

# FREDERICK COUNTY CPMT AGENDA

March 25, 2024  
1:00 PM  
107 N Kent St  
Winchester, VA  
1<sup>st</sup> Floor Conference Room

- I. Introductions
- II. Adoption of Agenda
- III. Consent Agenda
  - A. February Minutes
  - B. Budget Request Forms
- IV. Executive Session
  - A. Pending
- V. Committee Member Announcements
- VI. CSA Office
  - A. CSA Committee Vacancy Updates
  - B. February Financial Statement
  - C. Vendor Contracts
- VII. Old Business
  - A. FAPT Structure Policy Status Updates
  - B. IACCT Policy
- VIII. New Business
  - A. FY24 CSA Service Gap Survey
  - B. VJCCA Budget Proposal
  - C. Administrative Memorandum #24-01
  - D. Notice of Intent to Develop Policy 4.5.2
- IX. Informational Items
  - A. CSA Outcome Indicators Report FY2023
  - B. NOIDP SEC Policy 4.5.2 Revision Draft to SEC
- X. Assigned Tasks
- XI. Next CPMT Meeting
  - April 22, 2024, 1:00-3:00pm, 1<sup>st</sup> Floor Conference Room
- XII. Adjourn

**\*\*Instructions for Closed Session:**

- Motion to convene in Executive Session pursuant to 2.2-3711(A)(4) and (16), and in accordance with the provisions of 2.2-5210 of the Code of Virginia for proceedings to consider the appropriate provision of services and funding for a particular child or family or both who have been referred to the Family Assessment and Planning Team and the Child & Family Team Meeting process, and whose case is being assessed by this team or reviewed by the Community Management and Policy Team
- Motion to return to open session-
- Certification that to the best of each member's knowledge, (1) only public business matters lawfully exempted from open meeting requirements, and (2) only such public business matters were identified in the motion by which the closed meeting was convened were heard, discussed, or considered in the closed meeting.
- Roll Call Affirmation
- Motion to Approve cases discussed in Executive Session

**CPMT Meeting Minutes: February 26, 2024**

The Community Policy and Management Team (CPMT) met in the 1<sup>st</sup> Floor Conference Room at 107 N Kent St, Winchester, VA 22601, on February 26, 2024, at 1:00 pm.

***The following members were present:***

- Leea Shirley, Lord Fairfax Health District
- Denise Acker, Northwestern Community Services Board
- Jay Tibbs, Frederick County Administration
- Dr. Michele Sandy, Frederick County Public Schools
- Tamara Green, Frederick County Department of Social Services
- Jerry Stollings, 26<sup>th</sup> District Juvenile Court Service Unit

***The following members were not present:***

- David Alley, Private Provider Representative, Grafton Integrated Health Network

***The following non-members were present:***

- Jacquelynn Jury, CSA Coordinator
- Sarah Makomva, CSA Account Specialist

***Call to Order:*** Dr. Michele Sandy called the meeting to order at 1:00 pm.

- I. Introductions
- II. Adoption of Agenda
  - A. Jay Tibbs made a motion to adopt the February agenda; Jerry Stollings seconded. CPMT approved.
- III. Consent Agenda- The following items were included in the Consent Agenda for CPMT's approval:
  - A. January 22, 2024 - CPMT Minutes. Jay Tibbs motioned to approve the January minutes; Leea Shirley seconded. Jerry Stollings abstained. CPMT approved.
  - B. January 31, 2024- Special Session Minutes- Denise Acker motioned to approve the January Special Session minutes; Jay Tibbs seconded. CPMT approved.
  - C. Budget Request Forms- Confidential Under HIPAA. Jay Tibbs noted one child's date of birth was incorrect on their budget sheet. Denise Acker made a motion to approve the Budget Request Forms with correction; Jay Tibbs seconded. CPMT approved.
- IV. Executive Session
  - A. Adoption to Convene to Executive Session- Jay Tibbs made a motion to go into Closed Executive Session to discuss cases confidential by law as permitted by Section §2.2-3711 (A) (4) and (16), and in accordance with the provisions of 2.2-5210 of the Code of Virginia. Leea Shirley seconded. CPMT approved.
  - B. Adoption of Motion to Come Out of Executive Session- Denise Acker made a motion to come out of Closed Session and reconvene in Open Session, Jerry Stollings seconded; CPMT approved.

C. Roll Call Certification of Executive Session- Certify to the best of each Frederick County CPMT member's knowledge (1) the only public business matters lawfully exempted from open meeting requirements and (2) only such public business matters were identified in the motion by which the closed meeting was convened were heard, discussed, or considered in the closed meeting.

- Dr. Michele Sandy           Aye
- Tamara Green                Aye
- Jerry Stollings              Aye
- Denise Acker                 Aye
- Jay Tibbs                     Aye
- Leea Shirley                 Aye

D. Adoption of Motion to Approve Items Discussed in Executive Session

- Tamara Green made a motion to approve payment from appeal for case #1. Denise Acker seconded; CPMT approved.
- Denise Acker made a motion to deny continuation of ICC for case #2. Tamara Green seconded; CPMT approved.
- Denise Acker made a motion to approve paying for the budget sheet from case #3. Jay Tibbs seconded; CPMT approved.
- Leea Shirley made a motion to approve paying for services thru the end of March for case #4. Jerry Stollings seconded; CPMT approved.

V. Committee Member Announcements

A. Denise Acker announced NWCSB is actively interviewing for a new Executive Director.

VI. CSA Office Business

A. CSA Committee Vacancy Updates- Jackie Jury announced the Private Provider Rep for FAPT and the Parent Rep for CPMT positions are still vacant. No interest has been expressed at this time.

B. Audit CAP Update – Jackie Jury announced that she updated corrections that were needed for the audit that happened last year. She stated goals are completed apart from the co-pay procedure which is being held up due to uncertainties about how to define a household. The definition of a household will inform the CSA Office on whose income will be assessed for the parental contribution. CPMT was updated on the status of the OCS Model Copayment Policy and agree to continue waiting for that guidance before approving the proposed policy.

C. December 2023 Financial Statement-

- a) Total Net Expenditures as of December 2023- \$1,571,562.41 or 39% of the allocation, including Protected and SpEd WrapAround Funds, of which \$631,217.79 is the local portion.
- b) Wrap Allocation was \$330,409.00 and used Wrap funds are \$29,048.00 of the total allocation. Anticipating it will increase significantly.
- c) Youth Served as of end of December 2023 is 108
  - (1) 75 in Community Based Services
  - (2) 24 in TFC
  - (3) 9 in Congregate Care
  - (4) 17 in Private Day School

- d) Jacquelynn Jury informed CPMT that we have not used any non-mandated funds at this time, however, \$7,125.00 has been encumbered.
- e) Jacquelynn Jury informed CPMT that we have \$101,395.00 encumbered for Special Education and \$29,048.00 of those funds have been used.

VII. Old Business

A. FAPT Structure Policy Discussion- Denise Acker shared her experience of sitting in a FAPT meeting two weeks prior. She stated the FAPT team shared that note taking has become a barrier for them with family engagement. CPMT discussed several topics around the FAPT process, how documentation has improved & areas that still need attention, as well as the importance of family engagement.

- Denise Acker made a motion to amend the policy and return taking FAPT meeting notes back to the CSA office. Dr. Michelle Sandy seconded; CPMT approved.

VIII. New Business

A. IACCT Policy Discussion- Jackie Jury shared current policy creates issues for certain youth that are detained until bed-to-bed transfer can occur. Current policy requires IACCT process to be completed and approved for Medicaid eligible youth, prior to placement. IAACT cannot be initiated while youth is in detention. CPMT discussed this concern and how to mitigate the issue. Leea Shirley shared Shenandoah County had been successful with bed-to-bed transfers with similar cases. Jerry Stollings will connect Jackie Jury with a contact in Shenandoah County for guidance. CPMT opted not to change the policy at this time.

IX. Informational Items

A. None

X. Assigned Tasks

- Jackie Jury will send out a doodle poll for recommended dates for combined FAPT/CPMT meeting.
- Jackie Jury will talk to vendor discussed in closed session regarding professionalism.
- Dr. Michele Sandy will email case workers and FAPT team members with updates regarding FAPT process from CPMT members as a moral booster.

XI. Next CPMT Meeting

- March 25, 2024, 1:00-3:00pm, 1<sup>st</sup> Floor Conference Room

XII. Adjourn at 3:16 pm: Jerry Stollings made a motion to adjourn the meeting, Denise Acker seconded. CPMT agreed.

Minutes Completed By: Sarah Makomva



# Frederick County CSA Financial Update: February 2024

# of Reports Submitted: 7

## Year to Date Spending

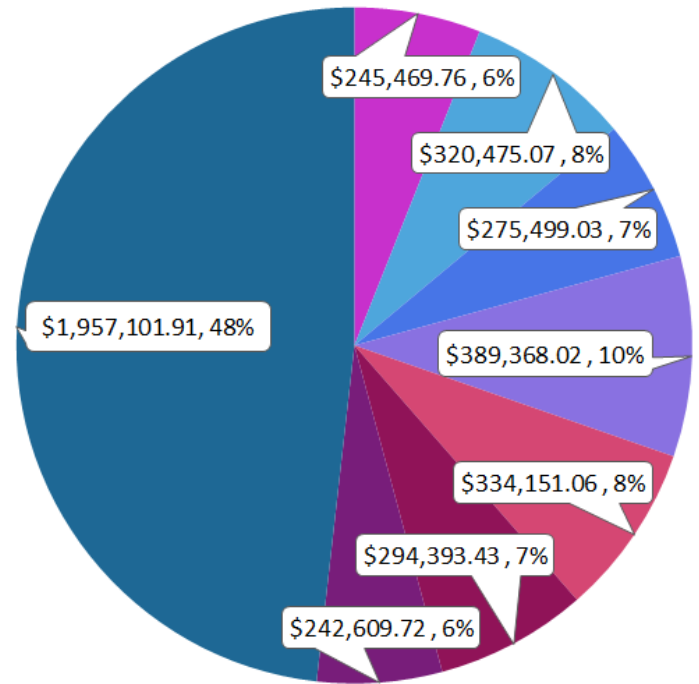
Total Net Expenditures: 53%  
\$2,139,143.09

Local Net Expenditures:  
\$823,917.26

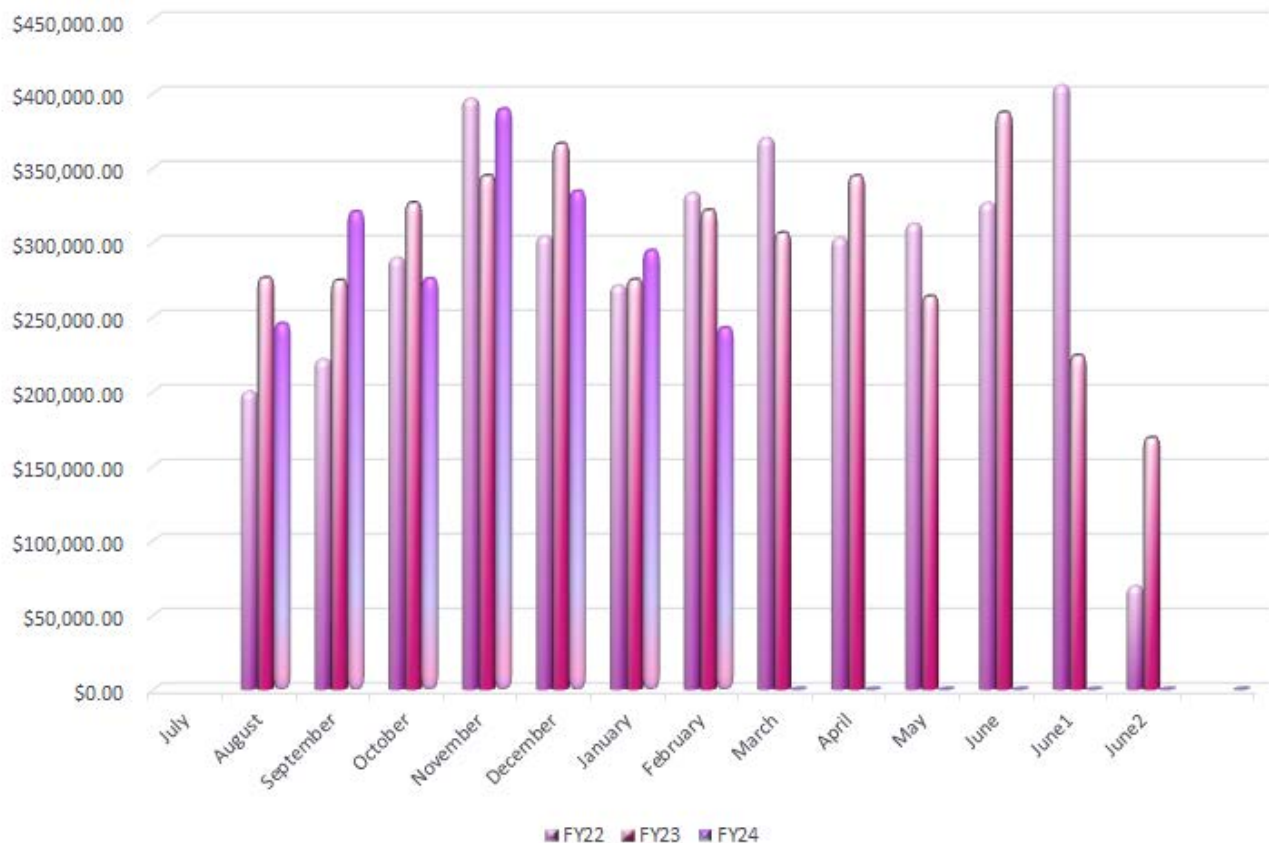
Wrap Allocation:  
\$330,409.00

Wrap Used: 16%  
\$54,423.75.00

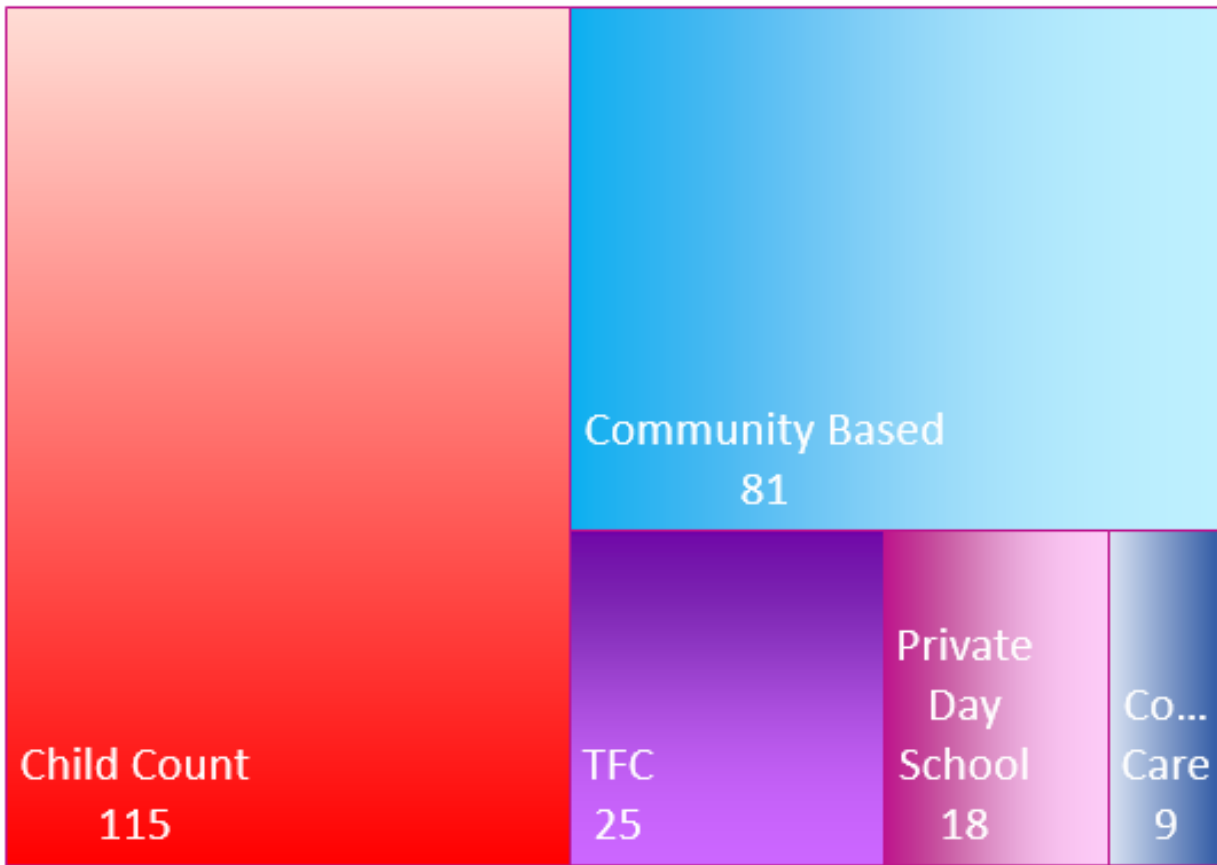
## Monthly Expenditure



## Monthly Net Expenditures



# Placement Environment



Unduplicated: Child Count, Congregate Care, Therapeutic Foster Care, Community Based Services

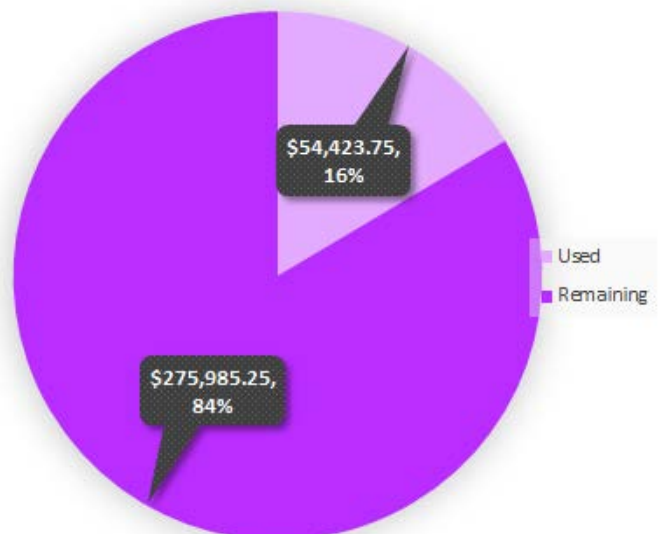
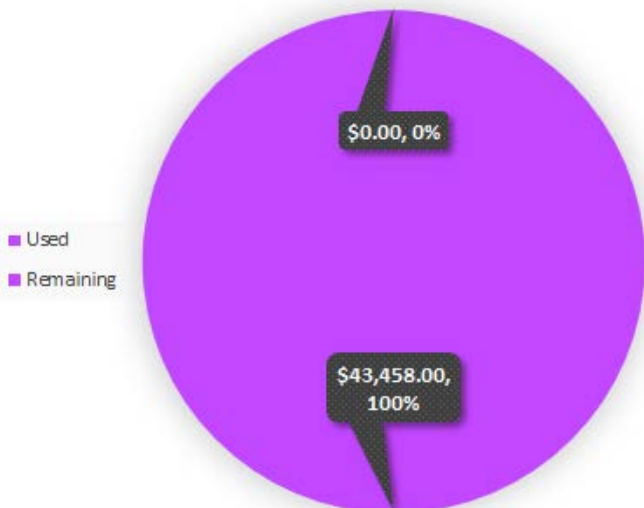
\*Possible duplication of Private Day School students with youth in Congregate Care

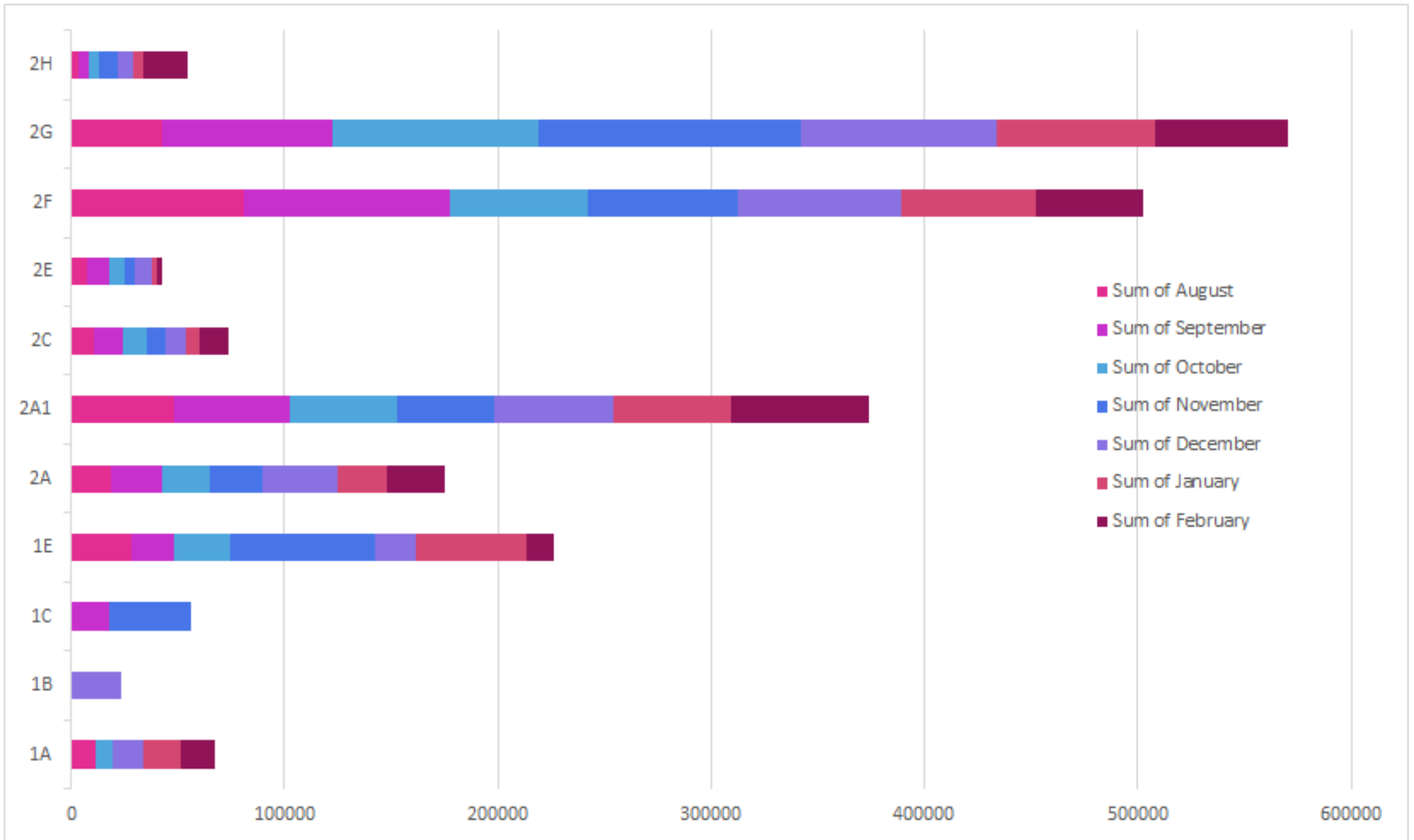
Protected Encumbered  
\$7,125.00

SpEd Wrap Encumbered  
\$83,370.00

Protected Funds

SpEd Wrap





**Primary Mandate Types (PMT):**

1A- IV-E Congregate Care

1B- Non IV-E Congregate Care

1C- Parental Agreement Congregate Care

\*PMTs from 1A-1C do not include Daily Education payment of congregat care placements

1E- Residential Education

\*Includes all services for RTC IEP and Education only for all other RTC placements

2A- IV-E Treatment Foster Home

2A1- Non IV-E Treatment Foster Home

2A2- Parental Agreement Treatment Foster Home

2C- IV-E Community Based Services

\*Only for youth placed in CFW Foster Homes

2E- Maintenance and Other Services

\*Only Basic Maintenance and Daycare for youth in Foster Care

2F- Non IV-E Community Based Services

\*Includes Daycare for youth not in Foster Care or IV-E CBS for youth placed in TFC or Cong Care

2G- Private Day School

2H- Special Education Wrap Around Services

3- Protected Funds

\*NonMandated

# FAPT Structure

## FAPT Procedures

Frederick County CPMT recognizes that children, youth and families in need of services through the CSA Office have likely experienced behavioral and/or emotional trauma. Families are often involved with multiple agencies and present with impairment in several settings. Discussing struggles within a family system at FAPT can create anxiety and shame. For that reason, it's essential to implement practices that promote a safe and open environment and encourage family engagement. Frederick County CPMT has adopted the following procedures to ensure that children, youth and families feel heard and are treated with dignity and respect throughout the process.

## Case Manager Responsibilities

### Initial Introduction to CSA

Upon identification of the need for services funded through the CSA Office, case managers will obtain required authorizations to release and exchange information and provide the family with general information about CSA. This information shall include the following:

- What is CSA?
  - The CSA Office provides a structure to assess the strengths and needs of children, youth, and families, recommends services appropriate to address identified needs, and determines how those services can be obtained.
  - Services funded through the CSA Office are time limited.
  - If services are funded through the CSA Office, the household will be assessed a monthly contribution toward the cost of the services.

### Submit Documentation

The case manager shall complete and submit the following documents by midnight the Tuesday prior to the scheduled FAPT meeting. Documentation not received by the deadline will result in the case being removed from the agenda.

- CSA Initial Referral (New cases)/FAPT Follow Up Form (Reviews)
- Complete Budget Request Form
- Signed Due Process/Rights & Safeguards Acknowledgement of Receipt
- MUAI-currently the CANS
- Foster Care Prevention form (if relevant)
- CSA Eligibility Determination form (New cases and/or new services not eligible under current eligibility)

The CSA Office will review the documentation to confirm all forms are present and completed accurately and in their entirety. Any corrections that need to be made will be noted and provided to the case manager by noon on Friday after submission. All corrections must be completed and submitted Monday at midnight, the day before FAPT. CPMT expectations include documentation to be completed thoroughly, accurately, and in its entirety. Case managers must provide all requested and relevant information in detail and requested services must align with the identified needs on the most recent CANS.



## Before FAPT Meeting

Case managers shall thoroughly prepare children, youth, and families for the FAPT meeting. A minimum of 1 day prior to the meeting, the case manager shall contact the family to provide more detailed information regarding FAPT and CPMT, the meeting process, and potential outcomes. This shall include:

- The role of FAPT
  - FAPT is a team of individuals who work with youth and families from DSS, CSU, FCPS, CSB, private provider, and a community member with lived experience.
  - FAPT assesses the strengths and needs of the family and determines what resources are available to address those needs.
  - If services cannot be provided by the community, private insurance, Medicaid, or other means, FAPT determines whether the child or youth meets eligibility criteria for the CSA Office to pay for the needed services.
  - FAPT makes a recommendation to CPMT to authorize funding.
  - FAPT monitors services to ensure they are meeting the needs of the service recipients.
- The role of CPMT
  - CPMT, among many responsibilities, reviews recommendations by the FAPT and decides whether to authorize funding through the CSA Office.
- What the child, youth, and family can expect
  - Each participant has a voice at the table and is encouraged to express their thoughts and/or concerns.
  - During the first meeting, a discussion will occur regarding state determined eligibility criteria and whether each criterion is met.
  - Although some discussions may be difficult to participate in, it is important to identify all the strengths and needs of the family to ensure eligibility criteria can be met and the most effective resources/services are considered. The meeting is a judgement-free environment, and the team will respect the privacy and dignity of the family.
  - The team often comes to a consensus, however there are occasions when individual members may disagree. When this happens, decisions are made by the majority of members while respecting the opinions of those who disagree. Alternative suggestions foster creative thinking and provide opportunities for consideration of more options.
- Review the Rights and Safeguards

## Meeting Structure

FAPT members are responsible for ensuring required documentation is completed and meetings run on schedule. To accomplish this, members will have roles or tasks assigned to each. The team will have a timekeeper and notetaker to assist the Chair in performing all required functions. The FAPT meeting will provide for open communication and respect among each participant. To accomplish this, the following components will be included in each meeting:

### *Housekeeping Items*

- Welcome and Introductions- FAPT Chair
  - Meeting participants will introduce themselves and provide a summary of their role in their respective agency. An introduction in this manner will provide an opportunity to better connect with the family.
- Meeting Rules- FAPT Chair
  - Family Engagement Principles- Defer to principles which will be posted.

- Confidentiality Statement
- Purpose of Meeting/Meeting Structure-
  - § Initial- The Chair will summarize the structure of the meeting and purpose to assess strengths and needs, eligibility, services requested, and action steps.
  - § Review- The Chair will summarize the structure of the meeting and purpose noting that continued eligibility, service goals, progress toward termination, and barriers will be reviewed.
  - § Ask participants if they have any other items they would like to add to the agenda.

### *Meeting Content*

Once housekeeping items are completed, the Chair should guide the team through the discussion ensuring each participant has an opportunity to add to the conversation. To facilitate the flow of the meeting and convey the importance of the youth and family's voice, the Chair shall guide participants as follows:

- Initiating the Discussion
  - The Chair will ask the youth and family if they would like to start or prefer the case manager to start the meeting by explaining what circumstances led to the referral. Or, if a case review, by summarizing what has occurred since the last meeting. By giving the youth and family this choice, the team encourages a safe environment where a family can decline if they feel uncomfortable or speak if desired while starting the discussion with important contextual information.
- Gathering Information
 

Once the initial discussion has begun, the case manager, youth, and family should be provided the opportunity to provide information and feedback. The Chair will ensure that the following information is provided:

  - Case Manager Report
 

The Case Manager is responsible for presenting pertinent information to establish eligibility and a clear understanding of youth and family needs. This includes providing the following information:

    - § If review, summarize prior FAPT meeting and action steps recommended.
    - § Summarize status of action steps.
    - § Provide pertinent information and/or events that occurred since the last meeting.
    - § Summarize the family's involvement in treatment.
    - § Identify what success will look like.
    - § Note any barriers to obtaining success.
  - Youth and Family Participation
 

The Chair shall encourage the youth and family to provide the following information:

    - § Identify strengths of the youth and/or family.
    - § Summarize their progress toward goals.
    - § Ensure the child is given the opportunity to provide their input.
    - § Ask if they have any questions or concerns.
  - Provider Participation
 

The Provider shall present the following information:

    - § Service goals and measurable progress towards meeting them.
    - § Discharge plan and what the client needs to do to accomplish discharge goals.

- Review Meeting

The Chair shall summarize and complete activities to end the meeting.

- Review service plan and action steps.
- Ask if there are any questions.
- Ensure each FAPT member agrees with services and action steps. The Chair should ensure individual members acknowledge acceptance or disapproval of the service plan.
- Explain Appeals process and provide family with a copy.
- Explain and Obtain signatures on Participation and Consent form.

**FY2024 CSA Service Gap Survey (Follow-Up for FY2023 Responses)**

Locality: Frederick

Please enter your name and contact email in the space below.

**Name:** \_\_\_\_\_  
**Email:** \_\_\_\_\_

FY2023 Critical Service Gap	FY2024 Update: Please respond if gap has increased, decreased, been resolved, or remained the same compared to FY2023:
Crisis Intervention and/or Stabilization	
Functional Family Therapy	
Multi-systemic Therapy	
Parent Child Interaction Therapy	
Respite	

Using the list below, please identify any new gaps in services your locality is experiencing for FY2024, that were not identified in your FY2023 responses. Type new gaps for FY2024 in the box below:

\_\_\_\_\_

**Residential Services**

- Short-term Diagnostic
- Group Home
- Residential Treatment

**Crisis Services**

- Crisis Intervention/Stabilization
- Acute Psychiatric Hospitalization

**Family Support Services**

- Family Partnership Facilitation
- Respite
- Intensive Care Coordination (ICC)
- Family Support Partner
- Child Mentoring
- Parent Coaching

**Community-Based Behavioral Health Services**

- Assessment
- Group Therapy
- Family Therapy
- Intensive In-Home
- Therapeutic Day Treatment
- Case Management
- Medication Management
- Applied Behavior Analysis
- Trauma Focused/Informed Services

**Educational Services**

- Private Day School
- Residential School
- School-based Mental Health Services

**Evidence-Based Behavioral Health Services**

- Multi-systemic Therapy
- Functional Family Therapy
- Parent Child Interaction Therapy
- Cognitive Behavioral Therapy
- Motivational Interviewing

**Foster Care Services**

- Family Foster Care Homes
- Therapeutic Foster Care Homes
- Independent Living Services

**Other Services**

- Other: \_\_\_\_\_
- Other: \_\_\_\_\_
- Other: \_\_\_\_\_

FY2023 Barriers to Developing Needed Services	FY2023 Rating of Barrier Impact (1=Not at all, 5=A great deal)	FY2024 Update: Please provide rating for FY2024 (higher number = increase in impact, lower number = decrease in impact)
Need for greater collaboration and consensus	4	
Lack of funding	2	
Lack of transportation	3	
Provider availability	5	
Need more information and data	4	

# VJCCCA Annual Program Evaluation Report (PER)

FY23: July 1, 2022 through June 30, 2023

690 – Frederick Combined

<b>PER Written By:</b>	Ashleigh Marsten, Plan and Data Contact
<b>Other Contributors:</b>	Melisa Furtado, VJCCCA Program Coordinator

## 1) FY23 Actual Service Units Provided & Cost per Service Unit compared to Projections:

- Projected Data is from the FY23 Plan Excel Workbook
- Actual Data is from the CPR FY23 Program Summary Report

Program: Anger Management			Total Placements	Service Units	FY23 Expenditures	Average Cost/ Service Unit
<b>Name:</b>	Wellness 8	<b>Projected</b>	10	160	\$6,360.00	\$39.75
<b>Prog ID:</b>	069-390278-01	<b>Actual</b>	12	97	\$3,880.00	\$40.00
<b>Formula: (A-P)/P * 100 = Difference (%)</b>			<b>NA</b>	<b>-39%</b>	<b>NA</b>	<b>0.63%</b>

Service Unit differences of greater than 20% (+/-) and Average Cost per Service Unit differences of greater than 10% (+/-) should be explained. Please provide strategies for utilization improvement.

The FY23 plan projected to serve 10 youth with the actual number being close with 12 youth served. The program is designed to provide 10 SU per youth. The projected number of 16 SU was not accurately predicted. The difference in the number of SU's was -39%, due to the inaccurately predicted SU's. If SU's were predicated based on the SU's the program design, the SU's for FY23 would have been -3%. The program was over utilized by 2 clients. It appears looking at the clients, several of the youth who were served in FY23 were completing the remainder of their program they started in FY22. This could be why certain youth did not receive the full 10 sessions. One youth did complete 11 sessions. This was a billing error by the provider. The average cost / SU for FY23 was slightly more than projected. The actual SU cost (\$40.00) is the amount agreed upon per SU with the provider.

Program: Anger Management			Total Placements	Service Units	FY23 Expenditures	Average Cost/ Service Unit
<b>Name:</b>	3 <sup>rd</sup> Millennium	<b>Projected</b>	20	20	\$1,200.00	\$60.00
<b>Prog ID:</b>	069-390278-03	<b>Actual</b>	39	39	\$2,340.00	\$60.00
<b>Formula: (A-P)/P * 100 = Difference (%)</b>			<b>NA</b>	<b>95%</b>	<b>NA</b>	<b>0%</b>

Service Unit differences of greater than 20% (+/-) and Average Cost per Service Unit differences of greater than 10% (+/-) should be explained. Please provide strategies for utilization improvement.

The 3<sup>rd</sup> Millennium Anger Management program had a SU difference of 95% due to over utilization as compared to the projections. This number is due to the high number of Diversion cases involving violence or anger as a contributing factor. The higher number of placements resulted in a higher expenditure in this category. Underutilized funds from other categories were moved to satisfy the demands. The SU's have however decreased since FY22 from 205% to 95 % due to the addition of in person anger management offered by Wellness 8. It is anticipated in FY25/26 the SU's will continue to decrease based on the Administrative Directive A-2022-003, requiring affirmative consent to divert certain offense.

The average cost per SU was projected accurately at \$60.00 per SU. For the FY 25/26 this rate is not expected to increase.

Program: Life Skills			Total Placements	Service Units	FY23 Expenditures	Average Cost/ Service Unit
<b>Name:</b>	Casey Life Skills	<b>Projected</b>	20	600	\$33,000.00	\$55.00
<b>Prog ID:</b>	069-230278-06 Connected Communities	<b>Actual</b>	7	93	\$4,466.25	\$48.02
<b>Prog ID:</b>	069-230278-07 Teens Inc	<b>Actual</b>	10	344	\$18,865.00	\$54.84
<b>Prog ID:</b>	069-230278-08 Wellness 8	<b>Actual</b>	6	156	\$8,428.75	\$54.03
		<b>TOTAL</b>	<b>23</b>	<b>593</b>	<b>\$31,760.00</b>	<b>\$53.56</b>
<b>Formula: (A-P)/P * 100 = Difference (%)</b>			<b>NA</b>	<b>-1%</b>	<b>NA</b>	<b>-3%</b>

Service Unit differences of greater than 20% (+/-) and Average Cost per Service Unit differences of greater than 10% (+/-) should be explained. Please provide strategies for utilization improvement.

The FY23 plan projected 20 youths served with the actual number being 23. The average SU cost was projected at \$55.00 with the average cost being \$53.56 per SU. This number is skewed by service providers billings down to the half hour or 15-minute increments of service utilization. This number is within the 10% margin of error. For the FY23 plan, Wellness 8 was added as a provider for this program.

The program utilization continues to grow and is expected to expand for the FY25/26 plan. The Administrative Directive 2022-003, there has been increase in demand for Casey Life Skill for pre-dispositional youth. Staff are utilizing funds for Casey Life Skills as short term options until EBA or CSA funding is available.

Program: Pre-D EM & GPS			Total Placements	Service Units	FY23 Expenditures	Average Cost/ Service Unit
<b>Name:</b>	Pre-D EM & GPS	<b>Projected</b>	18	720	\$17,500.00	\$24.31
<b>Prog ID:</b>	069-5100278-00 Family Insight	<b>Actual</b>	2	88	\$2,200.00	\$25.00
<b>Prog ID:</b>	069-5100278-01 Teens Inc	<b>Actual</b>	39	1,270	\$31,795.00	\$25.03
		<b>TOTAL</b>	<b>41</b>	<b>1,358</b>	<b>\$33,995.00</b>	<b>\$25.03</b>
<b>Formula: (A-P)/P * 100 = Difference (%)</b>			<b>NA</b>	<b>89%</b>	<b>NA</b>	<b>3%</b>

Service Unit differences of greater than 20% (+/-) and Average Cost per Service Unit differences of greater than 10% (+/-) should be explained. Please provide strategies for utilization improvement.

At the start of FY23, Family Insight stopped providing EM and TEENS Inc was added as a new provider. The number placements were 89% high than predicted. The number of placements increased significantly due to court ordered youth being placed on HEM as a detention alternative. The increase can also be contributed to the number of bracelets available by the provider. The previous provider had limited number of bracelets while TEENS Inc has a significantly higher number. Thus, the CSU was not limited to how many youths could be on HEM at one time. Youth are remaining in the program for an average of 40 days. Per CSU policy and procedure, youth cannot stay on HEM past 45 days unless ordered by the court.

For the FY 25/26 plan, utilization is expected to remain at high level due to judicial approval of the program as a detention alternative.

Program: Pro-Social Activities			Total Placements	Service Units	FY23 Expenditures	Average Cost/ Service Unit
<b>Name:</b>	Pro-Social Activities	<b>Projected</b>	10	10	\$500.00	\$50.00
<b>Prog ID:</b>	069-540278-00	<b>Actual</b>	1	21	\$615.00	\$29.29
<b>Formula: (A-P)/P * 100 = Difference (%)</b>			<b>NA</b>	<b>110%</b>	<b>NA</b>	<b>-41%</b>

Service Unit differences of greater than 20% (+/-) and Average Cost per Service Unit differences of greater than 10% (+/-) should be explained. Please provide strategies for utilization improvement.

For the FY23 plan, Pro-Social Activities was a new program added. The projected number of youths served was 10 with the actual number served being 1. This youth received tutoring services at the TEENS Inc office. TEENS Inc was already vendor through the County of Frederick and could invoice for payment. The program is difficult to utilize as an invoice is required for payment and a W9 form from the County of Frederick for payment. The average cost per service unit was estimated to be \$50 per SU with the actual number being \$29.29 resulting in a -41% difference. It is not believed there will be an increase in utilization in the upcoming fiscal year.

For the FY 25/26, it should be considered removing this program due to significant underutilization.

Program: Pro-Social Skills			Total Placements	Service Units	FY23 Expenditures	Average Cost/ Service Unit
<b>Name:</b>	Timbrook Achievement Center	<b>Projected</b>	10	640	\$35,200.00	\$55.00
<b>Prog ID:</b>	069-210278-10	<b>Actual</b>	9	346	\$19,002.50	\$54.92
<b>Formula: (A-P)/P * 100 = Difference (%)</b>			<b>NA</b>	<b>-46%</b>	<b>NA</b>	<b>-0.15%</b>

Service Unit differences of greater than 20% (+/-) and Average Cost per Service Unit differences of greater than 10% (+/-) should be explained. Please provide strategies for utilization improvement.

The FY 23 plan projected to serve 10 youths at an average of 640 SU's with the actual number being 9 youth with 346 SU's. This resulted in a -46% difference. The difference in SU's can be explained by youth's initial funding being VJCCCA until CSA funding was able to be secured. All 9 youths acquired CSA funding for the program due to the large amount of funding required for this program. The number of days youth were in the program were greater than reflected based on other funding being utilized. Additionally, TAC follows the Winchester Public Schools schedule and does not operate on school holidays. In conjunction with absences for sickness, this could contribute to the lower number of SU used. Underutilized TAC funds were redistributed to other programs.

For FY 25/26, it will be encouraged moving forward to encourage more youth to be funded through VJCCCA to utilize funds. This will alleviate the stressors of utilizing CSA funding for staff as well.

Program: Pro-Social Skills			Total Placements	Service Units	FY23 Expenditures	Average Cost/ Service Unit
<b>Name:</b>	Timbrook Achievement Center (Summer Program)	<b>Projected</b>	10	360	\$19,800.00	\$55.00
<b>Prog ID:</b>	069-210278-11	<b>Actual</b>	10	181	\$9,470.00	\$52.32
<b>Formula: (A-P)/P * 100 = Difference (%)</b>			<b>NA</b>	<b>-50%</b>	<b>NA</b>	<b>-5%</b>

Service Unit differences of greater than 20% (+/-) and Average Cost per Service Unit differences of greater than 10% (+/-) should be explained. Please provide strategies for utilization improvement.



The FY23 plan projected to serve 10 youth with 360 service hours. The actual number of youths served was 10 youths at 181 SU. These number may be slightly inaccurate as the program runs from June to August and is split between fiscal years. For FY23, 2 youth being served are also in the FY24 program meaning the program served 8 youth for the duration of this summer program. Due to this factor, the SU's may not be accurately reflected with a -50% difference. The program is designated to run for a certain number of weeks during the break. Youth may have been enrolled after the initial start date which could also been a contributing factor to the actual number of SU. Unlike the TAC program during the school year, this program is solely funded by VJCCCA and CSA funding is not typically utilized for CSU youth in the program.

For FY25/26, staff will be encouraged to refer youth to the program if they deem fit. Projections for the FY25/26 program may need to decrease.

Program: Restorative Justice			Total Placements	Service Units	FY23 Expenditures	Average Cost/ Service Unit
<b>Name:</b>	Wellness 8	<b>Projected</b>	20	20	\$4,000.00	\$200.00
<b>Prog ID:</b>	069-550278-00	<b>Actual</b>	11	11	\$2,200.00	\$200.00
<b>Formula: (A-P)/P * 100 = Difference (%)</b>			<b>NA</b>	<b>-45%</b>	<b>NA</b>	<b>0%</b>

Service Unit differences of greater than 20% (+/-) and Average Cost per Service Unit differences of greater than 10% (+/-) should be explained. Please provide strategies for utilization improvement.

FY23 the projected number of placements was 20 youth with 20 SU. The actual number of placements was 11 with 11 SU's resulting in a -45% difference. The program was underutilized as there was dissatisfaction with the provider. The provider failed to provide reports, contact families in a timely manner, or communicate with CSU staff. Therefore, there was discontinuance of referrals for this program. For FY25/26 the program can be discontinued as it is not be utilized in FY24.

Program: Shoplifting/Larceny Reduction			Total Placements	Service Units	FY23 Expenditures	Average Cost/ Service Unit
<b>Name:</b>	3 <sup>rd</sup> Millennium	<b>Projected</b>	10	10	\$600.00	\$60.00
<b>Prog ID:</b>	069-190278-02	<b>Actual</b>	13	13	\$780.00	\$60.00
<b>Formula: (A-P)/P * 100 = Difference (%)</b>			<b>NA</b>	<b>30%</b>	<b>NA</b>	<b>0%</b>

Service Unit differences of greater than 20% (+/-) and Average Cost per Service Unit differences of greater than 10% (+/-) should be explained. Please provide strategies for utilization improvement.

The FY23 plan projected 10 placements with 10 SU. The actual number of placements was 13 with 13 SU resulting in a 30% difference. This program is the only shoplifting reduction program available to the court and Diversion. This could explain the increase in placements. Based on data from FY24, the number of placements appear that it again the projected number of 10 placements will be exceeded. For FY 25/26, the budget will need to increase to accommodate this.

Program: Specialized Program Services			Total Placements	Service Units	FY23 Expenditures	Average Cost/ Service Unit
<b>Name:</b>	SPS	<b>Projected</b>	10	80	\$9,418.00	\$117.73
<b>Prog ID:</b>	069-250278-26 SPS: Mentoring	<b>Actual</b>	6	91	\$5,731.00	\$62.98

<b>Prog ID:</b>	069-250278-27 SPS: Clinical Services	<b>Actual</b>	6	68	\$5,410.25	\$79.56
<b>Prog ID:</b>	069-250278-28 SPS: Sex Offender Services	<b>Actual</b>	3	9	\$545.00	\$60.55
		<b>TOTAL</b>	<b>15</b>	<b>168</b>	<b>\$11,688.25</b>	<b>\$69.56</b>
<b>Formula: (A-P)/P * 100 = Difference (%)</b>			<b>NA</b>	<b>110%</b>	<b>NA</b>	<b>-41%</b>

Service Unit differences of greater than 20% (+/-) and Average Cost per Service Unit differences of greater than 10% (+/-) should be explained. Please provide strategies for utilization improvement.

For FY23 the program was projected to serve 10 youth with 80 SU. The actual number was 15 youth with 168 SU resulting in 110% difference. This program is difficult to project SU's as each sub-program is unique with their requirements. The average cost per SU was estimated at \$117.73 with the actual SU cost being \$69.26. This resulted in a -41% differential. As with the number of placements, the projected cost of SU is difficult to predict as each sub-program has a different cost per SU. This program is unique in that youth can receive several different services under this category, either clinical or community based. In FY24, SPS is being utilized to assist in funding for Crisis Deviation services with Wellness 8 prior to CSA funding being secured. Also, in FY24, the category of SPS: Parent Mentoring was added for the fiscal year.

For FY 25/26 the budget will need to be increased to reflect the increased utilization of this program.

Program: Substance Abuse Education			Total Placements	Service Units	FY23 Expenditures	Average Cost/Service Unit
<b>Name:</b>	3 <sup>rd</sup> Millennium	<b>Projected</b>	13	13	\$780.00	\$60.00
<b>Prog ID:</b>	069-280278-04	<b>Actual</b>	31	33	\$1,620.00	\$49.09
<b>Formula: (A-P)/P * 100 = Difference (%)</b>			<b>NA</b>	<b>154%</b>	<b>NA</b>	<b>-18%</b>

Service Unit differences of greater than 20% (+/-) and Average Cost per Service Unit differences of greater than 10% (+/-) should be explained. Please provide strategies for utilization improvement.

For FY23 the program was projected to have 13 placements with 13 SU. The actual number of placements was 31 with 33 SU. This resulted in a difference of 154% in SU. The demand for this program was much higher for several reasons. The 3<sup>rd</sup> Millennium SA Education class program is for three different online classes offered: Nicotine, Alcohol, and Marijuana. Of the 31 placements, 14 of the placements were for the Nicotine course. The Nicotine course cost \$30 compared to the SA courses which are \$60 class. This program was also utilized by the courts and other CSU clients when an assessment recommended an SA education course. Currently, there are no in person SA Education courses offered in our locality.

For FY25/26, the program projections may need adjusted as 10 youth have been referred thus far in FY24.

**2) FY23 Program Completion Rates:**

- Data is from the CPR Program Summary Report
- Completion Rate excludes closure codes not listed in the below table
- Satisfactory Program Completion Rate Formula: Number of Program Releases for Specific Closure Code divided by Total Number of Releases

Program Name	Program ID#	Program Releases and Closure Codes			
		2 Satisfactory	3 No Further Use	4 Non-Compliance	5 Unrelated
Anger Management Wellness 8	069-390278-01	12 (100%)	NA	NA	NA
Anger Management 3 <sup>rd</sup> Millennium	069-390278-03	38 (97%)	1 (3%)	NA	NA
Casey Life Skills Connected Communities	069-230278-06	7 (100%)	NA	NA	NA
Casey Life Skills Teens Inc	069-230278-07	9 (100%)	NA	NA	NA
Casey Life Skills Wellness 8	069-230278-09	5 (100%)	NA	NA	NA
Pre-D EM & GPS Family Insight	069-510278-00	2 (100%)	NA	NA	NA
Pre-D EM & GPS Teens Inc	069-510278-01	31 (84%)	NA	6 (16%)	NA
Pro-Social Activities	069-540278-00	1 (100%)	NA	NA	NA
Timbrook Achievement Center	069-210278-10	7 (78%)	NA	2 (22%)	NA
Timbrook Achievement Center (Summer Program)	069-210278-11	8 (100%)	NA	NA	NA
Restorative Justice Wellness 8	069-550278-00	11 (100%)	NA	NA	NA
Larceny Reduction 3 <sup>rd</sup> Millennium	069-190278-02	13 (100%)	NA	NA	NA
SPS: Mentoring	069-250278-26	5 (100%)	NA	NA	NA
SPS: Clinical Services	069-250278-27	2 (100%)	NA	NA	NA
SPS: Sex Offender Services	069-250278-28	3 (100%)	NA	NA	NA
Substance Abuse Edu 3 <sup>rd</sup> Millennium	069-280278-04	31 (100%)	NA	NA	NA

Each program is responsible for achieving at least a 75% satisfactory completion rate. Please provide an explanation and strategy for improvement for each program that performed less than the minimum rate of 75%.

Each program in FY23 achieved at least a 75% satisfactory completion rate.

3) Target Population:

FY23 Most Common Juvenile Complaints by Offense Category					
FIPS Locality	Total Complaints	Delinquent Offenses	Technical Violations	Status Offenses & Other	Traffic Violations
043 Clarke	21	Assault, Del. Marijuana, Kidnapping, Larceny, Telephone, Trespass, Weapons (1 intake each, 4.8%)	Contempt of Court 4 (19%)	CHINSup 6 (28.6%)	2 (9.5%)
069 Frederick	383	Assault – 57 (14.9%) Larceny – 47 (12.5%) Vandalism – 33 (8.6%)	Contempt of Court 33 (8.6%)	CHINSup 39 (10.2%)	25 (6.5%)
840 Winchester	269	Assault – 36 (13.4%) Larceny – 25 (9.3%) Vandalism – 11 (4.1%)	Contempt of Court 38 (14.1%)	CHINSup 24 (8.9%)	36 (13.4%)

· According to FY23 Data Resource Guide (Localities) - Juvenile Complaints by Offense Category

Describe which programs on your CURRENT plan specifically target the above common offense categories. How so? What plan changes (if any) are needed to target and impact the population described?

See description below.

FY23 Criminogenic Need Areas In Which Juveniles Have the Highest Risk		
FIPS Locality	Number of YASI Assessments	Two Most Common Need Domains
043 Clarke	3	School (67%), Attitude (67%), Skills (67%)
069 Frederick	22	Skills (82%), School (73%)
840 Winchester	24	School (80%), Community/Peer (80%)

· According to FY23 YASI Statistical Report – Full Assessment: Risk Factors by FIPS or CSU, Original Score  
 · Moderate & High risk percentages are combined to determine the two Need Areas with Highest Risk (Exclude: Legal History, Mental Health, and Violent History)

Please describe which programs on your CURRENT plan specifically target the above criminogenic need areas. How so? What plan changes (if any) are needed to target and impact the population described?

Assault is addressed by multiple programs in the Frederick County plan. The anger management on-line course is utilized in most cases where diversion is the intake decision, but sometimes in monitoring cases as well. For the FY23 plan, an in-person Anger Management course through Wellness 8 was added. The program runs for 10 classes per session. The TAC program is also used to address aggression / violence, as they run an anger-management group within that program. These 3 separate programs on the current plan offer programming to help youth identify and

implement the coping skills needed to manage anger and avoid the physical conflict that leads to assault charges.

Our current plan uses 3<sup>rd</sup> Millennium Classrooms shoplifting prevention program to address some larceny charges. In most cases of Vandalism and Larceny within the jurisdictions served by this plan, the underlying domain areas that contribute to youth obtaining these charges are: community/peers, attitudes, and employment/free-time. Those areas of risk are being addressed in the current plan through the TAC program, TAC Summer Program, Mentoring, and CLS program,. The TAC and CLS programs increase youth supervision time, while working to increase pro-social skills and attitudes that assist those youth in making better decisions when unsupervised.

The TAC and CLS programming also address youth with weapons offenses by increasing youth supervision time, while working to increase pro-social skills and attitudes that assist those youth in making better decisions when unsupervised.

Contempt of Court charges are most often addressed through participation in the CLS program, in which youth can work one-on-one with an assigned provider to target the needed changes in attitudes that result in non-compliance with the order of the court.

CHINSup is the highest status offense in the plan area; this is due to high truancy numbers. The TAC program is currently being utilized as the VJCCCA program to address this offense. Because the TAC program saw an overhaul for FY23, it is unknown what impact this program will have on actual truancy reduction as youth complete the program. There does appear to be a need for additional programming to address truancy in the plan area; possible program options are being explored at this time.

There is currently no program on the plan for addressing traffic infractions. The court does not refer youth involved for traffic infractions to the CSU. Similarly, the complaints for those offenses do not come through the CSU but get to the court by way of VUS. They are entered into BADGE for tracking purposes after disposition at court.

The changes made in FY23 programming are believed to have been for the purpose of addressing these common offense types. Data from the next DRG will determine if those changes were successful. Currently no additional changes to the current plan are believed to be necessary.

**4) 12 Month Recidivism (Rearrest) Rates:**

Program Name	Program ID#	12 Month Rearrest Rate Comparison FY22		
		CSU	Local Program	State Program(s)
Anger Management Wellness 8	069-390278-01	20.3%	NA	NA
Anger Management 3 <sup>rd</sup> Millennium	069-390278-03	20.3%	NA	NA
Casey Life Skills Connected Communities	069-230278-06	20.3%	43% (of 7)	22% (of 99)
Casey Life Skills Teens Inc	069-230278-07	20.3%	67% (of 6)	22% (of 99)
Casey Life Skills Wellness 8	069-230278-09	20.3%	NA	22% (of 99)

Pre D EM & GPS Family Insight	069-510278-00	20.3%	NA	NA
Pre-D EM & GPS Teens Inc	069-510278-01	20.3%	NA	NA
Pro-Social Activities	069-540278-00	20.3%	NA	NA
Timbrook Achievement Center	069-210278-10	20.3%	NA	17% (of 567)
Timbrook Achievement Center (Summer Program)	069-210278-11	20.3%	NA	17% (of 567)
Restorative Justice Wellness 8	069-550278-00	20.3%	NA	NA
Larceny Reduction 3 <sup>rd</sup> Millennium	069-190278-02	20.3%	11% (of 9)	18% (of 83)
SPS: Mentoring	069-250278-26	20.3%	NA	24% (of 396)
SPS: Clinical Services	069-250278-27	20.3%	NA	24% (of 396)
SPS: Sex Offender Services	069-250278-28	20.3%	NA	24% (of 396)
Substance Abuse Edu 3 <sup>rd</sup> Millennium	069-280278-04	20.3%	7% (of 14)	20% (of 138)

- CSU: According to FY23 Data Resource Guide – 2022 Rearrest Rate by CSU for Probation Releases
- Local/State Program(s): According to CPR Program Summary Report – Rearrest Rate Comparison FY22
- N/A: Program Summary Report indicates “No Rearrest Data for this Program in FY22”
- Rearrest Data is a year behind. The Program Summary Report indicates rearrest data for youth that were in the program the previous fiscal year.

**Not all programs are required to use recidivism as an outcome measure. Please refer to the VJCCCA Manual for a list of required programs. The percentage listed in the CSU column can be used as a comparison (maximum recidivism rate) for local and state programs. Please reflect on each program that has a higher recidivism rate than the percentage listed in the “State Program” and the “CSU” column. What program changes (if any) are indicated that could be impactful on recidivism?**

Casey Life Skills with Connected Communities had a recidivism rate in FY21 of 25% and FY 22 of 46%. Looking at the youths who were enrolled in CLS with Connected Communities, the 46% of youth who reoffended were HIGH risk youth on the YASI. Due to Connected Communities therapeutic options within their organization, who youth are HIGH risk are typically referred to this agency. This could be changed in the future to assure that CLS goals are being aligned with the YASI assessment. This could also be said for Casey Life Skills through TEENS Inc with a 67% recidivism rate. Youth enrolled in this program typically are HIGH risk on the YASI assessments. It is hopeful for the FY24 plan this number will significantly decrease. TEENS Inc has been collaborating with EBA to be able to better utilize CSU’s YASI assessments are case plan based on those youth’s needs.

5) Other Key Measures:

Commitments					
Fiscal Year	26th CSU	043 Clarke	069 Frederick	840 Winchester	Combined Plan Total
7/1/20 – 6/30/21 (FY21)	2	0	1	0	1
7/1/21 – 6/30/22 (FY22)	4	0	0	3	3
7/1/22 – 6/30/23 (FY23)	4	0	0	2	2

- BADGE Community Insight Reports – Miscellaneous – JCC Commitments (CSU and FIPS)
- FY23 Data Resource Guide Juvenile Intake Cases, Probation Cases, Detainments, and Commitments

**What plan changes (if any) are indicated that could be impactful on commitment rate?**

Increasing placements in the TAC program, Casey Life Skills, and mentoring could be helpful in reducing the commitment rates.  
 Securing additional truancy / school programming for future could be helpful in reducing commitment rates.  
 Increasing available SA therapy / treatment in the jurisdiction could be helpful in reducing commitment rates.  
 It should be noted that there is an increase in violent crime within the Winchester/ Frederick jurisdiction. In FY 24 there will likely be an increase in commitments due to the increase in violent crimes.

FY23 Pre-D Detainments and DAI Aggravating Overrides				Detention Alternative Unavailable Override (of all Discretionary Aggravating)	
FIPS Locality	Pre-D Detainments	DAI Override # DAI Override %	Discretionary Overrides	FY22 # FY22 %	FY23 # FY23 %
043 Clarke	1	0 0%	0	0 0%	0 0%
069 Frederick	45	26 58%	14	0 0%	6 42.9%
840 Winchester	35	17 48.6%	11	1 6.7%	4 36.4%

- Community Insight Report – DAI Override Percentages (CSU and FIPS)
- Community Insight Report – DAI Aggravating Override Factors

**What plan changes (if any) are indicated that could be impactful on detainments or the override rate?**

The current plan does provide Pre-D Electronic Monitoring program as a detention alternative. Looking at the intakes where the DAI indicted DA Unavailable, it appears that 6 out of the 10 total intakes were for the youth violating a detention alternative. This can be simply corrected by coding the DAI overrides correctly with " Juvenile Violated Conditions of a Detention Alternative". The remaining 4 youth were absconders from home, substance users abusing substances within their home, and issues of violence within the home. It was deemed that HEM was not appropriate not would it be a deterrent of those youth's behaviors.

26 <sup>th</sup> CSU Diversion-Eligible Juvenile Intake Complaints		
Fiscal Year	% of Total Complaints Which are Diversion-Eligible	% of Diversion-Eligible Complaints Resulting in a Diversion Plan or Resolved
7/1/21 – 6/30/22 (FY22)	74%	37%
7/1/22 – 6/30/23 (FY23)	68%	37%

FY23 Data Resource Guide – Diversion-Eligible Juvenile Intake [Complaints](#)

**VJCCCA is an ideal funding source for diversion youth. Please describe which programs on your current plan increase opportunities for diversion. What plan changes (if any) would assist intake officers in diverting more eligible cases?**

Diversion percentages have remained consistent over the past 2 fiscal years. The percentage of Diversion eligible offense has decreased from FY22 to FY23 with the percentage of cases resulting in Diversion plan has remained consistent. This indicates that Diversion is being utilized appropriately and more effectively per DJJ guideline.

3<sup>rd</sup> Millenium Classroom courses on the FY23 plan serve to address charges related to shoplifting, substance abuse, and aggression violence. Identifying truancy prevention program will help in future plans.

**6) FY23 Locally Defined Outcomes:**

<p><b>Timbrook Achievement Center</b></p>	<p><b>GOAL:</b> To increase protective factors, to reduce court order violations and reduce recidivism.</p> <p><b>How will you measure achievement of this goal?</b></p> <p><b>Outcome Measure #1:</b> At least 75 % of students in the program will have no more than 1 VOCO or VOP charge during participation in the program, to be measured by the BADGE intake module.</p> <p><b>Outcome Measure #2:</b> At least 75% of youth enrolled in the program will successfully reach the primary goal set in their ISP as set by the provider as measured by the discharge summary.</p>
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**Please explain if/how this outcome was achieved. If not, please identify the reason the outcome was not met and the action that has been or will be taken to improve.**

Upon review of the program, 78% completed the program satisfactory. 100% of the students in the program had no more than 1 VOC or VOP. 33% of the youth had one VOC or VOP filed while enrolled. Youth in the program often secure CSA funding for remaining time in the program outside of VJCCCA program days. Recidivism and program completion rates may differ once that date is collected. However, at this time, it appears the outcome measures have been met.

78% of the youth enrolled in the program successfully reach their primary goals set in their ISP based on completion rate. Youth are not discharged unless goals are met. This outcome was achieved.

<p><b>Timbrook Achievement Center (Summer)</b></p>	<p><b>GOAL:</b> To increase protective factors, to reduce court order violations and reduce recidivism.</p> <p><b>How will you measure achievement of this goal?</b></p> <p><b>Outcome Measure #1:</b></p>
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	<p>At least 75 % of students in the program will have no more than 1 VOCO or VOP charge during participation in the program, to be measured by the BADGE intake module.</p> <p><b>Outcome Measure #2:</b> At least 75% of youth enrolled in the program will successfully reach the primary goal set in their ISP as set by the provider as measured by the discharge summary.</p>
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Please explain if/how this outcome was achieved. If not, please identify the reason the outcome was not met and the action that has been or will be taken to improve.

<p>Upon review of the program, 100% complete the program successfully. 100% of the students has no more than 1 VOP or VOCO while participating in the program. 88% had no violations or new charges while participating in the program. This can be contributed to the high level of structure and supervision the program provides.</p> <p>100% of the students enrolled in the program successfully reached their primary goals as set in their ISP. This outcome was achieved.</p>	
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Casey Life Skills	<p><b>GOAL:</b> Participation in this program will develop protective factors in the skills, attitudes, and/or employment/free time domains, to reduce recidivism of delinquency.</p> <p><b>How will you measure achievement of this goal?</b></p> <p><b>Outcome Measure #1:</b> At least 75% of youth enrolled in the program will successfully reach the primary goal set in their ISP as set by the provider as measured by the discharge summary.</p> <p><b>Outcome Measure #2:</b> None Provided</p>
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Please explain if/how this outcome was achieved. If not, please identify the reason the outcome was not met and the action that has been or will be taken to improve.

<p>The outcome measure was achieved with 100% of the youth enrolled in the program successfully reaching the primary goal set in their ISP. There were 14 total youth enrolled in Casey Life Skills, 9 being placed pre-dispositional and 5 Post Dispositional. This program appears to work well when used with Pre Court-Services or CSU Monitoring kids to prevent further court involvement.</p>	
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Anger Management Wellness 8	<p><b>GOAL:</b> To educate youth on issues surrounding conflict and aggression and provide skills to promote appropriately handling anger, in order to prevent recidivism of A&amp;B and related offenses.</p> <p><b>How will you measure achievement of this goal?</b></p> <p><b>Outcome Measure #1:</b> Youth participating in the in-person course will be able to identify triggers and develop at least 2 coping skills prior to their completion of the program.</p> <p><b>Outcome Measure #2:</b> None Provided</p>
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Please explain if/how this outcome was achieved. If not, please identify the reason the outcome was not met and the action that has been or will be taken to improve.

<p>This outcome was achieved. This was measured by reviewing offense history of all youth enrolled in the program. There was a 100% rate of successful completion with a 0% recidivism rate among youth who completed the program. The success can be contributed to the fact that youth are taught a variety of coping skills in this program to avoid using violence and aggression.</p>	
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<p><b>Larceny Reduction 3<sup>rd</sup> Millennium</b></p>	<p><b>GOAL:</b> To educate youth on larceny-related issues, in order to reduce larceny-related offense recidivism.</p> <p><b>How will you measure achievement of this goal?</b></p> <p><b>Outcome Measure #1:</b> At least 75% of youth will score an 80% or above on their post-test.</p> <p><b>Outcome Measure #2:</b> At least 80% of youth will be able to identify an alternative pro-social behavior upon course completion.</p>
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**Please explain if/how this outcome was achieved. If not, please identify the reason the outcome was not met and the action that has been or will be taken to improve.**

<p>Outcome measure 1 was achieved. 83% of youth scored at least 80% on their post test for this program</p> <p>Outcome measure 2 was achieved. 100% of youth who completed this program did not have a new larceny charge in the following 12 months.</p> <p>The success of this program can be attributed to low risk who completed the program through Diversion or CSU Monitoring. These youth generally have high cognitive capabilities and skills to assist with reoffending.</p>
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<p><b>Substance Abuse 3<sup>rd</sup> Millennium</b></p>	<p><b>GOAL:</b> To educate youth on the effects of drugs and alcohol, in order to reduce Possession recidivism.</p> <p><b>How will you measure achievement of this goal?</b></p> <p><b>Outcome Measure #1:</b> At least 75% of youth will score an 80% or above on their post-test.</p> <p><b>Outcome Measure #2:</b> At least 80% of youth will be able to identify an alternative pro-social behavior upon course completion.</p>
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**Please explain if/how this outcome was achieved. If not, please identify the reason the outcome was not met and the action that has been or will be taken to improve.**

<p>Outcome 1 was not achieved. 50% of youth did not score and 80% or above on their post-test. The outcome was not met as the successful program completion certificate is given to youth regardless of on the post-test. This could be improved by asking 3<sup>rd</sup> Millenium to require the students to re-take the course to reassure a score of 80% of above is achieved. This will ensure students are retaining the information.</p> <p>Outcome 2 was achieved. This was measured by reviewing the BADGE Module for new arrest. 1 youth obtained a new substance charge after the completion of the program. Success can be contributed low risk offenders on Diversion and CSU Monitoring who utilized the program.</p>
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<p><b>Specialized Program Services</b></p>	<p><b>GOAL:</b> Program will provide services to youth (not available in any other program on the plan) in order to increase protective factors and decrease risk factors, with the overall goal of youth's successful completion of their CSU status program (diversion, tracking, monitoring)</p> <p><b>How will you measure achievement of this goal?</b></p>
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	<p><b>Outcome Measure #1:</b> 100% of youth in this program will receive a program/service on the FY23/24 allowable services list.</p> <p><b>Outcome Measure #2:</b> None Provided.</p>
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Please explain if/how this outcome was achieved. If not, please identify the reason the outcome was not met and the action that has been or will be taken to improve.

Outcome measure 1 was achieved. 100% of youth received a program or service that was on the FY23/24 allowable services list. Services included mentoring, sex offender services, intensive in home, a outpatient therapy. Success can be contributed to staff effectively identifying the needs of youth and referring for allowable services list.

Pre D EM	<p><b>GOAL:</b> To reduce the number of youth detained based on their DAI score.</p> <p><b>How will you measure achievement of this goal?</b></p> <p><b>Outcome Measure #1:</b> At least 85% of youth will appear for their scheduled court appearance. Measured by BADGE, as any youth that do not appear will acquire an additional charge for a FTA.</p> <p><b>Outcome Measure #2:</b> At least 75% of youth will not accrue any new delinquent charges while participating in the program. Measured by BADGE intake module.</p>
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Please explain if/how this outcome was achieved. If not, please identify the reason the outcome was not met and the action that has been or will be taken to improve.

Outcome measure 1 was achieved. 100% of youth appeared for their scheduled court appearances. There were no youth on Pre-D Em that acquired FTA charges.

Outcome for measure 2 was achieved. 84% of youth on Pre D Em did not obtain new criminal charges while on Pre-D EM. 16% of youth were discharged for noncompliance. 1 youth that was discharged for non compliance was due to him being TDO to a acute mental health placement. The 5 other youth obtained VOCO or VOP for failure to comply with HEM.

Restorative Justice	<p><b>GOAL:</b> To reduce the number of petitions filed with the court, by providing a non-judicial avenue for youth who have committed a criminal offense the opportunity to repair the harm caused by their behavior and to recognize how their behavior impacts others</p> <p><b>How will you measure achievement of this goal?</b></p> <p><b>Outcome Measure #1:</b> At least 75% of youth who reach a restorative justice agreement will fulfill all obligations by the indicated deadline.</p> <p><b>Outcome Measure #2:</b> None Provided.</p>
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Please explain if/how this outcome was achieved. If not, please identify the reason the outcome was not met and the action that has been or will be taken to improve.

Outcome measure 1 was achieved. 100% of the youth enrolled in Restorative Justice fulfilled all

obligations by the indicated deadline. The success of this can be contributed to the relatively low risk offenders who participated in this program. It should be noted this program will be discontinued in FY24 as the provider is unreliable.

<p><b>Pro Social Activities</b></p>	<p><b>GOAL:</b> Program will provide funding availability for youth to participate in pro-social activities, in order to increase strengths in free-time and community/peers domains</p> <p><b>How will you measure achievement of this goal?</b></p> <p><b>Outcome Measure #1:</b> At least 75% of youth who participate in the program will have a decrease in dynamic risk in the free-time and/or community/peers domain</p> <p><b>Outcome Measure #2:</b> At least 75% of youth who participate in the program will be able to identify at least 1 new pro-social peer</p>
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Please explain if/how this outcome was achieved. If not, please identify the reason the outcome was not met and the action that has been or will be taken to improve.

Outcome measure 1 was not achieved. While the measure was not achieved, it is hard to accurately measure this goal as there was only 1 participant. In the areas of free-time and community/peers, this youth's score did not decrease from Moderate to Low. The youth who participated in this program had a Low dynamic risk overall to begin with.

Outcome measure 2 was achieved. This goal is difficult to measure. However, the youth's charges were obtained with several negative peers. When the youth was discharged from probation he had not recidivated and there were no reports of his associating with negative peers.

<p><b>Anger Management – 3<sup>rd</sup> Millennium</b></p>	<p><b>GOAL:</b> To educate youth on issues surrounding conflict and aggression and provide skills to promote appropriately handling anger, in order to prevent recidivism of A&amp;B and related offenses.</p> <p><b>How will you measure achievement of this goal?</b></p> <p><b>Outcome Measure #1:</b> At least 75% of youth will score an 80% or above on their post-test.</p> <p><b>Outcome Measure #2:</b> At least 80% of youth will be able to identify an alternative pro-social behavior upon course completion.</p>
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Please explain if/how this outcome was achieved. If not, please identify the reason the outcome was not met and the action that has been or will be taken to improve.

Outcome measure 1 was not achieved. Of the 6 completed post test, only 4 youth scored 80% or above on their post-test. The outcome was not met as the successful program completion certificate is given to youth regardless of score on the post-test. This could be improved by asking 3<sup>rd</sup> Millennium to require the students to re-take the course to reassure a score of 80% or above is achieved. This will ensure students are retaining the information.

Outcome measure 2 was achieved. 84% of the youth who completed the program did not recidivate. The success rate can be contributed to low risk offenders on Diversion who typically complete the online program.

Only 1 youth recidivated and is now currently getting services to address his high level of needs.

### 7) Evidence Based Principles and Programing:

Describe how the CURRENT plan adheres to the principles of effective intervention (RNR - risk, need, responsivity). Provide the names of programs & services that use evidence based curriculum or principles. How can future plans incorporate the use of evidence based programs or principles?

Programs on the current plan that are evidence based include: all 3<sup>rd</sup>. Mil. Course programs, anger management (in-person course) program, and CLS. The in-person anger management program uses CBT, the RETHINK curriculum, and the S.T.O.P method.

Programming is being funded for youth based on the presenting risk domains.

Future plans could incorporate more program to address truancy, violence interventions, and weapons offenses.

VJCCCA plan will be reviewed and monitored to assure the RNR principles are being met.

### 8) Maximizing All Funding Streams - Services for Probation and Parole Cases Available Through the Regional Service Coordination (RSC) Model:

Can youth access current plan programs/services through DJJ's Regional Service Coordination Model? If yes, which programs/services? Has consideration been given to removing those programs from future VJCCCA plans (which could free up resources for prevention, diversion, and/or detention alternative programing?)

EBA funding eligibility for services is always considered prior to looking at eligibility for VJCCCA funds for services. VJCCCA funds are utilized in instances where services are needed for youth who are not yet eligible for EBA services. For example, EBA required a YASI assessment and social history before EBA services can be accessed. These assessments take a lengthy time to complete and can take up to the full 60 days allotted per policy. VJCCCA funding is the primary source (outside of Medicaid) for funding for Pre-Court Services and Diversion youth.

Timbrook Achievement Center	Timbrook Achievement Center (Summer Program)	Casey Life Skills	Anger Management	Larceny Reduction Program	Substance Abuse Education
30,000	15,000	33,000	4,000	2200	2380

Specialized Program Services	Detention Alternative	Restorative Justice	Anger Management - 3rd Millennium
12,278	22,700	4,000	2,800

TOTAL

\$128,358 128,358

March 21, 2024

Melisa Furtado  
Department of Juvenile Justice  
VJCCCA Program Coordinator  
PO Box 1110  
Richmond, VA 23218-1110

Dear Ms. Furtado,

This letter is to advise you that I concur with and endorse the updated fiscal year 2025 and 2026 Virginia Juvenile Community Crime Control Act plan for the "Frederick County combined plan".

If I can be of further assistance, please do not hesitate to contact me.

Sincerely,

Dr. Michele Williams-Sandy, Frederick County CPMT Chair





# COMMONWEALTH of VIRGINIA

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

Scott Reiner, M.S.  
Executive Director

### Administrative Memorandum #24-01

**To:** CPMT Chairs  
CSA Coordinators

**From:** Kristi Schabo, Senior Policy and Planning Specialist *Kristi M. Schabo*

**Date:** March 20, 2024

**Subject:** Release of Policy 2.4 and 3.4

On March 14, 2024, the State Executive Council for Children's Services (SEC) approved revisions to Policy 2.4 Public Participation in Policy Making Actions and Policy 3.4 Dispute Resolution Process. These two policies are attached to this administrative memo and will be represented in the updated Policy Manual for the Children's Services Act which will be uploaded to the Office of Children's Services website (<https://www.csa.virginia.gov/>) in the upcoming weeks.

Notable changes to policy 2.4 include:

- Removal of the requirement for policy-making actions to be initiated with the Executive Committee of the SEC.
- Alignment with the standard policy format adopted by the SEC in September 2022.

Notable changes to policy 3.4 include:

- Changes in references to the State Executive Council for Children's Services from the "Council" to the "SEC."
- The addition of language to align the policy with the Freedom of Information Act (COV §2.2-3700 et seq).
- Alignment with the standard policy format adopted by the SEC in September 2022.

Please direct any policy-related questions to Kristi Schabo ([kristi.schabo@csa.virginia.gov](mailto:kristi.schabo@csa.virginia.gov))

## POLICY 2.4

### PUBLIC PARTICIPATION IN POLICY-MAKING ACTIONS

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#### 2.4.1 Purpose

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

#### 2.4.2 Authority

[Section 2.2-2648](#) D 4 of the *Code of Virginia* states that the SEC shall:

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

[§ 2.2-2648](#) D 5 specifies that the SEC shall:

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

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

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

#### 2.4.3 Definitions

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

“*Commonwealth Calendar*” means the electronic calendar for official government meetings open to the public as required by [§ 2.2-3707](#) C of the Virginia Freedom of Information Act.

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

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

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

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

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

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

*“Policy”* means any requirement adopted by the SEC that governs the implementation of the CSA.

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

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

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

*“Public hearing”* means a scheduled time at which SEC members meet to receive public comment on a policy-making action.

*“Public notice”* means informing the public of the policy-making activities of the SEC.

## **2.4.4 Notification List and Public Notice**

### **A. Notification List**

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

5. The OCS may periodically request those persons on the notification list to indicate the desire to remain on or be deleted from the list and their preferred method of notification.
6. All members of the SEC and the State and Local Advisory Team (SLAT) ([§2.2-5201](#)), all persons registered via the CSA website rosters as chairpersons of CSA Community Policy and Management Teams (CPMT, [§2.2-5205](#)) and CSA Coordinators shall be placed on the notification list without the necessity of a specific request.

B. Additional Public Notice

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

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

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

### 2.4.6 Public Comment

- A. In considering any policy-making action not exempted in Section 2.4.8, the SEC shall afford interested persons an opportunity to submit data, views, and arguments, either orally or in writing. Such opportunity to comment shall include an on-line public comment forum maintained on the CSA website.
  1. The SEC shall provide a copy of the Notice Stage document to all persons on the Notification List as described in Section 2.4.4 A.
  2. Nothing herein shall prevent the SEC from developing and drafting policy-making actions prior to or during any opportunity it provides to the public to submit comments.

- B. The SEC shall accept public comments in writing after the issuance of public notice of a policy-making action in accordance with Section 2.4.4. Public comment in writing shall be accepted as follows:
1. For a minimum of thirty (30) calendar days following the issuance of the Notice Stage (see Section 2.4.7 B).
  2. For a minimum of sixty (60) calendar days following the preliminary approval of the proposed policy (see Section 2.4.7 C).
  3. For a minimum of sixty (60) calendar days following the approval of a re-proposed policy (see Section 2.4.7 E (1) (c)).
- C. The SEC may extend any of the comment periods listed in Section 2.4.6 B.
- D. Oral public comment on any policy-making action shall be accepted at all public meetings of the SEC and of any committee, work group, or task force established to consider the policy-making action. Notice of any open meeting shall be posted on the Commonwealth Calendar at least five (5) working days prior to the date of the meeting. The exception to this requirement is any meeting held in accordance with [§2.2-3707 D](#) of the *Code of Virginia* allowing for contemporaneous notice to be provided to participants and the public.
- E. Response to Public Comment

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

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

## 2.4.7 SEC Policy-making Process

- A. Petition for a Policy-making Action
1. Any person may petition the SEC to initiate a policy-making action. The petition shall state:
    - a. The petitioner's name and contact information; and
    - b. The substance and purpose of the policy-making action that is requested, including reference to any applicable SEC policies and/or reference to the legal authority of the SEC to take the action requested. However, the failure of a petitioner to include the legal authority shall not preclude consideration of the petition.

2. Petitioners shall submit a written petition to the Executive Director of the OCS. The petition shall be included in the documents provided in advance of the next scheduled meeting of the SEC. At this meeting, the SEC shall determine the disposition of the petition.
3. Disposition of such petitions may include:
  - a. Acceptance of the petition and initiation of a policy-making action.
  - b. A request for the petitioner to present the request for consideration to the SEC.
  - c. Denial of the petition.
4. Within ten (10) days of disposition, OCS shall notify the petitioner in writing of the disposition including the rationale for the decision if the request is denied.
5. Nothing in this policy shall prohibit the OCS or the SEC from receiving information or from proceeding on its own motion for initiation of a policy-making action.

#### B. Notice Stage

1. A determination to begin a policy-making action will be made by the SEC.<sup>1</sup>
2. At a minimum, the Notice Stage shall include (i) a summary of the intended policy-making action, a statement of the basis, purpose, and substance thereof; (ii) issues to be addressed therein; and (iii) a preliminary estimate of the fiscal impact of the policy-making action on both state and local governments.
3. Should the SEC approve the Notice Stage, it shall be issued via public notice and open for public comment as provided for in Section 2.4.6 B. The Executive Director of the OCS or designee shall be responsible for compiling, organizing, and presenting to the SEC public comments received.

#### C. Initiation of the Proposed Stage

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

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

#### D. Approval of Proposed Stage for Public Comment

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

#### E. Proposed Stage Fiscal Impact Analysis and Legal Review

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

##### 1. Fiscal Impact Analysis

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

##### 2. Legal Review

- a. When the proposed policy-making action is posted for public comment, the OCS shall submit the proposed policy to the Office of the Attorney General to ensure statutory authority for the proposed policy-making action.

- b. Should the legal review of the proposed policy reveal non-compliance with relevant statutes and/or regulations, the SEC shall be so informed by legal counsel and shall make such revisions in the proposed policy as are necessary.

F. Final Approval

1. No less than five (5) business days prior to the scheduled meeting of the SEC for consideration of approval of the policy-making action, the following shall be sent via public notice:
  - a. A draft of the proposed final policy with any deletions indicated with strike-through notations and any new language underlined;
  - b. A summary of all changes and the rationale for the change;
  - c. A summary of all comments received and the agency's response as provided in Section 2.4.6 E; and
  - d. The fiscal impact analysis.
2. The SEC may take one of the following actions:
  - a. Approve the proposed policy and establish an implementation or effective date;
  - b. Reject the proposed policy;
  - c. Revise the proposed policy and initiate an additional period of public comment (re-proposed policy); or
  - d. Defer final action on the proposed policy in order to gather other specific information prior to taking additional action at a future meeting.



## 2.4.8 Exemptions

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

## 2.4.9 Policy Review

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

## POLICY 3.4

### DISPUTE RESOLUTION PROCESS

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#### 3.4.1 Purpose

To provide guidance to local Children’s Services Act (CSA) programs regarding the processes related to the dispute resolution process for appealing administrative actions.

#### 3.4.2 Authority

- A. Section [2.2-2648.D.4](#) of the Code of Virginia requires the State Executive Council for Children’s Services (SEC) to: “Provide for a public participation process for programmatic and fiscal guidelines and dispute resolution procedures developed for administrative actions that support the purposes of the Children’s Services Act (§ 2.2-5200 et seq.). The public participation process shall include, at a minimum, 60 days of public comment and the distribution of these guidelines and procedures to all interested parties.”
- B. Section [2.2-2648.D.19](#) of the Code of Virginia requires the SEC to: “Establish and oversee the operation of an informal review and negotiation process with the Director of the Office of Children’s Services and a formal dispute resolution procedure before the State Executive Council, which include formal notice and an appeals process, should the Director or Council find, upon a formal written finding, that a CPMT failed to comply with any provision of this Act. ‘Formal notice’ means the Director or Council provides a letter of notification, which communicates the Director’s or the Council’s finding, explains the effect of the finding, and describes the appeal process to the chief administrative officer of the local government with a copy to the chair of the CPMT. The dispute resolution procedure shall also include provisions for remediation by the CPMT, including a plan of correction recommended by the Council and submitted to the CPMT. If the Council denies reimbursement from the state pool of funds, the Council and the locality shall develop a plan of repayment.”
- C. Section [2.2-2648.D.20](#) of the Code of Virginia requires the SEC to: “Deny state funding to a locality, in accordance with subdivision 19, where the CPMT fails to provide services that comply with the Children’s Services Act (§ 2.2-5200 et seq.), any other state law or policy, or any federal law pertaining to the provision of any service funded in accordance with § 2.2-5211.”

**Adopted:** December 19, 2013

**Effective:** December 19, 2013

**Revised:** March 14, 2024

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### 3.4.3 Definitions

“*Administrative Actions*” actions made by the Office of Children’s Services (OCS) on behalf of the SEC related to the failure of a Community Policy and Management Team (CPMT) to comply with the provisions of § 2.2-5200 et seq.

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

“*Formal Notice*” is the provision of a letter of notification from the OCS Director or SEC that communicates the Director's or the SEC's finding, explains the effect of the finding, and describes the appeal process to the chief administrative officer of the local government with a copy to the chair of the CPMT.

“*Office of Children’s Services (OCS)*” is the administrative entity of the SEC responsible for ensuring that the SEC's decisions and policies are implemented per the powers and duties granted by section [2.2-2649](#) of the Code of Virginia.

“*State Executive Council for Children’s Services (SEC)*” is the supervisory council responsible for agency operations, including approval of requests for appropriations with the powers and duties outlined in section [2.2-2648](#) of the Code of Virginia.

### 3.4.4 Appealable Actions; Parties; Venue; Written Decisions

- A. Administrative actions that may be appealed through the dispute resolution process are:
  - 1. Denial, in whole or in part, by the OCS of financial reimbursement for expenditures incurred by a CPMT to COV § [2.2-2648\(D\)\(20\)](#); and
  - 2. Request by the OCS for the recoupment of prior reimbursement provided to a CPMT, pursuant to [COV § 2.2-2648\(D\)\(20\)](#).
- B. Only a CPMT can file an appeal. Appeals are not available to clients of CSA services or any subgroup of the CPMT, including any member agency or individual member.
- C. All hearings and meetings related to appeals shall be held in the Richmond, Virginia area. Informal hearings may be held at an alternate location as agreed to by all parties.
- D. The terms of any final case decision by the OCS or the SEC, as signed by it, rendered at the informal or formal stages of the Appeal Process shall be served upon the CPMT by mail unless service otherwise made is duly acknowledged by them in writing. The signed originals shall remain in the custody of the OCS as public records; and they, or facsimiles thereof, together with the full record or file in every case, shall be made available for public inspection or copying except as provided in the Virginia Freedom of Information Act COV [§ 2.2-3700](#) et seq or unless otherwise provided by state or federal law.

**Adopted:** December 19, 2013

**Effective:** December 19, 2013

**Revised:** March 14, 2024

Page 2 of 5

- E. The CPMT shall be entitled to be represented by counsel at all hearings and meetings related to appeals.

### 3.4.5 Appeal Process

- A. Written finding. Upon receipt by the CPMT of a formal written notice from the Executive Director of OCS which communicates a finding by the Executive Director requiring action pursuant to subsection 3.4.1(a), and the basis for such finding, a local CPMT shall have the right to appeal such finding and action.
- B. Request for Reconsideration. Within 45 calendar days of issuance of the formal written notice from the Executive Director, a CPMT appealing such finding and action may file a written Request for Reconsideration with the Executive Director stating its intention to appeal the finding and action and the reasons why the CPMT claims the finding and action are not appropriate. If the formal written notice from the Executive Director is delivered to the CPMT by regular mail, three (3) calendar days shall be added to the time in which the CPMT must respond. The Request for Reconsideration shall also include a request for the informal conference pursuant to subsection 3.4.2(c). The CPMT may waive its right to the informal conference and submit a Notice of Appeal requesting a formal hearing before the SEC pursuant to subsection 3.4.2(d). The Notice of Appeal shall include a statement of the finding and/or action by the Executive Director being appealed and a brief statement of the reasons why the CPMT claims the finding and/or action are not appropriate.
- C. Informal conference.
  - 1. The informal conference shall be held within 15 business days of the Executive Director's receipt of the Request for Reconsideration unless both parties agree in writing to hold the informal conference at a later date.
  - 2. The purpose of the informal conference is to allow the CPMT to present, and the Executive Director to consider, any additional facts and reasons providing the basis for the CPMT's appeal of the written findings and action by the Executive Director.
  - 3. The CPMT shall have the right to (i) receive reasonable notice thereof, (ii) appear in person and to be represented by counsel, (iii) have other witnesses appear for the informal presentation of factual data, argument, or proof related to the matter, (iv) have notice of any contrary fact basis of information in the possession of the OCS that can be relied upon in making an adverse decision, and (v) be informed, briefly and generally in writing, of the factual or procedural basis for a decision in any case prior to the commencement of the informal conference.
  - 4. The OCS may, in its decision, rely upon public data, documents, or information only when OCS has provided all parties with advance notice of its intent to consider such public data, documents, or information. This requirement shall not apply to OCS's reliance on administrative precedent.

**Adopted:** December 19, 2013

**Effective:** December 19, 2013

**Revised:** March 14, 2024

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5. The Executive Director shall have the right to counsel for the informal conference.
6. The CPMT shall have the right and option to submit any documentation to support its case prior to, during, and/or at any time subsequent to the informal conference and prior to the rendering of the Executive Director's written determination.
7. Within 30 business days following the conclusion of the informal conference, or the receipt by the Executive Director of all relevant documents or exhibits, whichever is later, the Executive Director shall render a final decision. The parties may agree in writing to extend this period of time.
8. In the event the Executive Director who issued the written notice of finding and action is unable to conduct the informal conference or issue a written determination following the informal conference due to sickness, disability, or termination of their official capacity with the OCS, the timeframe provisions herein shall commence from the date that either alternate OCS personnel are assigned to the matter or a new proceeding is conducted, if necessary, whichever is later. The OCS shall provide notice within five (5) calendar days to the CPMT of any such inability or incapacity of the Executive Director that necessitates a replacement or a new proceeding.
9. The CPMT may contest the final decision of the Executive Director by submitting to the OCS a written Notice of Appeal requesting a formal hearing before the SEC within 30 calendar days of the issuance of the Executive Director's final decision. If the Executive Director's final decision is delivered to the CPMT by regular mail, three (3) calendar days shall be added to the time in which the CPMT must respond. If the OCS does not receive such a Notice of Appeal within this time period, the CPMT shall be deemed to accept the final decision of the Executive Director and shall immediately comply therewith. The Notice of Appeal shall include a statement of the finding and/or action by the Executive Director being appealed and a brief statement of the reasons why the CPMT claims the finding and/or action are not appropriate.

D. Formal hearing.

1. Within five (5) business days of receipt by the Executive Director of the Notice of Appeal submitted by a CPMT, the Executive Director shall contact the CPMT chair to schedule a mutually agreeable date for the formal hearing and to establish guidelines for the receipt of documentation supporting the Notice of Appeal.
2. In all such formal proceedings all parties shall be entitled to be accompanied by and represented by counsel, to submit oral and documentary evidence and rebuttal proofs, to conduct such cross-examination as may elicit a full and fair disclosure of the facts, and to have the proceedings completed and a decision made. The burden of proof shall be upon the CPMT. The presiding officer at the proceedings may (i) administer oaths and affirmations, (ii) receive probative evidence, exclude irrelevant, immaterial, insubstantial, privileged, or repetitive proofs, rebuttal, or cross-

**Adopted:** December 19, 2013

**Effective:** December 19, 2013

**Revised:** March 14, 2024

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examination, rule upon offers of proof, and oversee a verbatim recording of the evidence, (iii) hold conferences for the settlement or simplification of issues by consent, (iv) dispose of procedural requests, and (v) regulate and expedite the course of the hearing.

3. The SEC shall conduct the formal hearings and the Chair of the SEC shall serve as presiding officer. The decision of the SEC shall be final and shall be made in writing in the form of a Final Order of Disposition. The Final Order of Disposition shall include:
  - a. written findings of fact;
  - b. conclusions of law or policy;
  - c. rationale for its conclusion, including the identification of any documents or policies upon which the conclusion was made; and
  - d. the corrective action plan and/or any repayment plan.
  
4. Timetable for decision:
  - a. The decision of the SEC shall be rendered within 30 calendar days of the formal hearing. If the SEC fails to render a decision within 30 calendar days of the date of the formal hearing, the decision is deemed to be in favor of the CPMT.
  - b. The provisions of subsection 4(a) notwithstanding, if a quorum of the SEC is unable to be met at the time the SEC makes its decision due to a member's sickness, disability, or termination of their official capacity with the SEC, then the timeframe provisions of subsection 4(a) shall be reset and commence from the date that either new board members are assigned to the matter or a new proceeding is conducted if needed, whichever is later. The OCS shall provide notice within five (5) business days to the CPMT of any incapacity of the SEC members that necessitates a replacement or a new proceeding.

### 3.4.6 Policy Review

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

**Adopted:** December 19, 2013

**Effective:** December 19, 2013

**Revised:** March 14, 2024

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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:** March 14, 2024

**Public Comment Period Ends:** 5:00 PM, May 2, 2024

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

Policy 4.5.2 – Time Frames Regarding CSA Pool Fund Reimbursement

### **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.”

Additionally, Section 2.2-2648.D.19 of the Code of Virginia requires the State Executive Council for Children's Services (SEC) to "Establish and oversee the operation of an informal review and negotiation process with the Director of the Office of Children's Services and a formal dispute resolution procedure before the State Executive Council, which include formal notice and an appeals process, should the Director or Council find, upon a formal written finding, that a CPMT failed to comply with any provision of this Act. ‘Formal notice’ means the Director or Council provides a letter of notification, which communicates the Director's or the Council's finding, explains the effect of the finding, and describes the appeal process to the chief administrative officer of the local government with a copy to the chair of the CPMT. The dispute resolution procedure shall also include provisions for remediation by the CPMT that shall include a plan of correction recommended by the Council and submitted to the CPMT. If the Council denies reimbursement from the state pool of funds, the Council and the locality shall develop a plan of repayment.”

The proposed changes to the existing policy 4.5.2 align the policy with the standard policy format adopted by the State Executive Council in September 2022 by adding sections 4.5.2.1 (Purpose), 4.5.2.2 (Authority), 4.5.2.3 (Definitions),

4.5.2.4(Pool Fund Reimbursements), and 4.5.2.5 (Policy Review), as well as footers to denote dates of Adoption, Effect, Revision, and page numbers.

The proposed changes include modifications to existing content that designate timeframes for final claims for reimbursement, the process for requesting final reimbursement submission waivers, and allow the OCS Executive Director to grant or decline waiver requests. The revised policy also requires localities to develop procedures related to regular reconciliation of local expenditures and pool fund distribution and the temporary unavailability of report preparers and/or fiscal agents.

**Summary of the Proposed Policy:**

Policy 4.5.2 provides guidance to local Children’s Services Act (CSA) programs regarding the fiscal process related to pool fund reimbursement.

**Preliminary Fiscal Impact Analysis:**

There is no anticipated fiscal impact of the revisions to this policy on either the Commonwealth or local governments.



## **POLICY 4.5**

### **FISCAL PROCEDURES**

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#### **4.5.2 Times Frames Regarding CSA Pool Fund Reimbursement**

##### **4.5.2.1 Purpose**

*To provide guidance to local Children's Services Act (CSA) programs regarding the fiscal process related to pool fund reimbursement.*

##### **4.5.2.2 Authority**

- A. [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.19](#) of the Code of Virginia requires the State Executive Council for Children's Services (SEC) to "Establish and oversee the operation of an informal review and negotiation process with the Director of the Office of Children's Services and a formal dispute resolution procedure before the State Executive Council, which include formal notice and an appeals process, should the Director or Council find, upon a formal written finding, that a CPMT failed to comply with any provision of this Act. 'Formal notice' means the Director or Council provides a letter of notification, which communicates the Director's or the Council's finding, explains the effect of the finding, and describes the appeal process to the chief administrative officer of the local government with a copy to the chair of the CPMT. The dispute resolution procedure shall also include provisions for remediation by the CPMT that shall include a plan of correction recommended by the Council and submitted to the CPMT. If the Council denies reimbursement from the state pool of funds, the Council and the locality shall develop a plan of repayment."

##### **4.5.2.3 Definitions**

*"Final Year-End Report" means the last request for reimbursement submitted by a locality to the OCS for the previous fiscal year.*

*"Fiscal Agent" means the individual designated by the locality as responsible for the final approval and submission of CSA financial documents to the Office of Children's Services.*

**Adopted:** June 30, 1995

**Effective:** June 30, 1995

**Revised:** 1996, 1997, 1998, 1999, 2000, 2009, 2012

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*“Fiscal Year” means the time period that begins on the first day of July through the last day of June of the succeeding year.*

*“Good Cause” means a substantial reason or legal justification for failing to appear, act, or respond to an action. The burden of establishing good cause rests on the locality that is requesting a waiver from the September 30 final year-end report.*

- *Good cause may include:*
  - *A state of emergency declared by the Governor or the President which results in the closure of local government offices on September 30.*
  - *Documented failure of local information technology systems that prevent submission of reimbursement requests. Such failures occurring before September 30 must be communicated to the Office of Children’s Services at the time of their occurrence.*
  - *A failure of the OCS system of record for the submission of reimbursement requests.*
- *Good cause does not include:*
  - *Failure to adopt, implement, and carry out local procedures to reconcile actual CSA reimbursements against expected reimbursements using local general ledgers and Pool Fund Distribution History and the Pool Transaction History reports on the CSA website ([www.csa.virginia.gov](http://www.csa.virginia.gov)).*
  - *Failure of the local fiscal agent to approve reimbursements submitted by the local report preparer.*
  - *Failure to obtain and/or process invoices received from service providers for services provided through June 30 of the previous fiscal year.*

*“Report Preparer” means the individual designated by the locality to process local CSA expenditures such that they may be submitted to the Fiscal Agent for approval and submission to the Office of Children’s Services.*

*“Waiver” means an extension of the time frame in which a locality may submit the final year-end report.*

#### **4.5.2.4 Pool Fund Reimbursements**

- a) ~~Final claims for reimbursements for prior year payments will not be accepted after the first quarter of the next fiscal year. (Adopted June 30, 1995)~~
- b) ~~With the exception of the final year end report referenced above, request for reimbursement of local pool expenditures must be submitted no later than thirty (30) days after the close of the quarter in which the expenditure was paid. Localities may continue to report as often as monthly, but must report at least every quarter. A report should be submitted at the end of the quarter even if it indicates no expenditures were made during that quarter. The state fiscal agent will be monitoring~~

**Adopted:** June 30, 1995

**Effective:** June 30, 1995

**Revised:** 1996, 1997, 1998, 1999, 2000, 2009, 2012

**Page 2 of 4**

local compliance with this requirement and will advise local administrative officials if there is non-compliance. *(Adopted June 30, 1995)*

- c) ~~Effective for the quarter ending September 30, 1995, localities that have not submitted their Quarterly Services Utilization report will have their pool reimbursements held in abeyance until the quarterly report is submitted. A notice will be mailed to the local fiscal agent advising that the reimbursement request is considered incomplete until the past due statistical data is received. The quarterly report will be mailed to the same address as the fiscal reports beginning with the September 30 report due on or before October 15. The CSA Evaluation staff will be sending each locality a revised minimal report format including a submission timetable and at that time will again remind localities of the fiscal impact of not submitting the statistical data. *(Adopted June 30, 1995)*~~
- d) ~~Effective April 30, 1999 a locality may request a waiver to the September 30 final year-end report requirement, either by written request for an extension to the OCS prior to the September 30 cutoff date, or post September 30, only if local governments demonstrate mitigating circumstance beyond their control. *(Adopted April 30, 1999)*~~
- e) ~~Expenditures and Refunds are reported according to the following expenditure reporting categories:~~
- ~~● Foster Care – IV-E children in Licensed Residential Congregate Care ; pool expenditures for costs not covered by IV-E (i.e., non room and board)~~
  - ~~● Foster Care – all others in Licensed Residential Congregate Care~~
  - ~~● Residential Congregate Care – CSA Parental Agreements ; DSS Noncustodial Agreements~~
  - ~~● Non-Mandated Services/Residential/Congregate~~
  - ~~● Educational Services – Congregate Care~~
  - ~~● Treatment Foster Care – IV-E~~
  - ~~● Treatment Foster Care~~
  - ~~● Treatment Foster Care – CSA Parental Agreements ; DSS Noncustodial Agreements~~
  - ~~● Specialized Foster Care – IV-E ; Community Based Services~~
  - ~~● Specialized Foster Care~~
  - ~~● Family Foster Care – IV-E ; Community Based Services~~
  - ~~● Family Foster Care Maintenance only~~
  - ~~● Family Foster Care – Children receiving maintenance and basic activities payments; independent living Stipend/Arrangements~~
  - ~~● Community – Based Services~~
  - ~~● Community Transition Services – Direct Family Services to Transition from Residential to Community~~
  - ~~● Special Education Private Day Placement~~
  - ~~● Wraparound services for students with disabilities~~
  - ~~● Psychiatric Hospitals/Crisis Stabilization Units~~
  - ~~● Non-Mandated Services/Community-Based~~

*(Adopted 1994, Revised 1995, 1996, 1997, 1998, 1999, 2000, 2009, 2012)*

**Adopted:** June 30, 1995

**Effective:** June 30, 1995

**Revised:** 1996, 1997, 1998, 1999, 2000, 2009, 2012

~~f) Each Pool Fund Reimbursement Request requires certification of compliance with CSA requirements per the following: “The expenditures and refunds reported herein were incurred in accordance with provisions of the CSA, and have not been reported on a previous claim. Documentation is maintained to support the expenditure and refund amounts reported, and to demonstrate that each expenditure and refund was made on behalf of a specific child (or list of specific children) and complies with the CSA Manual, COV and Appropriation Act requirements including utilization management and FAPT criteria.” (Adopted 1995, Revised 1999)~~

- A. *Final claims for reimbursements for prior year payments will not be accepted by the Office of Children’s Services after September 30 of the next fiscal year.*
- B. *Localities may submit requests for reimbursement to the Office of Children’s Services on a monthly basis but must report at least every quarter. A reimbursement report must be generated and submitted for each calendar month, even if it indicates no expenditures were made during that month.*
- C. *A locality may request a waiver to the September 30 final year-end report requirement specified in 4.5.2.4.A. by:*
  - 1. *Submitting a written request to the OCS Executive Director before or after the September 30 cutoff date.*
  - 2. *The OCS Executive Director will grant or decline a waiver based on their determination that “good cause” exists.*
  - 3. *If a locality does not agree with the OCS Executive Director’s determination of “good cause,” they may request an appeal of the decision through the State Executive Council’s dispute resolution policy (Policy 3.4).*
- D. *Localities must adopt and implement procedures to reconcile actual CSA reimbursements against expected reimbursements using local general ledgers and the Pool Fund Distribution History, the Pool Transaction History, and other available reports on the CSA website ([www.csa.virginia.gov](http://www.csa.virginia.gov)).*
- E. *Localities must adopt procedures to address position vacancies, including temporary unavailability, in the roles of Report Preparer and/or Fiscal Agent that impact the timely submission of the CSA reimbursement requests.*

#### **4.5.2.5 Policy Review**

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

**Adopted:** June 30, 1995

**Effective:** June 30, 1995

**Revised:** 1996, 1997, 1998, 1999, 2000, 2009, 2012

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# Children's Services Act

## Outcome Indicators Report FY2023



Office of  
**Children's Services**  
Empowering communities to serve youth

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## Executive Summary

This annual report addresses the requirements of Virginia Code §2.2-2648.D.17. concerning a uniform set of performance measures for evaluating the Children's Services Act program. The report summarizes statewide performance for each of the six measures. This review includes the most current complete fiscal year (FY 2023) and the four prior fiscal years. For this year's report, the period is FY 2019 – FY 2023.

Findings include:

- Except for the newest cohort (FY 2023), the largest percentage of youth showed improvement in their domain scores compared to their initial assessments in each of the three CANS domains. For the newest cohort, this was the case in the Child Strengths domain (52 percent improved). Larger percentages of youth in the FY 2023 cohort showed no change in domain score between assessments for the School and Behavioral/Emotional domains.
- As the time between CANS assessments increased, the likelihood of youth improvement increased for each domain. The percentage of youth with improved domain scores consistently increased with each year of measurement of the Behavioral/Emotional and Child Strengths domains. For the School domain, the percentage of youth with improvement has increased with each measurement year except for the FY 2019 cohort, whose rate of improvement has not changed (49 percent improved in years three through five of receiving services).
- The percentage of youth receiving only Community-based services, among all CSA-funded services in the fiscal year, stabilized at 87 percent after several years of consecutive increases.
- The statewide performance on foster care-related outcomes was slightly lower this year (73 percent in family-based settings and 78 percent exiting to permanency) compared to FY 2022 (74 percent in family-based settings and 79 percent exiting to permanency).



## Introduction

Virginia Code, §2.2-2648.D.17. requires that the State Executive Council for Children's Services shall:

*Oversee the development and implementation of a uniform set of performance measures for evaluating the Children's Services Act program, including, but not limited to, the number of youths served in their homes, schools and communities. Performance measures shall be based on information: (i) collected in the client-specific database referenced in subdivision 16, (ii) from the mandatory uniform assessment instrument referenced in subdivision 11, and (iii) from available and appropriate client outcome data that is not prohibited from being shared under federal law and is routinely collected by the state child-serving agencies that serve on the Council. If provided client-specific information, state child-serving agencies shall report available and appropriate outcome data in clause (iii) to the Office of Children's Services. Outcome data submitted to the Office of Children's Services shall be used solely for the administration of the Children's Services Act program. Applicable client outcome data shall include, but not be limited to: (a) permanency outcomes by the Virginia Department of Social Services, (b) recidivism outcomes by the Virginia Department of Juvenile Justice, and (c) educational outcomes by the Virginia Department of Education. All client-specific information shall remain confidential and only non-identifying aggregate outcome information shall be made available to the public.*

Under the direction of the State Executive Council for Children's Services (SEC), the Office of Children's Services (OCS) has developed a set of performance/outcome measures to be used to evaluate the Children's Services Act (CSA) program. The six indicators are:

- The percentage of youth who had a decrease in their score on the 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 or discharge;
- The percentage of youth who had a decrease in their score on the Child Behavioral and Emotional Needs Domain of the CANS instrument from a baseline assessment to the most recent reassessment or discharge;
- The percentage of youth who had a decrease in their score (indicating increased strengths) on the Child Strengths Domain of the CANS instrument from a baseline assessment to the most recent reassessment or discharge;
- The percentage of youth receiving only Community-based Services (CBS) of all youth receiving CSA-funded services;
- The percentage of youth in foster care who are in family-based placements; and
- The percentage of youth who exit from foster care to a permanent living arrangement.

## Child and Adolescent Needs and Strengths (CANS) Outcomes

The CANS is the mandatory uniform assessment instrument for all children receiving CSA-funded services. It is administered when services are initiated and at periodic intervals throughout the duration of services. The reassessment interval varies depending on the service provided and local policy and practice, but generally takes place at least once a year. Typically, children receiving more intensive services are reassessed more frequently.

- The CANS School Domain score is the total score of the three domain items: School Behavior, School Achievement and School Attendance
- The CANS Child Behavioral/Emotional Needs Domain score is the total score of the ten items that constitute the domain: Psychosis, Impulsivity/Hyperactivity, Depression, Anxiety, Oppositional, Conduct, Adjustment to Trauma, Anger Control, Substance Use and Eating Disturbance
- The CANS Child Strengths Domain score is the total score of the 11 items that constitute the domain: Family, Interpersonal, Optimism, Educational, Vocational, Talents/Interests, Spiritual/Religious, Community Life, Relationship Permanence, Child Involvement with Care, and Natural Supports

A trained and certified assessor scores each item in a Domain as a 0, 1, 2, or 3, with a lower score indicating the youth has less significant needs (or is better functioning) in those areas. If interventions have the desired impact, domain scores would be expected to decrease (as a youth's needs decrease). Children are assigned to an annual "cohort" based on what fiscal year their baseline (initial) assessment occurs. Only youth with at least one reassessment within six months of the end of the fiscal year (FY) are included. The FY 2023 cohort includes youth with an initial (baseline) assessment on or after July 1, 2022 and a reassessment on or before January 1, 2024. As time elapses and additional youth in the FY 2023 cohort are reassessed, the number in the cohort will grow, and the outcomes will be recalculated<sup>1</sup>. The baseline assessment score is compared to the most recent assessment for children in each cohort. As of January 1, 2024, the most recent assessment was used to develop this report. The percentage of youth with a decreased domain score was calculated. For the FY 2023 cohort, the average time between the baseline and most recent assessment was 147 days.

Locality-specific circumstances, such as small numbers of youth served or the presence of youth with notably high needs, can influence the reported percentages of youth showing improvement from initial assessment results. The average number of youth across all measured localities for CANS measures was around 30 for FY2023. For localities with more youth, the reported percentage improved will be

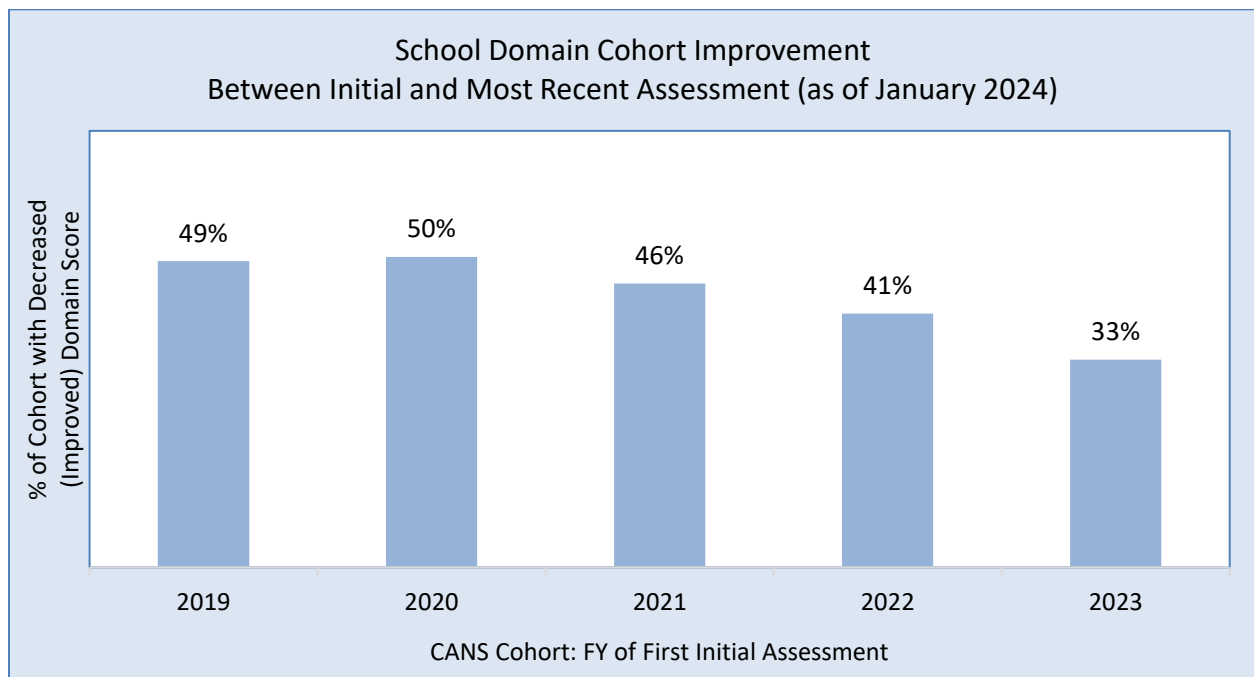
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<sup>1</sup> Locality-specific data for FY 2023 are available in the table at the end of this report.

less affected by small numbers; for localities with fewer youth, the reported percentages are more influenced by any youth that did not improve domain scores in the measured period.

### School Domain of the Child and Adolescent Needs and Strengths

In the first year of reporting for the FY 2023 cohort, 33 percent of youth showed improvement (a decrease in the score) between the initial and most current assessments. Prior year cohorts demonstrated improved School domain scores from their earliest initial assessment to a greater extent than the current cohort (ranging from 41 percent to 50 percent improved). The FY 2019 cohort had the longest average period between assessments (730 days); the FY 2020 cohort had the greatest percentage of improvement (50 percent).

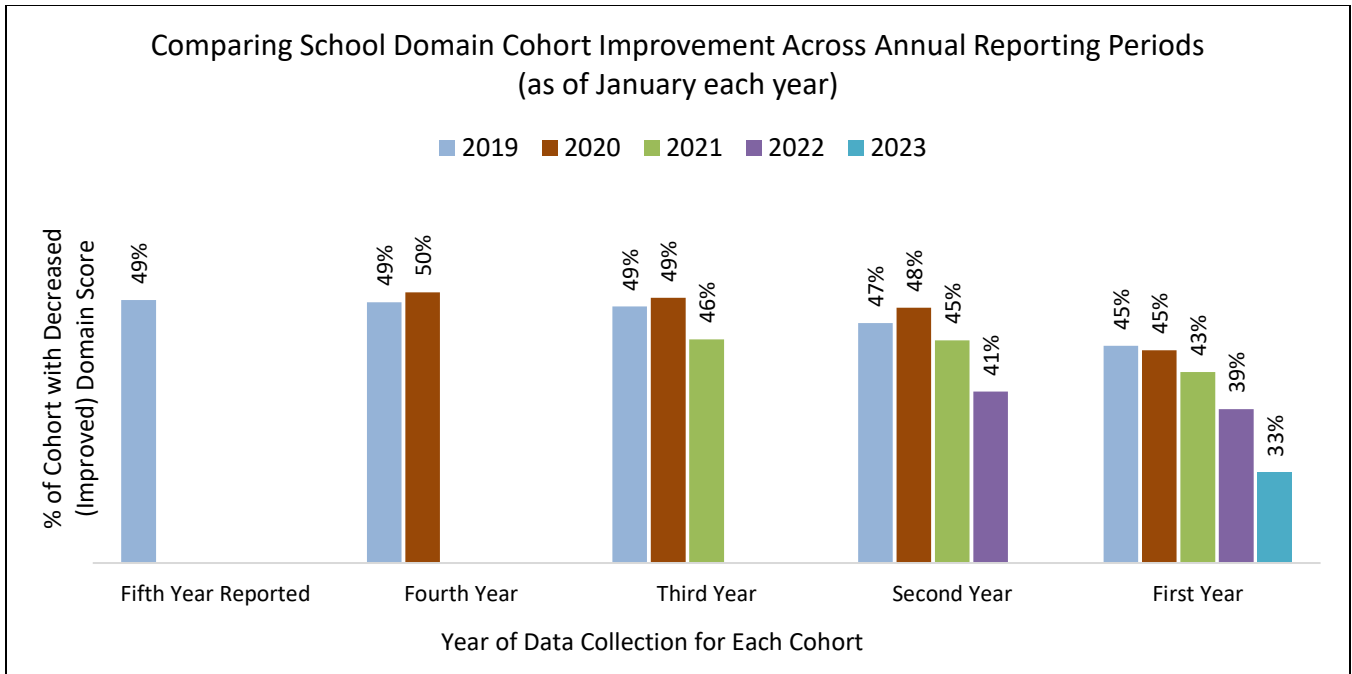


Outcomes tend to improve with more time between the initial and most current assessments, and this pattern is seen with the increasing percentage of a cohort that improves over time. This should be considered when comparing differences between the current and prior years' cohorts.

Average Number of Days Between Initial and Most Recent CANS Assessment (as of 1/1/24), by Cohort<sup>2</sup>

Cohort	2019	2020	2021	2022	2023
Number of Youth	4,751	3,985	3,577	4,992	4,037
Average Days	730	629	478	310	147

<sup>2</sup> The number of youth in each annual cohort represents “new” cases to the CSA as they are having their initial assessments in that year.

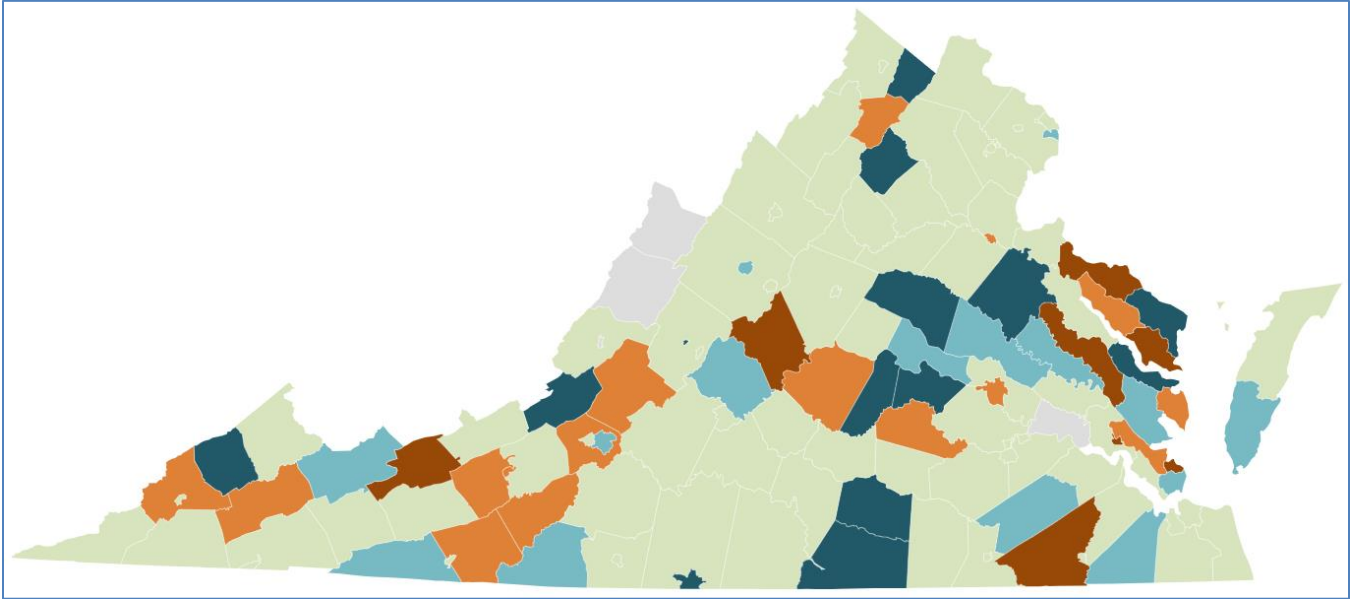


The percentage of each cohort showing improvement in their first year of reporting has declined over the last five fiscal years. Forty-five percent of the FY 2019 and FY 2020 cohorts improved in their first year, followed by 43 percent for FY 2021, 39 percent for FY 2022, and 33 percent for FY 2023.

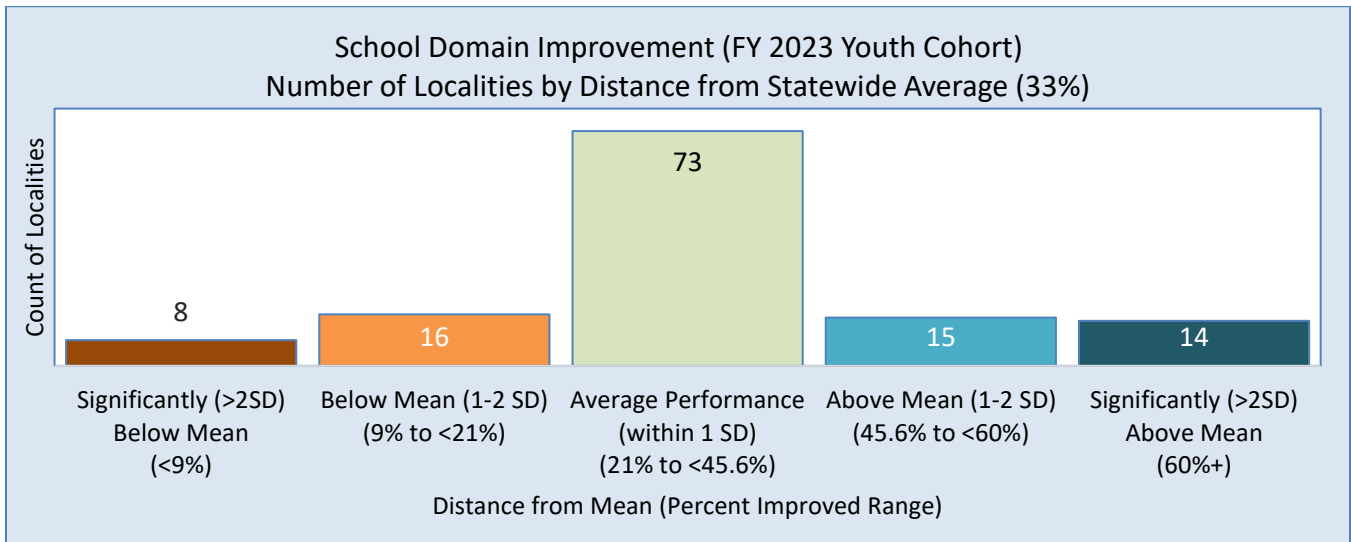
For cohorts with multiple years of available data, the trend has been a steady increase in the percentage of youth showing improvement across years of measurement. For the FY 2019 cohort, the percentage showing improvement increased from 45 percent in the first year to 49 percent in years three through five of measurement. This cohort's fourth and fifth years of measurement occurred during and after the COVID-19 pandemic, which is widely reported to be associated with disruptions in learning and other school-related issues. All other cohorts increased the percentage of youth showing improvement in this domain each consecutive year with available data. Downward trends in the improvement within a cohort across years of measurement could be due to changes in service effectiveness over time or the potential influence of the pandemic on the educational experiences of the youth served.

The graph below displays the count of localities based on the percentage of improvement achieved by the FY 2023 cohort compared to the statewide weighted mean.

Locality Performance Compared to Statewide Percent of Youth with Improvement  
in School Domain Scores (FY 2023 Youth Cohort)



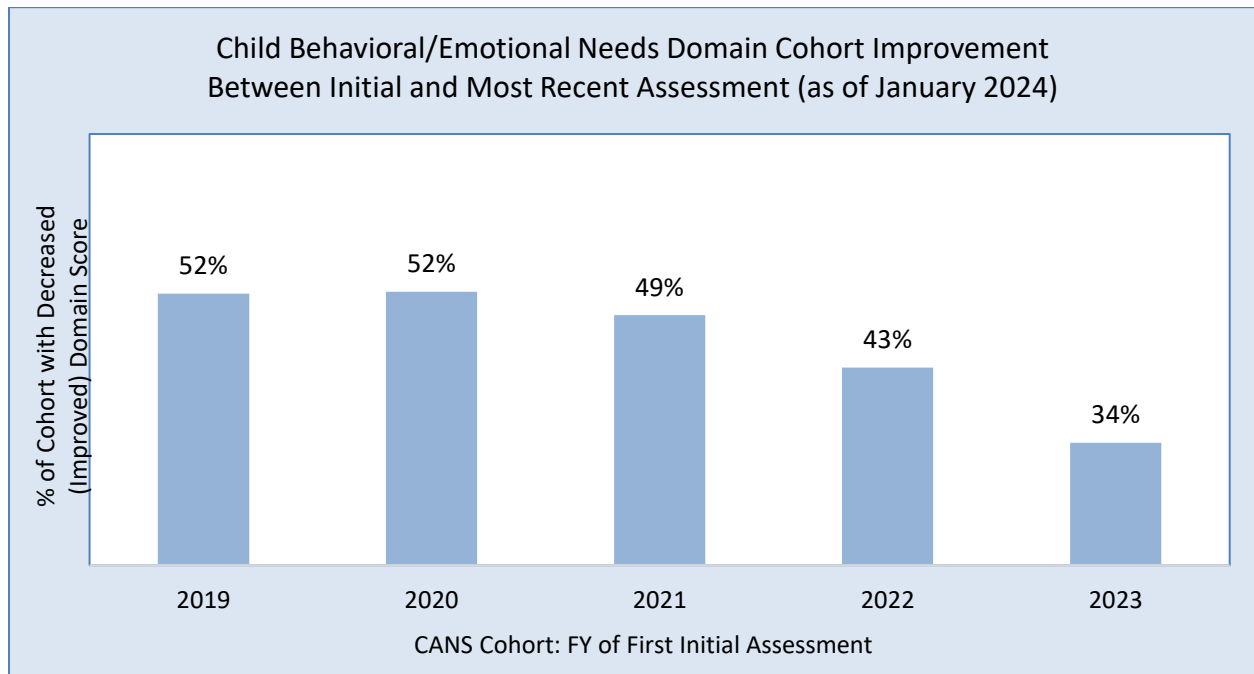
Map created using Datawrapper



Over half of CSA localities (73 out of 126 reporting, or 58 percent) had performance equivalent to the statewide average. Using the DSS geographic regions, the Western region had the highest percentage of localities (seven localities, or 32 percent) whose percentage of youth with improvement was below average (less than 21 percent), followed by the Central region (seven localities, or 26 percent). Localities with above-average performance (percent improvement of 45.6 percent or higher) were most frequently found in Central (nine localities, or 33 percent) and Piedmont (seven localities, or 23 percent) regions.

## Behavioral/Emotional Needs Domain of the Child and Adolescent Needs and Strengths

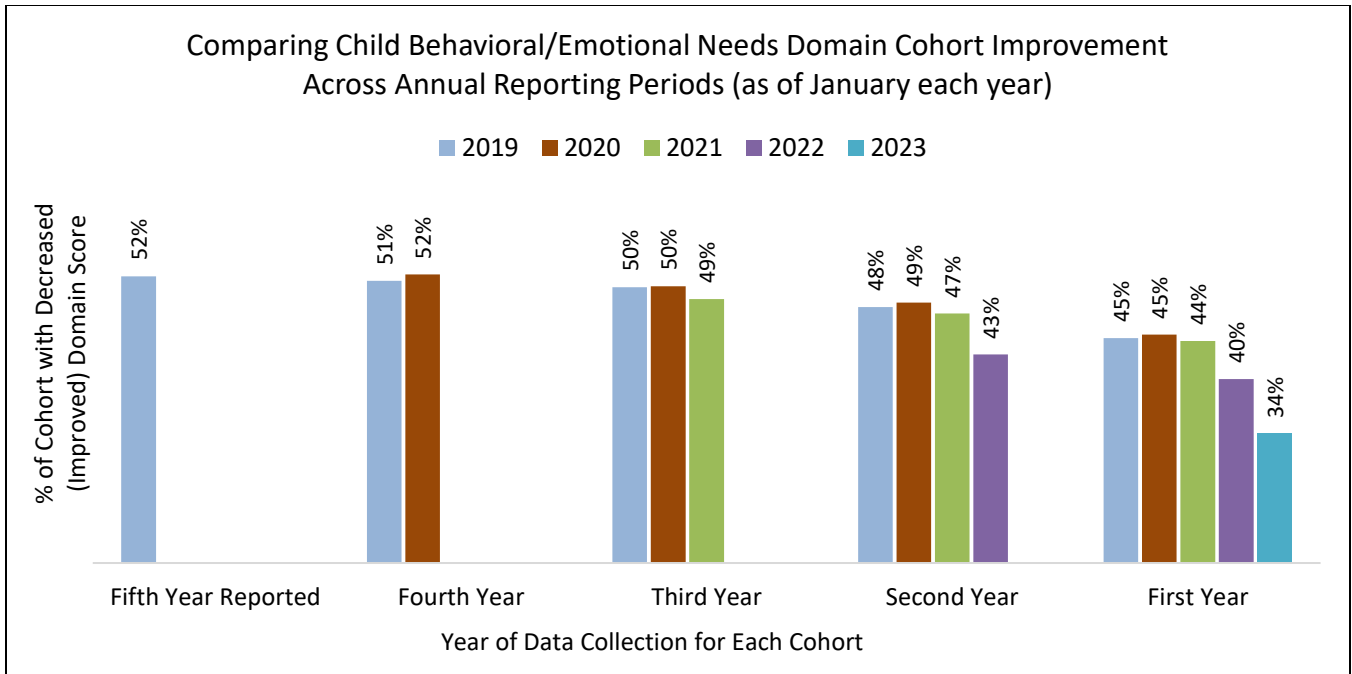
In the first year of reporting for the FY 2023 cohort, 34 percent showed improvement (a decrease in the score) between the initial and most current assessments. Prior cohorts have also demonstrated improved Behavioral/Emotional Needs domain scores from their earliest initial assessment. The FY 2019 cohort had the longest average period between assessments (730 days) and the greatest percentage of improvement (52 percent, tied with the FY 2020 cohort).



Outcomes tend to improve with more time between the initial and most current assessments, and this pattern is seen with the increasing percentage of a cohort that improves over time. This should be considered when comparing differences between the current and prior years' cohorts.

Average Number of Days Between Initial and Most Recent, as of January 2024, by Cohort

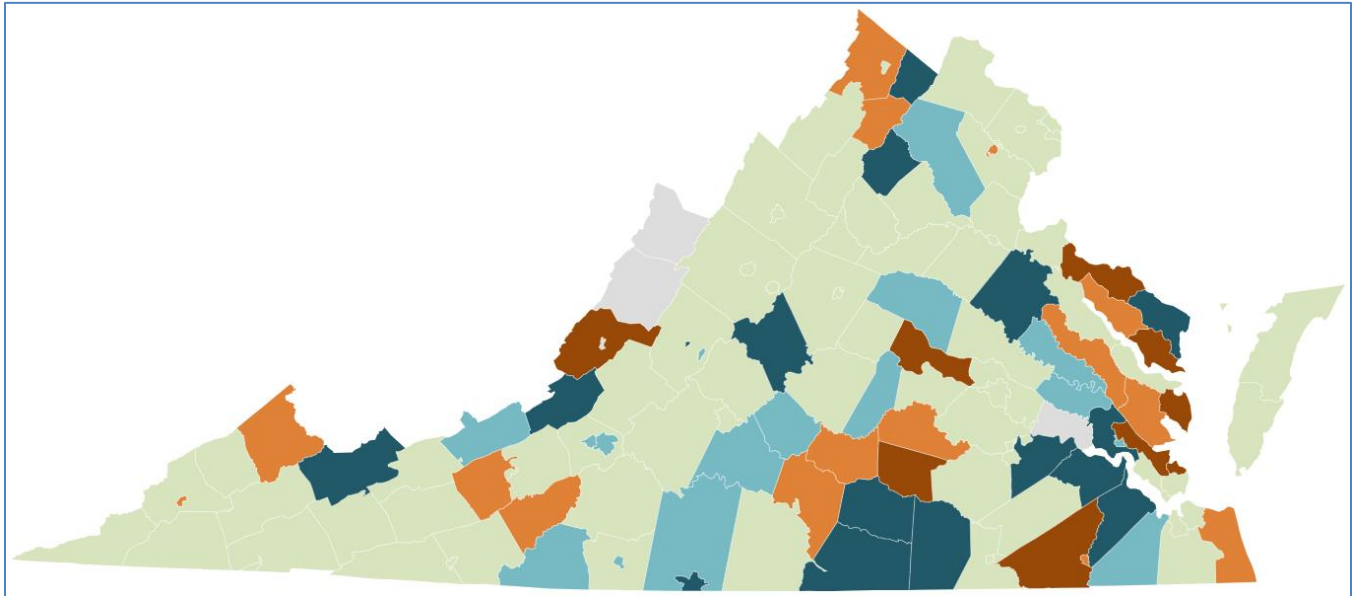
Cohort	2019	2020	2021	2022	2023
Number of Youth	4,754	3,988	3,580	4,992	4,037
Average Days	730	629	478	310	147



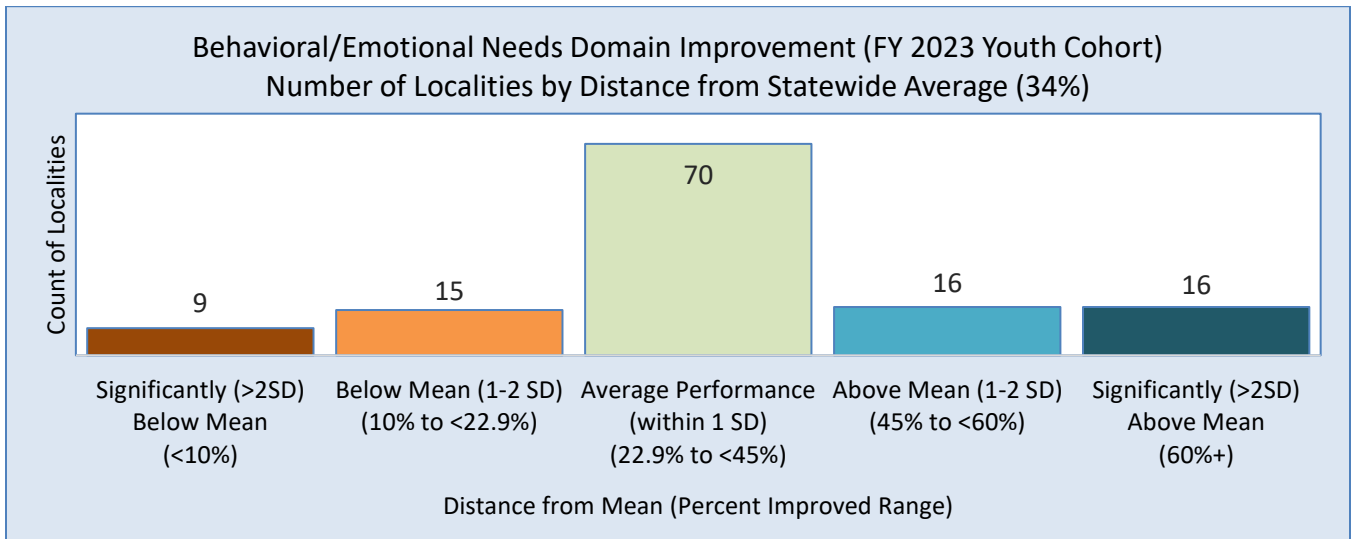
The percentage of each cohort showing improvement in the first year of reporting has declined over the last five fiscal years, from a high of 45 percent among the FY 2019 and FY 2020 cohorts to 34 percent improved in the most recent fiscal year.

For cohorts with multiple years of available data, the trend has been a steady increase in the percentage of youth showing improvement across years of measurement. While each cohort's starting (first year) percentage varied, each continues to grow its proportion of youth with improved scores in this domain yearly.

Locality Performance Compared to Statewide Percent of Youth with Improvement in Behavioral/Emotional Needs Domain Scores (FY 2023 Youth Cohort)



Map created using Datawrapper

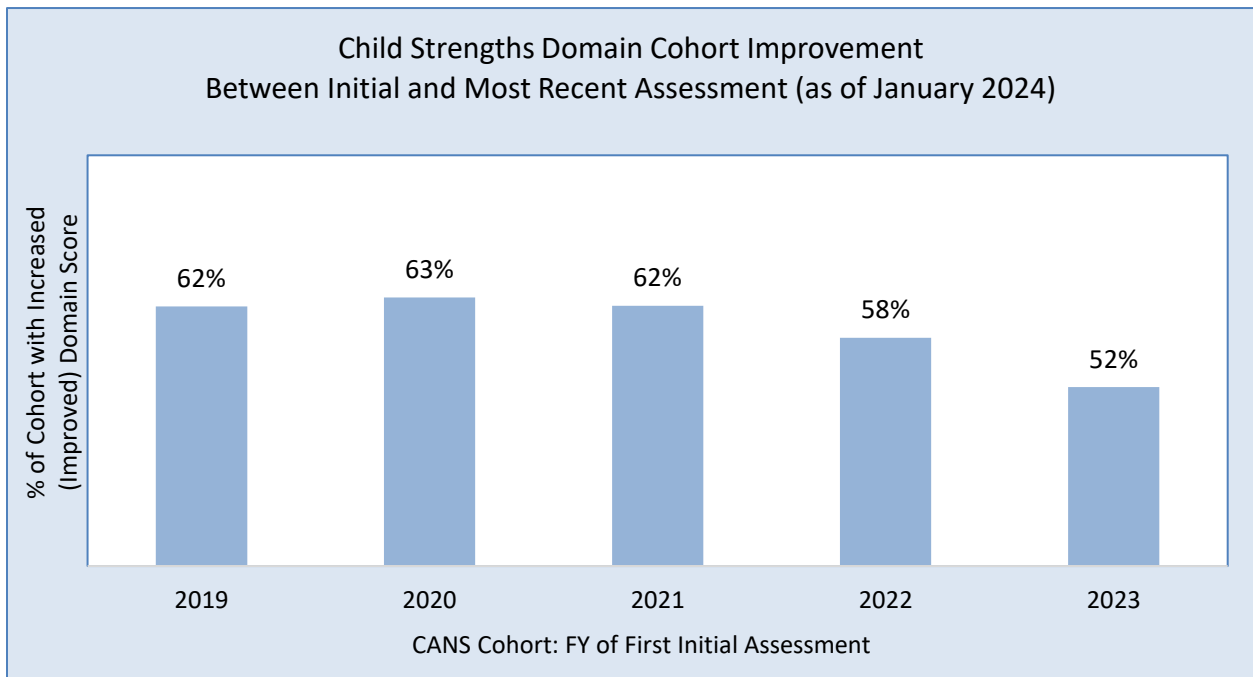


The performance of most CSA localities (70 out of 126 reporting, or 56 percent) was equivalent to the statewide average (22.9 percent to less than 45 percent). There were twice as many localities with above-average performance (32) than below-average performance (16). The Central (DSS ) region had the largest percentage (30 percent) of localities with below-average performance (less than 22.9 percent improvement in this domain), followed by the Eastern region (29 percent of localities). Localities with above-average performance (percent improved of 45 percent or higher) were concentrated in the Piedmont (12 localities, or 39 percent) and Eastern (seven localities, or 29 percent) regions.



## Child Strengths Domain of the Child and Adolescent Needs and Strengths

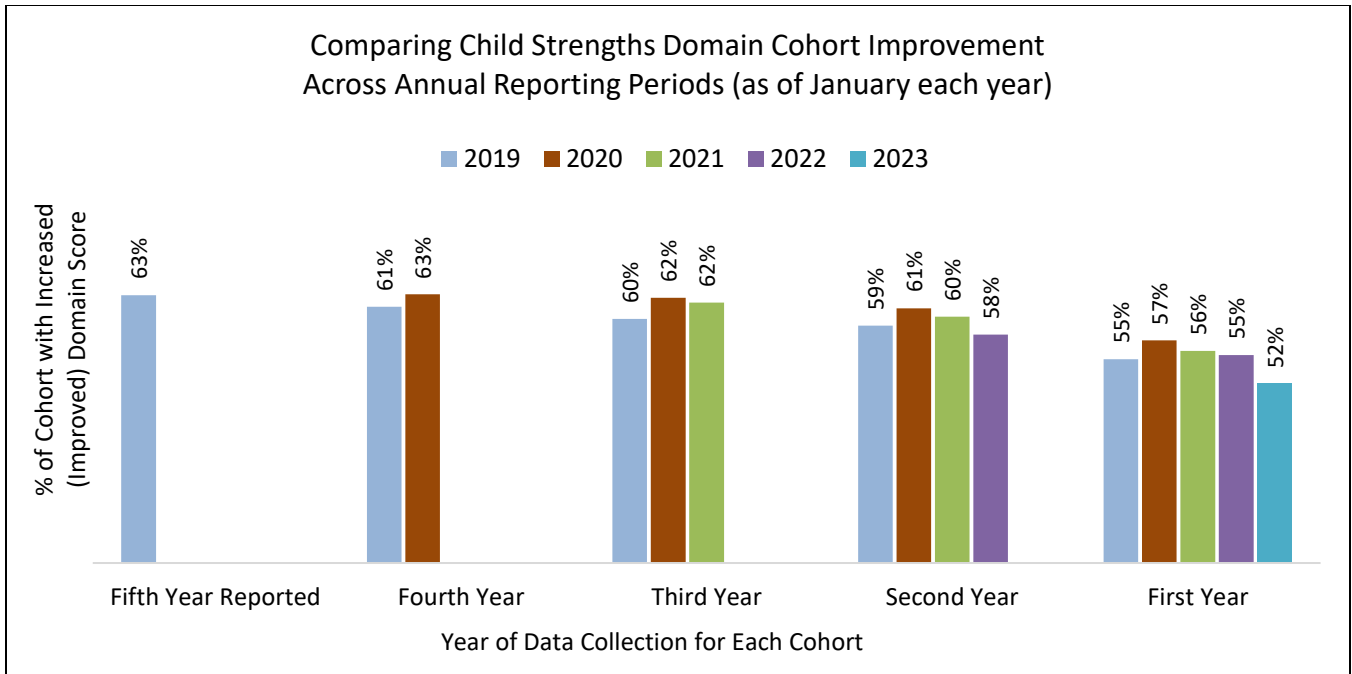
In the first year of reporting for the FY 2023 cohort, 52 percent showed improvement (an increase in the score) between the initial and most current assessments. Prior cohorts have improved their Child Strengths domain score from their earliest initial assessment. The FY 2019 cohort had the longest average period between assessments (730 days) but did not show the greatest percentage of improvement. Across all three domains measured, the highest percentage of youth showing improvement from initial assessments at the time of this analysis was the FY 2020 cohort. Sixty-three (63) percent of youth in the FY 2020 cohort improved in this domain.



Outcomes tend to improve with more time between initial and most current assessments, and this pattern is seen with the increasing percentage of a cohort that improves over time. This should be considered when comparing differences between the current and prior years' cohorts.

### Average Number of Days Between Initial and Most Recent, as of January 2024, by Cohort

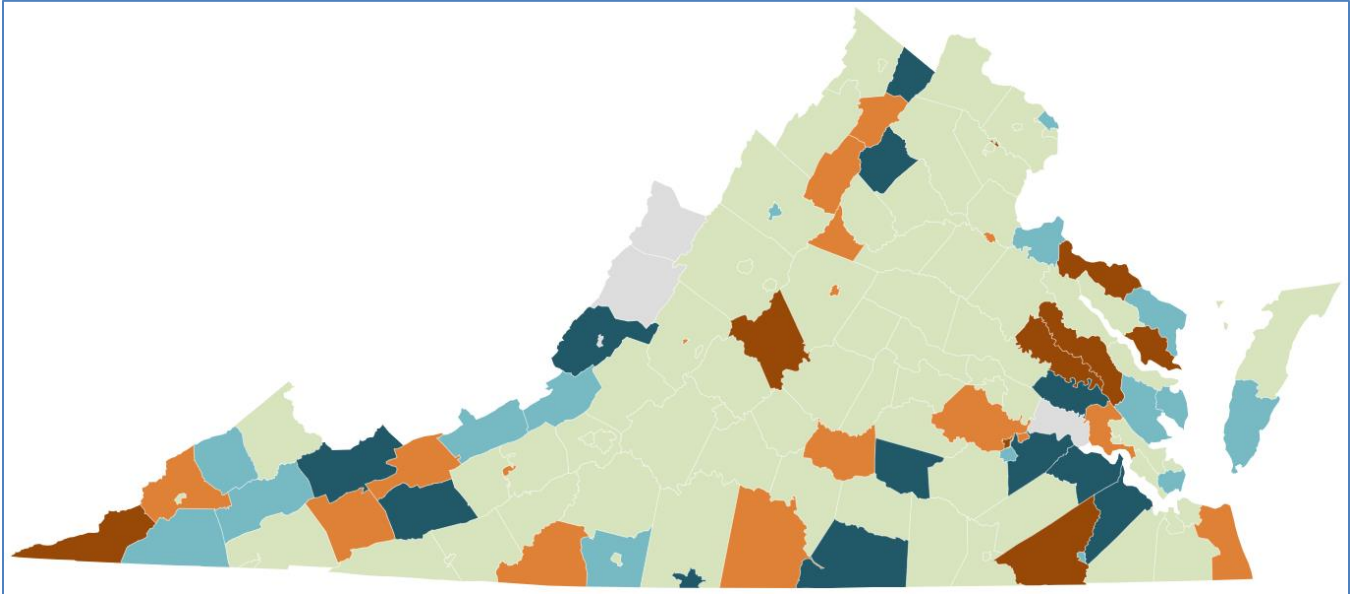
Cohort	2019	2020	2021	2022	2023
Number of Youth	4,754	3,988	3,580	4,992	4,037
Average Days	730	629	478	310	147



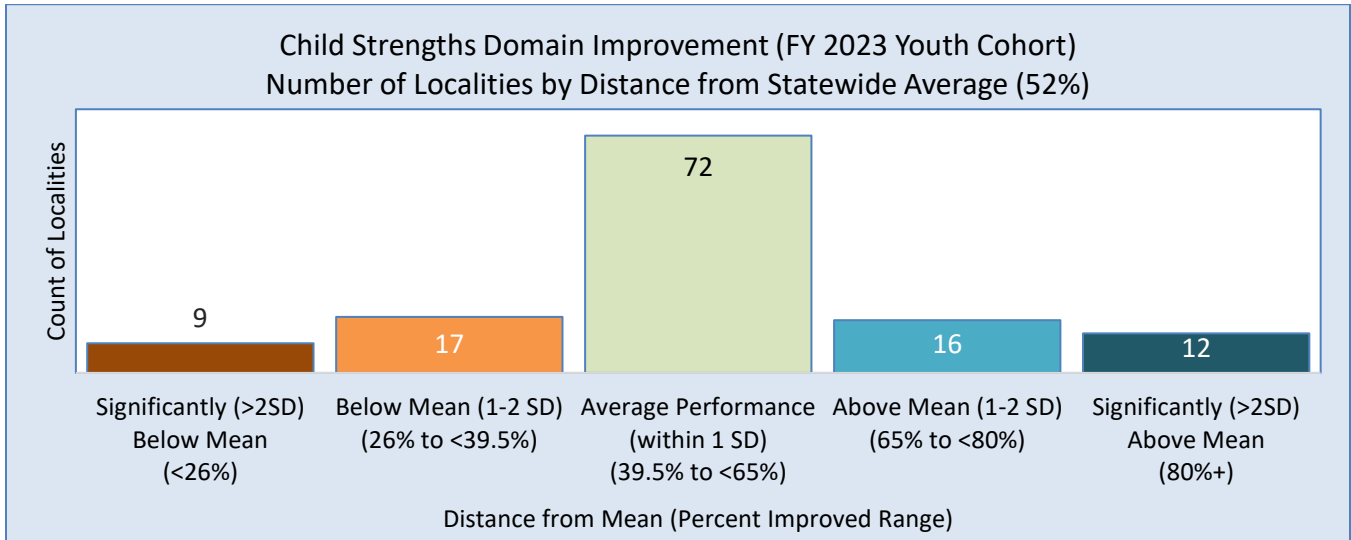
The percentage of each cohort showing improvement in the first year of reporting has been variable, and between 52 and 57 percent demonstrated improvement from the initial assessment for all five cohorts. Of the three domains analyzed in this report, the Child Strengths domain has had the highest proportion of cohort improvement in the first year.

For cohorts with multiple years of available data, the trend has been a steady increase in the percentage of youth showing improvement across years of measurement. While the percentage of youth showing improvement varied for each cohort in the first year of measurement, each cohort has increased its percentage of youth with improvement in each later year of measurement.

Locality Performance Compared to Statewide Percent of Youth with Improvement in  
Child Strengths Domain Scores (FY 2023 Youth Cohort)



Map created using Datawrapper



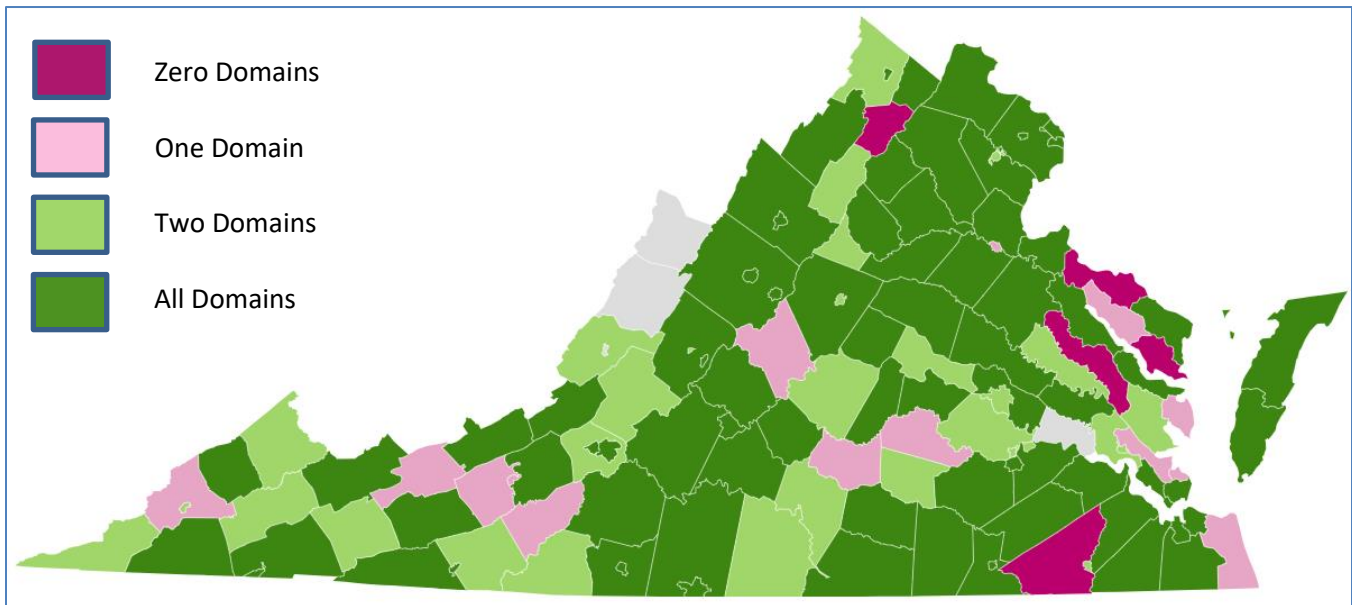
Most CSA localities (72 out of 126 reporting, or 57 percent) had average performance on this measure. There were slightly more localities with above-average performance than below-average (28 localities compared to 26). The Central (DSS) region had the highest proportion of localities (eight localities, or 30 percent) whose performance was below average (less than 39.5 percent improved), followed by the Western region (six localities, or 27 percent). The percentage of localities with above average performance (percent improved of 65 percent or higher) in each DSS region ranged from 33 percent of localities in the Eastern region to 15 percent in the Central region.

## Summarized CANS Performance by Location

Below is a map that summarizes each locality's count of domains where performance was similar to or better than the statewide average. The minimum was zero, and the maximum was three domains (School, Child Behavioral/Emotional Needs, and Child Strengths). If the percentage of youth showing improvement was statistically lower than the statewide average, that domain was not counted for that locality.

Map of Virginia Localities:

Locality Count of Domains where Percent Improved (FY 2023 Service Start) was Average or Better



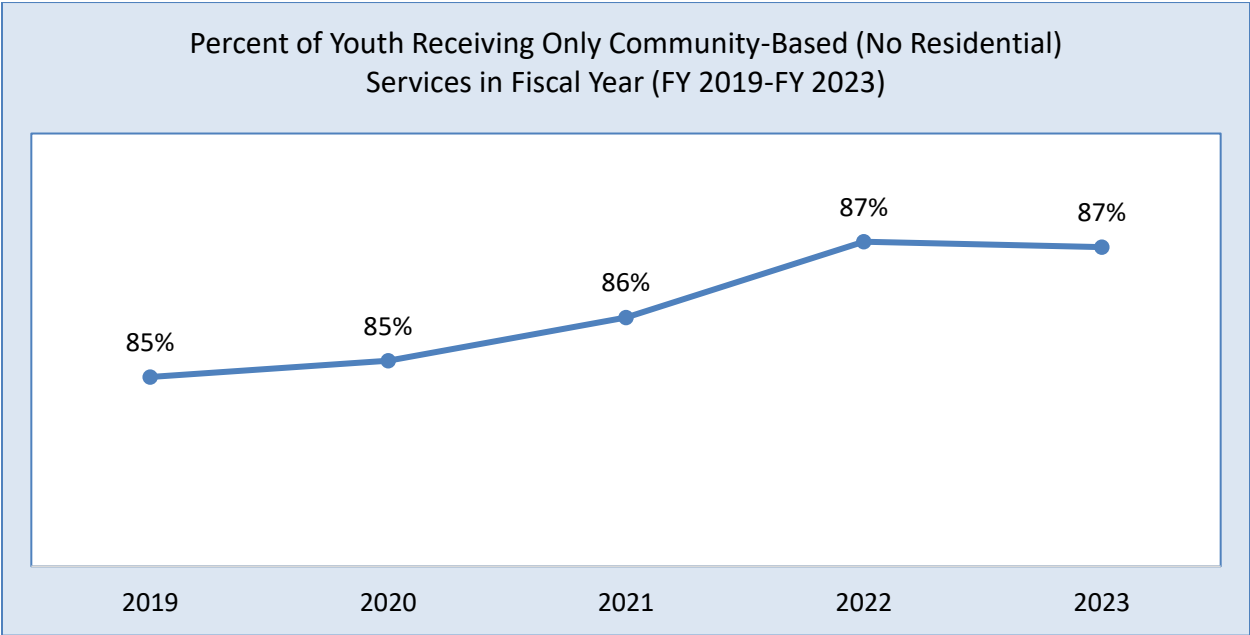
Map created using Datawrapper

Most localities showed improvement equal to or exceeding average performance in at least one CANS domain (121 localities or 96 percent). Five localities had a percent improvement below average in all three CANS domains. Fourteen localities across the state had below-average performance in two of three CANS domains.

# CSA Performance Indicator

## Youth Receiving Only Community-Based CSA-Funded Services

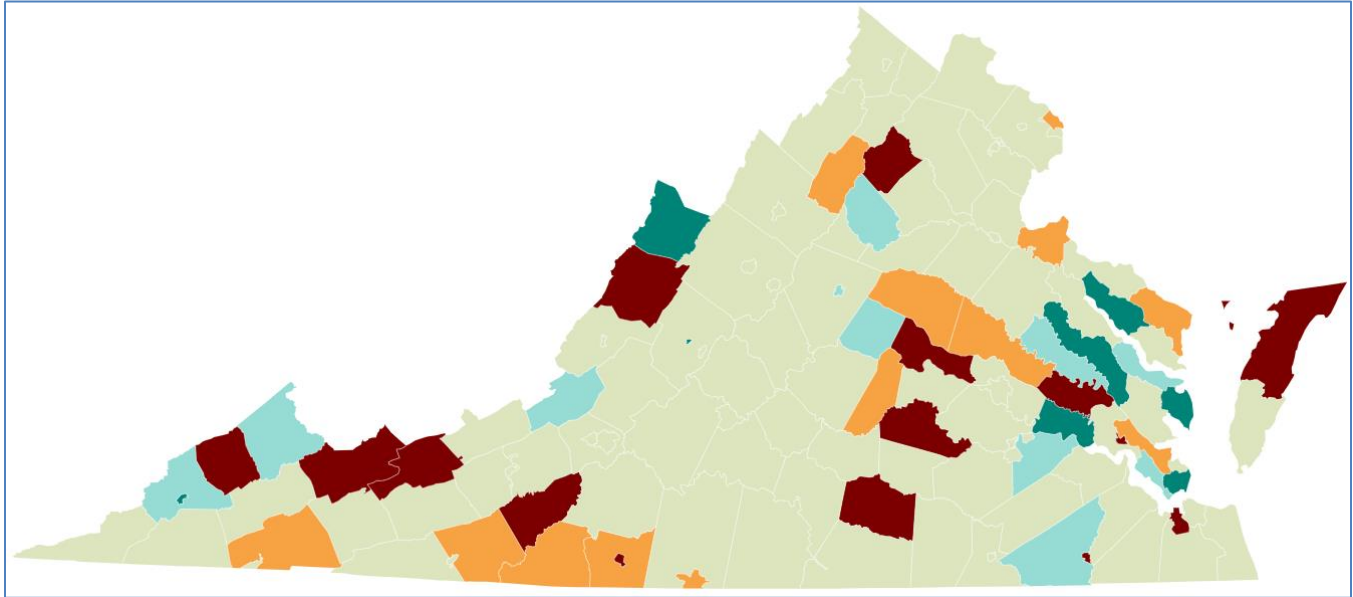
The CSA has long supported serving youth in their homes and home communities as a centerpiece of the system of care approach. This indicator is one measure of how this goal is realized. In each fiscal year, youth who received only community-based services through CSA (no residential or congregate care placements) are counted from the entire population served.



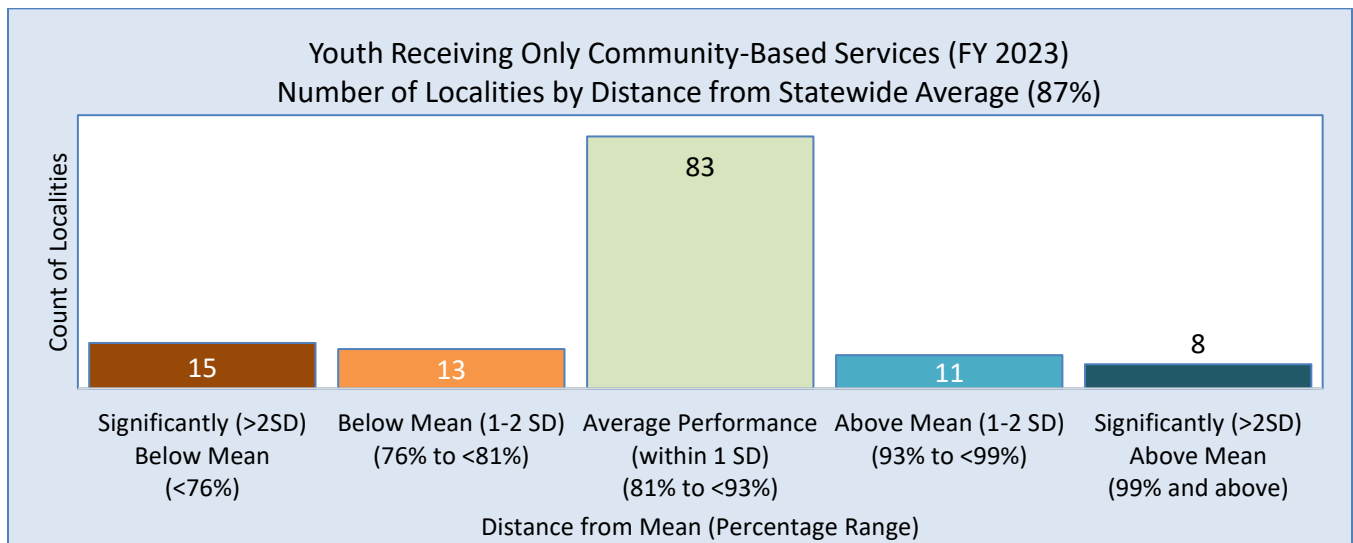
In FY 2023, 87 percent of all CSA youth received only community-based services. The percentage stabilized this past fiscal year after two years of increase from the prior fiscal year (FY 2021 and FY 2022).

## Community-based Services Only by Location

Locality Performance Compared to Statewide Percent of Youth with Only Community-Based Services (FY 2023)



Map created using Datawrapper



In all 130 localities, at least half of the CSA youth received only community-based services; in 115, the proportion was at least 75 percent. Seven localities reported that 100 percent of youth received only community-based services (no residential services received).

Most localities (83 out of 130 reporting, or 64 percent) had average performance. More localities had below-average performance (28 with less than 81 percent of youth) than above-average performance

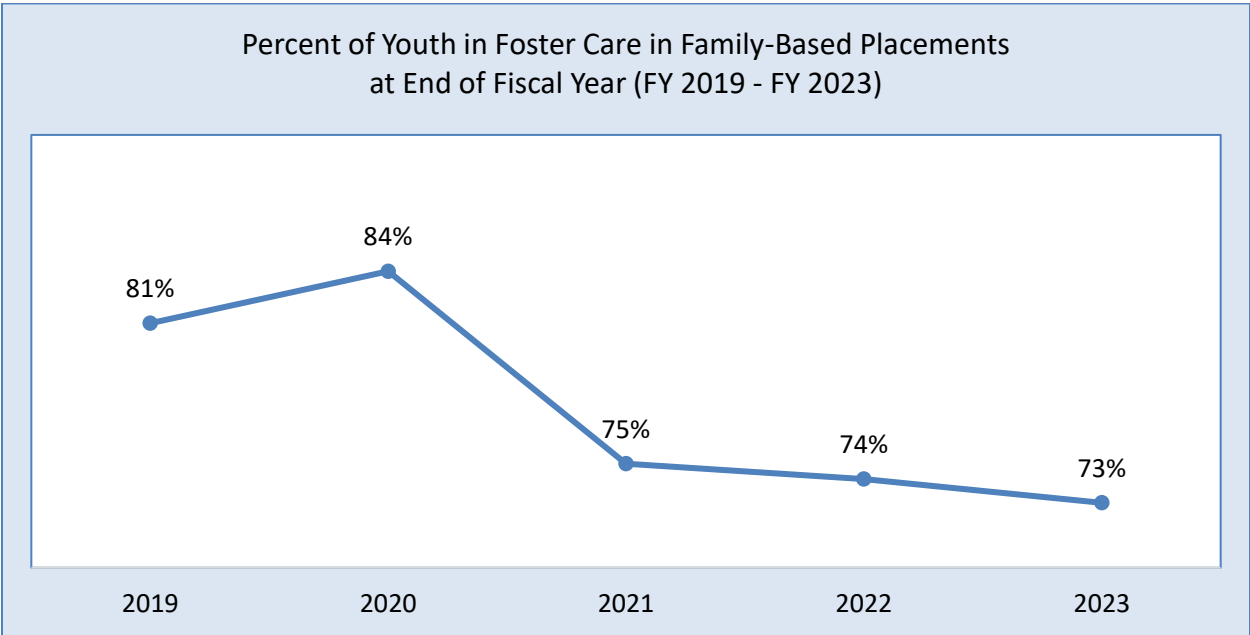
(19 with 93 percent or more youth). The Western region had the largest proportion of localities with below-average performance (seven localities or 32 percent), followed by the Central region (seven localities or 26 percent). Localities with above-average performance (at least 93 percent of youth) were concentrated in Central (six localities, or 22 percent) and Eastern (five localities, or 21 percent).

## Outcomes Related to Foster Care

A majority (53 percent) of children served through the CSA in FY 2023 were referred by a local department of social services due to involvement in Virginia's child welfare system. The state Department of Social Services (VDSS) has established multiple indicators for children in the foster care system. The CSA has adopted two of these indicators in its performance measurement model.

### Children in Family-Based Foster Care Placements

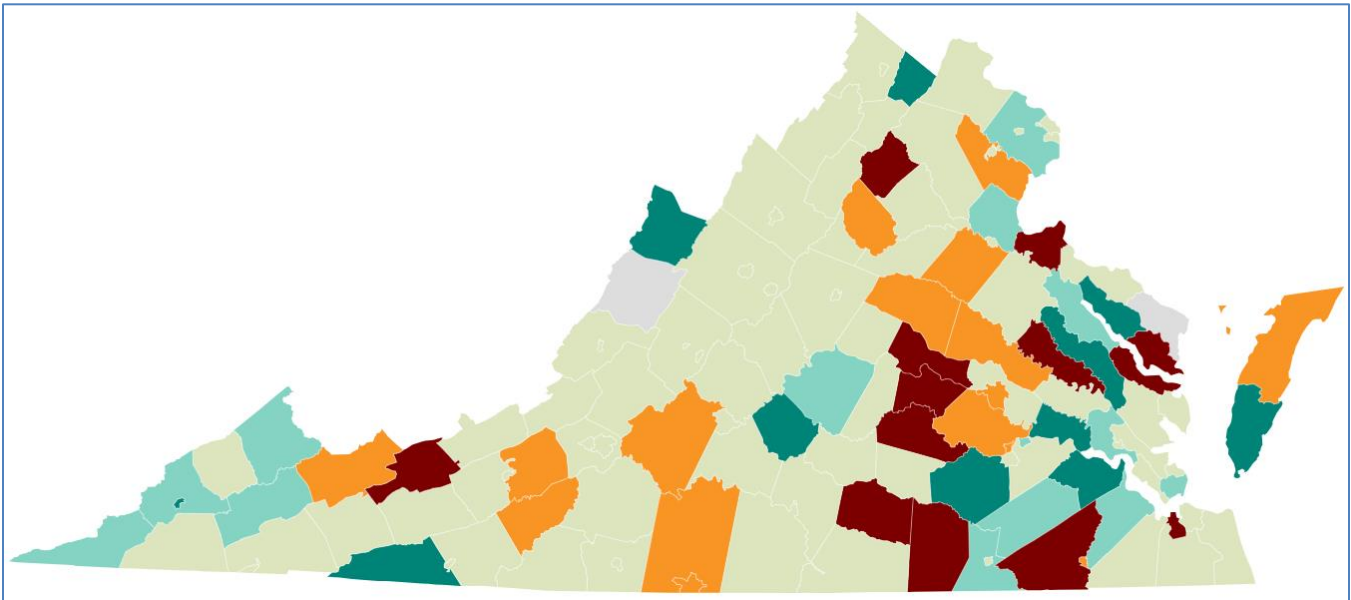
Best practices in child welfare suggest that children removed from their homes due to abuse, neglect, or other reasons do best in family-based foster care settings. These are family and family-like settings with a limited number of children as opposed to a group home or other larger congregate care setting. The VDSS has established a target that 85 percent of the children in foster care are placed in a family-based placement.



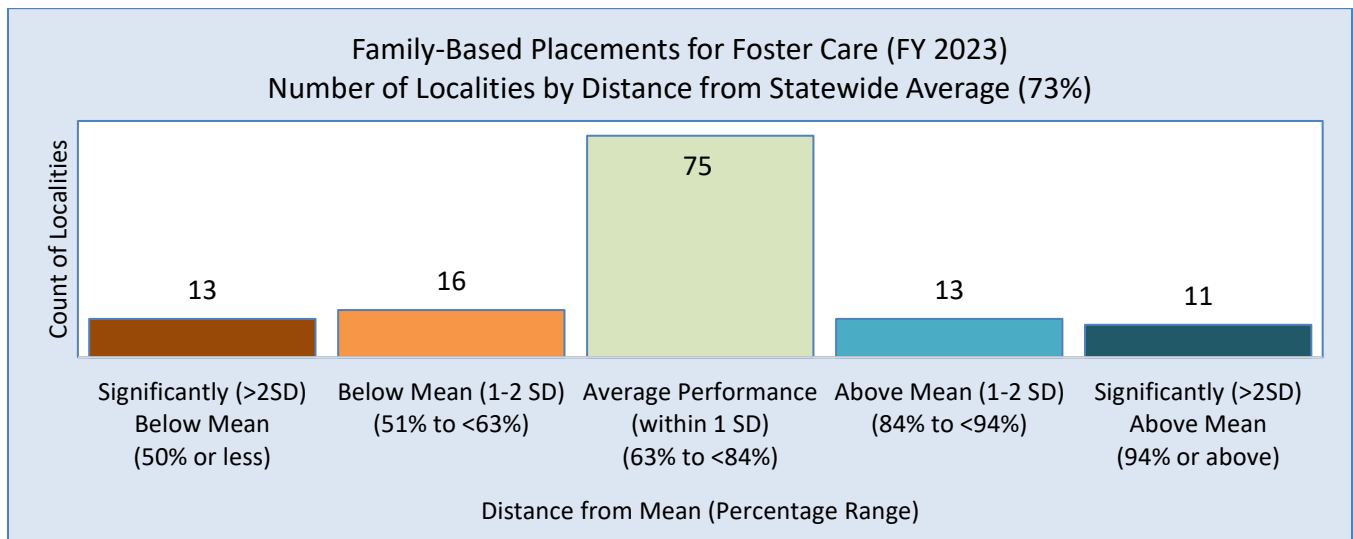
Source: Virginia Department of Social Services, Office of Research and Planning, Children's Services System Outcomes (CSSTO) report

At the end of FY 2023, statewide performance on this measure was 73 percent, or 12 percentage points below the VDSS established target. FY 2021 and FY 2022 were slightly higher than the most recent year. Performance after FY 2020 may not be comparable to prior fiscal years due to a change in the calculation for this outcome. After FY 2020, the sum of youth in current family-based and congregate care placements no longer equaled the total child count reported for some localities. The method by which placement types are defined may result in a child being excluded from both categories.

Locality Performance Compared to Statewide Percent of Youth in Family-Based Placements (FY 2023)



Map created using Datawrapper



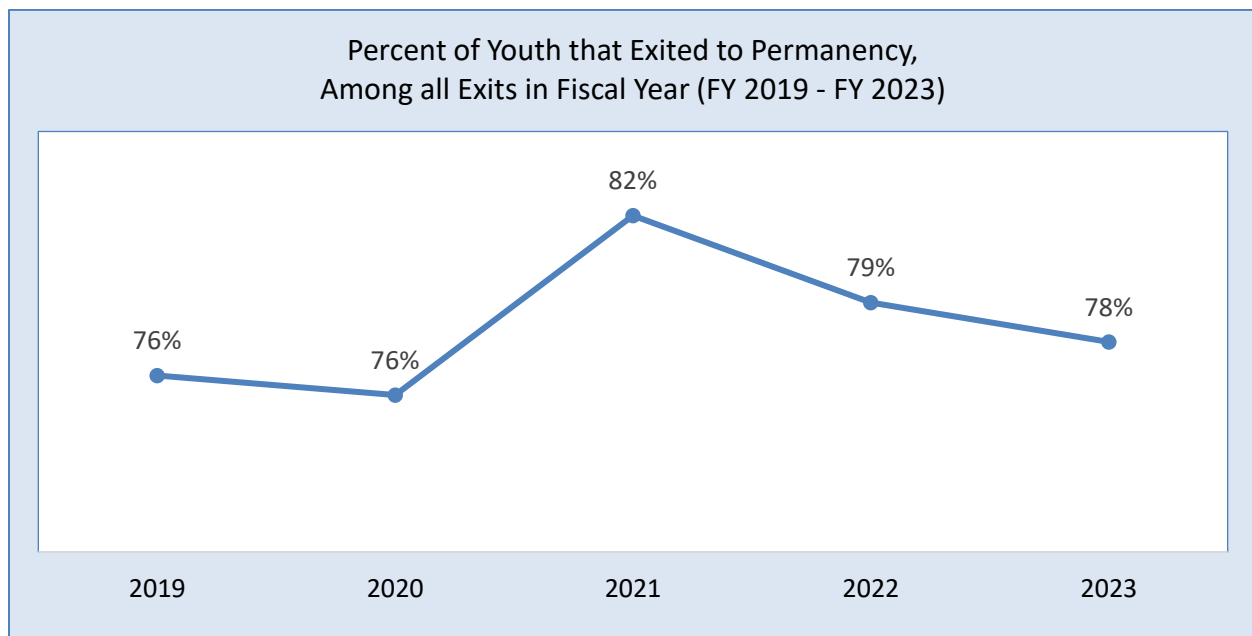
*Source: Virginia Department of Social Services, Office of Research and Planning, Children's Services System Outcomes (CSSTO) report*



More than half (75 of 128, or 59 percent) of localities<sup>3</sup> had an average percentage of youth in foster care in family-based placements. Slightly more localities had below-average performance (29 localities) than above-average performance (24 localities). The Central region had the largest proportion of localities with below-average performance (11 localities or 42 percent), followed by the Northern region (six localities or 23 percent). Localities with above-average performance (at least 84 percent of youth) were concentrated in the Eastern (eight localities, or 33 percent) and Western (six localities, or 27 percent) regions.

### Percent of Children Who Exit from Foster Care to a Permanent Living Arrangement

Children who "exit" or "age out" of the foster care system without establishing a permanent family connection (typically through adoption, reunification with their biological family, or placement with a relative) have considerably poorer life outcomes. Achieving permanency is a critical indicator of performance for the child welfare system. The VDSS has established a target that 86 percent of the children in foster care "exit" to a permanent living arrangement before "aging out."



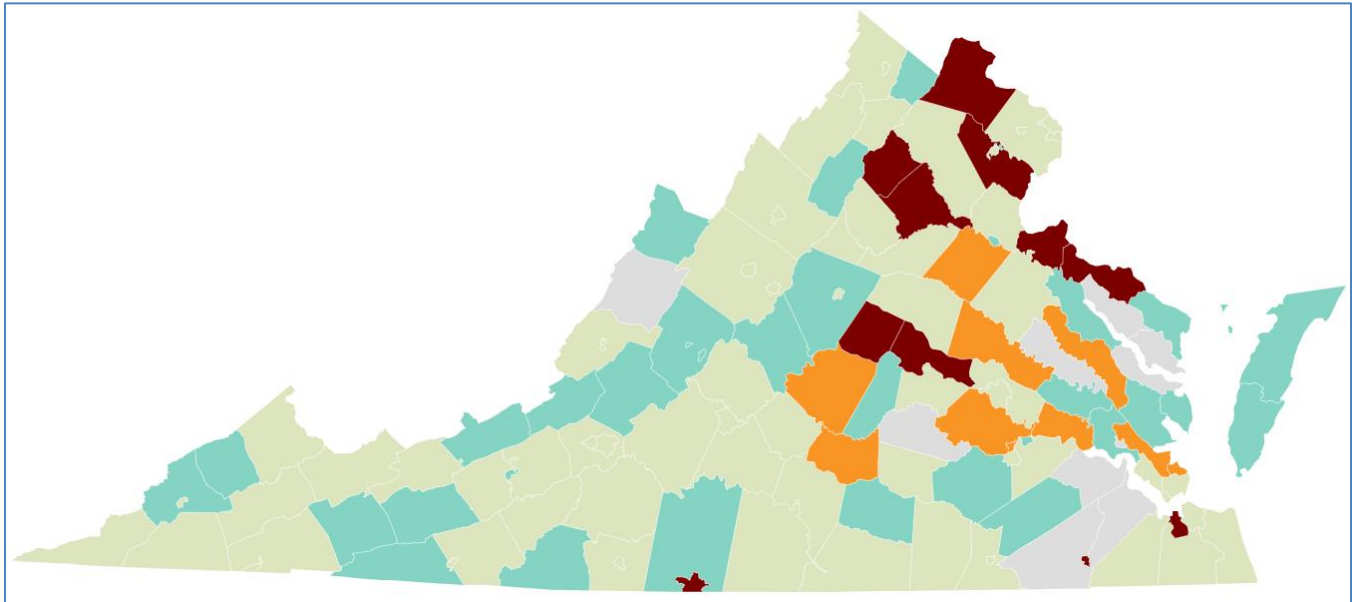
*Source: Virginia Department of Social Services, Office of Research and Planning, Children's Services System Outcomes (CSSTO) report*

<sup>3</sup> The Virginia Department of Social Services (VDSS) is comprised of 120 local agencies, with some covering multiple jurisdictions. The VDSS reports foster care outcomes at the agency level. In this report, each locality within a multiple jurisdiction agency was assigned the overall DSS jurisdictions' percentage.

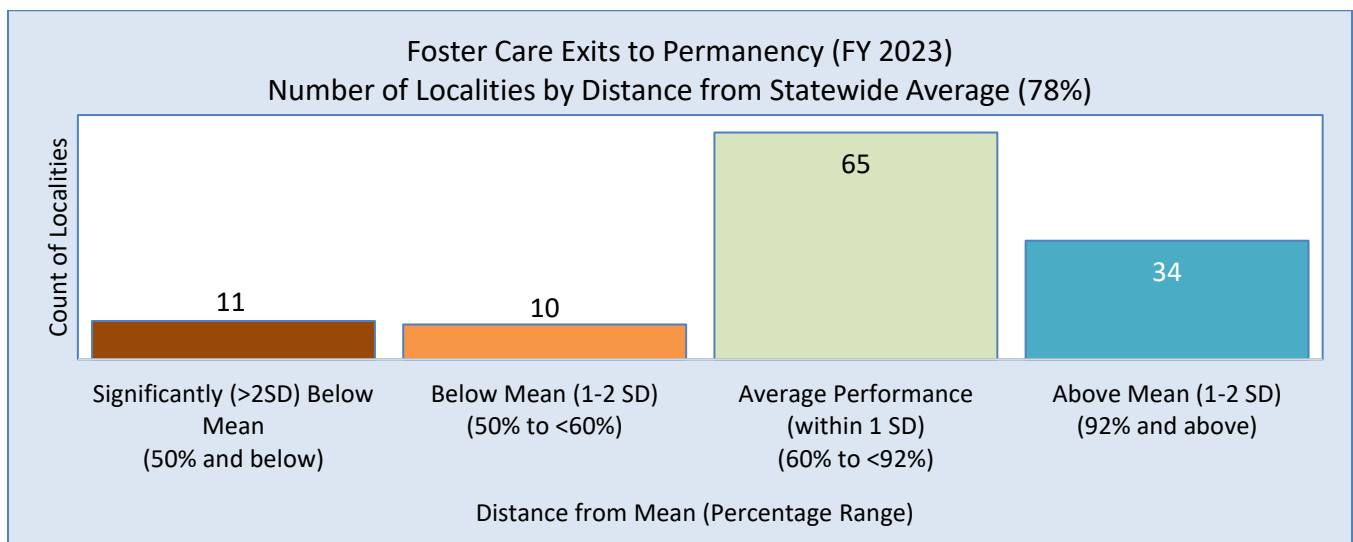
For FY 2023, the statewide percentage of youth who exited foster care to permanency was 78 percent or eight percentage points below the target. This outcome has declined for the last two fiscal years after a peak of 82 percent in FY 2021.

The graph below displays the count of localities with youth that exited foster care to permanency in FY 2023 relative to the statewide average.

Locality Performance Compared to Statewide Percent of Youth Exiting to Permanency (FY 2023)



Map created using Datawrapper



*Source: Virginia Department of Social Services, Office of Research and Planning, Children's Services System Outcomes (CSSTO) report*

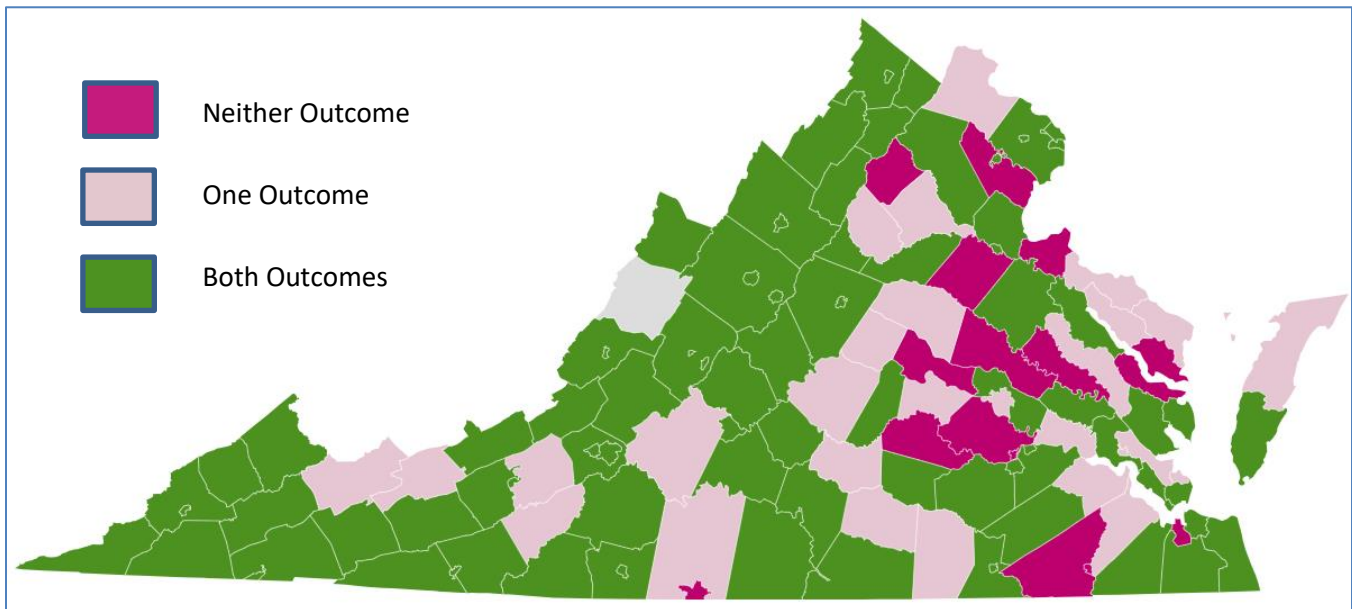
While most localities<sup>4</sup> (65 out of 120, or 54 percent) were similar to the statewide mean of youth exiting foster care to permanency, more localities had above-average performance (34 localities) than below-average performance (21 localities).

### Summarized DSS Performance by Location

The map below visualizes, by locality, FY 2023 performance in Virginia DSS outcome measures: percentage of youth in foster care in family-based placements and percentage of youth in foster care that exit to permanency. A locality is shaded based on the number of measures, out of two, in which its percentage of DSS youth in foster care met or exceeded the statewide performance on each measure.

Map of Virginia Localities:

Locality Count of DSS Outcomes (FY 2023) with Average Performance or Better



*Source: Virginia Department of Social Services, Office of Research and Planning, Children's Services System Outcomes (CSSTO) report. Map created using Datawrapper*

Most localities had performance equal to or exceeding the statewide value for at least one of the two DSS outcomes (113 localities, or 88 percent). Sixteen localities have below-average performance for both DSS outcomes (localities shown in dark pink for "Neither Outcome"). DSS regions with the highest percentage of these localities were Central (eight localities, or 30 percent) and Northern (four localities, or 15 percent) regions.

<sup>4</sup> The Virginia Department of Social Services (VDSS) is comprised of 120 local agencies, with some covering multiple jurisdictions. The VDSS reports foster care outcomes at the agency level. In this report, each locality within a multiple jurisdiction agency was assigned the overall DSS jurisdictions' percentage.

Localities with average or better performance in both outcomes were most prevalent in Piedmont (27 localities, or 87 percent) and Western (18 localities, 82 percent) regions. For localities that had a performance of average or better in only one of the two measures, half of the localities (14 out of 28) had average or better performance in the Foster Care Exit to Permanency outcome, and the other half had average or better performance in Foster Care Family-Based Placements.

## Discussion: Declining CANS Improvement in the First Year of Services

In reviewing the performance over time for youth who have started CSA-funded services since FY 2019, there is a decline in CANS domain improvement among more recent cohorts in the first year of measurement. In all three domains reported, youth in the FY 2023 cohort showed the lowest percentages of improvement from initial assessment scores compared to the results from the first year of measurement for the remaining four cohorts. Youth in the FY 2022 cohort had the second-lowest percentage among the cohorts in School and Behavioral/Emotional domains in the first year of measurement.

While it is impossible to conclusively determine why the percentage of youth with improved scores has been lower in the first year of services for more recent cohorts, there are a few possible explanations.

The average initial assessment domain scores for cohorts before FY 2022 were generally higher (indicating more severity) than the average initial assessment scores for the FY 2022 and FY 2023 cohorts. Lower initial assessment scores decrease the opportunity for youth to improve their scores in later reassessments. However, the percentage of youth showing improvement in the first year of measurement among the more recent (FY 2022 and FY 2023) cohorts was lower even when the average domain score was closer to earlier values, suggesting that initial assessment score differences provide context, but do not provide a full explanation of this pattern.

The number of days between the two assessments (initial and most recent) was also lower for the last two cohorts compared to earlier cohorts. The average time between assessments for youth in cohorts FY 2019 and earlier ranged between 231 and 242 days for their first year of measurement. In comparison, the first-year average time between assessments for the FY 2022 cohort was 211 days and 147 days for the FY 2023 cohort. In general, CANS scores tend to improve over time, but the percentage of youth with improved scores in the first six months tends to be lower than if those same youth are assessed after a year. As the average time between assessments for the FY 2023 cohort is less than five months compared to an average of over seven months for earlier cohorts in their first year of measurement, the time between assessments may influence the outcomes seen in the first year.

Additionally, the ongoing negative impacts of the COVID-19 pandemic on children's mental health and school adjustment have been widely reported. While the degree of this influence is difficult to quantify, it can still be considered as one (among several) factors affecting the assessment results for youth who entered services during and post-pandemic.

## Conclusion

Measuring the performance of the Children's Services Act is critical in determining if CSA is achieving its stated goals and objectives. This report provides updates and additions to reporting completed in previous years. These performance benchmarks are treated with statistical analysis to provide information to CSA stakeholders and the State Executive Council for Children's Services about localities with a high level of performance and areas where possible improvements can be identified.

In addition to the state-level data summarized in this report, the Office of Children's Services features these measures in the Outcomes section of the CSA Data and Outcomes (CQI) Dashboard, allowing individual localities to view their performance on the six measures and compare their outcomes to the state average and that of other localities.<sup>5</sup> This dashboard is available on the CSA website at [www.csa.virginia.gov](http://www.csa.virginia.gov). The dashboard provides additional levels of CANS data analysis than in this report. It is hoped that local CSA programs utilize these data to identify and build upon areas of strength and develop strategies to improve performance where appropriate.

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<sup>5</sup> See Appendix 1 of this report for the FY 2019 – FY 2023 statewide results displayed in the CSA Data and Outcomes (CQI) Dashboard.

## Appendix 1: Locality-Specific Performance Measures FY 2023

Locality	CANS % Improved (FY 2023 Cohort)			CSA	DSS	
	School	Behavior	Child Strengths	Community-Based Services	Family Based Placements	Exit to Permanency
Accomack	33.3%	44.4%	44.4%	70.4%	54.5%	100.0%
Albemarle	29.2%	29.2%	50.0%	90.9%	82.8%	96.2%
Alexandria	54.3%	40.0%	54.3%	89.4%	75.9%	73.1%
Alleghany	25.0%	0.0%	100.0%	92.3%	66.7%	78.9%
Amelia	15.4%	15.4%	61.5%	50.0%	33.3%	x
Amherst	51.9%	37.0%	44.4%	88.2%	80.8%	70.0%
Appomattox	33.9%	48.2%	53.6%	88.5%	94.4%	70.0%
Arlington	37.9%	36.4%	65.2%	76.4%	66.7%	75.0%
Augusta	41.7%	38.9%	58.3%	84.7%	0.0%	50.0%
Bath	x	x	x	62.5%	x	x
Bedford County	36.1%	41.7%	59.7%	84.0%	57.7%	68.1%
Bland	0.0%	33.3%	33.3%	60.0%	40.0%	66.7%
Botetourt	14.3%	42.9%	42.9%	89.5%	71.4%	100.0%
Bristol	31.3%	31.3%	50.0%	83.3%	82.0%	73.9%
Brunswick	40.0%	60.0%	60.0%	81.5%	40.0%	83.3%
Buchanan	36.7%	13.3%	56.7%	94.2%	86.2%	84.2%
Buckingham	17.4%	30.4%	56.5%	86.9%	87.5%	50.0%
Buena Vista	30.0%	50.0%	60.0%	81.6%	0.0%	x
Campbell	40.5%	50.0%	57.1%	89.5%	74.4%	78.3%
Caroline	80.0%	80.0%	60.0%	85.4%	66.7%	80.0%
Carroll	20.3%	33.3%	43.5%	76.7%	67.9%	78.4%
Charles City	x	x	x	100.0%	100.0%	50.0%
Charlotte	22.2%	22.2%	44.4%	92.3%	70.0%	66.7%
Charlottesville	30.8%	30.8%	38.5%	95.9%	73.6%	75.0%
Chesapeake	36.1%	30.6%	52.8%	91.7%	80.9%	87.0%
Chesterfield	38.5%	24.4%	37.2%	81.3%	60.6%	56.3%
Clarke	80.0%	80.0%	80.0%	92.6%	100.0%	100.0%
Colonial Heights	25.0%	25.0%	25.0%	90.9%	0.0%	x
Covington	x	x	x	85.7%	0.0%	x
Craig	62.5%	75.0%	75.0%	96.3%	72.7%	100.0%
Culpeper	32.7%	28.6%	44.9%	91.4%	78.9%	45.5%
Cumberland	66.7%	50.0%	50.0%	80.0%	83.3%	100.0%
Danville	70.0%	66.7%	80.0%	78.0%	61.0%	46.2%
Dickenson	61.5%	38.5%	69.2%	72.9%	74.1%	92.9%
Dinwiddie	34.4%	37.5%	56.3%	86.6%	94.4%	100.0%
Essex	27.3%	36.4%	63.6%	83.7%	90.9%	100.0%
Fairfax/Falls Church	32.0%	31.2%	49.6%	89.4%	74.6%	75.0%
Fauquier	32.6%	55.8%	55.8%	90.7%	72.4%	76.9%
Floyd	14.8%	11.1%	63.0%	74.3%	58.8%	88.9%

Locality	CANS % Improved (FY 2023 Cohort)			CSA	DSS	
	School	Behavior	Child Strengths	Community-Based Services	Family Based Placements	Exit to Permanency
Fluvanna	27.6%	41.4%	51.7%	97.5%	77.8%	40.0%
Franklin City	36.4%	18.2%	72.7%	68.2%	61.5%	33.3%
Franklin County	21.8%	30.9%	50.9%	84.3%	72.3%	74.3%
Frederick	27.3%	21.2%	45.5%	85.8%	74.5%	78.6%
Fredericksburg	16.7%	27.8%	27.8%	81.8%	64.5%	100.0%
Galax	42.9%	38.1%	61.9%	82.9%	69.8%	70.0%
Giles	34.8%	52.2%	65.2%	91.3%	66.7%	95.0%
Gloucester	50.0%	22.2%	66.7%	91.3%	81.3%	100.0%
Goochland	50.0%	0.0%	50.0%	61.9%	50.0%	0.0%
Grayson	56.5%	34.8%	60.9%	89.1%	100.0%	92.3%
Greene	25.0%	40.0%	35.0%	88.3%	72.1%	71.4%
Greensville/Emporia	28.6%	28.6%	57.1%	91.5%	85.7%	85.7%
Halifax	35.0%	30.0%	30.0%	85.6%	65.0%	87.5%
Hampton	45.9%	41.9%	74.3%	99.7%	93.3%	76.9%
Hanover	53.7%	36.6%	53.7%	80.6%	55.2%	59.1%
Harrisonburg	45.5%	40.9%	75.0%	84.5%	0.0%	x
Henrico	32.4%	27.0%	43.2%	89.8%	75.2%	70.0%
Henry	26.9%	38.5%	65.4%	77.2%	68.7%	83.3%
Highland	x	x	x	100.0%	100.0%	100.0%
Hopewell	33.3%	42.9%	38.1%	92.4%	85.4%	100.0%
Isle Of Wight	42.9%	71.4%	85.7%	81.8%	92.9%	x
James City	38.5%	69.2%	38.5%	85.5%	85.2%	100.0%
King And Queen	0.0%	20.0%	20.0%	100.0%	100.0%	50.0%
King George	33.3%	25.0%	75.0%	78.8%	50.0%	0.0%
King William	50.0%	50.0%	16.7%	93.9%	50.0%	x
Lancaster	0.0%	0.0%	0.0%	88.9%	50.0%	x
Lee	30.4%	28.3%	23.9%	88.8%	84.1%	81.8%
Lexington	66.7%	66.7%	33.3%	100.0%	0.0%	x
Loudoun	29.6%	32.4%	62.0%	81.3%	73.8%	44.4%
Louisa	63.3%	56.7%	60.0%	78.0%	53.3%	78.6%
Lunenburg	100.0%	100.0%	50.0%	71.4%	50.0%	100.0%
Lynchburg	37.8%	28.0%	56.1%	85.2%	79.0%	84.9%
Madison	26.7%	33.3%	40.0%	96.1%	57.9%	80.0%
Manassas	26.7%	20.0%	60.0%	81.1%	83.3%	80.0%
Manassas Park	25.0%	25.0%	16.7%	82.8%	70.6%	100.0%
Martinsville	26.7%	53.3%	40.0%	73.7%	0.0%	x
Mathews	16.7%	0.0%	66.7%	100.0%	77.8%	100.0%
Mecklenburg	64.3%	60.7%	82.1%	85.3%	65.0%	86.7%
Middlesex	60.0%	40.0%	40.0%	93.8%	33.3%	x
Montgomery	32.4%	35.1%	48.6%	87.5%	53.6%	82.4%
Nelson	0.0%	100.0%	0.0%	85.7%	80.0%	100.0%



Locality	CANS % Improved (FY 2023 Cohort)			CSA	DSS	
	School	Behavior	Child Strengths	Community-Based Services	Family Based Placements	Exit to Permanency
New Kent	25.0%	50.0%	100.0%	60.0%	75.0%	100.0%
Newport News	25.6%	31.7%	47.6%	94.6%	73.6%	70.5%
Norfolk	21.2%	22.9%	58.5%	84.2%	81.4%	71.9%
Northampton	50.0%	40.0%	70.0%	88.9%	100.0%	100.0%
Northumberland	66.7%	66.7%	66.7%	78.6%	x	100.0%
Norton	33.3%	16.7%	50.0%	100.0%	100.0%	80.0%
Nottoway	33.3%	0.0%	100.0%	89.7%	66.7%	75.0%
Orange	35.4%	43.8%	47.9%	82.4%	74.4%	70.0%
Page	25.0%	37.5%	31.3%	76.4%	79.5%	100.0%
Patrick	46.7%	46.7%	33.3%	75.5%	75.6%	100.0%
Petersburg	42.1%	42.1%	68.4%	88.8%	70.8%	81.8%
Pittsylvania	41.5%	51.2%	46.3%	84.8%	60.9%	95.5%
Poquoson	0.0%	0.0%	50.0%	83.3%	0.0%	x
Portsmouth	24.1%	24.1%	41.4%	71.7%	31.0%	30.8%
Powhatan	63.2%	36.8%	42.1%	90.6%	25.0%	87.5%
Prince Edward	33.3%	11.1%	33.3%	81.3%	66.7%	50.0%
Prince George	25.0%	75.0%	100.0%	93.3%	66.7%	91.7%
Prince William	44.0%	43.0%	54.0%	88.9%	54.7%	40.7%
Pulaski	9.7%	19.4%	39.8%	89.4%	63.6%	69.2%
Radford	19.2%	38.5%	38.5%	85.2%	64.3%	100.0%
Rappahannock	100.0%	100.0%	100.0%	70.6%	25.0%	0.0%
Richmond City	20.0%	42.9%	45.7%	81.2%	61.9%	63.2%
Richmond County	20.0%	20.0%	40.0%	100.0%	100.0%	x
Roanoke City	49.4%	47.2%	60.7%	91.8%	80.7%	81.0%
Roanoke County	20.5%	25.3%	41.0%	90.9%	72.6%	71.8%
Rockbridge	33.3%	33.3%	58.3%	81.5%	67.9%	100.0%
Rockingham	34.0%	39.4%	55.3%	85.8%	65.1%	75.9%
Russell	20.0%	30.0%	65.0%	88.0%	85.3%	68.4%
Salem	34.4%	46.9%	62.5%	88.6%	0.0%	x
Scott	23.8%	26.2%	69.0%	90.7%	77.3%	86.4%
Shenandoah	31.8%	36.4%	61.4%	90.9%	67.9%	88.9%
Smyth	35.9%	23.1%	33.3%	82.5%	77.3%	96.3%
Southampton	0.0%	0.0%	20.0%	95.8%	0.0%	x
Spotsylvania	31.3%	38.8%	49.3%	85.7%	52.8%	53.3%
Stafford	41.9%	27.9%	51.2%	89.4%	86.5%	81.0%
Staunton	50.0%	35.0%	50.0%	89.5%	70.6%	78.6%
Suffolk	52.2%	52.2%	56.5%	81.8%	69.0%	75.0%
Surry	40.0%	60.0%	80.0%	90.0%	100.0%	x
Sussex	50.0%	37.5%	62.5%	87.9%	88.9%	100.0%
Tazewell	50.0%	65.0%	80.0%	73.1%	57.6%	82.5%
Virginia Beach	22.0%	22.0%	37.3%	85.3%	75.7%	84.9%

Locality	CANS % Improved (FY 2023 Cohort)			CSA	DSS	
	School	Behavior	Child Strengths	Community-Based Services	Family Based Placements	Exit to Permanency
Warren	18.2%	18.2%	36.4%	86.2%	77.1%	87.5%
Washington	32.8%	27.9%	41.0%	78.5%	67.0%	90.3%
Waynesboro	38.9%	38.9%	50.0%	88.6%	0.0%	x
Westmoreland	0.0%	0.0%	0.0%	86.4%	75.0%	40.0%
Williamsburg	0.0%	50.0%	50.0%	60.0%	75.0%	x
Winchester	22.8%	25.3%	51.9%	91.7%	73.8%	85.7%
Wise	19.5%	29.3%	39.0%	97.1%	87.5%	97.6%
Wythe	29.6%	33.3%	85.2%	82.5%	75.6%	94.7%
York	12.5%	0.0%	62.5%	77.0%	66.7%	50.0%

*x = data were unavailable/no exits occurred in the timeframe or no youth in the cohort*