets the statutory definition above.	
<input type="checkbox"/> The child <b>does not</b> meet the statutory definition of a Child in Need of Services	
If the FAPT/MDT made the determination, briefly describe in <b>specific terms</b> the facts and time frames on which the Team based its conclusion that the child's behavior, conduct, or condition presents or results in a serious threat to the well-being and physical safety of the child; the has remained away from or deserted or abandoned his family or lawful custodian during one occasion and is demonstratively at risk of coercion, exploitation, abuse, or manipulation or has been lured from his parent or lawful custodian by means of trickery or misrepresentation; or under false pretenses or another person if the child is under the age of 14: Click or tap here to enter text.	

<sup>1</sup> This checklist does not apply to abused or neglected children as defined in §63.2-100, as they are otherwise eligible for foster care prevention services.

**Appendix B**  
**MODEL CSA PARENTAL AGREEMENT<sup>1</sup>**  
**Effective 2025**

This Parental Agreement (from now on referred to as the “Agreement”) is entered into on the select day day of select month, select year in the City/County of enter locality name, Virginia, between enter parent name and enter parent name, the Parent(s)/ Legal Guardian(s) of enter child’s name (a child under the age of eighteen) born on select date and enter local agency name, a public agency designated by and acting as an agent of the enter locality name Community Policy and Management Team (from now on referred to as the “Agency”).

All signing parties agree that the placement of this child in a state-approved home or licensed facility is:

- a. In the child’s best interests at this time.
- b. The most appropriate and least restrictive setting to meet the child’s needs at this time.
- c. Agreed upon by the members of the child’s Family Assessment and Planning Team (FAPT) and the parent(s) or legal guardian(s).

**PLACEMENT AUTHORITY**

As the parent(s)/legal guardian(s) of enter child’s name, I/we have the legal authority to plan for him/her and voluntarily place him/her on the select day of placement day of select month, select year in a state-approved home or a licensed facility for a period not to exceed enter time frame. Review of this parental agreement will occur on or before enter review date, when treatment progress and the Family Assessment and Planning Team (FAPT) recommendations will be reviewed to determine the continued need for placement and the extension or re-issuance of the parental agreement.

**RIGHTS AND RESPONSIBILITIES**

**PARENT(S)/GUARDIANS**

1. I/we retain legal custody of my/our child.
2. I/we will, to the best of my/our ability:
  - a. Actively and consistently participate in all aspects of assessment, planning, and implementation of services throughout this agreement.

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<sup>1</sup> This is a model agreement provided for the use of local Children’s Services Act programs. Local CSA programs may modify this document in any way they see fit or create entirely new agreements for use in these cases.



- b. Attend and participate in all FAPT meetings to plan, review, and monitor the service plan concerning my/our child's and our family's needs.
  - c. Attend and participate in family therapy sessions, parent training, and/or other services for family members as described in the Individual Family Service Plan (IFSP).
  - d. Provide all necessary information and documentation to the FAPT and the placing Agency for services and placement of my/our child.
3. I/we agree to complete all Medicaid eligibility or referral paperwork for my child upon admission to the facility or after 30 days of placement (if applicable).
4. I/we agree to inform the CPMT of any plan to relocate my/our physical residence outside this jurisdiction.

#### **PLACING AGENCY AND CSA PROGRAM**

The placing Agency and FAPT shall:

1. Collaborate with the child's parent(s)/legal guardian(s) to develop and provide case management services and to implement the Individualized Family Service Plan (IFSP).
2. Provide case-specific information to the child's parent(s)/legal guardian(s) in accordance with established local CPMT policies and procedures, as well as relevant laws.
3. Provide utilization review and management in accordance with established CPMT policies and procedures.

#### **FISCAL AUTHORITY/PAYMENT TERMS**

Payments for services will be made and documented for all parties in accordance with the policies and procedures approved by the CPMT and may include:

- Parental co-pays
- Private insurance benefits
- Child support (Division of Child Support Enforcement)
- Medicaid
- CSA Pool Funds

Payment of service costs using CSA funding will be authorized only for services included in the IFSP that have been approved in accordance with the policies and procedures established by the CPMT and that comply with all relevant City/County procurement and fiscal policies.

The parent(s) or legal guardian(s) will apply for Medicaid and/or other public or private funding and resources, as applicable, to assist in paying for services provided in accordance with the IFSP.

The parent(s) or legal guardian(s) agree to pay the parental co-pay or child support as determined by CPMT policies and procedures.

In addition, the parent(s)/legal guardian(s) will retain specific financial responsibilities related to their child's care that are normal and customary parental responsibilities, including but not limited to clothing, toiletries, personal care items, and spending allowances, and the following special items: enter special items

The parent(s)/legal guardian(s) is/are aware that should they move outside of the City/County represented by this CPMT, there is no guarantee that the CPMT in the new Virginia locality or any other state's jurisdiction, will honor this agreement and the placement of their child may be disrupted. The parent(s)/legal guardian(s) further agree(s) that if they change residency to:

- Another Virginia locality.
  - The new locality has up to 30 calendar days to determine what appropriate services and agreements will apply according to its CPMT policies. The 30 calendar days begin upon the new CPMT's receipt of written notification of the residency change. This Parental Agreement will terminate when the new locality's CPMT implements services or when the 30 calendar days have elapsed, whichever occurs first.
- A locality outside of Virginia.
  - This Parental Agreement terminates immediately, meaning the CPMT has no further obligation to continue funding the placement, and the parent(s) or legal guardian(s) must assume responsibility for the placement and care of the child.

#### **CONDITIONS FOR TERMINATION OF AGREEMENT**

This is a voluntary agreement. I/we understand that as my/our child's parent(s)/legal guardian(s), I/we may revoke this agreement at any time.

I/we understand that the Agency may terminate this agreement by giving me/us enter number of days days written notice of the intended termination, including reasons and documentation supporting the reasons for termination. Reasons may include: the Agency determines that based upon a utilization review or other factors, the placement is no longer in the best interest of my/our child, is not the most appropriate or least restrictive setting to meet my/our child's needs, the child is not making adequate progress in the placement, or services have been successfully completed; or that I/we have failed to comply with the conditions and terms of this agreement.

### APPEAL PROCESS

I/we understand that if I/we disagree with the Agency's decision to terminate this agreement, I/we have the right to appeal this decision by submitting a written request in accordance with the local CPMT policies and procedures for appeals. By signing this agreement, I/we acknowledge receipt of the local CPMT policies and procedures on appeals.

### SIGNATURES

A copy of this agreement will be given to all signing parties, and the original will be placed in the child's file, which is located at enter location of client file. By signing below, each party enters into this agreement under the conditions set forth.

_____ <b>PARENT/LEGAL GUARDIAN</b>	_____ <u>select date</u> <b>DATE</b>
_____ <b>PARENT/LEGAL GUARDIAN</b>	_____ <u>select date</u> <b>DATE</b>
_____ <b>REPRESENTATIVE OF THE AGENCY DESIGNATED BY THE CPMT</b>	_____ <u>Select date</u> <b>DATE</b>



## **TRAINING PLAN**

### **Fiscal Year 2026**

*Developed in accordance with Chapter 2 (Appropriation Act), Item 268, Section B.6  
Approved by the State Executive Council for Children's Services – June 12, 2025*

The Children's Services Act (CSA) vision statement 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." Developing and implementing a robust training plan is critical for achieving this vision. Following the provisions of the Appropriation Act, the Office of Children's Services prepares an annual training plan for approval by the State Executive Council for Children's Services (SEC). This document outlines the OCS FY2026 Training Plan (July 1, 2025 - June 30, 2026). The description of potential training topics is intentionally broad, inclusive, and consistent with the goals and strategic directions of the Children's Services Act, promoting alignment, leading by example, and collaborating on a shared vision and key outcomes. Specific training activities are planned and implemented in response to stakeholder requests and needs, as well as important system-wide initiatives, and in consideration of the availability of resources.

## **I. GOALS**

**To enhance the knowledge, skills, and competencies of individuals in local CSA-specific roles and responsibilities, ensuring the effective implementation of the CSA.**

### **Objectives:**

- To enhance effectiveness and positive outcomes for youth and families by ensuring that the core requirements of the CSA and the principles of a system of care are known to individuals who serve in vital roles within the structures of CSA
- To support essential competencies in CSA practice as applied to local operations
- To enhance the level of knowledge and skills of core members of local CSA teams (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:**

- Core leadership and operational roles, responsibilities, and competencies
- Strategic planning for CMPTs
- CSA mission and vision/CSA as a system of care
- Building effective multi-disciplinary teams/collaboration
- 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*)
  - High Fidelity Wraparound and Intensive Care Coordination and the intensive Transformation Zone project
  - Utilization Review (*Appropriation Act*)
- FAPT determination of CHINS eligibility and CSA parental agreements
  - New changes to the Code of Virginia concerning eligibility as a CHINS
- Child and Adolescent Needs and Strengths (CANS) assessments and service planning
- Information technology security for CSA automated system users
- Engaging families, empowering youth/family voice and choice
- The CSA local audit program: Compliance monitoring and program improvement; self-assessment process
- Navigating cross-jurisdictional issues: transfers across jurisdictions and 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 (LEDERS); understanding service categories and match rates)
  - Elimination of the separate supplemental funding process for the CSA state pool of funds

- Implementation of Executive Order 43 (Reclaiming Childhood)
- The *Safe and Sound* initiative to address high acuity children in foster care with placement challenges
- Continued implementation of the *Families First Prevention Services Act* and the VDSS In-Home Services framework
- Preparation for the implementation of the DMAS Behavioral Health Redesign
- 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*)
  - Utilization of 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-sum sufficient populations (*SLAT and JLARC reports*); use of Special Education Wraparound and (return to public school) transition funds
- 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*)

**Primary implementation methods:**

- Annual New CSA Coordinator Academy (October 2025)
- Annual CSA Conference (May 2026)
- Regional and local training events (virtual and in-person)
- Transformation Zone project (with the Center for Evidence-based Partnerships in Virginia)
- Virtual/online e-learning courses and webinars
- Information disseminated through the CSA website and newsletter
- Technical assistance in response to specific inquiries

**B. To enhance child-serving partners' knowledge, skills, and competencies, thereby maximizing the effective use of CSA processes and funding to 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 the 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:**

- Vision and mission of CSA
- Accessing CSA-funded services (eligibility and process)
- CANS certification training
- CANS assessment and service planning
- CSA's role in the implementation of the *Families First Prevention Services Act* and the newly enacted *Parental Child Safety Placement Program*
- CSA eligibility for public school transitional services for students with disabilities
- 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*)

**Primary Implementation Methods:**

- Presentation at stakeholder venues/conferences/leadership meetings
- Locality-specific training events (virtual and in-person)
- Virtual/online e-learning courses and Webinars
- Continued development and dissemination of various tools to increase family awareness of CSA

**Supporting Activities:**

- Coordinate with local CSA programs and stakeholder organizations to plan and deliver topical CSA content 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 Court Improvement Program, VDOE) to identify CSA-related training to be incorporated into agency/organizational training activities.

**C. To enhance outcomes for youth, families, and communities by adopting effective, evidence-based, and outcome-driven practices.**

**Objectives:**

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

**Target Audiences:**

- All CSA stakeholders

**Topics:**

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

**Primary implementation methods:**

- Local, regional, or statewide training events in collaboration with partner agencies
- Virtual/online e-learning courses and webinars
  - New training for parent representatives on FAPT and CPMT (with the NAMI Virginia Family Network)
- Information developed and disseminated through the CSA website



## **TRAINING AND TECHNICAL ASSISTANCE METHODOLOGIES**

### **A. 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. CSA-related training within stakeholder venues/conferences**

#### **Potential Opportunities:**

- In collaboration with sponsoring entities, conduct training sessions in various venues. Examples include, but are not limited to:
  - Virginia League of Social Service Executives 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 Youth Leadership Summit
  - Virginia Parent Leader Network
  - Office of Executive Secretary of the Supreme Court: Court Improvement Program events
  - Office of Executive Secretary of the Supreme Court: J&DR Judges Conferences and New J&DR Judges Pre-Bench events
- Identify and schedule training opportunities through collaboration with stakeholder agencies, organizations, and the State and Local Advisory Team (SLAT)

### **C. Targeted, high-quality technical assistance**

#### **Objective:**

- To respond to stakeholder-identified needs for information and consultation 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 technical assistance to facilitate CPMT program enhancement activities
- Provide on-site and remote technical assistance on frequently asked questions / common issues
- Provide and update information through the resource library of the CSA website (FAQs, Fact Sheets, Guidance Documents)

### **D. Develop, promote, and implement virtual learning opportunities**

#### **Objectives:**

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

#### **Activities:**

- Maintain the statewide training site for CANS certification/recertification
- 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 resources to include:
  - Educational opportunities through the VLC
  - OCS-sponsored webinars
  - Ongoing availability of archived training materials from the annual conferences, webinars, and other sources
- Maintain the online training calendar, which provides information about upcoming training events

- Utilize various communication mechanisms to inform stakeholders of relevant upcoming training events

## **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)
- Utilize feedback from training activities to refine and improve those activities
- Complete and submit an annual report to the General Assembly regarding OCS training activities (*Appropriation Act*)

**Office of Children's Services  
FY 2025 Training Progress Report**

Topic (Presenter)	Organization/Group/Audience	Date	# of Participants
HFW Refresher Training - Rocky Mount (Anna Antell)	Experienced HFW Facilitators	7/23/2024	14
HFW Refresher Training - Roanoke/Salem (Anna Antell)	Experienced HFW Facilitators	7/24/2024	22
HFW Overview (Anna Antell)	Roanoke Area CSA Stakeholders	7/24/2024	17
Using CSA Data for Continuous Quality Improvement (Carrie Thompson)	Alexandria CSA Teams	7/24/2024	11
Education Stability for Children and Youth in Foster Care (Kristi Schabo)	DSS and DOE School Liaisons	7/30/2024	47
CANS and Service Planning (Anna Antell and Carol Wilson)	Culpeper County CSA Teams	8/1/2024	44
Overview the CSA Website (Kristi Schabo)	Virginia Parent Leader Network	8/12/2024	9
HFW Refresher Training - Richmond (Anna Antell)	Experienced HFW Facilitators	8/13/2024	14
HFW Refresher Training - Charlottesville (Anna Antell)	Experienced HFW Facilitators	8/14/2024	39
HFW Overview (Anna Antell)	Charlottesville Area CSA Stakeholders	8/14/2024	3
FAPT and CMPT Roles and Responsibilities (Mary Bell and Courtney Sexton)	Bristol/Washington/Smyth County Area CSA Stakeholders	8/15/2024	36
CANS and Service Planning (Anna Antell and Carol Wilson)	Bristol/Washington/Smyth County Area CSA Stakeholders	8/15/2024	73
HFW Refresher Training - Fairfax (Anna Antell)	Experienced HFW Facilitators	8/21/2024	34
HFW Overview (Anna Antell)	Patrick County CSA Stakeholders	9/3/2024	15
HFW Overview (Anna Antell)	Statewide (Virtual)	9/25/2024	51
FAPT and CMPT Roles and Responsibilities (Mary Bell and Courtney Sexton)	Newport News CSA Stakeholders	9/27/2024	16
CSA Preconference: Fostering Change Through Trust and Power	CSA Coordinators, FAPT and CPMT Members	10/15/2024	165
13th Annual CSA Conference	All CSA Stakeholders	10/16 - 10/17/2024	583
High Fidelity Wraparound: Introduction (Anna Antell)	New ICC Providers	10/21-10/24/24	36
CSA Overview (Mary Bell)	Partnership of Office Services Support Employees (LDSS)	10/23/2024	50
HFW Overview (Anna Antell)	Prince George County FAPT and CPMT	11/6/2024	16
CANS and Service Planning (Anna Antell and Carol Wilson)	Wise/Lee County CSA Stakeholders	11/8/2024	54
CSA Update (Scott Reiner)	VCOPPA Annuual Critical Issues Symposium	11/13/2024	60
FAPT and CMPT Roles and Responsibilities (Mary Bell and Courtney Sexton)	Tazewell CSA Stakeholders	11/14/2024	14
Using CSA Data for Continuous Quality Improvement (Carrie Thompson)	James City Couty, York, Poquoson CSA Stakeholders	11/19/2024	14
CANS and Service Planning (Anna Antell and Carol Wilson)	Piedmont Area CSA Stakeholders	11/19/2024	42
FAPT and CMPT Roles and Responsibilities (Mary Bell and Courtney Sexton)	Portsmouth CSA Stakeholders	11/20/2024	21
Family Engagement (Mary Bell and Anna Antell)	Franklin County CSA Teams	12/6/2024	21
Family Engagement (Mary Bell and Anna Antell)	Washington/Smyth/Bristol CSA Teams	1/24/2025	49
Using CSA Data for Continuous Quality Improvement (Carrie Thompson)	Alleghany, Covington, Bath County CSA Stakeholders	1/28/2025	15
CANS and Service Planning (Anna Antell and Carol Wilson)	Shenandoah County CSA Stakeholders	1/29/2025	16
Using CSA Data for Continuous Quality Improvement (Carrie Thompson)	Frederick County CPMT	2/24/2025	9
CQI and Strategic Planning (Anna Antell and Carrie Thompson)	Wise/Lee County CSA Stakeholders	3/14/2025	14
Best Interest Determinations for Youth in Foster Care (Kristi Schabo)	School division foster care, LDSS educational liaisons	3/19/2025	91
CANS and Service Planning (Anna Antell and Carol Wilson)	Prince William County CSA Stakeholders	3/24/2025	44
Family Engagement (Mary Bell and Anna Antell)	Wise/Lee/Scott County CSA Stakeholders	4/11/2025	46
CSA Team Parent Representative Training (Anna Antell)	CPMT and FAPT Parent Representatives	4/23/2025	33
FAPT and CMPT Roles and Responsibilities (Mary Bell and Courtney Sexton)	Harrisonburg/Rockingham CSA Teams	4/24/2025	29
CSA Parental Agreements (Carol Wilson)	Wise County CSA Teams	4/25/2025	30
High Fidelity Wraparound Overview (Anna Antell)	Manassas Park CPMT	4/28/2025	14
Family Engagement (Mary Bell and Anna Antell)	Lunenburg County CSA Stakeholders	4/29/2025	12
New CSA Coordinator Academy	New CSA Coordinators (past 12 months)	5/6 - 5/8/2025	29
CSA Basic for Military Family Liaisons (Mary Ball and Kristi Schabo)	Exceptional Military Family Member Case Liaisons	5/15/2025	50
CANS and Service Planning (Anna Antell and Carol Wilson)	Tazewell County CSA Stakeholders	5/20/2025	18
FAPT and CMPT Roles and Responsibilities (Mary Bell and Courtney Sexton)	Pittsylvania County CSA Stakeholders	5/20/2025	29
CQI and Strategic Planning (Anna Antell and Carrie Thompson)	Surry County CSA Stakeholders	5/21/2025	10
High Fidelity Wraparound Overview (Anna Antell)	Franklin County CSA Stakeholders	5/30/2024	23
FAPT and CMPT Roles and Responsibilities (Mary Bell and Courtney Sexton)	New River Valley CSA Stakeholders	6/6/2025	
Family Engagement (Mary Bell and Anna Antell)	Shenandoah County CSA Stakeholders	6/10/2025	
Using CSA Data for Continuous Quality Improvement (Carrie Thompson)	Warren County CSA Stakeholders	6/10/2025	
New J & DR Judge Pre-Bench (Scott Reiner)	Newly Elected J & DR Judges	6/25/2025	
FAPT and CMPT Roles and Responsibilities (Mary Bell and Courtney Sexton)	Portsmouth CSA Teams	TBA	
FAPT and CMPT Roles and Responsibilities (Mary Bell and Courtney Sexton)	Clarke County CSA Stakeholders	TBA	
Family Engagement (Mary Bell and Anna Antell)	Lunenburg County CSA Teams	TBA	
CQI and Strategic Planning (Anna Antell and Carrie Thompson)	Arlington County CSA Stakeholders	TBA	
CANS and Service Planning (Anna Antell and Carol Wilson)	Buchanan County CSA Stakeholders	TBA	
CSA Finances (Kristy Wharton)	Warren County CSA Staff	TBA	

On-Line Courses*				
CSA for New LDSS Staff - Module 1	New LDSS Staff and Other Interested Parties	ongoing	151	
CSA for New LDSS Staff - Module 2	New LDSS Staff and Other Interested Parties	ongoing	149	
CSA for New LDSS Staff - Module 3	New LDSS Staff and Other Interested Parties	ongoing	147	
CSA for New LDSS Staff - Module 4	New LDSS Staff and Other Interested Parties	ongoing	136	
CSA for New LDSS Staff - Module 5	New LDSS Staff and Other Interested Parties	ongoing	147	
CSA for Non-DSS Case Managers	New Case Managers from non-DSS Agencies	ongoing	24	
CSA for FAPT Members	Local FAPT Members	ongoing	52	
Special Education Wraparound Funding Under the CSA	All CSA Stakeholders	ongoing	38	
CSA Continuous Quality Improvement	All CSA Stakeholders	ongoing	33	
Can CSA Pay? (Standalone Course)	All CSA Stakeholders	ongoing	45	
CPMT Training - Module 1 (The Big Picture)	CPMT Members and Other Interested Parties	ongoing	51	
CPMT Training - Module 2 (CPMT/FAPT Roles and Responsibilities)	CPMT Members and Other Interested Parties	ongoing	68	
CPMT Training - Module 3 (Funding and Eligibility)	CPMT Members and Other Interested Parties	ongoing	37	
CPMT Training - Module 4 (Can CSA Pay?)	CPMT Members and Other Interested Parties	ongoing	42	
CPMT Training - Module 5 (Utilization Review)	CPMT Members and Other Interested Parties	ongoing	41	
CPMT Training - Module 6 (Audit)	CPMT Members and Other Interested Parties	ongoing	32	
CSA Fiscal Overview	CSA Finance Staff and Other Interested Parties	ongoing	48	
CSA for FAPT/CPMT Parental Representatives	All CSA Stakeholders	ongoing	45	
CSA IT Security Training	All CSA Stakeholders	ongoing	11	
CSA Parental Agreements	All CSA Stakeholders	ongoing	55	
CANS Certification/Recertification Training	All Local CSA Case Managers	ongoing	1191	2543

\*As of 4/1/2025

## **1. Policy and Oversight**

### **1.1 With input from the SLAT and other stakeholders, the SEC will complete a comprehensive review of the current CSA Policy Manual to allow for improved uniformity, flexibility, and alignment (internally and across partners).**

- 1.1.1 The SEC will systematically review the existing policy manual to ensure policies are uniform in format and aligned internally and with the policies and practices of CSA agency partners. (Policy Review/Update)
  - Ongoing (Kristi Schabo)
- 1.1.2 The SEC will review current practices to ensure alignment with relevant policies. (Review Practice for Alignment)
  - Ongoing (Kristi Schabo)

### **1.2 The SEC will establish a process for soliciting/generating ideas for new/ revised CSA policies and practices to enhance program effectiveness and efficiency.**

- 1.2.1 The SEC will work with stakeholders, including the SLAT, CSA Coordinator Network-Policy Committee, VACO, and VML, to develop a process for promoting policy revisions to enhance local CSA programs. (Policy Revision Process)
  - Ongoing (Kristi Schabo, CSA Coordinators Policy Committee, VACO, VML)

### **1.3. The SEC will provide oversight of local CSA programs through the receipt of regular reports on local CSA program audits and technical assistance activities, highlighting both problematic (specific localities and activities) and positive aspects (areas of excellence and innovation).**

- 1.3.1 The SEC will receive electronic notification of the publication of audits, review quarterly and annual audit summary reports prepared by the Office of Children's Services and recommend actions as appropriate. (Audit Reporting)
  - Ongoing – 2<sup>nd</sup> Written Report – March 2025
- 1.3.2. The SEC will receive quarterly updates on technical assistance activities. (ETA Reporting)
  - Ongoing – 2<sup>nd</sup> Written Report – March 2025
- 1.3.3. The SEC will develop a process to acknowledge areas of local excellence and best practices. (Acknowledge Local Excellence)
  - Implemented March 2025

## **2. Leadership and Collective Action**

### **2.1 The SEC, SLAT, and member entities will enhance the availability of and access to services for youth and families by supporting and championing statewide, cross-agency initiatives.**

- 2.1.1. The SEC and SLAT will support enhanced community capacity by supporting outcome-driven practices in localities. (Support outcome-driven practice through OCS / SLAT)
  - Evidence-Based Program Bench Card – Completed
  - OCS participating in the DMAS-led behavioral health redesign process to replace legacy services
- 2.1.2. With the SLAT and OCS, the SEC will develop resources/tools to assist localities in implementing outcome-driven practices and decision-making. (Resources to assist localities through OCS / SLAT)
  - Model Strategic Plan Template – Completed and Distributed – June 2025
- 2.1.3. The SEC will receive updates from lead agencies to determine the most appropriate supportive actions from the SEC, the SLAT, and OCS. (Agency updates)
  - Right Help, Right Now and Safe and Sound – June 2024
  - DBHDS Youth Substance Use Strategic Planning – March 2025
  - Regular agency updates at SEC meetings – Ongoing

- 2.1.4. The SEC will receive annual updates on service needs assessments completed by participating agencies. (Service Needs updates)
  - DBHDS Substance Use Disorder Needs Assessment and Strategic Plan – March 2025
  - 2025 CSA Service Gap Survey – Spring 2025
- 2.1.5. The SEC and SLAT members should educate their respective agencies, highlighting policy issues and best practices. (Members educate their agencies/constituents)
  - Ongoing

### **3. Empowering Families and Communities**

#### **3.1 The SEC will support family engagement and a child-centered, family-focused, trauma-informed, and community-based system of care through:**

- **Training and coaching by OCS and SEC member agencies on youth and family engagement for local CSA teams and other system partners.**
- **Continuing OCS' role as a key training partner for evidence-based and outcomes-driven practices.**

- 3.1.1. The SEC, in collaboration with the SLAT, OCS, and other stakeholders, will develop tools for youth and families, such as a family guide brochure, model intake form, and family experience video, to build understanding about access to needed services.
  - Family Video – Completed Spring 2024
  - Family Guide Brochure – Completed June 2024
  - Model Intake Form – Completed and distributed to local CSA programs in November 2024

#### **3.2 In collaboration with the SLAT and other partners, the SEC will work to increase parent participation at the state and local levels.**

- 3.2.1. The SEC and SLAT will explore the barriers and challenges to elicit parent representation at the state and local levels and brainstorm ways to overcome these barriers. (Explore barriers)
  - TBD
- 3.2.2. In collaboration with the SLAT and OCS, the SEC will support parent representative empowerment by developing focused training opportunities for parent representatives on the CPMT and FAPT.
  - Complementary registrations provided for the 2024 Annual CSA Conference. To be continued in 2025.
  - Four CSA Parent Representatives were invited to and completed Advanced Parent Leadership Training offered by the Virginia Family Network (VFN).
  - OCS is working with VFN to deliver virtual training for CSA Parent Representatives focusing on leadership, “sharing your story,” and advocacy – First delivery April 2025
- 3.2.3. The SEC, in collaboration with the SLAT, OCS, and other stakeholders, will survey local CSA programs to determine how they evaluate family perceptions of and satisfaction with the CSA process.
  - Local survey complete and findings presented to the SLAT and SEC – December 2024
- 3.2.4. The SEC, in collaboration with the SLAT, OCS, and other stakeholders, will develop and disseminate a model “Youth and Family Engagement Survey” and recommend practices for gathering youth and family input from local CSA programs.
  - Develop a model survey to include a version for youth input – Presented June 2025
  - Recommend best practices for gathering input



# CSA Strategic Planning

Tools for Local Community Planning and Management Teams

May 2025



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# Introduction

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Section [2.2-5206.4](#) of *the Code of Virginia* requires Community Policy and Management Teams (CPMT) to “Coordinate long-range, community-wide planning that ensures the development of resources and services needed by children and families in its community including consultation on the development of a community-based system of services established under [§16.1-309.3](#).” Additionally, the Virginia Appropriation Act ([Chapter 2, Item 268.B.3](#)) requires that “Each locality receiving funds for activities under the Children’s Services Act (CSA) shall have a utilization management process...” As a result, local CPMTs are required to engage in a long-range strategic planning process that gathers input from stakeholders and formulates a plan to achieve the community’s vision for the Children’s Services Act (CSA) program. With this guidance and supporting documents, the State Executive Council for Children’s Services aims to support localities as they work to meet these statutory requirements.

## What is Strategic Planning

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In short, strategic planning defines what we do (our mission), what we strive to be (our vision), and our aspirations (our goals). Engaging in the strategic planning process helps a CPMT clearly define long-term goals and map how short-term strategies and corresponding benchmarks contribute to achieving them. This, in turn, provides a clear sense of where the CSA program is headed and enables a locality to ensure that the system operates in a manner that maximizes its impact.

Strategic planning is formally defined as a long-term, future-oriented process of assessment, goal setting, and strategy building that develops an explicit path between the present and a future vision. It is a disciplined effort to produce an actionable future-oriented plan that shapes and guides the work of the CPMT. Strategic planning and the corresponding activities are the responsibility of the CPMT. Strategic planning activities should be data-driven, inclusive of all CPMT members, and focused on building consensus, resulting in a comprehensive plan that addresses the locality’s needs and successfully carries out its programmatic mission. As a result, engagement by the entire CPMT in the strategic planning process is fundamental.

Effective strategic planning articulates where a CSA program is headed, the actions required to make progress, and how it will measure its success. By creating a strategic plan, CPMTs help ensure that all components of the CSA program are working toward the shared vision. Strategic planning enhances programmatic operations by soliciting input from various sources and fostering a consensus on a local program’s direction. Along with focusing energy and resources, the strategic planning process allows stakeholders to develop a sense of ownership of the CSA program’s vision and mission.

## **Strategic Planning Is**

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- A deliberate and collaborative process
- A future-oriented process of assessment, goal setting, and strategy
- Focused on long-term measurable programmatic goals
- Specific to each locality
- Driven by data
- Ongoing

## **Strategic Planning Is Not**

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- A to-do list for the short or long term
- Driven by one goal, one idea, or one set of demands
- All things to all people
- About everything a program does
- Full of jargon
- To be “left on the shelf”

## **Role of Continuous Quality Improvement (CQI) in Strategic Planning**

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The Code of Virginia ([§§2.2-2648 D.15](#), [2.2-5206.13](#), and [2.2-5208.5](#)) requires localities to review and analyze aggregate CSA data and develop long-range program plans. Historically, this activity has been referred to as “Utilization Management;” however, in 2019 a shift occurred, and the process is now known as Continuous Quality Improvement (CQI) to minimize confusion with CSA Utilization Review.

Continuous Quality Improvement is a data-driven decision-making process that ensures resources are expended effectively and efficiently. CQI focuses on detailed process improvements and data analysis to identify and address specific, isolated issues. While strategic planning and CQI aim to make programmatic improvements, CQI focuses on implementing small, incremental changes to processes and operations to enhance quality consistently. In contrast, strategic planning is a broader approach that focuses on long-term programmatic goals and defines the program’s overall direction and priorities. CQI is a key component of strategic planning, and it is not uncommon for several CQI-based activities to occur throughout the strategic planning process. The CQI process implements specific initiatives to achieve the broader organizational goals outlined in the strategy.

# Components of a Strategic Plan

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## **Vision Statement**

A CSA program's vision statement is an aspirational description of what the program or community aims to achieve in the future. It is the big-picture view and provides a clear guide for choosing current and future courses of action. The vision statement defines what the community wants the CSA program to accomplish in the long term and sets the tone for the strategic plan. All elements of the strategic plan should be aligned with the vision.

## **Mission Statement:**

A CSA program's mission statement is a declaration of its purpose and the reasons behind its existence. Developing a mission statement brings together the individual agencies of the CPMT, unifying their purpose in support of the local System of Care. Without a mission, a CPMT lacks the clarity of purpose and direction in its work and risks individual agencies remaining isolated in their respective areas of focus. Aligning the mission and vision statements is essential for consensus building and is the first crucial step to strategic planning, as both act as a foundation for the strategic plan.

## **Goals:**

CPMTs should utilize data to identify the strengths and needs of their local CSA program. Several resources and tools are available in the resources section of this document to assist with this process. The identified strengths and needs gathered from the programmatic data should inform strategic planning goals. Goals should be SMART (specific, measurable, achievable, relevant, and time-bound) and directly related to the mission and vision of the local CSA program. A SMART goal template, as well as a "Strategic Planning Might Ask" document, can be found in Appendix B and C to assist in developing strategic planning goals.

## **Strategies:**

Strategies are the specific courses of action the program will take to achieve its measurable goals.

## **Action Plan:**

The action plan is comprehensive, including detailed steps and timelines for implementing each strategy, along with benchmarks, responsible parties, and deadlines for milestones and plan completion.

# SWOT Analysis

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CPMTs need to have a mechanism to identify strengths and weaknesses, and a SWOT analysis can be a valuable tool to assist in the strategic planning process. A SWOT analysis is a strategic planning tool that evaluates a program's **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats. Knowing these points will help a program leverage its resources, shore up gaps, and realistically plan its path to the agency's overall vision. A comprehensive SWOT analysis will ground the strategic plan, ensuring that the goals, objectives, and strategies address observable challenges and maximize a program's resources.

**Steps in a SWOT Analysis:** There are several ways to complete a SWOT analysis; however, most formats include the following seven steps. Please see Appendix D for a SWOT analysis template.

- 1. Gather a Diverse Team (CPMT)**
- 2. Collect Data**
- 3. Brainstorm Strengths:**
  - What does the program do well?
  - What are the program's core competencies?
  - What makes the program different from others?
- 4. Identify Weaknesses:**
  - What resources are lacking?
  - What can the program do better?
  - What are the program's internal barriers?
- 5. Spot Opportunities:**
  - What state or local resources are available?
  - What other agencies can assist the program?
  - How broad is the locality's system of care?
- 6. Pinpoint Threats:**
  - What are the negative economic trends?
  - Where is the program vulnerable?
  - Have there been any legislative or political changes?
- 7. Synthesize and Strategize**
  - How can strengths be maximized?
  - How can weaknesses be addressed?
  - How can opportunities be seized?
  - How can threats be countered?

## Implementation and Plan Review

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Upon implementation of the plan, evaluation and monitoring are essential to the strategic planning process. To closely monitor the plan's progress toward goals and strategies, as well as the achievement of benchmarks, CPMTs must develop a plan review schedule. This review schedule should include the frequency of plan reviews, a structure for documenting plan reviews, and modifications made to the plan. A sample Strategic Plan Review template is available in Appendix E.

## Modifying the Plan

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It is essential to recognize that while a strategic plan may span several years, it is not intended to stagnate. Modification is a part of the monitoring process. If, during monitoring, the CPMT identifies that the strategies are not effectively addressing the plan's goals and objectives, it is appropriate to brainstorm the reasons and make adjustments as necessary to keep the plan moving forward. Likewise, if the locality or program identifies new priorities that need to be addressed mid-term, changing the plan is essential to moving toward the program's vision and keeping the strategic plan relevant. Some situations that may necessitate plan modifications include organizational restructuring, leadership changes, operational adjustments, legislative updates, budget or resource reallocations, and performance gaps.

## Reporting Results: “What do we do with the plan now?”

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Strategic plan reporting is the process of communicating how effectively a program is achieving its strategic goals. It involves collecting, analyzing, and openly sharing data with stakeholders in a structured way. This ensures that everyone understands the program's progress toward completing the strategic plan, as indicated by ongoing data reviews. CPMTs are responsible for Continuous Quality Improvement (CQI), which uses the following questions to evaluate strategic goal progress:



## Resources for use in the Strategic Planning Process

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The State Executive Council (SEC), State and Local Advisory Team (SLAT), and the Office of Children's Services (OCS) have developed various tools and resources to assist local CPMTs in strategic planning. While it is not necessary to utilize every resource, the following tools will provide CPMTs with information to fuel their strategic planning process.

### **CSA Data and Outcomes Dashboard (CQI) and CQI Tools:**

The CSA CQI tools consist of the CSA Data and Outcomes Dashboard (CQI), a Documentation Template with Instructions, and a set of uniform terms and definitions. CPMTs and local CSA partners can utilize the service's expenditure and performance data on the dashboard to identify areas of focus for strategic planning, develop long-range, data-driven action plans, and continually review them to ensure strategies are on track. The CQI Documentation Template enables CPMTs to track the data elements examined, the discussions that occurred, and the planning that followed. CQI tools can be found on the OCS website at <http://www.csa.virginia.gov/Resources/ContinuousQualityImprovement>. The Data and Outcomes Dashboard (CQI) information is updated monthly and available under the Applications section of the CSA homepage.

### **CSA Utilization Reports:**

The [CSA Utilization Reports](#) provide statewide and locality-specific service and expenditure data, filterable by mandate type, service placement type, service name, and expenditure category. Most reports include distinct child count, total expenditures, average annual expenditure, per diem, and total length of stay. CSA Utilization Reports are generally updated daily.

### **CSA Financial Reports:**

The [CSA Financial Reports](#) help track and analyze CSA allocations and expenditures. Numerous statewide and locality-specific reports allow comparisons across multiple fiscal years. These reports help identify local spending trends and changes over time.

### **CSA Performance Measures:**

The [CSA Performance Measures/Outcome Indicators Report](#) is an annual document of statewide performance and locality comparisons on the six performance measures established by the SEC:

- The percentage of youth who decreased their score on the Child Behavioral and Emotional Needs School Domain of the Child and Adolescent Needs and Strengths (CANS), the mandatory CSA assessment instrument, from a baseline assessment to the most recent reassessment.
- the percentage of youth who decreased their score on the School Domain of the CANS from a baseline assessment to the most recent re-assessment.
- The percentage of youth who had a reduced score on the Strengths Domain of the CANS from a baseline assessment to the most recent reassessment (indicating improvement).
- the percentage of youth receiving Community-Based Services (CBS) of all youth receiving CSA-funded services.
- the percentage of foster children in foster care who are in family-based placements; and
- the percentage of children who exit from foster care to a permanent living arrangement.

This report can be utilized in strategic planning to identify areas that require improvement. Strategic goals can be established to improve performance when a program's percentage falls below statewide or peer locality levels.

### **Service Gap Survey:**

Section [2.2-5211.1.2](#) requires that the CPMT report annually to OCS on "gaps in services needed to keep children in the local community and any barriers to the development of those services." This requirement is met by the CPMT's annual submission of the "[Service Gap Survey](#)." The Service Gap Survey can serve as a strategic planning resource to identify critical services lacking in a region and opportunities to coordinate with neighboring CSA programs to attract needed services to the area as a long-term goal.

### **Local CSA Program Audit Reports:**

OCS Program Audits evaluate the effectiveness of internal controls and organizational practices applicable to the financial and operational activities of CSA. Local program audit reports can be found on the OCS website (<https://www.csa.virginia.gov/LocalGovernment/Index/0>).



# Appendix A

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## Definitions

**Action Plan** is comprehensive, including detailed steps and timelines for implementing each strategy, as well as the responsible parties and deadlines for milestones and plan completion.

**Benchmark** is a reference point against which an agency can compare its processes, operations, and products.

**Continuous Quality Improvement (CQI)** is an ongoing cycle of collecting data and using it to make decisions to improve programs and services. CQI is the repeated process of identifying and analyzing data for strengths and challenges, testing, implementing, learning from, and revising solutions.

**Data/Data Point** is a fact or measure that is represented numerically and/or graphically. Examples include the percentage or number of something, a pattern, or a percentage change (decrease or increase) over time.

**Focus Area** is a specific aspect or domain in which a program chooses to concentrate strategic planning efforts. Some CSA-specific focus areas are training, service delivery, administrative procedures, and local policy.

**Goal** is a desired outcome, result, or achievement in the strategic planning process.

**Key Performance Indicators** are the measurable metrics used to track progress toward achieving goals and objectives.

**Mission Statement** is a concise description that encapsulates the purpose of a company, defining its culture, goals, and values.

**Outcome** is a measurable and observable result or change for an individual, group, organization, system, or community that results from the provision of services or support. It can also include changes that are observed after modifications to the ways services or supports are delivered.

**Performance Measure** is a description or result of work, used to tell a story about whether an agency or activity is achieving its objectives and if progress is being made toward attaining its goals.

**Responsible Party** is a person or group accountable for completing assigned work and activities towards the achievement of a goal.

**Results-Based Accountability** is a framework that utilizes a data-driven decision-making process to help communities and organizations consider and take action to address problems.

**SMART Goals** are organizational goals that are specific, measurable, attainable, relevant, and time-specific.

**Strategic Planning** is the process of developing a high-level plan for achieving a program or organization's long-term goals or objectives. Strategic plans provide a framework for future decision-making and guide resource allocation broadly.

**Strategy** refers to a specific course of action that the program will take to achieve its measurable goals, objectives, and strategic issues.

**Target Date for Completion** is a deadline by which a goal is to be accomplished, or a period during which a planned actions are to be taken.

**Utilization Management** is a process of reviewing aggregated, program-level data to determine if program funding, resources, and approaches are adequate and provided efficiently. This is a Code of Virginia requirement for CPMTs.

**Utilization Review** is a process of reviewing individual cases to determine if the appropriate treatment plan and services are in place based on the client's current level of need. This review includes formal assessment of the necessity, efficiency, and appropriateness of the services and treatment plan for an individual.


**Vision Statement** is a future-oriented declaration that describes a program's long-term goals and aspirations.

## Appendix B

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### SMART Goal Formula for Strategic Planning

**What do you want to accomplish  
(what is the change you want to achieve)?**



**How will you measure this change?**



**What is the time frame to achieve this change?**

## Appendix C

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### Questions to Ask in the Strategic Planning Process

#### When Developing Your Strategic Plan:

- Where are we now?
- Where do we want to go? What is our vision?
- What are the barriers to achieving our CSA Vision?
- Who needs to be involved?
- Who are we missing?
- What are we already doing well?
- What do we want this plan to accomplish?
- Do we possess the necessary skills, resources, etc.?
- How will we know if this plan is successful?

#### When Reviewing Your Strategic Plan:

- Does the CSA Vision continue to support and reflect the priorities of the CPMT?
- Does the CPMT continue to support the CSA Team Mission?
- Do the goals, strategies, and benchmarks continue to align with the CSA Vision?
- Are we making progress toward the goal and strategies? If so, how do we know?
- If not, what barriers, challenges, or needs are hindering progress?
- What specific steps will be taken to address these barriers, challenges, and needs?
- Which benchmarks have we achieved?
- Are CPMT members actively engaged in the activities outlined in the Strategic Plan? How do we know?
- Is the Strategic Plan having the desired impact? How do we know?
- What specific updates will be made to the Strategic Plan?

## Appendix D

### SWOT Matrix Template

#### INTERNAL FACTORS

STRENGTHS +	WEAKNESSES –
<i>What do we do well? What internal resources do we have? What advantages do we have over similar programs?</i>	<i>What factors within our control hinder our ability to be more effective? What areas need improvement? What does our program lack?</i>

#### EXTERNAL FACTORS

OPPORTUNITIES +	THREATS –
<i>What opportunities exist in our area of expertise that we can benefit from? Is the opportunity sustainable or one-time?</i>	<i>What factors out of our control detract from our ability to be more effective?</i>

[https://www.smartsheet.com/sites/default/files/2022-12/IC-Simple-SWOT-Matrix-Template-11542\\_WORD.docx](https://www.smartsheet.com/sites/default/files/2022-12/IC-Simple-SWOT-Matrix-Template-11542_WORD.docx)

## Appendix E

### Strategic Plan Review Form

<b>Locality:</b>	enter locality	<b>Date of Review:</b>	select date
<b>Vision:</b> enter vision			
<b>Mission:</b> enter mission statement			

1. Does the CSA Vision continue to support and reflect the priorities of the CPMT? Yes ☐ No ☐
2. Does the CPMT continue to support the CSA program mission? Yes ☐ No ☐
3. Do the goals, strategies, and benchmarks continue to align with the CSA program's Vision and Mission?  
Yes ☐ No ☐

Plan Goals	
<b>Focus Area</b>	enter focus area #1
<b>Goal 1:</b>	enter goal
<b>Goal 2:</b>	enter goal
<b>Goal 3:</b>	enter goal
<b>Focus Area</b>	enter focus area #2
<b>Goal 1:</b>	enter goal
<b>Goal 2:</b>	enter goal
<b>Goal 3:</b>	enter goal
<b>Focus Area</b>	enter focus area #3
<b>Goal 1:</b>	enter goal
<b>Goal 2:</b>	enter goal
<b>Goal 3:</b>	enter goal

4. Are the plan strategies accomplishing the intended goals? ☐ Yes ☐ No How do you know?

enter data
------------

5. Are there changes to the plan that need to be made? ☐ Yes ☐ No If yes, list changes.

enter changes to the plan
---------------------------

6. Next steps:

enter next steps
------------------

enter locality name

– Strategic Plan

Plan Dates:

select date

to

select date

Overall CSA Program Goal (Vision Statement):

enter vision statement

CSA Program Mission Statement:

enter mission statement

Focus Area:

enter focus area

Goal #1:

enter goal #1

Strategy	Target Date for Completion	Responsible Party	Benchmarks	Comments
Strategy #1: enter strategy	select date	enter text	enter text	enter text
Strategy #2: enter strategy	select date	enter text	enter text	enter text

Goal #2:

enter goal #2

Strategy	Target Date for Completion	Responsible Party	Benchmarks	Comments
Strategy #1: enter strategy	select date	enter text	enter text	enter text
Strategy #2: enter strategy	select date	enter text	enter text	enter text

Goal #3:

enter goal #3

Strategy #1: enter strategy	select date	enter text	enter text	enter text
Strategy #2: enter strategy	select date	enter text	enter text	enter text

Focus Area: enter focus area				
Goal #1: enter goal #1				
Strategy	Target Date for Completion	Responsible Party	Benchmarks	Comments
Strategy #1: enter strategy	select date	enter text	enter text	enter text
Strategy #2: enter strategy	select date	enter text	enter text	enter text
Goal #2: enter goal #2				
Strategy	Target Date for Completion	Responsible Party	Benchmarks	Comments
Strategy #1: enter strategy	select date	enter text	enter text	enter text
Strategy #2: enter strategy	select date	enter text	enter text	enter text
Goal #3: enter goal #3				
Strategy	Target Date for Completion	Responsible Party	Benchmarks	Comments
Strategy #1: enter strategy	select date	enter text	enter text	enter text
Strategy #2: enter strategy	select date	enter text	enter text	enter text



Focus Area: enter focus area				
Goal #1: enter goal #1				
Strategy	Target Date for Completion	Responsible Party	Benchmarks	Comments
Strategy #1: enter strategy	select date	enter text	enter text	enter text
Strategy #2: enter strategy	select date	enter text	enter text	enter text
Goal #2: enter goal #2				
Strategy	Target Date for Completion	Responsible Party	Benchmarks	Comments
Strategy #1: enter strategy	select date	enter text	enter text	enter text
Strategy #2: enter strategy	select date	enter text	enter text	enter text
Goal #3: enter goal #3				
Strategy	Target Date for Completion	Responsible Party	Benchmarks	Comments
Strategy #1: enter strategy	select date	enter text	enter text	enter text
Strategy #2: enter strategy	select date	enter text	enter text	enter text

## CSA FAPT: Family Satisfaction Survey

**I was treated with respect at the FAPT meeting.**



**YES**



**NO**

**I got to speak about my child/family at the FAPT meeting.**



**YES**



**NO**

**I helped the team make the plan.**



**YES**



**NO**

**I understood what was being said about my family at the FAPT meeting.**



**YES**



**NO**

**The services we are receiving are helping my child and family.**



**YES**



**NO**

**I know who to call if I have questions about CSA.**



**YES**



**NO**

**What else would you like to share about your experience with CSA?**

## CSA FAPT: Youth Satisfaction Survey

**I was treated with respect at the FAPT meeting.**



**YES**



**NO**

**I got to speak at the FAPT meeting.**



**YES**



**NO**

**I helped the team make the plan.**



**YES**



**NO**

**I understood what was being said about me at the FAPT meeting.**



**YES**



**NO**

**The services I am receiving are helping me.**



**YES**



**NO**

**I know who to call if I have questions about CSA.**



**YES**



**NO**

**What else would you like to share about your experience with CSA?**