



An Assessment of the Child and Family Service Array in Pulaski County, Virginia

April 2006
Final Report



Authors:

Raquel Becerra, M.P.A.
Associate Director
Institute for Policy Outreach

John Bumgarner, M.P.A.
Research Faculty
Institute for Policy Outreach

Michelle Pautz, M.P.A.
Graduate Research Assistant
Institute for Policy Outreach

John Talbott, M.P.A.
Director
Institute for Policy Outreach

Table of Contents

Preface	ii
Acknowledgments	iii
List of Acroynms	iv
Introduction	1
Methodology	2
Section 1: Individual Service Ratings	4
A. Community/Neighborhood Prevention, Early Intervention Services	4
B. Investigative, Assessment Functions/Services	20
C. Home Based Interventions	26
D. Out-of-Home Interventions	38
E. Child Welfare System Exit Services	52
Section 2: Summarizing Conclusions	58
Section 3: Summary Matrix	80
Appendix A: Pulaski Community Meeting Participant List	87

Preface

The Comprehensive Services Act (CSA) Project is being conducted by researchers at the Institute for Policy Outreach at Virginia Tech through a contract with the Virginia Department of Social Services (VDSS). Pulaski County Department of Social Services established the Comprehensive Services Act Project Task Force to provide direction, oversight, and feedback to the research team on all phases of the CSA Project. The CSA Task Force members include:

- Sally McCarthy, Executive Assistant, Pulaski County Department of Social Services
- Dr. Ken Miller, Director, 27th District Court Services Unit
- Dr. Don Stowers, Superintendent, Pulaski County Public Schools
- Libby Vansant, Executive Director of Administration, Pulaski County Public Schools
- Jim Wallis, Director, Pulaski County Department of Social Services
- Sharon Wood, Child and Family Services Coordinator, New River Valley Community Services

The CSA Project, entitled “A Research Project to Conduct an Examination of Child and Family Services, Related Needs, and Resources Supported or Funded Through the Comprehensive Services Act, Title IV-E and Partner Agencies for Pulaski County, Virginia,” has four phases. These phases are:

1. An Assessment of the Service Array and a Statistical Profile of Pulaski County, Virginia
2. An Evaluation of CSA Mandates on Service Delivery
3. A Review of Successful In-State and Out-of-State Best Practices
4. An Identification of Federal and Foundation Grant Resources

During Phase 1, the Virginia Tech research team, in consultation with Dr. Steve Preister, Associate Director of the National Child Welfare Resource Center for Organizational Improvement, conducted a comprehensive assessment of the the child and family service array in Pulaski County, Virginia. This report provides the information gathered through the comprehensive assesment to Pulaski County as it endeavors to create a Resource Development Plan for the child and family service array.

Acknowledgments

This report was prepared by the Institute for Policy Outreach at Virginia Tech under a contract from the Virginia Department of Social Services. The Virginia Tech research team would like to express gratitude to Jim Wallis, Director of the Pulaski County Department of Social Services, for the invaluable attention he has afforded to assisting us in securing funding for this important endeavor in improving services at-risk youth and their families. We are also very appreciative to Lynette Isbell, Child and Family Service Review Coordinator at the Division of Family Services of the Virginia Department of Social Services, for her assistance in making the assessment of the child and family service array possible by working with us to obtain the technical assistance of the National Child Welfare Resource Center for Organizational Improvement. The research team is indebted to Dr. Steve Preister, Associate Director at the National Child Welfare Resource Center for Organizational Improvement, for his professional guidance through the entire service array process. His efforts and energies have provided a source of continued inspiration. The research team would like to thank the CSA Project Task Force, Dr. Ken Miller, Sally McCarthy, Libby Vansant, Dr. Don Stowers, Jim Wallis, and Sharon Wood, for their dedication and willingness to assist in guiding this project. We also appreciate the contributions made by other members of the Pulaski Community. The research team assumes responsibility for any errors made in this report.

List of Acronyms

CASA	Court Appointed Special Advocates
CAFAS	The Child and Adolescent Functional Assistance Scale
CHIP of NRV	Children’s Health Improvement Partnership of New River Valley
CPMT	Community Planning and Management Team
CPS	Child Protective Services
CSA	Comprehensive Services Act
DARE	Drug Abuse Resistance Education
DSS	Department of Social Services
EPSDT	Early and Periodic Screening, Diagnostic, and Treatment
FAMIS	Family Access to Medical Insurance Security Plan
FAPT	Family Assessment Planning Team
NRCA	New River Community Action
NRV CARES	New River Valley Child Advocacy, Resources, Education, and Services
PCDSS	Pulaski County Department of Social Services
VEFC	Volunteer Emergency Families for Children
VDSS	Virginia Department of Social Services
VIEW	Virginia Initiative for Employment Not Welfare
WIC	Women, Infants, and Children

Introduction

The research team at The Institute for Policy Outreach, in coordination with the CSA Project Task Force, brought together sixty-one (61) individuals, who represent thirty (30) different community agencies, involved in providing services for children and families in Pulaski County, Virginia for a Community Meeting on the child and family welfare service array (please see Appendix A for the list of participants in the Pulaski County Community Meeting). The Pulaski County Community Meeting was held on Friday, October 21, 2005 from 8:30 a.m. to 4:30 p.m. at the New River Valley Competitiveness Center in Fairlawn, Virginia.

There are four sections to this report. The first section, entitled “Individual Service Ratings,” summarizes the ratings agreed upon by the attendees at the Pulaski Community Meeting for each of the ninety-seven (97) services assessed, as well as the comments made about the services by the participants in the Pulaski Community Meeting. The second section, entitled “Summarizing Conclusions” provides an integrated, comprehensive summary of the data contained in “Individual Service Ratings.” The third section, entitled “Summary Matrix,” provides the information in a visual matrix. Section four, entitled “Next Steps” identifies the next steps to be taken by the community in regards to the assessment of the child and family service array as well as the development of a Resource Development Plan to address identified needs and concerns in the child and family service array of Pulaski County, Virginia.

Methodology

The service array instrument used in assessing the child and family service array in Pulaski County, Virginia was recommended and provided by the National Child Welfare Resource Center for Organizational Improvement. The National Child Welfare Resource Center for Organizational Improvement prepared and field tested the service array instrument and assessment process to assist jurisdictions in determining their current service array in child welfare, and in developing and implementing a plan to improve the service array needed to assist children and families.

The service array instrument encompasses a full and comprehensive array of services in child welfare. Thus, the full service array is a holistic continuum of services and supports from prevention to exiting the child welfare system. There are ninety-seven (97) services listed which fall under one of five categories:

1. Community/Neighborhood Prevention, Early Intervention Services (Services 1-27)
2. Investigative, Assessment Functions (Services 28-36)
3. Home-Based Interventions (Services 37-55)
4. Out-of-Home Services (Services 56-82)
5. Child Welfare System Exits Services (Services 83-97)

In real life, the actual service array looks different from state to state and community to community. No state or community has all of these services, and while all of the services in the array are good strategies, they cannot all be funded. The purpose of beginning with the full service array is to create a community level discussion about the continuum of services and the list of the 97 items helps define the range of possibilities. The chart on the following page, entitled “A Full Service Array in Child Welfare: The Continuum of Child Welfare Services,” presents a graphic overview of a full continuum of child welfare services.

The Pulaski Community Meeting was facilitated by Dr. Steve Preister, Associate Director of the National Child Welfare Resource Center for Organizational Improvement, Raquel Becerra, Associate Director at the Institute for Policy Outreach, and John Bumgarner, Project Associate at the Institute for Policy Outreach. The facilitators assisted in bringing the participants in the community meeting to a consensus in rating the indicators in the child and family service array. Additionally, John Bumgarner and Michelle Pautz, Graduate Research Associate at the Institute for Policy Outreach, recorded detailed notes of all conversations surrounding each indicator.

The facilitation process began with an introduction and description of the specific indicator on the continuum. Then, the participants were asked a series of four (4) questions, which were answered through a consensus building process. First, participants were asked if the service was available in their jurisdiction. If the service was available, participants were asked to briefly describe who provides the service or where it is available to their jurisdiction’s clients from another source or jurisdiction. Second, participants were asked if there was enough of the service available to meet current needs in their jurisdiction.

A FULL SERVICE ARRAY IN CHILD WELFARE: The Continuum of Child Welfare Services

I. Community/Neighborhood Prevention, Early Intervention Services (1-27).	II. Investigative, Assessment Functions/Services (28-36).	III. Home-Based Interventions/ Services (37-55).	IV. Out-of-Home Interventions/ Services (56-82).	V. Child Welfare System Exits Services (83-96).
<ol style="list-style-type: none"> 1. Community Services Information and Referral. 2. Cash Assistance, including: <ol style="list-style-type: none"> a. Food Assistance. b. Utilities Assistance. c. Clothing Assistance. 3. Housing Assistance. 4. Child Care Assistance. 5. Transportation Assistance. 6. Employment Assistance. 7. Crisis Stabilization Services. 8. Children’s Health Insurance Programs. 9. Primary Child Health Care. 10. Child Dental Care. 11. Primary Adult Health Care. 12. Educational Services for Children. 13. Family Support Centers. 14. Neighborhood Service Time Banks. 15. Home Visits to Parents with Newborns. 16. Parent Education/Parenting Classes. 17. Life Skills Training/Household Management. 18. Crisis Nurseries. 19. Parents Anonymous. 20. Head Start/Early Childhood Education. 21. School-Based Personal Safety Curriculum. 22. School-Based Family Resource Workers. 23. Before- and/or After-School Programs. 24. Mentoring for Adults. 25. Mentoring for Children and Youth (e.g., Big Brothers/ Big Sisters). 26. Child Abuse and Neglect Education (mandated reporters, etc.). 27. Child and Family Advocacy. 	<ol style="list-style-type: none"> 28. Child Abuse and Neglect Report/Hotline. 29. Child Protection Services (CPS) Intake. 30. Multiple Track Child Protective Services (CPS) Response. 31. CPS Investigation, including Safety and Risk Assessments. 32. Comprehensive Family Assessment. 33. Placement Decision-Making And Permanency Planning. ---- 34. Specialized CPS/Domestic Violence Investigation. 35. Domestic Violence/CPS Protective Order Process. 36. Child Justice/Child Advocacy Centers. 	<ol style="list-style-type: none"> 37. Voluntary In-Home Child Welfare Casework Services. 38. Involuntary In-Home Child Welfare Casework Services. 39. Case Management Services. 40. Family Group Conferencing. 41. Wrap-Around Services. 42. Placement Prevention Flexible Funds. ---- 43. Homemaker Services. 44. Parent Pals/Child Welfare Mentors. 45. Behavioral Aides. 46. Father/Male Involvement Services. 47. Public Health Aides. 48. Outpatient Substance Abuse Services. 49. Outpatient Domestic Violence Services. 50. Outpatient Mental Health Services. 51. Child/Adolescent Day Treatment. 52. Sexual Abuse Treatment. 53. Therapeutic Child Care. 54. Intensive Family Preservation. 55. Respite Care for Parents. 	<ol style="list-style-type: none"> 56. Voluntary Out-of-Home Child Welfare Casework Services. 57. Involuntary Out-of-Home Child Welfare Casework Services. 58. Concurrent Case Planning. 59. Placement Disruption Services. 60. Reunification/Permanency Casework. ---- 61. Court Appointed Special Advocates (CASA). 62. Supervised Visitation. 63. Post-Prison Reunification Services. 64. Emergency Kinship Placement. 65. Emergency Shelter Care. 66. Domestic Violence Shelters. 67. Legal Counsel for Children in Custody. 68. Legal Counsel for Parents When Children in Custody. 69. Child Welfare Mediation. 70. Family Foster Care. 71. Medically Fragile Foster Care. 72. Treatment Foster Care. 73. Shared Parenting Foster Care. 74. Foster-Adoptive Care. 75. Respite Care for Foster Parents. 76. Group Home Care. 77. Residential Programs for Adolescent Behavior Problems. 78. Residential Adolescent Substance Abuse Treatment. 79. Residential Adult Substance Abuse Treatment. 80. Residential Substance Abuse Treatment for Women with Dependent Children. 81. Inpatient Adult Mental Health Treatment. 82. Inpatient Child/Adolescent Mental Health Treatment. 	<ol style="list-style-type: none"> 83. Pre-Adoption Casework. 84. Post-Adoption Casework. 85. Independent Living Casework. ---- 86. Adoption Support. 87. Adoption Subsidy. 88. Post-Adoption Crisis Intervention. 89. Guardianship Support. 90. Guardianship Subsidy. 91. Independent Living Skills Development Program. 92. Independent Living Dormitory Services. 93. Independent Living Supervised Apartments. 94. Job Coaches. 95. Post-Secondary Tuition Waiver. 96. Foster Care Transition Medicaid. 97. Step-Down/Transitional Services.

The quantity was rated using the following scale:

- 0 = Meets None of the Need
- 1 = Meets Some of the Need
- 2 = Meets Half of the Need
- 3 = Meets Most of the Need
- 4 = Meets All of the Need

Third, the participants were asked to evaluate the quality of the service by discussing the service's (1) effectiveness, (2) family-centeredness, and (3) cultural responsiveness. The following definitions were provided for these terms:

Effectiveness: Services achieve the goals and outcomes identified in the individualized family plan; services are timely, flexible, coordinated, and accessible, delivered in the home or in the community.

Family-Centered: Services are focused on the family as a whole; service providers work with families as partners in identifying and meeting individual and family needs; family strengths are identified, enhanced, respected, and mobilized to help families solve the problems, which compromise their functioning and well-being.

Culturally Responsive: Services respect the rights, values, and cultures of families; services build on the strengths of the family's culture; services are accessible linguistically.

The quality of the service was rated by the participants on the following scale:

- 0 = Poor
- 1 = Occasionally Good
- 2 = Sometimes Good
- 3 = Often Good
- 4 = Always Good

Last, the participants were asked to rate the importance of developing or continuing the service. This group was asked to rate the importance of the service on the following scale:

- 0 = Not Important
- 1 = Would Be Nice
- 2 = Moderately Important
- 3 = Very Important
- 4 = Critically Important

The quantitative and qualitative data collected on each of the ninety-seven (97) indicators at the Pulaski County Community Meeting are compiled, synthesized, and analyzed in this document.

Section 1: Individual Service Ratings

A. COMMUNITY/NEIGHBORHOOD PREVENTION, EARLY INTERVENTION SERVICES (1-27)

1. Community Services Information and Referral Line.

Description: A center and/or telephone line where community residents can find out about existing benefits, services, and programs and the procedures for obtaining or using them, and that helps people find other appropriate resources and sources of help.

Availability: Information and Referral Center of Southwest Virginia
New River Community Action Directory Booklet
Women's Resource Center (Referral Line and Hotline)
Child Find and Family Information System (School)
Mental Health Association of New River Valley
Victim's Assistance (Court Services Unit and Police)
Pulaski Community Partners Coalition (Website)

Quantity: 2.5
Quality: 2.5
Importance: 4.0
Comments: -Perhaps include a service directory in the front of the Pulaski County phone book.
-Definite need for a directory that is comprehensive and kept up-to-date providing contact numbers and describing services.
-Logical starting place may be the New River Community Action Directory Booklet.

2. Subsistence Assistance

a. Cash Assistance.

Description: Assistance in the form of emergency cash to help address a family crisis; for example, to purchase food, make a utility bill payment, obtain clothing, or other emergency needs. This assistance may also be in the form of cash vouchers—a certificate permitting the recipient to purchase up to a specified amount from a designated provider.

Availability: New River Community Action Programs
Pulaski County Department of Social Services (VIEW)
Pulaski County Churches

Quantity: 1.0
Quality: 2.0
Importance: 3.0
Comments: -There was considerable concern voiced from the law enforcement community about the potential for abuse of

cash assistance, utilities assistance, and clothing assistance. Law Enforcement Officers noted that within Pulaski County clients receiving cash assistance (as well as other types of assistance, such as toys for children at Christmas) will use the cash assistance (or return toys and like items to stores for cash) to support an addiction to any number of illegal drugs.

b. Food Assistance.

Description: Assistance in obtaining food (for example, from food pantries). Also, assistance in qualifying for and accessing the major food assistance programs managed by the U.S. Department of Agriculture, including the Food Stamp program, the school breakfast and school lunch program, the special milk program, the Elderly Nutrition Program, and the Women, Infants, and Children (WIC) program.

Availability: New River Community Action Programs
Self Help And Resource Exchange (SHARE)
Pulaski County Churches
Daily Bread Program (First Presbyterian Church)
Pulaski County Public Schools
Health Department
Pulaski County Department of Social Services
Salvation Army

Quantity: 1.0
Quality: 2.0
Importance: 4.0
Comments: -Quality is ranked a 2 due to the feelings that the resources are not easily accessible.

c. Utilities Assistance.

Description: Assistance in paying overdue utilities bills when service cut off is threatened or has already occurred.

Availability: New River Community Action Programs (Waiting List)
Pulaski County Department of Social Services
Pulaski County Churches
Salvation Army

Quantity: 1.0
Quality: 2.5
Importance: 4.0
Comments: -There was a concern in relation to eligibility for utilities assistance in Pulaski County. Pulaski County Department of Social Services provides heating and cooling assistance.

d. Clothing Assistance.

Description: Assistance to families to help them secure needed clothing (for example, back-to-school clothes, winter coats, clothes for job interviews).

Availability: Salvation Army
Goodwill Industries of the Valleys, Inc.
Department of Rehabilitative Services
Pulaski County Public Schools
Pulaski County Churches
Women’s Resource Center

Quantity: 2.0
Quality: 2.0
Importance: 4.0
Comments: -New River Community Action (NRCA) in Montgomery County provides clothing assistance, but currently the service is not provided in Pulaski County. The group wondered whether NRCA in Pulaski County could adopt a similar program as the one currently run in Montgomery County.

3. Housing Assistance.

Description: Assistance in securing needed housing. This includes assistance in accessing publicly funded programs (mostly administered by the U.S. Department of Housing and Urban Development) designed to provide suitable homes for those unable to find or pay for them, including low-rent public housing, rent subsidies, home ownership assistance for low-income families, and home maintenance programs for low income people. Also, services to assist homeless persons through homeless shelters and other services.

Availability: Sec. 8, Department of Housing and Community Development
New River Community Action
Women’s Resource Center
Salvation Army (Limited Homeless Services)
Beans and Rice

Quantity: 0.5
Quality: 0.25
Importance: 4.0
Comments: -Some participants expressed concern about the landlord’s neglect of the low-income housing units and that these properties had a negative impact on children and families, as well as Pulaski County’s reputation.
-There is approximately a 6-8 month waitlist at the Department of Housing and Community Development for Section 8 housing.
-New River Community Action provides Homeless Intervention for 4-6 months, but there is a lengthy waiting list. NRCA also

provides one-night shelter to homeless individuals in a limited number of cases.

-The Women's Resource Center also provides housing assistance for cases involving domestic abuse or violence. They attempt to meet any need that is brought to their attention to prevent domestic abuse or violence.

-Beans and Rice promotes an Individual Development Account Program. Partnering with the New Enterprise Fund, Beans and Rice is the intake and support for savers in the Individual Development account program. This is a two-for-one program that leads to home ownership, post secondary education, or small-business startup/development.

-It was also noted that the NRV Housing Partnership attempts to address many of these issues. This group meets at the Planning District Commission in Fairlawn, Virginia the third Wednesday of each month.

4. Child Care Assistance.

Description: Assistance to families in securing and using child care to avoid a family crisis, for example, so a parent can obtain or retain employment. Child care may be provided free of charge or on a reduced sliding scale.

Availability: Pulaski County Department of Social Services (VIEW Program)
Pulaski Head Start

Quantity: 0.5

Quality: 2.0

Importance: 4.0

Comments: -There are considerable eligibility issues with VIEW Program.
-There are few child care services for teen parents attempting to go to school.
-There is a tremendous lack of evening child care.
-Concern that the existing child care is not developmental care.
-Pulaski Head Start is currently at full capacity serving 80 children. There are approximately 20 children currently on the waiting list. Additionally, in general private child care services have waiting lists.

5. Transportation Assistance.

Description: Assistance in helping family members secure transportation for employment, keeping medical and other appointments, accessing and pursuing additional education, etc.

Availability: Pulaski County Department of Social Services (VIEW Program)
Women's Resource Center
Pulaski Area Transit, Public Transportation System
New River Valley CHIP (Must be a CHIP Client)

Med-Ride (Medicaid)
 Health Department (To and From Clinic in Limited Situations)

Quantity: 1.0
 Quality: 3.5
 Importance: 4.0
 Comments: -The Women’s Resource Center provides transportation for all of its clients.
 -Pulaski Area Transit is expanding to include New River Community College.
 -Med-Ride has availability issues (for instance, a client needs to call 72 hours in advance to get an appointment).

6. Employment Assistance.

Description: Assistance in securing employment. Also, supplemental services to support job retention (for example, transportation, child care, etc.). Also, services to assist persons develop the capacities and skills to be employable, including employment socialization, employment training, and vocational training.

Availability: Pulaski County Department of Social Services (VIEW Program)
 Department of Rehabilitative Services
 Adult Education at New River Community College
 Workforce Development, New River Community College
 Goodwill Industries of the Valley, Inc.
 Temporary Employment Agencies in Community

Quantity: 2.0
 Quality: 3.0
 Importance: 4.0
 Comments: -Concerns were expressed about the loss of entry level jobs.
 -Many low wage jobs make it difficult to sustain a family’s self-sufficiency.
 -Many of the clients can obtain jobs, but often cannot sustain them.

7. Crisis Stabilization Services.

Description: Services to adults and families in crisis who are at imminent risk of child maltreatment to return them to pre-crisis functioning. These can include 24-hour services used for short-term emergencies.

Availability: Pulaski County Public Schools
 New River Valley Mental Health Association (ACCESS)
 Women’s Resource Center
 Court Services Unit (Juveniles)
 Volunteer Emergencies for Families and Children

Quantity: 1.0
 Quality: 3.0
 Importance: 4.0

Comments: -The group felt that the community was able to effectively serve the families in crisis that it knew about. But, there was an indication that the community has difficulty in identifying “crisis” situations well.
 -There was a concern that there was no temporary, emergency housing for minors in order to prevent the situation of a child being arrested. It was noted that the New River Valley Juvenile Detention Center could be used, but this type of use would violate guidelines.

8. Children’s Health Insurance Program.

Description: Assistance in accessing state medical insurance for children whose lower income parent(s) do not qualify for Medicaid, either through the State’s CHIPS program or any other insurance program that may be available, for example, through the school system.

Availability: FAMIS Outreach Project at Radford University (Income Eligibility)
 CHIP of New River Valley (Income Eligibility)
 Pulaski County Public Schools
 Health Department
 New River Valley Free Clinic (Medical and Dental-Adults Only)

Quantity: 3.0

Quality: 3.0

Importance: 4.0

Comments: -Difficulty in obtaining dentist and doctor appointments, but especially dentist appointments.
 -In general, there are still cracks in the system, which allow children to slip through, in regards to insurance. Additionally, many suggested there were access issues.

9. Primary Child Health Care.

Description: Primary and basic health care services for children designed to treat, prevent, and detect physical and mental disorders and to enhance children’s physical and psychosocial well-being. Important primary child health care services include well-baby services, immunizations, speech, language, hearing, and vision evaluations, urine and lead screenings, and assessments for disabilities and developmental delays. Medicaid’s Early, Periodic, Screening, Diagnosis, and Treatment (EPSDT) is a primary child health care service available to qualifying children.

Availability: Infant & Toddler Connection of New River Valley (0-3 yr. Olds)
 Health Department (Immunizations, etc.)
 Radford University (Family Clinics and Mobile Units)
 Well-Child Care (Physician with Pulaski)
 Smiles Program (Dental and Orthodontic Care)
 Pulaski Head Start (3-5 yr. olds)

Quantity: 1.0
 Quality: 3.0
 Importance: 4.0
 Comments: -Many participants raised concerns about the knowledge of EPSDT in Pulaski County (and the New River Valley). There appears to be the need for an educational and training program about EPSDT.

10. Child Dental Care.

Description: Provision of general dental care services to children who have Medicaid or are not covered by insurance, and services are provided on a sliding scale.

Availability: Pulaski County Department of Social Services (Local Dentists)
 Carillon Clinic in Roanoke, Virginia (Transportation Issue)
 Emergency Rooms in Local Hospitals
 Otherwise: Abingdon, Shawsville, or Floyd County

Quantity: 0.5
 Quality: 2.0
 Importance: 4.0
 Comments: -The availability of dental care services may increase in the short-run due to the increase in Medicaid reimbursement rates to dental providers passed by the Virginia General Assembly.
 -Doral Dental has an outreach program, but the successfulness of this program has not been demonstrated at this point.
 -Many noted that few dentists in the New River Valley will work with low-income populations receiving Medicaid.

11. Primary Adult Health Care.

Description: Primary and basic health care services for adults designed to treat, prevent, and detect physical and mental disorders and to enhance adults’ physical and psychosocial well-being. Important primary adult health care services include family planning, sexually transmitted disease testing and counseling (including HIV), and chronic disease services.

Availability: Free Clinic of New River Valley
 Free Clinic of Pulaski County
 Health Department
 Prenatal Care, Immunizations, & Communicable Disease
 Local Emergency Room (Biggest Supplier for Uninsured)
 Mental Health Association of New River Valley

Quantity: 1.0
 Quality: 2.0
 Importance: 4.0
 Comments: -Limited chronic disease treatment, such as diabetes or high blood pressure, are provided within Pulaski County. However, the Free Clinic of Pulaski County has become more accessible due to an increase in its service hours. The clinic is now open on Mondays,

Thursday evenings, and Fridays. New clients must attend on Thursday evenings.

-There is one main hospital in Pulaski County (Pulaski Community Hospital), which is affected by influx of uninsured.

-Mental Health Association of New River Valley has a 24-hour information and referral hotline for mental health and substance abuse issues.

12. Educational Services for Children.

Description: Services provided to children to meet their educational needs. Services can include educational testing and counseling and tutoring, based on academic need. The purpose of tutoring services is to provide remedial education services to children. The subject areas include, but are not limited to, reading, math, English/language, the sciences, and foreign language.

Availability: Pulaski County Public Schools (TIPS Program)
Beans and Rice (Hispanics and After-School Programs)
Pulaski Head Start
Workforce Development, New River Community College
Minnick Education Center (Wytheville, VA)
Virginia Tech Talent Search/Upward Bound (At Full Capacity)
Women's Resource Center
Virginia Cooperative Extension
Family and Consumer Sciences Agent and 4-H Agents
Tekoa

Quantity: 3.0

Quality: 3.0

Importance: 4.0

Comments: -A substantial difficulty is providing educational services to children who are expelled from school. However, the group recognized that this gap has been substantially addressed by the Pulaski County School System.

-Also, the general feeling of the group was that children suspended or expelled from school for a length of time needed some sort of structure (educational and non-educational) to prevent the child from permanently becoming enmeshed in the child welfare system or the legal system.

-There was some indication that students from New River Community College, Radford University, and Virginia Tech were providing tutoring services to children in Pulaski County Public Schools. Some participants encouraged Pulaski County to expand these efforts.

-It was noted that Pulaski County Public Schools is in the process of exploring alternative school programs in order to be able to better provide high-need children with an education.

13. Family Support Centers.

Description: Drop-in centers, located in neighborhoods and other natural gathering places, offering family services and supports, including peer supports, often having services such as information and referral, housing, food, utilities, case, child care, clothing, transportation, and employment assistance under one roof.

Availability: No
Quantity: 0.0
Quality: 0.0
Importance: 2.5
Comments: -Pulaski County Public Schools operates a Parent Resource Center, which could be the beginning structure of a family support center as described in the description.
-Beans and Rice, through a number of their programs, provides some family services and supports. However, although a number of community agencies are involved in making referrals there is no organized and uniform effort at this point coordinating all of the agencies.
-Dr. Steve Preister, Associate Director at the National Child Welfare Resource Center for Organizational Improvement, noted that many of these are based within the schools.

14. Neighborhood Service Time Banks.

Description: An organized neighborhood cooperative where residents voluntarily trade or exchange needed supports (for example, child care, transportation, house cleaning, home repair, meal preparation, elder care).

Availability: No
Quantity: 0.0
Quality: 0.0
Importance: 3.0
Comments: None

15. Home Visits to Parents with Newborns.

Description: An early intervention and prevention program for new parents. Its purpose is to promote positive parenting and child health and development, thereby preventing child abuse, neglect, and other poor childhood outcomes. The largest home visiting program in the United States, Healthy Families America, is sponsored by Prevent Child Abuse America (PCA America).

Availability: CHIP of New River Valley (Nurses visit in the home.)
Health Department
Resource Mothers (Teenagers) and Public Health Nurses
Referrals and Self-Referral Clients
Infant and Toddlers Connection of New River Valley (0-3 yr olds)
Quantity: 2.0

Quality: 2.0
 Importance: 4.0
 Comments: -Difficulty in gaining access and reaching all eligible children in Pulaski County, Virginia.
 -Parents do not know to ask about or ask for these services. Educational programming is needed, especially in coordination with Pulaski Community Hospital. Additionally, a visit within 24-hours of returning home from child birth at a hospital would be beneficial. Pulaski Community Hospital does make referrals to CHIP of New River Valley.
 -The Health Department, through a partnership with Pulaski County Public Schools, operates a Teen Parent Program at Pulaski County High School.

16. Parent Education/Parenting Classes.

Description: Didactic and experiential education programs to teach parents how to be effective in child rearing and socialization, parent-child communication, and problem solving. Knowledge and skill development in such areas as disciplining children, anger management, and child development.

Availability: Pulaski County Public Schools (Parent Resource Center)
 Parenting Programs
 Pulaski Head Start
 Pulaski County Department of Social Services (Tailored Classes)
 New River Valley Community Services
 Grandparent Parenting Program
 Strengthening Families Program
 Women’s Resource Center
 Caring Pregnancy Center
 NRV Cares (STEP Parenting Program, 0-6 yr. Olds)
 Parenting University at YMCA (Limited)
 Virginia Cooperative Extension (Parent Education/Classes)

Quantity: 2.0
 Quality: 3.0
 Importance: 3.0
 Comments: -Dr. Steve Preister, Associate Director at the National Child Welfare Resource Center for Organizational Improvement, suggested that Pulaski County may want to review www.fosterparentcollege.com (\$5/module) for training modules on being foster parents.

17. Life Skills Training/Household Management.

Description: Individualized and classroom instruction, practical training, guidance, and mentoring to help people develop their abilities to carry out activities of daily living, such as home management, budgeting, nutrition, meal planning and preparation, home maintenance, sanitation, personal hygiene, finding and maintaining

appropriate educational and vocational opportunities, using the social system to obtain needed assistance, and maintaining positive social interactions.

Availability: New River Valley Community Service
Pulaski County Public Schools
Partners for Self-Sufficiency (VIEW Program)
Women’s Resource Center
Blue Ridge Independent Living Center (Disabled Populations)
Department of Rehabilitative Services (Fishersville, VA, Limited)
New River Valley Regional Jail (Transition Program)
Against-All-Odds Clubhouse
Virginia Cooperative Extension (Life Skills)

Quantity: 1.5
Quality: 2.0
Importance: 3.0
Comments: -New River Valley Community Services provides these types of services through in-home services and case management.
-The Department of Rehabilitative Services serves a very limited population at the Woodrow Wilson Center in Fishersville, Virginia.

18. Crisis Nurseries.

Description: Twenty-four hours, seven days a week drop-in child care for parents who are stressed and fear they will maltreat their children.

Availability: No
Quantity: 0.0
Quality: 0.0
Importance: 3.0
Comments: - The community briefly discussed this idea, but agreed that there would be a fear of stigmatization for the client.

19. Parents Anonymous or Other Forms of Parent-Led Support.

Description: Private voluntary organizations comprised of parents who have experienced difficulties dealing with their children and who provide one another with mutual support. Parents Anonymous is one of many national self-help organizations whose members help one another restrain themselves from maltreating their children.

Availability: No
Quantity: 0.0
Quality: 0.0
Importance: 3.0
Comments: -The community does not have a Parents Anonymous, as mentioned in the description (this is very similar to Alcoholics Anonymous). As noted in previous indicators, the community does have a number of other services for parents, such as the

Parent Resource Center (Pulaski County Public Schools), Parenting Programs (New River Valley Community Services), and the “Stop It Now” Program (Department of Health).

-Also, the high rates of child abuse and neglect within Pulaski County was noted by many participants. However, the community noted that they thought the law enforcement community and social services were particularly aggressive in investigating these situations.

-Currently, the New River Valley Community Services and Radford University is operating a Grandparents Parenting Program in Pulaski County.

20. Head Start/Early Childhood Education.

Description: Programs to provide preschool children of disadvantaged families compensatory education to offset effects of social deprivation.

Availability: Pulaski Head Start
Pulaski County’s Pre-K Program (Virginia Pre-School Initiative)
Cornerstone at Women’s Resource Center
Other Community Pre-Schools

Quantity: 2.0
Quality: 2.0
Importance: 4.0
Comments: -Currently Head Start in Pulaski County is able to provide services for 80 children, but there are approximately 20+ children on the waiting list that are eligible for services.

21. School-Based Personal Safety Curriculum.

Description: Education for children to prevent child sexual abuse.

Availability: Women’s Resource Center (Grades 6-10 in Schools)
Pulaski County Public Schools (Guidance Standards)
NRV Cares (“Hugs & Kisses” Program in Schools)

Quantity: 2.0
Quality: 4.0
Importance: 4.0
Comments: -There was an overwhelming consensus that the community needs to make this a priority, especially in elementary school. Additionally, internet safety for children needs to be incorporated into the safety curriculum of schools.

22. School-Based Family Resource Workers.

Description: Social service workers stationed in schools to provide family support and other preventive services.

Availability: Pulaski County High School (Two Social Workers)

School/Family Counseling Center at PCHS
Pulaski Elementary (One Title 1 Home-School Coordinator)
Pulaski Head Start

Quantity: 2.0
Quality: 3.0
Importance: 3.5
Comments: -Pulaski County Public Schools has 2 school social workers to cover the entire school district. Pulaski County Public Schools also has a Parent Resource Center.
-Pulaski Elementary School is the only school in Pulaski County that has a Title 1 Home-School Coordinator.

23. Before- and/or After-School Programs.

Description: Educational and recreational services for children before and/or after the school day hours. The purpose is to provide safe, supervised activities for children, and the program supplies support—and in some cases respite—for family caregivers. Core services may include homework help, therapy, enrichment activities, and/or transportation home. For older children, core services may include life and socialization skills building, pre-employment skills and link to part-time work where appropriate, tutoring, computer time, field trips to enhance life experiences, sports and artistic activities, community service, free time, and/or snack/dinner.

Availability: Adventure Zone @ Pulaski Elementary (Before School)
Pulaski County Parks and Recreation (Explorer Program)
YMCA (Before and After School)
Beans and Rice (Pulaski Elementary)
Women’s Resource Center (Residential Clients)
Workforce Investment in Radford, Virginia
Virginia Cooperative Extension
Health Department at Pulaski Middle School

Quantity: 1.5
Quality: 3.5
Importance: 4.0
Comments: -5 of 6 elementary schools (Snowville, Riverlawn, Newbern, and Dublin) have the Explorer Program in Pulaski County, which is a fee-based program at each location offered in a partnership between Pulaski County Public Schools and Pulaski County Parks and Recreation. The fee is \$80 a month and the program lasts from 3:00 to 6:00. This program is structured with homework time, crafts, and recreation. One other after-school program is offered at Central Youth Center in Pulaski. This program is free and is open Monday – Thursday 3:30 until 6:30. Participants in this program range from ages 6 to 17. This program is more of an open-gym type environment where the children are free to come and go.

- Workforce Investment has a limited number of after-school programs that are youth-based. These services are free to eligible populations.
- The Health Department at Pulaski Middle School works with girls that are at-risk of pregnancy.
- The participants noted that many of the after-school programs available were fee-based. Additionally, the participants specifically mentioned that there was a lack of activities for middle and high school children, which is critical according to the participants.

24. Mentoring for Adults.

Description: A program to provide a peer mentor who has successfully dealt with an issue to an adult in need. Examples include a peer who had abused or neglected his/her child but is parenting positively now, a peer who successfully stopped abusing alcohol or another substance, a peer who has successfully found and retained employment.

- Availability: Alcoholics Anonymous
Pulaski County Department of Social Services (Court-Mandated)
Blue Ridge Independent Living Center
Women’s Resource Center (Abused Women)
- Quantity: 1.0
- Quality: 2.5
- Importance: 2.5
- Comments: -This type of program has been piloted in drug rehabilitation and prevention, but the program has had problems with maintaining sustained participation from mentors. Thus, if this type of program is taken up there must be an incentive to keep mentors involved.

25. Mentoring for Children and Youth.

Description: The provision of an adult mentor to a child or youth who is often from a single parent home. The purpose of mentoring services is to foster caring and supportive relationships for children. Big Brothers/Big Sisters is one such mentoring program; mentors, who work under professional supervision, provide individual guidance and companionship to boys and girls deprived of a parent.

- Availability: Big Brothers/Big Sisters (Exists, But Defunct in Pulaski County)
Comprehensive Services Act (FAPT)
Beans and Rice (Working with Pulaski and Dublin Elementary)
Pulaski Elementary School HOST Program
Health Departments (Resource Mothers)
- Quantity: 1.0
- Quality: 3.0
- Importance: 3.0

Comments: -Big Brothers/Big Sisters in Pulaski County has suffered from a severe lack of mentor volunteers. Additionally, Big Brothers/Big Sisters in Blacksburg, Virginia has a 2 year wait list for male teens.
 -Comprehensive Services Act (FAPT) can provide mentoring services through private vendors, but the client must be a mandated population (Foster Care, Foster Care Prevention, or Special Education).
 -Beans and Rice has over 60 volunteers from Radford University and Virginia Tech to provide mentoring services.

26. Child Abuse and Neglect Outreach/Education.

Description: Education of and outreach to community stakeholders and mandated reporters (for example, teachers, clergy, etc.) about child abuse and neglect— indicators of maltreatment, reporting requirements, services available, etc., in an effort to prevent abuse and neglect or provide early intervention before the problem worsens.

Availability: Pulaski County Department of Social Services
 Pulaski County Public Schools (Every 5 Years)
 New River Valley CARES
 Radford University (School of Social Work and Education)
 Children’s Advocacy Center
 Women’s Resource Center

Quantity: 1.5

Quality: 2.0

Importance: 3.5

Comments: -The participants made a point that law enforcement officers are also mandatory reporters along with many others in the community. Some participants suggested that not always does the law enforcement community report incidences of child abuse and neglect. The law enforcement participants present indicated that this is the case, but that law enforcement officers use appropriate discretion. Otherwise, Child and Protective Services at the Pulaski County Department of Social Services would be swamped with complaints.
 -Local medical doctors and medical staff need to be educated on the importance of identifying and reporting incidents of child abuse and neglect. Not only is it important, but it is mandatory.
 -Additionally, sexual abuse and substance abuse needs to be addressed in the community through an outreach/education program.

27. Child and Family Advocacy.

Description: Advocacy for children and families on two levels: (1) for an individual child and/or family who has some immediate, unmet needs; and (2) to remove service barriers preventing multiple families from getting the services and supports they need.

Availability: Pulaski County Department of Social Services
Comprehensive Services Act (FAPT and CPMT)
Women’s Resource Center
New River Valley Community Services
Beans and Rice
Pulaski County Public Schools
CASA of New River Valley
Victim/Witness Advocate
FAMIS Outreach
Health Department

Quantity: 2.0
Quality: 3.0
Importance: 4.0
Comments: -The general feeling from the participants was that the services are of good quality, but that the services are not integrated. The integration of advocacy would be very beneficial.
-The Women’s Resource Center practices family advocacy as well as provides a victim/witness assistant to individuals.

B. INVESTIGATIVE, ASSESSMENT FUNCTIONS (28-36)

28. Child Abuse and Neglect Report/Hotline.

Description: A communications system that provides for immediate and direct telephone contact between a person who is concerned that a child in the community may be abused or neglected and a professional in the public child welfare system who is trained to receive and screen such calls.

Availability: Virginia Centralized Hotline (State System)
Quantity: 1.0
Quality: 0.5
Importance: 4.0
Comments: -The Virginia Centralized Hotline has a long “hold” time and some participants were concerned about the professionalism of local dispatchers. Furthermore, some participants had used the hotline to report incidents of child abuse and neglect, but never heard if anything was done. Community members felt it was important to make sure the reporter knew information had been passed along to a community agency, etc., especially if the reporter had asked for information on action.
-It was also noted that a reporter can call and make a report to Pulaski County Department of Social Services. However, some participants noted that this may not be known by the community at-large.

29. Child Protection Services (CPS) Intake.

Description: Intake is the child welfare agency’s first contact with a family or collateral source regarding an allegation of abuse and/or neglect of a child or a specific service request. During the initial contact, the intake worker gathers information and responds to the referent’s concerns.

Availability: Pulaski County Department of Social Services (CPS)
Quantity: 3.0
Quality: 3.0
Importance: 4.0
Comments: -While the CPS Unit of Pulaski County Department of Social Services meets all of the need, there is a concern about workload and capacity of the CPS Unit. Some participants specifically stated the caseloads are, at times, unmanageable. In comparison with other localities in the New River Valley, Pulaski County’s caseloads are substantially larger.
-Each CPS worker is able to conduct in-take at this point. There is a schedule that is used by the CPS Unit. Thus, there is no point person that conducts in-take. The idea was brought forth that for consistency and objective reasons that there should be a sole in-take worker.

-The quality has been sacrificed by the lack of staffing due to high turnover within the CPS Unit. The general consensus was that the staff size may need to be increased to better the quality of the service.

30. Multiple Track Child Protection Response.

Description: Child welfare agency procedures that allow for low risk CPS referrals to be handled through a family assessment approach instead of applying investigative procedures. Multiple Track CPS Response encourages the agency to match the agency response to the severity of the report.

Availability: Pulaski County Department of Social Services (CPS)
Quantity: 4.0
Quality: 3.0
Importance: 3.5
Comments: -Quantity is sufficient, but the quality could be better if staff morale was improved and staff turnover reduced.
-When CPS receives a complaint, the cases are separated into “family assessment” and “investigation” tracks. CPS has 45 working days to investigate and make a determination. The approaches are different for each track. Under the family assessment track the record stays in the state database for 3 years. If a complaint is determined to be “unfounded” in the investigation, then the record stays in the state database for 1 year. However, a complaint that is “founded” in an investigation is then kept in the state database for as many as 18 years depending upon the level of the abuse/neglect.

31. CPS Investigation, including Safety and Risk Assessments.

Description: An investigation is a child welfare procedure that is used to determine whether reported child maltreatment actually occurred as well as the severity of the maltreatment. The primary purpose of an investigation is to determine whether abuse and/or neglect have occurred and to assess the immediate safety of the child. *Safety assessments* are conducted for both “family assessment” and “investigation” tracks when the information gathered from intake indicates that there may be presenting threats of harm to the child, which the family may not be managing. *Risk assessments* determine the likelihood of a child experiencing maltreatment in the future. Risk assessments identify and measure the level of risks that a child may be experiencing. Risks should be assessed on an ongoing basis throughout the life of the case without regard to where the child resides, be it at home, with a relative, or in a foster care or other placement.

Availability: Pulaski County Department of Social Services (CPS)
Law Enforcement Agencies in Community
Quantity: 3.0
Quality: 3.0

Importance: 4.0

Comments: -Law enforcement agencies and the Child and Protective Service Unit of Pulaski County Department of Social Services are part of a multi-agency team, which works together to investigate child abuse and neglect. However, the current protocol is not being utilized in conducting joint interviews and joint investigations.

-Law enforcement agencies (Pulaski County Sheriff's Office, Town of Pulaski Police Department, Town of Dublin Police Department, and Virginia State Police), according to community participants, need to improve communication and coordination in joint investigations. More specifically, each partner agency involved in the Multidisciplinary Teams need to better understand the culture and expectations of other partners in the joint investigation. For example, the CPS Unit has deadlines that are required by law to be met, which places the unit under extraordinary pressure.

-Participants noted that both Child and Protective Services and law enforcement agencies were overwhelmed by cases, which limited the thoroughness of investigations. Specifically, investigations are prioritized (especially by law enforcement agencies) on the basis of community interest. Often some investigations receive lower priority.

-There was a concern by some participants that the Children's Advocacy Center at Radford University is underused. There were a number of reasons cited explaining the lack of use, including, but not limited to, transportation, policy, and convenience. Many participants did not know about the Children's Advocacy Center and suggested that it needed to be better advertised.

32. Comprehensive Family Assessment.

Description: Comprehensive family assessment involves a series of direct contacts with the family to objectively assess and support the family in creating long-term solutions related to identified safety and risk issues and any underlying factors that led to or contributed to the maltreatment. It also includes identifying the family's strengths, making collateral contacts, conducting specialized screens, and referring families for specialized assessments to obtain a complete picture of the family. Comprehensive family assessment, like risk assessments, is not a one-time event. It is ongoing through the life of the case.

Availability: Pulaski County Department of Social Services
Family Preservation Services (Vendor)

Quantity: 1.0

Quality: 2.0

Importance: 4.0

Comments: -This type of assessment is uncommon in Pulaski County. Often this may occur on an informal basis, but rarely occurs on a formal

basis. If it does occur, it is piecemeal and does not objectively (with an instrument) assess the parenting skills, parenting capacity, home situation, etc. of a family. The suggestion was made that this be instituted as an internal policy and practice, but an instrument must be adopted.

-The Child and Adolescent Functional Assessment Scale (CAFAS) for the Comprehensive Services Act children includes an in-depth evaluation of the child's behavior, etc., but a severely limited evaluation of the parent's situation. A possibility is that the assessment of the parents be expanded.

33. Placement Decision-Making and Permanency Planning.

Description: Placement decision-making begins when it has been determined that a child cannot safely be maintained in his/her home and must be placed in the least restrictive, most family-like, out-of-home placement, such as kinship care, family foster care, therapeutic foster care, group home care, residential treatment or inpatient treatment. Placement decision-making is based on the specific, individualized needs of the child and should include the family, the age appropriate child, and community/service providers.

Permanency planning begins as soon as a child enters an out-of-home placement. One of the core goals of the child welfare agency is for children to live in safe, stable, permanent homes. Permanency planning goals include reunification with parents and relatives, guardianship, adoption, and long-term foster care. Concurrent planning should be used as a way to achieve timely permanency.

Availability: Pulaski County Department of Social Services

Quantity: 1.5

Quality: 3.5

Importance: 4.0

Comments: -Pulaski County Department of Social Services practices concurrent planning on an informal and limited basis.

-Many of the children in the care of the Pulaski County Department of Social Services resulted out of emergency removals from the home. Thus, there was not sufficient time to plan proactively, but rather permanency planning is accomplished reactively. Placements are often done through an "inventory process," due to the limited time available to find a placement as well as the limited number of placements.

-At no point is there a "mandatory" family meeting to discuss permanency planning. The closest to this is the FAP Team meeting that occurs through the Comprehensive Services Act.

-The involvement of parents in placement decision-making and permanency planning was discussed briefly. Many participants noted the importance of involving parents in the process. However, other participants noted that it is very difficult to include

parents in meetings and decision-making process when there are a number of barriers for the parent (or the social service staff) to overcome. Some of these barriers include transportation, motivation, getting off a job, etc. Other participants noted that the process is very intimidating and that the community needs to do a better job of including parents and making them feel more comfortable.

-The community members noted that if there was a local/regional group home to temporarily place children this could improve permanency planning. During the temporary placement in a local/regional group home the child could be assessed properly and a more appropriate placement made with a functioning permanency plan.

34. Specialized CPS/Domestic Violence Investigation.

Description: Investigation procedures that are followed when there is an allegation of domestic violence in the presence of children.

Availability:	Law Enforcement Agencies Pulaski County Department of Social Services
Quantity:	3.0
Quality:	3.0
Importance:	4.0
Comments:	-Law enforcement agencies receive training on domestic violence from the Women’s Resource Center. However, many community members noted the need for community education for all participants in child welfare, such as law enforcement, educators, physicians, and medical staff. -Law enforcement representatives noted that it is a “judgment call” on whether an officer notifies or calls Child Protective Services at Pulaski County Department of Social Services. Law enforcement officers noted that if the police officers called Child Protective Services every time a domestic situation was responded to, CPS would be very busy. Thus, police officers are required to use discretion in these cases. -There are multi-agency teams to facilitate conducting joint investigations that have been established within Pulaski County to collaborate on these types of investigations. The usage of these teams is inconsistent and often depends upon staffing, caseloads, etc. within the individual agencies. -The quality of services depends upon staffing and the circumstances of the time.

35. Domestic Violence/CPS Protective Order Process.

Description: The process that is followed to obtain a protective court order when domestic violence has occurred in the presence of children.

Availability: Law Enforcement Agencies
Quantity: 4.0
Quality: 4.0
Importance: 4.0
Comments: -If there is domestic violence and a protective order is needed immediately then law enforcement can call the magistrate. The magistrate, due to a close working relationship, will often issue a protective order via the phone.
-One concern was that the CPS Unit is only notified when a child needs a placement. Inevitably this approach does not allow for a proactive approach, but rather a reactive approach.

36. Child Justice/Child Advocacy Centers.

Description: One-stop, child friendly environments where law enforcement, medical, and CPS staff investigate child sexual abuse and/or severe physical abuse, eliminating the need for multiple interviews of child victims.

Availability: Children’s Advocacy Center (Radford University)
Quantity: 2.5
Quality: 2.5
Importance: 4.0
Comments: -Scheduling an appointment at the Children’s Advocacy Center is extremely easy. The Director of the Children’s Advocacy Center is on-call 24-hours a day.
-The Children’s Advocacy Center is centrally located, but due to the rural nature of the New River Valley the distance to travel to the Children’s Advocacy Center can be an “inconvenience.”
-Issues for the Children’s Advocacy Center are to provide more community education and the possible expansion of the Children’s Advocacy Center to some satellite sites, such as a site in the Pulaski Community Hospital.
-Law enforcement and social services workers often will interview children at school or at the hospital for numbers of reason, such as convenience and policy.
-The Director of the Children’s Advocacy Center is working with a number of communities, such as Floyd County and the City of Radford, to establish and operate Multi-Disciplinary Teams in order to provide a case review mechanism with all pertinent community agencies involved. In the City of Radford this process has established joint investigations that have improved communication and coordination.
-Currently, the Children’s Advocacy Center is not considered a “one-stop” center.

C. HOME BASED INTERVENTIONS (37-55)

37. Voluntary In-Home Child Welfare Casework Services.

Description: In-home services to prevent child abuse or neglect that a family has voluntarily agreed to accept.

Availability: Pulaski County Department of Social Services
New River Valley Community Services
CHIP of New River Valley
Family Preservation Services
Early Intervention (Radford University)
National Counseling Group, Inc.
Roanoke League of Therapists
Virginia Cooperative Extension
Expanded Food Nutrition Education Program (EFNEP)

Quantity: 2.5

Quality: 2.0

Importance: 4.0

Comments: -The community had a concern about the length of services provided as well as the length of approved services. Often these services are approved for short periods of time, which does not allow adequate time, in many cases, for substantial progress to be made with the child and family.
-Also, there was a concern about eligibility for funding. For example, Medicaid and CSA dollars can be used, but there are substantial hurdles in obtaining approval of these types of services through these funding streams.
-Other participants noted that in-home services reduce the chance of repeat maltreatment, which is an important consideration in the Child and Family Service Review.
-Participants also noted that almost all sources of this service have waiting lists.
-National Counseling Group recently hired a Spanish-speaking therapist and NRV Community Services already has two Spanish-speaking workers. (Referral must specify the need.)
-The number of visits to the home varies by agency. For example, DSS may visit once a month versus in-home services by NRV Community Services may be in the home 5-10 hours a week.
-In-home services and counseling is an often criticized service, but this criticism is a reflection of a poor understanding of the situation that confronts in-home service providers. Specifically, to qualify financially for in-home services through the FAP Team or Medicaid the child must be at-risk of removal from the home. Thus, the situations confronted by the in-home service providers are a difficult due to the circumstances. Additionally, the providers are often working with the whole family, but only can

bill for the identified patient. Progress is slow and parents often fail to cooperate. Lastly, there are times when a child is referred for in-home services even though community members know that foster care is in the best interest for the child, but first it must be shown that all community resources have been exhausted before placing the child in foster care.

38. Involuntary In-Home Child Welfare Casework Services.

Description: Court-ordered in-home services, for example, court-ordered protective supervision cases.

Availability: Pulaski County Department of Social Services
New River Valley Community Services
CHIP of New River Valley
Family Preservation Services
Early Intervention (Radford University)
National Counseling Group, Inc.
Roanoke League of Therapists
Virginia Cooperative Extension
Expanded Food Nutrition Education Program (EFNEP)

Quantity: 2.5

Quality: 2.0

Importance: 4.0

Comments: -The community had a concern about the length of services provided as well as the length of approved services. Often these services are approved for short periods of time, which does not allow adequate time, in many cases, for substantial progress to be made with the child and family.
-Also, there was a concern about eligibility for funding. For example, Medicaid and CSA dollars can be used, but there are substantial hurdles in obtaining approval of these types of services through these funding streams.
-Other participants noted that in-home services reduce the chance of repeat maltreatment, which is an important consideration in the Child and Family Service Review.
-Participants also noted that just about all sources of this service have waiting lists.
-National Counseling Group recently hired a Spanish-speaking therapist and NRV Community Services already has two Spanish-speaking workers. (Referral must specify the need.)
-The number of visits to the home varies by agency. For example, DSS may visit once a month versus in-home services by NRV Community Services may be in the home 5-10 hours a week.
-In-home services and counseling is an often criticized service, but this criticism is a reflection of a poor understanding of the situation that confronts in-home service providers. Specifically, to qualify

financially for in-home services through the FAP Team or Medicaid the child must be at-risk of removal from the home. Thus, the situations confronted by the in-home service providers are a difficult due to the circumstances. Additionally, the providers are often working with the whole family, but only can bill for the identified patient. Progress is slow and parents often fail to cooperate. Lastly, there are times when a child is referred for in-home services even though community members know that foster care is in the best interest for the child, but first it must be shown that all community resources have been exhausted before placing the child in foster care.

39. Case Management Services.

Description: A procedure to plan, seek, and monitor services from different social agencies and staff on behalf of a client. Usually one agency takes primary responsibility for the client and assigns a case manager, who coordinates services, advocates for the client, and sometimes controls resources and purchases services for the client. Federal legislation enacted in 1981 allows states to pay for case management for Medicaid recipients under waiver of the usual rules. Case management is seen as an increasingly important way of limiting problems arising from fragmentation of services, staff turnover, and inadequate coordination among providers.

Availability: New River Valley Community Services
Pulaski County Department of Social Services
Health Department
Pulaski County Court Services Unit
CHIP of New River Valley
Family Preservation Services
Early Intervention (Radford University)
National Counseling Group, Inc.
Roanoke League of Therapists
Virginia Cooperative Extension
Expanded Food Nutrition Education Program (EFNEP)
Private Foster Care Vendors
Braley and Thompson, DePaul Family Services

Quantity: 1.5

Quality: 1.5

Importance: 4.0

Comments: -Case Management is conducted by a number of different agencies. However, the participants felt that the services provided to clients were fragmented and lacked coordination. The Pulaski County Family Assessment and Planning Team (FAPT) was mentioned as one example of an integrated and coordinated system, but the participants felt there was a considerable gap between the clients served by FAPT and other systems within Pulaski County.

- The amount of case management can be dictated by FAPT instructions.
- Specifically, at NRV Community Services case management services is a separate service from in-home services.
- Families involved with foster care prevention services are hesitant (or often times cannot) to pay the co-pay for case management. Thus, these families do not receive the services.
- Children in foster care can also have a FAPT-funded case manager, but this is uncommon.

40. Family Group Conferencing.

Description: A process for convening family members and their support network to develop a plan to prevent child abuse/neglect.

- Availability: No
- Quantity: 0.0
- Quality: 0.0
- Importance: 3.0
- Comments:
 - The Pulaski County Public Schools provides family counseling, but this counseling is not specifically focused on developing a plan to prevent child abuse/neglect.
 - It was noted that a lack of supervision complaint may not lead to an emergency removal; thus, family assessment services begin without a court order, which leaves little leverage for workers to “require” the family to participate.
 - Dr. Steve Preister, Associate Director at the National Child Welfare Resource Center for Organizational Improvement, specifically mentioned that North Carolina has been successful in implementing this type of service.

41. Wrap-Around Services.

Description: Providing flexible and “whatever is needed” services to a family.

- Availability: No
- Quantity: 0.0
- Quality: 0.0
- Importance: 3.5
- Comments:
 - There was much discussion on “wrap-around” services. Many in the community suggested that agencies conducting case management provided “wrap-around” services. However, after further discussion, there was consensus that instead Pulaski has systems set-up to make referrals to other agencies for additional services, which is fundamentally different from “wrap-around” services.
 - It was agreed that New River Valley Community Services provides “wrap-around” services for mental health clients.

However, this is fundamentally different than “whatever is needed” services to a family.

-Family Preservation Services has a virtual-residential program that is more than in-home, but less than removing them from the home and placing them in residential care. This service can be funded by FAPT.

42. Placement Prevention Flexible Funds.

Description: A flexible fund pool provided by the state to purchase “whatever is needed” services and supplies for a family to prevent removal of a child from the home (for example, purchasing a car battery so that mom can continue to take her infant to medical appointments).

Availability: Pulaski County Department of Social Services

Quantity: 0.5

Quality: 0.5

Importance: 4.0

Comments: -The Child Protective Services Unit of Pulaski County Department of Social Services has about \$3,330 annually to dedicate for this service. Pulaski County Department of Social Services has flexible funds (\$7,800), which are often called family preservation funds. This money can be used on a discretionary basis for foster care prevention and only when the child is at-risk of removal. The money is often used to pay for emergency housing, electricity bills, food, drug-testing, mattresses, counseling, etc. However, they only can accessed after all other community resources have been exhausted and only ever 6 months.
-The Pulaski County Family Assessment and Planning Team approves expenditures for foster care prevention, a mandate service group. But, rarely is non-mandated money spent in an effort to provide preventive services at an early stage.

43. Homemaker Services.

Description: Services to help parents maintain or regain custody of their children by receiving instruction, demonstration, and assistance in performing household tasks such as budgeting, food purchase and preparation, cleaning, home maintenance, etc. A Parent Aide or Homemaker Aide may provide any of the following services to a family in crisis:

- Auxiliary Service—a supportive in-home assistance to an adult family member with unusually heavy burdens due to illness or disability.
- Supportive Service—the shared or total housekeeping and/or child care responsibilities.
- Teaching Service—services to help parents improve their ability regarding housekeeping, care of the ill or disabled, child-rearing, or basic child care.
- Evaluative and Protective Services—services with the goal of helping the public child welfare agency evaluate the level of care given to a child and assisting the

family to remedy identified deficits; such services are offered to enable a child to remain at home while permanent plans are being made.

Availability: Virginia Cooperative Extension & 4-H
Expanded Food Nutrition Education Program (EFNEP)
CHIP of New River Valley
Family Preservation Services

Quantity: 1.0
Quality: 3.0
Importance: 3.0
Comments: -It is very difficult, according to community members, to obtain funding for these services.
-It was noted that several agencies provided components of this service, such as the Parent Resource Center with Pulaski County Public Schools, the Life Skills class at Pulaski County High School, and NRV CHIP. However, these skills are taught in these settings and are not actually done in the home.

44. Parent Pals/Child Welfare Mentors.

Description: Trained paraprofessionals, often “alumni” of child welfare services, who provide support and advocacy services to parents involved with the child welfare system.

Availability: No
Quantity: 0.0
Quality: 0.0
Importance: 3.0
Comments: -Community Members were interested in this particular service, but had little knowledge of the actual service. Dr. Steve Preister, Associate Director at the National Child Welfare Resource Center for Organizational Improvement, suggested that we develop information on this service and present it back to the community. Parentpals.com is a great resource site for parents and the development of ideas. Additionally, San Diego, California is innovative in its involvements with parents: <http://www.sandi.net/indices/parents.htm>.
-The Circle of Parents Program attempted to operate in the New River Valley, but was unable to remain organized and operating. This particular program must be operated by the actual parents, not professionals.
-It was noted that there are several elders in the community that are volunteering at Pulaski Elementary School. She suggested that this could be developed into a Mentoring Program for Parents.
-Additionally, the thought was that maybe some of the parents in the Parenting Programs would be interested in being Parenting Mentors.

-The HOST Program at Pulaski Elementary Program currently has adult volunteers working with children during the school day on their schoolwork, but they are also mentors. This could be expanded to parents.

45. Behavioral Aides.

Description: Professional or paraprofessional aides who provide in-home services to parents and children who are having difficulties managing the behavior of their child or children to teach and mentor more effective behavioral discipline or management skills. They may also work with the child, teaching behavior modification techniques.

Availability: Early Intervention (Radford University)
 New River Valley Community Services
 National Counseling Group
 Truancy Intervention Program (TIP)
 Family Preservation Services
 Therapeutic Day Treatment Program
 Pulaski County Public Schools Parent Resource Center
 Pulaski Head Start

Quantity: 2.0
 Quality: 2.5
 Importance: 3.0

Comments: -There are two Behavioral Specialists employed by NRV Community Services through a grant. They see children at the school and in the home.
 -Behavioral Aides are now funded by the Pulaski County School Board and work in the schools.
 -Behavioral Aides can be requested by the teacher to the school psychologist. The process usually includes a Child Study. If an Individualized Education Plan exists, the Behavioral Aide can be listed on it.
 -Pulaski Head Start has an in-home component, which be utilized. Specifically, community members felt more children needed to be served by Head Start.

46. Father/Male Involvement Services.

Description: Outreach services to fathers (who typically are not living in the home) whose families are involved in the child welfare system to support their participation in services and involvement with their children.

Availability: Pulaski Head Start Fatherhood Initiative (Isolated)
 New River Valley Community Services (Parenting Class)
 Pulaski County Department of Social Services (Parenting Class)
 New River Valley CARES (Parenting Program)

Quantity: 0.5

Quality: 1.5
 Importance: 3.0
 Comments: - Fathers are invited and included in the parenting classes provided by Pulaski County Department of Social Services and the NRV Community Services even if they do not have custody.
 -New River Valley CARES has a parenting program that includes fathers, grandparents, and any adult in the child's life. The cost is \$80, which can be paid via Pulaski County Department of Social Services, FAPT, or parents themselves.
 -Overall, there is not concentrated effort in involving fathers, especially for ages 4-18.

47. Public Health Aides.

Description: Trained public health staff that provides health-related services and information through visits to client homes.

Availability: CHIP of New River Valley
 Health Department
 Quantity: 1.5
 Quality: 3.0
 Importance: 3.0
 Comments: -One particular limitation is that the Health Department does not sit on the Pulaski County Family Assessment and Planning Team. Additionally, the Health Department provides these services on a limited basis.

48. Outpatient Substance Abuse Services.

Description: Community-based treatment for alcohol and substance abuse. Services can include substance abuse early intervention and substance abuse-related education. Services may also include Alcoholics Anonymous (AA), Narcotics Anonymous (NA), and Al-Anon/Alateen.

Availability: New River Valley Community Services
 Alcoholics Anonymous
 Faith-Based Organizations
 Pulaski County Public Schools (DARE Program)
 Alanon
 Narcotics Anonymous
 Quantity: 0.5
 Quality: 2.5
 Importance: 4.0
 Comments: -The participants noted that there is a lack of consensus of treatment models. Furthermore, a continuum of treatment models within the community has not been developed at this point.
 -NRV Community Services has a Motivational Enhancement Training (MET) and Stepping Stone, but these are for adults only.

- The Substance Abuse Program (SAP) is a jointly run program between Pulaski County Public Schools and NRV Community Services.
- Medicaid will sometimes pay for substance abuse treatment if there is a dual diagnosis, including mental health.
- The largest issue is the fact that there is not a smooth continuum of services in this area.
- Additionally, there are no in-patient substance abuse treatment facilities for adolescents within the region. Additionally, there are no facilities that are remotely close to Pulaski County. This type of service is in high-need.

49. Outpatient Domestic Violence Services.

Description: Community-based treatment for domestic violence. The purpose of domestic violence services is to prevent and treat children and families who are victims of domestic violence by providing education and treatment. Services may include individual and group counseling, safety planning, transitional housing, community resources and linkages for support, support groups for children and adult victims, linkage with shelter/transitional housing, linkage with community-based services, transportation, and day care. Services for perpetrators may also be offered.

- Availability: Women’s Resource Center
Dr. Keith Fender
- Quantity: 1.0
- Quality: 4.0
- Importance: 4.0
- Comments:
 - The Women’s Resource Center provides a number of different services, both treatment and education related, in respect to domestic violence.
 - The Women’s Resource Center works with the Pulaski County Public Schools as well as the law enforcement agencies in an effort to educate and train personnel about domestic violence.
 - Dr. Keith Fender does anger management and domestic violence counseling for offenders through the program entitled “Domestic Violence Alternatives Program (DVAP). His program is voluntary or court ordered, but costs \$500 and is located in Radford, Virginia.
 - The participants felt that there needed to be more education on domestic violence and more counseling opportunities for children in schools.

50. Outpatient Mental Health Services.

Description: Community-based counseling and other mental health services that do not require institutionalization. Services may include evaluation/assessment, counseling (family/marital, individual, peer, crisis counseling), and pharmacological management.

Availability: New River Valley Community Services
Mental Health Association of the New River Valley
Dr. Deborah Marks
Assessments and Testing
Virginia Tech Child Study Center
Various Assessments
Radford University Clinics
Dr. Anderson Douglas at Carilion St. Alban's
Adolescent Psychiatrists (No Medicaid)
The Klugey Center at University of Virginia
Assessment and Treatment

Quantity: 1.0
Quality: 3.0
Importance: 4.0
Comments: -There is a critical shortage of certified child psychologists and psychiatrists in the New River Valley.
-Additionally, the consensus was that if you were poor and uninsured you were at an extreme disadvantage in receiving services.
-The Mental Health Association of the New River Valley has an extremely long waiting list and only serves adults.

51. Child and Adolescent Day Treatment.

Description: Community-based mental health services for children and adolescents to prevent institutional placement. Also known as “day school.”

Availability: Pulaski County Public Schools
Family Preservation Services (2 Schools & Medicaid)
Minnick Education Center in Wytheville, Virginia

Quantity: 1.0
Quality: 4.0
Importance: 4.0
Comments: -No day school treatment for pre-school. Generally speaking this service needs to be more fully developed, according to community members.

52. Sexual Abuse Treatment.

Description: Treatment services for children, their families, and adults who are child sexual abuse survivors.

Availability: Women's Resource Center (Victim/Witness and Other Programs)
New River Valley Community Services
Dr. Lynne Reece (Offenders and Victims)

Quantity: 1.0
Quality: 4.0

Importance: 4.0
Comments: -The Women's Resource Center provides its services for free. The New River Valley Community Services and the private vendors are fee-based. These services can be funded through Medicaid or CSA dollars as well.

53. Therapeutic Child Care.

Description: Child care provided in a therapeutic milieu because of the emotional needs of the child.

Availability: No
Quantity: 0.0
Quality: 0.0
Importance: 3.0
Comments: -Many community members noted that need for shelter care in the area is immediate, such as the Sanctuary in Roanoke, Virginia. Respite care may take weeks to arrange and many respite homes do not accept children or adolescents with behavioral problems. One example noted is when a family is arguing and they need to separate, but there is not enough for the Court Services Unit to detain the child.

54. Intensive Family Preservation.

Description: Intensive in-home clinical and other services offered to families. Services are designed to assist in the preservation of families—including adoptive and extended families whose children have either experienced or are at risk for parental abuse or neglect, or are in crisis and are at imminent risk for removal from their homes. Some jurisdictions have implemented Multi-Systemic Therapy (MST) which has been proven to be effective in working with youth in the juvenile justice system and their families.

Availability: Roanoke League of Therapists
New River Valley Community Services
Family Preservation Services
National Counseling Group
Quantity: 1.0
Quality: 3.0
Importance: 3.5
Comments: -The National Counseling Group is a new vendor in the area that is working with Pulaski County Public Schools and the Court Services Unit to provide intervention for behavioral issues, such as truancy and delinquency. Intensive in-home services will be provided to families identified as in-need.
-Family Preservation Services provides in-home services as well as virtual residential treatment. Funding is provided through Medicaid and the Comprehensive Services Act.

-Quality is determined by current services, but is not a reflection on the new services being provided by The National Counseling Group.

-There is often a wait time once services are requested due to the funding process and the availability of counselors.

55. Respite Care for Parents.

Description: Respite care is temporary care of a child to provide relief to the parents and to prevent child maltreatment. It may involve care of the child outside of his or her own home for a brief period of time, such as overnight or for a weekend.

Availability: Volunteer Emergency Families for Children
Pulaski County Family and Assessment Planning Team (CSA)

Quantity: 1.0

Quality: 0.5

Importance: 3.0

Comments: -The Volunteer Emergency Families for Children organization has a website at <http://www.vefc.org/default.aspx>.
-The Pulaski County Family and Assessment Planning Team can, at times, provide this type of temporary respite care, but it can not be done on an immediate basis.
-Some participants felt this was a particular large gap in the community's child and family service array.
-Additionally, the need for respite care for parents of disabled children is particularly high. While there are Medicaid waivers, etc. to provide funding for these situations there are still other issues, such as transportation and access. Also, the working poor parents of the disabled have a difficult time in obtaining eligibility for waivers. And even if eligibility is gained it is difficult to find appropriate providers of services for the families of disabled children.
-Many community members noted that need for shelter care in the area is immediate, such as the Sanctuary in Roanoke, Virginia. Respite care may take weeks to arrange and many respite homes do not accept children or adolescents with behavioral problems. One example noted is when a family is arguing and they need to separate, but there is not enough for the Court Services Unit to detain the child.

D. OUT-OF-HOME INTERVENTIONS (56-82)

56. Voluntary Out-of-Home Child Welfare Casework Services.

Description: Out-of-home child welfare casework services that a family has voluntarily agreed to accept.

Availability:	Pulaski County Department of Social Services New River Valley Community Services CHIP of New River Valley Presbyterian Children's Home DePaul Family Services Braley and Thompson Community Connections Tekoa Family Preservation Services	
Quantity:	Outside Region	2.5
	Inside Region	1.5
Quality:	Outside Region	1.5
	Inside Region	1.5
Importance:	Outside Region	2.0
	Inside Region	3.5
Comments:	-Out-of-home services are extremely expensive. Furthermore, providing services outside of the community increases expenses considerably due to transportation costs, case worker visits, etc. Additionally, one goal of the Child and Family Service Review is to maintain the child within his/her community settings. Providing services outside of the region diminishes the ability of Pulaski County Department of Social Services to meet this outcome measurement. -Many of the actual service providers listed above have offices in the New River Valley, but the actual placements are often out of the New River Valley.	

57. Involuntary Out-of-Home Child Welfare Casework Services.

Description: Court-ordered out-of-home child welfare casework services.

Availability:	Pulaski County Department of Social Services New River Valley Community Services CHIP of New River Valley Presbyterian Children's Home DePaul Family Services Braley and Thompson Community Connections Tekoa Family Preservation Services	
Quantity:	Outside Region	2.5

Quality:	Inside Region	1.5
	Outside Region	1.5
Importance:	Inside Region	1.5
	Outside Region	2.0
	Inside Region	3.5
Comments:	<p>-Out-of-home services are extremely expensive. Furthermore, providing services outside of the community increases expenses considerably due to transportation costs, case worker visits, etc. Additionally, one goal of the Child and Family Service Review is to maintain the child within his/her community settings. Providing services outside of the region diminishes the ability of Pulaski County Department of Social Services to meet this outcome measurement.</p> <p>-Many of the actual service providers listed above have offices in the New River Valley, but the actual placements are often out of the New River Valley.</p>	

58. Concurrent Planning.

Description: When a child has been abused/neglected, the development of two plans with the family, usually one for reunification and an alternative permanency plan if reunification does not prove feasible. The child welfare agency and the family team work on both goals at the same time.

Availability:	Pulaski County Department of Social Services	
Quantity:	1.0	
Quality:	1.0	
Importance:	3.5	
Comments:	<p>-Pulaski County Department of Social Services practices concurrent planning at an informal level. However, this practice is not consistently utilized across the board.</p> <p>-Caseload size, lack of staff, and low staff morale are barriers to conducting concurrent planning appropriately. Also, the utilization of concurrent planning requires buy-in from the entire child welfare team and may be perceived negatively by the parents of the child.</p> <p>-Judge Chitwood, according to the community participants, looks fondly upon concurrent planning.</p>	

59. Placement Disruption Services.

Description: Use of funds from a flexible pool to provide services to foster or adoptive parents to prevent a placement disruption.

Availability:	Pulaski County Department of Social Services Pulaski County Family Assessment and Planning Team (CSA)	
Quantity:	3.0	
Quality:	1.0	

Importance: 3.0
 Comments: -The Pulaski County Family Assessment and Planning Team (CSA) has local and state policy guidelines on what can and cannot be funded through CSA.
 -Some participants expressed that there is a shortage of quality foster care homes, which contributes to placement disruption. Some participants believe that the shortage in quality foster care homes is due to the low monthly stipend to foster parents.
 -In general, there was consensus that community agencies are being reactive rather than proactive in meeting requests. For example, if foster or adoptive parents come to community agencies then more than likely they will receive additional services to prevent disruption. However, the general consensus was that there is a lack of communication between all parties involved. Additionally, foster care parents, adoptive parents, and the community agencies need to be more proactive in dealing with issues.
 -Many participants also noted the need for an increase in training for foster care and adoptive parents.

60. Child Welfare Reunification/Permanency Casework Services.

Description: Casework services provided to reunite a child or children safely with the family. Family reunification is defined as a planned process of reunifying children in foster care with their birth families. It aims to help each child and family to achieve and maintain, at any given time, their optimal level of reconnection, from the full re-entry of the child into the family system to other forms of contact, such as visiting, that affirms the child’s membership in the family. At any point during the child’s foster care placement, the most appropriate or optimal level of reunification should be identified and actively pursued.

Availability: Pulaski County Department of Social Services
 Quantity: 2.5 (depends on services each family needs)
 Quality: 1.0
 Importance: 4.0
 Comments: -The first goal required by Foster Care Policy is “Return Home.” The foster care workers at Pulaski County Department of Social Services identify and actively pursue the service plan goal. This is done for every child in the system.
 -The quantity is rated 2.5 because of the general feeling of the lack of services available to meet these goals. Especially considering the fact that so many of the children are placed a considerable distance outside of the immediate community.
 -In particular, the issue of transportation is critical, especially with many of the placements being outside of the New River Valley Region, especially when services such as family counseling and family therapy, being made available. But without transportation

to the facility these types of reunification services do not achieve full potential.

61. Court Appointed Special Advocates (C.A.S.A.) Volunteers.

Description: A program in many state court systems in which qualified volunteer citizens are appointed to advocate in behalf of individuals, usually young people. CASA volunteers have helped youths by scrutinizing the work of child welfare workers, lawyers, guardians ad litem, and others who are involved in the case. They also help by advocating solely for the child rather than other interested groups and by providing case continuity when many others involved tend not to stay with any given case to its resolution.

Availability: CASA of the New River Valley
Quantity: 1.0
Quality: 3.5
Importance: 4.0
Comments: -There is a severe lack of volunteers. There are only approximately 10 volunteers in Pulaski County at this time.
-A coordinator of CASA, Rhvonja Smith-Avery, in Pulaski County was recently appointed.
-Some participants saw the service as vital because it provides one more additional set of eyes on the case. The judge must appoint, but the community needs to do a better job in working with the court to have them appointed.

62. Supervised Visitations.

Description: Visitations between parents and children removed from their homes, supervised by appropriate personnel.

Availability: Pulaski County Department of Social Services
Private Vendors (Residential and Therapeutic)
Quantity: 1.0
Quality: 1.5
Importance: 3.5
Comments: -Pulaski County Department of Social Services representatives admitted that it is very difficult to provide these types of supervision visits on a regular basis due to time constraints, mainly related to personnel and staffing issues.
-In particular, many participants voiced concern about the quality of the visits. Pulaski County is a “best practices” court and the “best practices” team is looking to improve the quality of supervised visitations.
-One suggestion was the establishment of a facility for supervised visits to be conducted. For example, have a church donate a house that is stocked with activities, etc. for the families to spend quality time together.

-Transportation was also mentioned as another barrier to regular supervised visits. Additionally, some community members felt providing the social service workers with flexibility to work hours different from 8:00 – 5:00 could improve visitations.

63. Post-Prison Reunification.

Description: Services to reunite a child or children with the parent following discharge from prison, usually through halfway houses where children can join their mothers.

Availability: No
Quantity: 0.0
Quality: 0.0
Importance: 3.0
Comments: -The New River Regional Jail does have a “Transition Program.” The program is provided during the 45 day period before the inmate reenters society. Key topics that are covered are anger management, substance abuse, domestic violence, employment through the Virginia Employment Commission, education (New River Community College), family issues, conflict resolution, etc. However, at this time there is no program, or component of a program, that deals with reunification of a family.
-The Roanoke Child Advocacy Center provides classes to inmates on reuniting with children. This may be a program that needs to be replicated in the New River Valley.

64. Emergency Kinship Placement.

Description: Temporary placement of children with a relative in an emergency situation because of or to prevent child maltreatment.

Availability: Pulaski County Department of Social Services
Law Enforcement Agencies
Pulaski County Court Services Unit
Quantity: 1.0
Quality: 2.0
Importance: 3.0
Comments: -Pulaski County Department of Social Services, upon removal of children from the home, immediately asks about relatives that would be willing to supervise and care for the child until a permanent decision is made.
-Law enforcement officers when responding to a domestic violence situation, in which children are involved, will sometimes suggest that the children stay with a relative. But, law enforcement has no legal authority in this regards. Law enforcement must call Child

Protective Services at Pulaski County Department of Social Services for authoritative action to be taken.

-Several participants voiced a concern about placing children with relatives due to the common occurrence of that placement being with the relatives that may have been involved in prior abuse or abuse of the actual parent. Some suggested more thorough background checks on kin/relatives before giving custody, but this only can be done if Pulaski County Department of Social Services actually has legal custody.

-Members of the community noted that kinship placement occurs on an irregular basis.

65. Emergency Shelter Care.

Description: Temporary placement of children in a shelter because of or to prevent child maltreatment.

Availability: Women's Resource Center
Volunteer Emergency Families for Children

Quantity: 0.5

Quality: 4.0

Importance: 4.0

Comments: -The Women's Resource Center provides shelter to abused mothers and their children. However, it does not provide shelter for the temporary placement of children alone.
-The Volunteer Emergency Families for Children organization is not widely known about in the area. And the VEFC does not accept children that are "acting out." However, the VEFC does have about 25 families in the New River Valley with 4/5 families being located within Pulaski County.
-The quality is very good, but is provided on an extremely limited basis. Thus, it is difficult to make an accurate judgment.
-There is not an "emergency shelter" in the county. Often a child will be placed in the juvenile detention facility in Christiansburg, Virginia, but this criminalizes the child, which is a concern of many participants. Many members suggested that the New River Valley investigate the possibility of an emergency shelter group home in order to satisfy the need. However, it was noted that Montgomery County attempted a Shelter Home, but there were a number of issues that forced its closure, specifically staffing issues.

66. Domestic Violence Shelter.

Description: Shelter care provided to women, with their children, who have experienced domestic violence.

Availability: Women's Resource Center
Family Resource Center Domestic Violence Shelter (Wytheville)

Quantity: 2.5
Quality: 3.0
Importance: 4.0
Comments: -The Women's Resource Center can and will accommodate any request for shelter, but sometimes this shelter may be outside of the community or in a hotel until a more permanent placement can be made or the situation resolved.
-The quality of the services provided by the Women's Resource Center is generally excellent. However, due to the fact that the services are limited to 20-25 people at a time, some need goes unmet.

67. Legal Counsel for Children in Custody.

Description: Legal representation for children who have been taken into custody.

Availability: Juvenile and Domestic Relations Court
Quantity: 4.0
Quality: 0.25
Importance: 3.5
Comments: -Some participants were concerned that the legal representatives for children were unaware of the dire circumstances that confront the children. Furthermore, the decision of returning a child home or terminating parental rights rests on the recommendation of the legal representation, and too often the legal representation does not understand the full nature of the situation.
-A GAL is provided \$55 an hour in compensation, but the overhead rates for most attorneys is \$45-\$50 a hour. Thus, an attorney is going to spend less time as a GAL if the attorney has other cases, which are paying as much as \$125 an hour. (Need to check on compensation rate ranking in the nation.)

68. Legal Counsel for Parents Whose Children Enter Custody.

Description: Legal representation provided for parents whose children have been removed from the home.

Availability: Juvenile and Domestic Relations Court
Quantity: 4.0
Quality: 0.25
Importance: 3.5
Comments: -It was noted that there is a natural animosity between the legal representation of parents and the social welfare system, which creates difficulty in interaction between attorneys and the social welfare system.

69. Child Welfare Mediation.

Description: Mediation services, accessed through and under the supervision of the juvenile court, as an alternative to court adjudication of disputed issues in child welfare cases. Mediation is intervention in disputes between two parties to help them reconcile differences, find compromises, or reach mutually satisfactory agreements.

Availability: No
Quantity: 0.0
Quality: 0.0
Importance: 3.0
Comments: -Guardian Ad Litem are used, but not mediators.
-Some mediation is done in divorce and custody cases, but this is only on an extremely limited basis.
-Use the National Resource Center at Georgetown University (<http://www.abanet.org/child/rcjji/home.html>) to explore possible options in this area.

70. Family Foster Care.

Description: Traditional care by foster parents of children who have been removed from their homes because of child maltreatment.

Availability: Pulaski County Department of Social Services
Quantity: 0.5
Quality: 2.5
Importance: 4.0
Comments: -Currently, PRIDE, a program that recruits and trains DSS foster care families, is operating within the New River Valley. Pulaski County Department of Social Services has a total of five available families. Two of these five are PRIDE trained. Altogether, there are 10 PRIDE trained families available for NRV children. Currently, there is a class of 11 families receiving PRIDE training. Nine of these 11 families are prospective foster or resource families who intend to be approved through the PRIDE Program. Three of the 9 families are located in Pulaski County. The PRIDE Program is funded through a state grant.
- There were a number of issues with family foster care due to the small stipends offered through Virginia Department of Social Services. Therapeutic Foster Care can offer families approximately \$1,300 a month whereas family foster care approximately offers \$400 a month. This diminishes the ability the local department of social services to recruit and retain family foster care families.

71. Medically Fragile Foster Care.

Description: Specialized care by foster parents of children who have been removed from their home because of maltreatment where the child is medically fragile or has other special needs.

Availability: Pulaski County Department of Social Services
Private Vendors (Many Outside of Region)
Quantity: 2.5
Quality: 3.0
Importance: 3.0
Comments: -The participants noted that there is not a large demand for this type of service in Pulaski County.

72. Treatment Foster Care.

Description: Specialized care provided by foster families, who usually have had special training, of children removed from their homes because of maltreatment who have heightened mental health needs.

Availability: Pulaski County Department of Social Services
Private Vendors:
Braley & Thompson
DePaul Family Services
Lutheran Family Services
Methodist Family Services
Catholic Charities
Quantity: Outside of Region 3.0
Inside of Region 0.5
Quality: Outside of Region 1.5
Importance: 3.0
Comments: -The quality is rated low due to the fact that there are so many special needs, and often it is very difficult to find quality services that address specific special needs of an individual child.
-Many of the private vendors have offices within the New River Valley Region, but there are few actual placements within the New River Valley Region.
-Community members noted the importance a range of services in respect to foster care. More Family Foster Care placements would take pressure off of Treatment Foster Care providers.

73. Shared Parenting Foster Care.

Description: Foster parents who provide care and a home both to the foster child and the child’s parent. The birth parent is mentored by the foster parents and shares in the parenting of the child.

Availability: No
Quantity: 0.0

Quality: 0.0
Importance: 2.5
Comments: -There are no similar programs in Pulaski County.
-DePaul Family Services does have a program for teens with infants in which the teen is in state custody.

74. Foster-Adoption Care.

Description: The placement of children in foster homes where the foster parents have agreed (or expressed strong interest) to adopt the child(ren) if they become available for adoption.

Availability: Pulaski County Department of Social Services (Out of Region)
Quantity: 2.0
Quality: 2.0
Importance: 3.0
Comments: -Eight of the ten families recruited and trained through the PRIDE Program are prepared to adopt if the situation presented is a good one.
-Community members also noted that foster-adoption care is part of concurrent planning.

75. Respite Care for Foster Parents.

Description: Temporary care of children in foster care to provide a break for their foster parents. It may involve care of the child outside of the home for a brief period of time, such as overnight, or for a weekend.

Availability: Volunteer Emergency Family for Children
Pulaski County Department of Social Services
Private Vendors (Contracted by Department of Social Services)
Quantity: 2.0
Quality: 3.0
Importance: 4.0
Comments: -The community members felt that this type of service is not unusual. However, community members felt that foster care families needed to be better educated on respite care. This education should emphasize that respite care is a support to help foster care parents (or parents in general).

76. Group Home Care.

Description: Placement of a child removed from the home for abuse or neglect in a group home. Traditionally, group homes are for older children who are unable to bond or function within a family setting.

Availability: None in the New River Valley Region
Quantity: 0.0
Quality: 0.0

Importance: 4.0
 Comments: -No such facility is available within Pulaski County. There are group homes outside of the New River Valley Region, but none within the New River Valley. There are also group homes in Richmond and Tidewater that are frequently used by Pulaski County Department of Social Services.

77. Residential Programs for Adolescent Behavior Problems.

Description: Placement of an adolescent who has been removed from his/her home into a residential program because the youth’s behavior problems require specialized care which would not be feasible in foster care. One example is wilderness programs.

Availability:	Out of Region	Woods Program Virginia Baptist’s Children Home (Salem) Keystone (Marion and Norfolk) Grafton The Barry Robinson Center Hallmark
	In Region	Tekoa Presbyterian Children’s Home of Wytheville
Quantity:	Out of Region	2.0
	In Region	1.0
Quality:	Out of Region	2.0*
	In Region	2.0*

Importance: 3.5

Comments: -*The quality of these facilities is hard to determine at a general level, but rather is done on a case-by-case situation. One individual child may succeed at a certain facility, but another child may be unable to improve at that same facility. It was noted that the community felt Pulaski County Department of Social Services needed to create a mechanism to make better placements, but currently there is little concrete objective information for a family services worker to utilize in this decision-making process. Thus, an instrument (or some technique) to assess the outcomes of facilities in order to make better decisions in regards to placements may be useful.

-The quantity of the out-of-region placements is diminished because often a child will be removed from a placement due to poor behavior, which eliminates that placement from a possibility. Overtime placements become limited.

-Some participants noted the difficulty in identifying programs that concentrate on specific issues, such as sexual abuse, substance abuse, and fire-setters. Thus, some participants noted that the programs were “general” in nature. However, some participants noted that the most programs could accommodate these needs of children, but the key to the situation lies in dialogue and

negotiation between social workers at Pulaski County Department of Social Services and the private vendors.

78. Residential Adolescent Substance Abuse Treatment.

Description: Placement of an adolescent who has been removed from his/her home into a residential facility for treatment of the youth's substance abuse problem.

Availability:	Out of Region	Deep Run Lodge (No Medicaid)
	In Region	No
Quantity:	Out of Region	1.0
	In Region	0.0
Quality:	Out of Region	2.0
	In Region	0.0
Importance:	3.5	
Comments:	-Substance abuse is a large issue in Pulaski County. However, there are few substance abuse and treatment programs available throughout the state; and, often these programs do not accept Medicaid, which makes the programs extremely expensive.	

79. Residential Adult Substance Abuse Treatment.

Description: Placement of a parent into a residential program to receive substance abuse treatment.

Availability:	New River Valley Community Services New Life Recovery	
Quantity:	0.5	
Quality:	2.5	
Importance:	4.0	
Comments:	-New River Valley Community Services offers a 30 day residential program in Fairlawn, Virginia. Following the 30 day program, there is 18 weeks of after-care, which is then followed by 6 months of relapse/prevention. Altogether the program last a year and a half. There are 12 beds at the facility in Fairlawn, Virginia. Clients are not allowed to smoke or drink caffeinated coffee due to research that demonstrates that these limitations improve outcomes. -There are other programs that are located out of the regional area, such as Bethany Hall in Roanoke, Virginia. These programs outside of the immediate regional area are very expensive. -In general, participants thought that programs needed to be longer and have after-care provisions to attempt to prevent relapse.	

80. Residential Substance Abuse Treatment for Women with Dependent Children.

Description: Placement of women, together with their dependent children, in a facility where they can receive substance abuse treatment and can continue to parent their children.

Availability: Bethany Hall (Roanoke, Virginia)
Quantity: 0.5
Quality: 2.5
Importance: 4.0
Comments: -Bethany Hall is a very good program that provides great transitional housing. However, the program is extremely expensive. Furthermore, the experience of participants is that it is difficult to get clients to stay in the placement.
-For the most part private funding must be used in the facility. However, if a woman is pregnant at the time and gives birth while in the facility, Medicaid will pay for 60 days for the child.
-At one point, a group of individuals in Montgomery County attempted to develop a similar program to that at Bethany Hall, but could not get it off the ground.

81. Inpatient Adult Mental Health Treatment.

Description: Placement of a parent in a facility to receive intensive inpatient mental health services.

Availability: Carilion Saint Albans Hospital
Lewis-Gale Medical Center
Southwestern Virginia Mental Health Institute
New River Valley Community Services
6 beds in Crisis Stabilization Unit (ACCESS Unit)
Quantity: 0.5
Quality: 1.0
Importance: 3.0
Comments: -Eligibility requirements are a concern, especially for the poor. Qualifying criteria for services are a large barrier.
-The issue with the quality is that the facilities move the clients out too soon in the opinion of the many participants. Additionally, there is rarely adequate transitional care, which could be due to a number of reasons, such as a failure of the referral process (or follow-up on the part of the client).

82. Inpatient Child/Adolescent Mental Health Treatment.

Description: Placement of a child or adolescent removed from the home in an inpatient psychiatric facility for children or adolescents.

Availability: Lewis-Gale Medical Center
Southwestern Virginia Mental Health Institute (Marion, Virginia)
Valley Healthcare System (Grafton, West Virginia)
Commonwealth Children (Staunton, Virginia)
Southwestern Virginia Training Center (Hillsville, Virginia)
The Barry Robinson Center (Norfolk, Virginia)

Poplar Springs Hospital (Petersburg, Virginia)
Keystone (Marion, Virginia & Newport News, Virginia)
Cumberland Hospital (New Kent, Virginia)
Hallmark (Richmond, Virginia)
The Pines (Tidewater, Virginia)

Quantity: 1.0 (eligibility/insurance issue)
Quality: 1.0*
Importance: 4.0
Comments: -Although there are a number of facilities that provide mental health treatment, eligibility and insurance issues become difficult hurdles.
-Additionally, these facilities are a considerable distance from the New River Valley.
-Specifically, the quality suffers, according to participants, due to a failure in the proper administration of transitional and after-care services.

E. CHILD WELFARE SYSTEM EXIT SERVICES (83-96)

83. Pre-Adoption Casework.

Description: Counseling and other preparatory services provided to families who desire to adopt a child who has come into the child welfare system.

Availability: Pulaski County Department of Social Services (PRIDE Training)
DePaul Family Services
Lutheran Family Services
Community Connections
Therapeutic Foster Care Home Providers (Assist)

Quantity: 3.5
Quality: 3.0
Importance: 3.0
Comments: -The adoption agencies, the therapeutic foster care providers, and Pulaski County Department of Social Services work in collaboration for pre-adoption casework.
-The PRIDE Training is offered through a grant, which is temporary.

84. Post-Adoption Casework Services.

Description: Services provided to the adoptive family and child, after finalization of the adoption, to support the family and prevent disruption.

Availability: Pulaski County Department of Social Services
Braley & Thompson (Post-Adoption Family Preservation Services)

Quantity: 0.0
Quality: 0.0
Importance: 3.0
Comments: -Braley & Thompson operate a Post-Adoption Family Preservation Service, which is funded by the Virginia Department of Social Services. A Family Services Worker only has to refer the child and adoptive family to Braley & Thompson and case management services will be provided. Services provided include case management, counseling, crisis-intervention, parent-support groups, and children's support/activity groups. Toll Free Number is 1-888-821-HOPE.

85. Independent Living Casework.

Description: Services provided to children in care who are aging out of the system but have no permanent home to prepare them for independent living.

Availability: Pulaski County Department of Social Services
Pulaski County Public Schools
Pulaski County Court Services Unit
Department of Rehabilitative Services

New River Valley Community Services
DePaul Family Services
Tekoa
Braley & Thompson

Quantity: 3.0
Quality: 2.0
Importance: 3.0
Comments: -The quality is rated 2.0 due to coordinating difficulties. In general, the group felt that children should be started earlier in independent living.

86. Adoption Support.

Description: Services provided to an adoptive family with one-time costs of completing and finalizing the adoption.

Availability: Pulaski County Department of Social Services
Quantity: 4.0
Quality: 4.0
Importance: 4.0
Comments: -It was noted that Pulaski Department of Social Services covers legal fees in finalizing the adoption.

87. Adoption Subsidy.

Description: Provision of a monthly financial care subsidy to the adoptive family, as well as medical care for the adopted child, usually until the child is emancipated.

Availability: Pulaski County Department of Social Services
Quantity: 3.0
Quality: 2.0
Importance: 3.0
Comments: -Pulaski County Department of Social Services tries to reach an adoption agreement without a subsidy. However, the adoption agreement is rarely reached until a subsidy is offered. Specifically, subsidies can be offered for special needs children (see <http://www.dss.virginia.gov/family/ap/special.html>).
-If a child is adopted out of foster care and is eligible for an adoption subsidy, the foster family may opt to continue the child's Medicaid, even if they move out of the area. Receiving Medicaid is not dependent on the income of the adoptive parents and they may also have another private insurance at the same time. The child will remain eligible for Medicaid until his 18th birthday or 21st birthday if enrolled in a full time educational/vocational program. Basically, as long as he/she continues to be eligible for the adoption subsidy Medicaid will be available.

88. Post-Adoption Crisis Intervention.

Description: Clinical services provided to families, who experience a crisis after an adoption, to prevent placement disruption.

Availability: Pulaski County Department of Social Services
Quantity: 2.0
Quality: 2.0
Importance: 3.5
Comments: -Generally, an agreement is reached in the adoption subsidy agreement on general services that will be provided to the family. If a service is not part of this agreement, then Pulaski County Department of Social Services will assess the situation. If there is a legitimate need then funding will be allocated for that service.
-The community members noted a particular concern for being proactive in crisis intervention. On great improvement that could be made would be through utilizing the Post-Adoptive Family Preservation Services available through Braley & Thompson.

89. Guardianship Support.

Description: Services provided to a child’s guardian, which include one-time costs of completing and finalizing the guardianship.

Availability: No
Quantity: 0.0
Quality: 0.0
Importance: 3.0
Comments: -This service is not offered at all.

90. Guardianship Subsidy.

Description: Provision of a monthly financial care subsidy to the child’s guardian, as well as medical care for the child, usually until the child is emancipated.

Availability: No
Quantity: 0.0
Quality: 0.0
Importance: 3.0
Comments: None

91. Independent Living Skills Development Program.

Description: Programs to teach older children, who have no permanent homes and who are moving toward independence skills, they need for living, including family planning and HIV/STD education.

Availability: Pulaski County Department of Social Services
Private Vendors Contracted With By Pulaski County DSS

Quantity: 2.0
Quality: 2.5
Importance: 4.0
Comments: -These services are vital to making sure that children leaving the system have a foundational level of knowledge and skills to survive independently.
-The private providers are all located outside of Pulaski County.

92. Independent Living Dormitory Services.

Description: Provision of dormitory housing and supportive services for young adults who have no permanent homes and who are moving toward independent living.

Availability: DePaul Family Services
Tekoa
Quantity: 2.0
Quality: 2.5
Importance: 3.0
Comments: -This type of housing is not offered within Pulaski County. However, many of the private vendors that are contracted with by Pulaski County Department of Social Services have dormitory style facilities. Furthermore, the private vendors within these facilities can and do often provide supportive services to the children/young adults. Some of the private vendors will also provide these supportive services to clients that are living on their own.

93. Independent Living Supervised Apartments.

Description: Provision of supervised apartments to young adults who have no permanent homes who are moving toward independent living.

Availability: DePaul Family Services
Tekoa
Quantity: 2.0
Quality: 2.5
Importance: 3.0
Comments: -This type of housing is not offered within Pulaski County. However, many of the private vendors that are contracted with by Pulaski County Department of Social Services have dormitory style facilities. Furthermore, the private vendors within these facilities can and do often provide supportive services to the children/young adults. Some of the private vendors will also provide these supportive services to clients that are living on their own.

94. Job Coaches.

Description: Services provided to young adults who have no permanent homes who are moving toward independent living on seeking, securing, and retaining employment.

Availability: Pulaski County Public Schools
Goodwill Industries of the Valleys
Department of Rehabilitative Services
Private Vendors (Independent Living & Therapeutic Foster Care)

Quantity: 2.0
Quality: 2.0
Importance: 3.5
Comments: None

95. Post-Secondary Tuition Waiver.

Description: Waiver of tuition and other costs for attending state operated colleges, universities, and technical schools for young adults who have exited state foster care and reached the age of majority without being reunited with their parents, adopted, placed in guardianship, or placed with relatives.

Availability: Pulaski County Department of Social Services
Annie Casey Foundation
Orphan Foundation
Upward Bound/Talent Search (Virginia Tech)

Quantity: 3.5
Quality: 3.0
Importance: 3.5
Comments: -The foster care tuition grant offered through Virginia is for any child who received their GED or high school diploma while in foster care, or is receiving an adoption subsidy. This pays for full tuition and books for a community college in the state of Virginia for up to 2 years. There is no upper age limit for this grant.
-The Casey Foundation provides scholarships to children who have been in foster care and may be used for any accredited college in the United States.
-The Orphan Foundation has other scholarships for foster children, including a Care Package program. This may be upwards to \$10,000.00 per year. The child does not have to be in foster care at the time of college admission to receive the scholarships. There is an age limit of 25 for these scholarships. However, these rewards through the Orphan Foundation may not be constant.

96. Foster Care Transition Medicaid.

Description: Provision of a Medicaid card and services for young adults who have no permanent homes and who are transitioning to independent living.

Availability: Pulaski County Department of Social Services
 Quantity: 3.0
 Quality: 3.0
 Importance: 4.0
 Comments: -A child may continue to receive Medicaid until their 21st birthday if they remain in foster care because the state mandates any child in foster care is eligible for Medicaid and the state remains responsible for their medical care. However, this is not a definite. If the child has a job that makes too much money, or gets too much in savings (\$2,000.00), they lose their Medicaid.
 -If the child leaves foster care at their 18th birthday, they may be able to receive Medicaid under the Medically Indigent program until their 19th birthday.

97. Step-Down/Transitional Services

Description: Child abuse prevention and other support services designed to keep families from returning to the child welfare system.

Availability: New River Valley Community Services (In-Home)
 DePaul Family Services
 Family Preservation Services
 Creative Family Solutions
 National Counseling Group
 Quantity: 3.0
 Quality: 1.5
 Importance: 4.0
 Comments: -Although these services are available, there are sometimes wait lists that prevent families from receiving continuous support as they exit the child welfare system. Coordination and funding are also major issues.

Section 2: Summarizing Conclusions

A. COMMUNITY/NEIGHBORHOOD PREVENTION, EARLY INTERVENTION SERVICES (1- 27)

- *Strong Services.* A number of existing prevention/early intervention services in Pulaski County seem to be particularly effective and appear to be meeting some or most of the County's needs for these services. These include services that were ranked in the quantity category as either meeting "most" or "all of the need" and were ranked in the quality category as "often" or "always good." Of the 27 services examined in this section, the following services met those criteria in both quantity and quality of service:
 - Children's Health Insurance Program (Service #8)
 - Educational Services for Children (Service #12)

- *Needed Community Education.* In studying prevention/early intervention services available in Pulaski County, for a number of the services, participants pointed out that while a number of important services exist in the community, they are not well known. Services not well known include: Crisis Stabilization Services (Service #7), Primary Child Health Care (Service #9), Home Visits to Parents with Newborns (Service #15), and Child Abuse and Neglect Outreach/Education (Service #26). Accordingly, one low-cost strategy Pulaski County could undertake is an ongoing community education project to help residents learn about existing services. The strategy could include public service spots and advertising, human services fairs in targeted neighborhoods, speaking at meetings of existing neighborhood and community organizations, etc. More specifically, the Pulaski County Public Schools should examine the development of a comprehensive educational program [School-Based Personal Safety Curriculum (Service #21) and Child Abuse and Neglect Outreach/Education (Service #26)] aimed at personal safety, sexual abuse, and substance abuse for children.

- *Not Meeting Enough Need.* Some critically important prevention/early intervention services exist in Pulaski County, but meet only some of the County's needs. Unfortunately, the participants determined that nearly all of the services in this section did not meet enough of the need with the exception of Community Services Information and Referral Need (Service #1), Children's Health Insurance Program (Service #8), and Educational Services for Children (Service #12). Each of these services was considered to be meeting the needs of the community. Each of the following services were not meeting enough need:
 - Cash Assistance (Service #2a)
 - Food Assistance (Service #2b)
 - Utilities Assistance (Service #2c)
 - Clothing Assistance (Service #2d)
 - Housing Assistance (Service #3)
 - Child Care Assistance (Service #4)

- Transportation Assistance (Service #5)
 - Crisis Stabilization Services (Service #7)
 - Primary Child Health Care (Service #9)
 - Child Dental Care (Service #10)
 - Primary Adult Health Care (Service #11)
 - Home Visits to Parents with Newborns (Service # 15)
 - Life Skills Training/Household Management (Service #17)
 - School Based Family Resource Workers (Service #22)
 - Before and/or After-School Programs (Service #23)
 - Mentoring for Adults (Service #24)
 - Mentoring for Children and Youth (Service #25)
 - Child Abuse and Neglect Outreach/Education (Service #26)
- Advocacy and/or Service Barriers. Several existing prevention/early intervention services could be improved if barriers to receiving the services could be addressed. Child Care Assistance (Service #4) is seen by participants as such a service. The predominant source of child care assistance within the community is through the Virginia Initiative for Employment, Not Welfare (VIEW) program, but there are considerable eligibility requirements to qualify. Within the community there are very few child care programs providing assistance to teen mothers or during the evening hours. Transportation Assistance (Service #5) within Pulaski County is limited due to its rural nature. Additionally, Med-Ride serves only Medicaid eligible individuals, but also only takes appointments 72 hours impeding many community members' efforts to get to medical appointments. Community agencies and personnel have a difficult time gaining access to families and newborns due to a lack of coordination with Pulaski Community Hospital and Carilion New River Valley Medical Center [Home Visits to Parents with Newborns (Service #15)]. Before and/or After-School Programs (Service #23) in Pulaski County typically require a fee and the participants felt that the fee was a barrier to more community members receiving this critical service. Additionally, the high rates of substance abuse in the Pulaski County community are a service barrier, which is very difficult to overcome, especially due to the lack of services and awareness of the issue.
 - Duplication of Services and Shifting of Resources. A number of existing prevention/early intervention services are provided by more than one agency or organization. While some might regard such duplication of services problematic, none of the participants noted such a concern, perhaps because much of the need for prevention and early intervention services in the community is not being met according to the group. Additionally, community participants noted the importance of working regionally within the New River Valley in order to improve service availability through creating economies of scale.
 - Non-Existing Services. Several prevention/early intervention services, which may or may not be desirable for Pulaski County, do not exist at all or exist minimally. From the 27 services in this section, those services which the group ranked as meeting none of the need or meeting none to some of the need in quantity are listed below:
 - Housing Assistance (Service #3)

- Child Care Assistance (Service #4)
 - Child Dental Care (Service #10)
 - Primary Adult Healthcare (Service #11)
 - Family Support Centers (Service #13)
 - Neighborhood Service Time Banks (Service #14)
 - Life Skills Training/Household Management (Service #17)
 - Crisis Nurseries (Service #18)
 - Parents Anonymous (Service #19)
 - Mentoring for Adults (Service #24)
- Staff/Volunteer Issues. Some prevention/early intervention services that exist in Pulaski County are hampered by a shortage of staff or volunteers. According to participants, more School-Based Family Resource Workers (Service #22) are needed. Programs that mentor children and youth (Service #25) seem to suffer from chronic volunteer shortages that make some of the programs nearly non-existent. Additionally, concern was expressed over the course of the community meeting about the high turnover rates, low staffing levels, and staff morale of social workers at Pulaski County Department of Social Services. Many in the community noted the importance of utilizing college students (Radford University and Virginia Tech) and pointed to the success of Beans and Rice in this endeavor. Others noted the under-utilization of local youth developmental assets.
 - Funding Issues. Naturally, most prevention/early intervention services that exist in Pulaski County would require more funding in order to better administer various services; however, the participants noted several services particularly hampered by funding issues: Subsistence Assistance (Service #2), Child Care Assistance (Service #4), School-Based Family Resource Workers (Service #22), and Before and/or After-School Programs (Service #23), especially for middle and high school children.
 - Better Coordination/Collaboration with Other Stakeholders. On a number of occasions, the participants suggested that there needed to be better coordination and collaboration among the community stakeholders in regards to child and family services within the community. While a number of different agencies are involved in Child and Family Advocacy (Service #27), the general feeling was that there needed to be more integration and coordination of services for children. Additionally, the participants acknowledged that there needs to be a more collaborative and concerted effort to educate the community and the elected officials on the state of children and families within the community. Specifically, coordination and collaboration among Pulaski County Public Schools, New River Community College, Radford University, and Virginia Tech has and could continue to greatly enhance Educational Services for Children (Service #12) through additional tutorial and mentoring services. The addition of a Family Support Center (Service #13) to the community through a collaborative effort would greatly enhance the integration of services for clients. The number of Home Visits to Parents with Newborns (Service #15) perhaps could greatly be increased through coordination and collaboration between Pulaski Community Hospital, CHIP of New River Valley, the Health Department, and Infant and Toddlers Connection of the New River Valley. Lastly, in order to facilitate better coordination and collaboration it was suggested that the

community improve the Community Services Information and Referral Line (Service #1).

- Quality Improvement Needed. The quality of most prevention/early intervention services that exist in Pulaski County were considered at least “often good” by participants. However, some services need to be examined to determine how to improve the quality of the service and those services that were ranked in terms of quality as “poor” or only “occasionally good” are listed below:
 - Cash Assistance (Service #2a)
 - Food Assistance (Service #2b)
 - Clothing Assistance (Service #2d)
 - Housing Assistance (Service #3)
 - Child Care Assistance (Service #4)

Community members noted the importance of monitoring the abuse of services. In order to prevent misuse or abuse the community agencies need to become more fully integrated with one another.

- More Diversified Services. Some of the prevention/early intervention services that exist in Pulaski County need to be examined to determine whether they need to be adjusted to meet more diverse needs. One service, Transportation Assistance (Service #5), was discussed as needing to provide a wider range of transportation. Currently, community members face many challenges in trying to move around the region for medical, educational, and employment reasons if they do not have their own transportation. In particular, Beans and Rice appears to be filling an important service for Hispanic families in relation to educational tutoring, etc.
- Law/Policy Change. Some of the prevention/early intervention services that exist in Pulaski County are hampered by laws or policies that may need to be changed. In particular, Child Care Assistance (Service #4) is provided solely upon meeting eligibility criteria for the VIEW program. The community may need to create additional mechanisms to provide child care assistance in an effort to alleviate this need.
- Service Improvement/Evaluation. Some prevention/early intervention services that exist in Pulaski County may need to be evaluated for quality, according to the participants involved in this Service Array Process. The Community Services Information and Referral Line (Service #1) was noted as needing improvement. A logical starting point for this endeavor may be the New River Community Action Directory Booklet. Housing Assistance (Service #3) was noted as needing major evaluation and improvement by the participants. The group expressed concern over the ability of community members to find adequate housing that was maintained properly and to find housing for those members who need housing immediately due to crisis or something of a similar nature.

Section A: Conclusions

Several broad conclusions may be drawn from analysis of the comments on the prevention and early intervention services offered in Pulaski County and the surrounding region. First, the FAMIS program and the educational services for children within Pulaski County are strong. Second, a need was expressed repeatedly for a comprehensive directory of all of the services available in Pulaski County and the surrounding region. Some directories are available currently; however, the participants felt that a more integrated information source would be useful for clients, agencies serving the clients, and the community. Third, the prevention and early intervention services that are available in the community are considered generally to be of high quality, but the available services cannot simply meet the demand for the services. Fourth, the consensus was that there is a number of prevention and early intervention services, these services are not provided to children and families in an integrative manner. Last, the community members emphasized the importance of empowering families through innovative social service delivery programs.

B. INVESTIGATIVE, ASSESSMENT FUNCTIONS (28-36)

- *Strong Services.* A number of existing investigative/assessment services in Pulaski County seem to be particularly effective and appear to be meeting some or most of the County's needs for these services. These include services that were ranked in the quantity category as either meeting "most" or "all of the need" and were ranked in the quality category as "often" or "always good." Of the nine services examined in this section, a third of the services met those criteria:
 - Child Protection Services (CPS) Intake (Service #29)
 - Multiple Track Child Protection Response (Service #30)
 - Domestic Violence/CPS Protective Order Process (Service #35)

- *Needed Community Education.* In studying investigative/assessment services available in Pulaski County, participants pointed out that while a number of important services exist in the community, they are not well known. In this category, however, only two services were considered to be underutilized due to a lack of publicity of the service within the community. First, the Children's Advocacy Center at Radford University (Service #36), which serves the New River Valley, is available at extremely short-notice for access to conduct interviews of children. Many present at the meeting did not know about the Children's Advocacy Center and suggested that it be better advertised. The suggestion was also made that the Children's Advocacy Center offer more educational programs on child abuse for the community, but also educational and training programs for local social workers and law enforcement officers. Additionally, the Children's Advocacy Center is able to provide technical assistance to localities in developing and utilizing Multi-Disciplinary Teams to improve coordination efforts between community agencies in investigating child abuse and neglect. Taking these steps may help in improving the quality of CPS Investigations (Service #31), which were considered low by the participants. Second, the community members noted the importance of trust-building and relationship building between community agencies in the investigative process. While these partnerships are difficult to build, any headway in this area will be of great service to improving CPS Investigations. Third, the community members emphasized the importance mandatory reporter training. Fourth, the Child Abuse and Neglect Report/Hotline (Service #28) is underutilized perhaps due to the lack of knowledge about the reporting mechanism. Additionally, many participants were unaware that a suspected abuse case could be directly reported to the Pulaski County Department of Social Services.

- *Not Meeting Enough Need.* Some critically important investigative/assessment services exist in Pulaski County, but meet only some of the County's needs. They include:
 - Child Abuse and Neglect Report/Hotline (Service #28)
 - Comprehensive Family Assessment (Service #32)
 - Placement Decision-Making and Permanency Planning (Service #33)

Specifically, the participants had serious concerns in regards to Service #32 and Service #33. Placement Decision-Making and Permanency Planning, specifically concurrent planning, tends to often be reactive and informal rather than proactive and formal. Additionally, a Comprehensive Family Assessment (Service #32) rarely is completed to inform the decision-making process regarding permanency. Overall, there is a serious lack of resources to obtain or conduct a Comprehensive Family Assessment (Service #32) in a timely manner. Thus, placement decisions are often a function of time or related to “reactive issues” to a presenting problem(s) and often such decisions must be made with possibly incomplete or inadequate assessments.

- Advocacy and/or Service Barriers. Several existing investigative/assessment services could be improved if barriers to receiving the services could be addressed. CPS Investigation (Service #31), Comprehensive Family Assessment (Service #32), and Placement Decision-Making and Permanency Planning (Service #33) could be greatly improved through increased collaborative partnerships and coordination. Additionally, successful Placement Decision-Making and Permanency Planning face a number of considerable barriers *due to the current reactive nature of the process as well as the lack of temporary shelter for children.* Lastly, the Children’s Advocacy Center (Service #36) is often not utilized due to a lack of convenience of bringing the child to the Children’s Advocacy Center at Radford University. Some participants suggested the creation of a satellite location within the Town of Pulaski.
- Duplication of Services and Shifting of Resources. None of the investigative/assessment services in this section of the Service Array were deemed to be duplicative of other services in the community by participants.
- Non-Existing Services. Out of the nine services in this section, all were found to at least exist and serve some of the need in the community, according to participants.
- Staff/Volunteer Issues. Some investigative/assessment services, specifically at Pulaski County Department of Social Services, are hampered by a shortage of staff or volunteers and other staffing issues. Participants noted that occasionally the staff of the Virginia Centralized Hotline (Service #28) are unfriendly and do not inform the caller about action taken due to the report. However, in many cases the staff of the Virginia Centralized Hotline is not allowed by policy to share information with the reporter. Child Protective Services Intake (Service #29) and Multiple Track Child Protection Response (Service #30) suffer from an inadequate staff size, high turnover rates within the staff, lack of resources, and the low employee morale of Pulaski County Department of Social Services. Each of these also adversely affects CPS Investigations (Service #31), Comprehensive Family Assessment (Service #32), and Placement Decision-Making and Permanency Planning (Service #33), according to the participants.
- Funding Issues. While there was no direct mention of funding issues in connection with any of the services in this section, the participants continually noted the inefficient staff size, staff turnover, lack of resources, and low staff morale. While some of these appear

to be personnel issues, these personnel issues and lack of resources are inevitably tied to funding issues as well.

- *Better Coordination/Collaboration with Other Stakeholders.* Some investigative or assessment services that exist in Pulaski County could be improved if there was better coordination and/or collaboration with other stakeholders. The collaboration among agencies, specifically Pulaski County Department of Social Services and law enforcement agencies, must be continually nurtured and developed in order to provide for more collaborative CPS Investigations (Service #31) and Specialized CPS/Domestic Violence Investigation (Service #34). The development and comprehensive utilization of a Comprehensive Family Assessment (Service #32) would be useful to improving Placement Decision-Making and Permanency Planning (Service #33). Participants also noted that Placement Decision-Making and Permanency Planning (Service #33) could be improved by better coordination by the actors (as well as an improvement in community resources), especially between the Pulaski County Department of Social Services and private vendors and public agency service providers. Additionally, the building of better partnerships with parents and guardians of the children would be beneficial in achieving service plan goals or permanency.
- *Quality Improvement Needed.* Some investigative/assessment services that exist in Pulaski County need to be examined to determine how to improve the quality of the service. Participants noted that Child Abuse and Neglect Report Hotline (Service #28) was in need of some quality improvement in regards to customer service. Additionally, the quality of the CPS Investigation (Service #31) and Comprehensive Family Assessment (Service #32) need to be improved. Specifically, the ability to improve the thoroughness of investigations would greatly enhance the CPS investigation. The use of a comprehensive family assessment tool at the appropriate point in the service delivery process would better inform decision-making and permanency planning resulting in the better formation and execution of service plans. However, in order to institutionalize the use of a comprehensive family assessment tool extensive skills-building and training needs to occur.
- *More Diversified Services.* None of the services in this section were noted to need more diversification.
- *Law/Policy Change.* Some of the investigative/assessment services that exist are hampered by policies that may need to be changed. Local policy regarding Placement Decision-Making and Permanency Planning (Service #33) may need to be rewritten emphasizing or mandating concurrent planning and a Comprehensive Family Assessment (Service #32) in an effort to achieve more timely permanency. Many participants suggested that regular family meetings involving all parties to the situation, including parents, be mandatory. In addition, participants recommended that Comprehensive Family Assessments (Service #32) be required by internal Pulaski County Department of Social Services policy. Lastly, the institutionalization of the Multi-Disciplinary Team to facilitate collaborative partnerships on child abuse and neglect cases is essential to improving CPS Investigations. The ability of Pulaski County Department of Social

Services, law enforcement agencies, and medical staff to commit to a collaborative process as policy would be instrumental in improving the investigations of child abuse, child neglect, and domestic violence. Additionally, the Director of the Children's Advocacy Center has experience in developing Multi-Disciplinary Teams in Floyd County and the City of Radford.

- Service Improvement/Evaluation. Some investigative/assessment services that exist in Pulaski County may need to be continually evaluated for quality. These include:
 - Child Abuse and Neglect Report/Hotline (Service #28)
 - CPS Investigation (Service #31)
 - Comprehensive Family Assessments (Service #32)
 - Placement Decision-Making and Permanency Planning (Service #33)
 - Specialized CPS/Domestic Violence Investigation (Service #34)

Specifically, the community participants noted the importance of joint investigations into abuse and domestic violence.

Section B: Conclusions

Several broad conclusions may be drawn from analysis of the comments on the investigative/assessment functions in Pulaski County. Overall, there are a number of issues that need to be addressed in order to improve Investigative, Assessment Functions in Pulaski County. The Children's Advocacy Center at Radford University is underutilized, but is a great resource for Pulaski County, as well as the New River Valley, to build expertise around. The greatest weaknesses in this section are CPS Investigation (Service #31), Comprehensive Family Assessment (Service #32), and Placement Decision-Making and Permanency Planning (Service #33). Specifically, the utilization of the Multi-Disciplinary Team protocol to conduct joint investigations needs to be examined. The importance of instituting a Comprehensive Family Assessment (Service #32) to inform the Placement Decision-Making and Permanency Planning (Service #33) would prove beneficial. However, in order for this to effectively work there needs to be an appropriate temporary placement within Pulaski County or the New River Valley to place children in order to conduct the assessments necessary before developing permanency plans and making placement decisions. Local operating procedures and protocols, staffing, and funding should be examined in relation to these three key investigative and assessment functions in order for Pulaski County to continue to make progress in meeting the needs of children and families.

C. HOME-BASED INTERVENTIONS (37-55)

- *Strong Services.* None of existing home-based services in Pulaski County seem to be particularly effective and appear to be meeting some or most of the County’s needs for these services. The participants did not rank any of the services in this section in the quantity category as either meeting “most” or “all of the need” and were ranked in the quality category as “often” or “always good.” Considering that home-based interventions can prevent children coming into the care of Pulaski County Department of Social Services, as well as prevent more expensive costs related with extensive out-of-home treatments and intervention, the community needs to discuss, create plans, and take action in improving home-based services.
- *Needed Community Education.* In studying home-based services available in Pulaski County, for a number of them, participants pointed out that while a number of important services exist in the community, they are not well known. Services not well known include:
 - Outpatient Domestic Violence Services (Service #49)
 - Respite Care for Parents (Service #55)

In respect to Service #49, the participants felt that there needed to be more education on domestic violence and child abuse within the community and more counseling opportunities for children in school. On several occasions, participants discussed the difficulty of accessing children and families in crisis. One possible strategy in addressing domestic violence and child abuse is a considerable educational campaign within the community. Lastly, many participants were unaware of the Volunteer Emergency Families for Children organization that provides Respite Care for Parents (Service #55). However, the community remains concerned due the limited availability of respite care for parents, especially parents with children that have emotional and behavioral issues.

- *Not Meeting Enough Need.* None of the services in this section were deemed by the participants to meet half of the need. Thus, home-based intervention services within the community are in critical shortage, as determined by the participants.
 - Voluntary In-Home Child Welfare Casework Services (Service #37)
 - Involuntary In-Home Child Welfare Casework Services (Service #38)
 - Case Management Services (Service #39)
 - Placement Prevention Flexible Funds (Service #42)
 - Homemaker Services (Service #43)
 - Behavioral Aides (Service #45)
 - Father/Male Involvement Services (Service #46)
 - Public Health Aides (Service #47)
 - Outpatient Substance Abuse Services (Service #48)
 - Outpatient Domestic Violence Services (Service #49)
 - Outpatient Mental Health Services (Service #50)
 - Child and Adolescent Day Treatment (Service #51)

- Sexual Abuse Treatment (Service #52)
- Intensive Family Preservation (Service #54)
- Respite Care for Parents (Service #55)

In particular, according to the participants, Voluntary In-Home Child Welfare Casework Services (Service #37) and Involuntary In-Home Child Welfare Casework Services (Service #38) are both plagued with long waiting lists.

- Advocacy and/or Service Barriers. Several existing home-based services could be improved if barriers to receiving the services were addressed. Voluntary In-Home Child Welfare Casework Services (Service #37) and Involuntary In-Home Child Welfare Casework Services (Service #38) have stringent eligibility requirements in regards to Medicaid and CSA in order to receive funding. In respect to Public Health Aides (Service #47), one potential barrier at this point is that the Family Assessment Planning (FAP) Team in Pulaski County does not have a representative from the Health Department. While case managers should be contacting and utilizing the services of the Health Department irregardless, the presence of the Health Department representative can initiate their involvement in cases where the case manager had not thought of utilizing a public health aide. A continuum of treatment models within the community has not been developed at this point, which restricts the ability of the community agencies to appropriately provide Outpatient Substance Abuse Services (Service #48). Lastly, the ability of the poor and the uninsured to receive Outpatient Mental Health Services (Service #50) is severely restricted, according to the participants.
- Duplication of Services and Shifting of Resources. None of the home based intervention services in this section of the Service Array were deemed to be duplicative of other services in the community by participants. In general, the community of Pulaski has a shortage of home-based interventions.
- Non-Existing Services. Several home-based services, which may or may not be desirable for Pulaski County, do not exist at all or exist minimally. These include:
 - Family Group Conferencing (Service #40)
 - Wrap-Around Services (Service #41)
 - Parent Pals/Child Welfare Mentors (Service #44)
 - Child and Adolescent Day Treatment (Service #51)
 - Therapeutic Child Care (Service #53)

Child and Adolescent Day Treatment (Service #51) is provided by a number of private vendors (Minnick Education Center and Family Preservation Services), but there are limited services for pre-school aged children.

- Staff/Volunteer Issues. Some home-based services that exist in Pulaski County are hampered by a shortage of staff or volunteers. The number of parent aides and homemaker aides are not sufficient to meet the need in Pulaski County although the quality of the service is considered good (Homemaker Services-Service #43).

Additionally, there is critical shortage of child psychologists and psychiatrists in the region, which limits the ability of case managers to assess and counsel the needs of children and families (Outpatient Mental Health Services-Service #50).

- Funding Issues. Some home-based services that exist in Pulaski County are hampered by funding issues. Participants noted that Voluntary and Involuntary In-Home Child Welfare Casework Services (Services #37 and #38) are only funded for short periods of time, which do not allow for adequate time in many cases for substantial progress to be made with the child and family. Also, Placement Prevention Flexible Funds (Service #42), in particular, suffers from a lack of funds. The Pulaski County Community Planning and Management (CPM) Team and FAP Team are mandated to provide services to children and family at risk of foster care. However, funds for non-mandated cases, such as preventive services at an earlier stage, are not used in Pulaski County, but diverted to meet the costs of the mandated cases.
- Better Coordination/Collaboration with Other Stakeholders. Some home-based services that exist in Pulaski County could be improved if there was better coordination and/or collaboration with other stakeholders. These include:
 - Case Management Services (Service #39)
 - Public Health Aides (Service #47)

Case Management Services were thought to be fragmented and uncoordinated. The Pulaski County FAP Team is one example of collaboration occurring, but this only involves a minority of the at-risk children within the community. Additionally, the absence of the Health Department from the FAP Team was seen as a detriment to the functioning of the Pulaski County FAP Team.

- Quality Improvement Needed. Some home-based intervention services that exist in Pulaski County need to be examined to determine how to improve the quality of the service. These include:
 - Voluntary In-Home Child Welfare Casework Services (Service # 37)
 - Involuntary In-Home Child Welfare Casework Services (Service #38)
 - Case Management Services (Service #39)
 - Placement Prevention Flexible Funds (Service #42)
 - Respite Care for Parents (Service #55)
- More Diversified Services. None of the services in this section were noted to need more diversification.
- Law/Policy Change. Some of the home-based intervention services that exist are hampered by policies that may need to be changed. First, local policy in respect to Placement Prevention Flexible Funds (Service #42) may need to be examined, especially in regard to non-mandated monies of CSA. Second, the local policy of the Pulaski

County CPM Team may need to be examined in respect to the participation of the Health Department with the FAP Team.

- Service Improvement/Evaluation. Some home-based intervention services that exist in Pulaski County may need to be continually evaluated for quality. These include:
 - Voluntary In-Home Child Welfare Casework Services (Service #37)
 - Involuntary In-Home Child Welfare Casework Services (Service #38)
 - Case Management Services (Service #39)
 - Placement Prevention Flexible Funds (Service #42)
 - Respite Care for Parents (Service #55)

Section C. Conclusions

Several broad conclusions may be drawn from analysis of the comments on the home-based interventions in Pulaski County and the surrounding region. Overall, many services within this portion of the service array continuum need to be enhanced, better coordinated, better funded, and evaluated for quality improvement. According to participants, in-home child welfare casework, case management services, substance abuse treatment, mental health treatment, sexual abuse treatment, and family preservation services all need to be enhanced in order to meet the high need within the Pulaski Community. In addition, there are a number of barriers that prevent children and families from receiving these services. In particular, the utilization of prevention placement flexible funds should be evaluated more closely in order to determine current effectiveness as well as possible improvements to current policy. Lastly, the general consensus was that better coordination and integration of case management for home-based interventions would improve home-based interventions. However, these services need to be continually evaluated for quality and effectiveness, according to participants.

D. OUT-OF-HOME INTERVENTIONS (56-82)

- *Strong Services.* According to the participants, none of the existing out-of-home services in Pulaski County were ranked as both meeting “most” or “all of the need” and as “often” or “always good” in terms of quality.
- *Needed Community Education.* In studying out-of-home services available in Pulaski County, for a number of them, participants pointed out that while a number of important services exist in the community, they are not well known. Services not well known include:
 - Concurrent Planning (Service #58)
 - Court Appointed Special Advocates (C.A.S.A.) Volunteers (Service #61)
 - Domestic Violence Shelter (Service #66)
 - Legal Counsel for Children in Custody (Service #67)

Concurrent Planning (Service #58) is practiced on an informal basis, but is not formally institutionalized within the Pulaski County Department of Social Services. In order to adopt concurrent planning there may need to be an extensive educational program to indoctrinate foster care workers as well as the courts in the practice. C.A.S.A. Volunteers (Service #61) are in short supply; thus, perhaps a publicity campaign seeking additional C.A.S.A. volunteers would be beneficial. Lastly, the community needs to be continually educated on the services available to domestic violence (Domestic Violence Shelter-Service #66). Additionally, there needs to be an effort within the community to emphasize the importance of quality legal counsel for children in custody of the state (Service #67). Lastly, the participants felt that there should be an emphasis on “best practices” throughout the community to address issues and concerns.

- *Not Meeting Enough Need.* Some critically important out-of-home services exist in Pulaski County but meet only some of the County’s needs. They include:
 - Voluntary Out-of-Home Child Welfare Casework-In Region (Service #56)
 - Involuntary Out-of-Home Child Welfare Casework-In Region (Service #57)
 - Concurrent Planning (Service #58)
 - Court Appointed Special Advocates (C.A.S.A.) Volunteers (Service #61)
 - Supervised Visitations (Service #62)
 - Emergency Shelter Care (Service #65)
 - Family Foster Care (Service #70)
 - Treatment Foster Care-In Region (Service #72)
 - Residential Programs for Adolescent Behavior Problems (Service #77)
 - Residential Adolescent Substance Abuse Treatment-Out of Region (Service #78)
 - Residential Adult Substance Abuse Treatment-In & Out of Region (Service #79)
 - Residential Substance Abuse Treatment for Women with Dependent Children (Service #80)
 - Inpatient Adult Mental Health Treatment (Service #81)
 - Inpatient Child/Adolescent Mental Health Treatment (Service #82)

- Advocacy and/or Service Barriers. Several existing out-of-home services could be improved if barriers to receiving the services could be addressed. These include:
 - Voluntary Out-of-Home Child Welfare Casework Services (Service #56)
 - Involuntary Out-of-Home Child Welfare Casework Services (Service #57)
 - Court Appointed Special Advocates (C.A.S.A) Volunteers (Service #61)
 - Supervised Visitations (Service #62)
 - Emergency Shelter Care (Service #65)
 - Treatment Foster Care (Service #72)
 - Residential Programs for Adolescent Behavior Problems (Service #77)
 - Inpatient Adult Mental Health Treatment (Service #81)

First, a large majority of the Voluntary and Involuntary Out-of-Home Child Welfare Casework Services (Service #56 and #57) are outside of the region, which limits the ability of the Pulaski Department of Social Services to maintain any child within the community, a standard that is reviewed by the Child and Family Service Review. Second, efforts to utilize CASA volunteers need to be bolstered and better coordinated (Service #61). Third, the lack of appropriate facilities to conduct supervised visitations limits the quality of these visitations (Service #62). Fourth, Volunteer Emergency Families for Children does not accept children that are “acting out,” which severely restricts the quantity of Emergency Shelter Care (Service #65). Furthermore, while the Women’s Resource Center provides excellent services for women and children in domestic violence situations, Pulaski County lacks temporary shelter for children alone. Fifth, the group participants were concerned about a lack of services [Residential Facilities (Service #77) and Treatment Foster Care (Service #72)] specifically directed at sexual abuse and substance abuse treatment. While service providers do provide “generic services” for children, it was noted that service providers can tailor the treatment to specific needs of children. In order to more efficiently and effectively do this, there should be a continual emphasis on better dialogue and communication between the social service worker and the case manager at the service providers. Sixth, the eligibility requirements, especially for insurance, restrict many individuals in Pulaski County from receiving Inpatient Adult Mental Health Treatment (Service #81).

- Duplication of Services and Shifting of Resources. Currently, there is no duplication of services in this section. However, the current New River Regional Jail “Transition Program” may present a good opportunity to begin a Post-Prison Reunification (Service #63) program for parents ending their incarceration.
- Non-Existing Services. Several out-of-home services, which may or may not be desirable for Pulaski County, do not exist at all or exist minimally. These include:
 - Post-Prison Reunification (Service #63)
 - Child Welfare Mediation (Service #69)
 - Shared Parenting Foster Care (Service #73)
 - Group Home Care (Service #76)

- Residential Adolescent Substance Abuse Treatment-In Region (Service #78)
- Staff/Volunteer Issues. In general, the quality of the administration, oversight, and evaluation of out-of-home services provided to children through private vendors within Pulaski County suffer considerably from inadequate staff size leading to large caseloads, high staff turnover, and low staff morale. Specifically, the following services suffer due to staff/volunteer issues:
 - Voluntary Out-of-Home Child Welfare Casework Services (Service #56)
 - Involuntary Out-of-Home Child Welfare Casework Services (Service #57)
 - Court Appointed Special Advocates (C.A.S.A.) Volunteers (Service #61)
 - Supervised Visitations (Service #62)
 - Emergency Shelter Care (Service #65)
 - Family Foster Care (Service #70)
 - Treatment Foster Care (Service #72)
- Funding Issues. Some out-of-home services that exist in Pulaski County are hampered by funding issues. In general, the inadequate staff size leading to large caseloads, high staff turnover, and low staff morale may be a funding issue. The establishment of a group home (Service #76) within Pulaski County or the New River Valley (5 Jurisdictions) confronts a number of funding issues, in regards to initial investment by Pulaski County and/or the other five jurisdictions in the New River Valley. Family Foster Care (Service #70) faces substantial funding issues due to Virginia's rates for stipends for foster care families (see rates below in Law/Policy Change Section). Lastly, there are policy issues with Medicaid that prevent adequate transitional or after-care services from being provided to clients, specifically dealing with substance abuse and mental health issues.
- Better Coordination/Collaboration with Other Stakeholders. Some out-of-home services that exist in Pulaski County could be improved if there was better coordination and/or collaboration with other stakeholders. First, the individualized family service plans (IFSP) implemented by the FAP Team and the service provider's service plan need to be better coordinated, if not the same (Voluntary and Involuntary Out-of-Home Child Welfare Casework Services-Service #56 and #57). Second, the initiation of Placement Disruption Services (Service #59) needs to be better coordinated between community stakeholders. Furthermore, the communication between the social worker and the private vendor case manager needs to be improved in order to provide more timely services to prevent disruption. Third, there needs to be a strengthening of the communication between the Court Appointed Special Advocates (C.A.S.A.) Volunteers (Service #61), social workers, and the courts in order to increase the use of shared information. Fourth, the some participants felt that the Legal Counsel for Children in Custody (Service #67) were unaware of the dire circumstances that confront the children, which effects the legal recommendation on returning a child home or termination of parental rights. Currently, the FAP Team is examining the possibility of moving the meeting to better accommodate GALs in the process. Lastly, there should be a continual effort to improve the involvement of parents as stakeholders in the process.

- Quality Improvement Needed. Some out-of-home services that exist in Pulaski County need to be examined to determine how to improve the quality of the service. These include:
 - Voluntary Out-of-Home Child Welfare Casework Services (Service #56)
 - Involuntary Out-of-Home Child Welfare Casework Services (Service #57)
 - Concurrent Planning (Service #58)
 - Placement Disruption Services (Service #59)
 - Child Welfare Reunification/Permanency Casework Services (Service #60)
 - Supervised Visitations (Service #62)
 - Legal Counsel for Children in Custody (Service #67)
 - Legal Counsel for Parents Whose Children Enter Custody (Service #68)
 - Treatment Foster Care (Service #72)
 - Residential Substance Abuse Treatment for Women with Dependent Children (Service #80)
 - Inpatient Adult Mental Health Treatment (Service #81)
 - Inpatient Child/Adolescent Mental Health Treatment (Service #82)

- More Diversified Services. Some of the out-of-home intervention services that exist in Pulaski County need to be examined to determine whether they need to be adjusted to meet more diverse needs. Family Foster Care (Service #70) needs to be adjusted to meet more diverse needs, particularly those of African-American children as well as Hispanic children, which is an increasing population within the New River Valley. The Residential Programs available for Adolescent Behavior Problems (Service #77) may need to be diversified as well. However, as discussed previously the key is building relationships between social service workers and case managers at the private vendors in order for children's special needs to be met. However, in general there is still a need for services targeted particularly at substance abuse and sexual abuse.

- Law/Policy Change. Concurrent Planning (Service #58) may need to be adopted as a formal policy of the Pulaski County Department of Social Services in order to better plan for alternative futures. There are a number of agencies throughout Virginia piloting concurrent planning, but Pulaski County Department of Social Services due to the high numbers of children (approximately 80) in state custody may need to move ahead with formally implementing concurrent planning. The policy setting stipends for reimbursement to foster care families [Family Foster Care (Service #70)] needs to be changed. Currently, out of 46 states (Indiana, New York, Ohio, and Pennsylvania are excluded due to a lack of data or that the individual local jurisdictions set the rates) and the District of Columbia, Virginia ranks 44th for 2 year-olds, 41st for 9 year-olds, and 37th for 16 year-olds (National Resource Center for Family-Centered Practices and Permanency Planning at the Hunter College of School of Social Work). Lastly, Legal Counsel for Children in Custody (Service #67) needs to be improved. Perhaps one manner to improve the legal counsel of children is through increasing the compensation rate, which currently barely covers an attorney's hourly overhead rate, for a guardian ad litem.

- *Service Improvement/Evaluation.* According to participants, some out-of-home services that exist in Pulaski County may need to be evaluated for quality. These include:
 - Voluntary Out-of-Home Child Welfare Casework Services (Service #56)
 - Involuntary Out-of-Home Child Welfare Casework Services (Service #57)
 - Concurrent Planning (Service #58)
 - Placement Disruption Services (Service #59)
 - Child Welfare Reunification/Permanency Casework Services (Service #60)
 - Supervised Visitations (Service #62)
 - Legal Counsel for Children in Custody (Service #67)
 - Treatment Foster Care (Service #72)
 - Residential Programs for Adolescent Behavior Problems (Service #77)

These services are provided by or through the Pulaski County Department of Social Services. The services, such as concurrent planning, provided internally by the Department of Social Services need to be evaluated for effectiveness. On the other hand, currently there is not a systematic manner in which the Pulaski County Department of Social Services can monitor and oversee the performance of the numerous private vendors that are used to provide diverse services to children and families. Overall, much of the improvement needs to be accomplished through better coordination between all agencies involved in the service plan for a child. Specifically, transitional and aftercare services following out-of-home placements need to be evaluated and improved.

Section D. Conclusions

Several broad conclusions may be drawn from analysis of the comments on the out-of-home interventions in Pulaski County and the surrounding region. This section of the service array continuum is extremely weak within Pulaski County due to the location of many of the out-of-home interventions being outside of Pulaski County and the New River Valley. Many of these services quite simply do not exist within the New River Valley. While the location of service providers is largely out of the control of the stakeholders within Pulaski County, many improvements can be made to strengthen this portion of the service array.

In respect to out-of-home interventions, inadequate staff size leading to large caseloads, high staff turnover, and low staff morale have a substantial effect upon the quality and effectiveness of out-of-home intervention services. This situation could be addressed through local operating policy or funding policy. Out-of-home child welfare casework, concurrent planning, placement disruption services, and child welfare reunification/permanency casework need to be improved, possibly through better coordination between Pulaski County Department of Social Service case managers, the private service vendors, the children, and the families. While concurrent planning is practiced informally at times, the concurrent planning needs to be studied more closely to assess the potential benefits to implementing the practice formally within Pulaski County Department of Social Services. The diversity of family foster care homes could be improved, particularly for African-American and Hispanic children.

Due to the fact that many of the out-of-home interventions are provided through private vendors, the Pulaski County Department of Social Services would benefit from establishing performance review management in respect to the private vendors. Currently, an individual case worker has experiences with private vendors, but currently there is not a mechanism for the agency to systematically evaluate and monitor the effectiveness of service vendors. Additionally, transitional/after-care services and the local funding policy that supports these services should be extensively evaluated. Furthermore, the community needs to better coordinate transitional/after-care services.

Lastly, there is a shortage of C.A.S.A. Volunteers within Pulaski County, which affects the ability of the courts to monitor the progress of a child and family within the system as well as provide an additional advocate for the child. Additionally, the legal counsel for children in custody needs to be better informed about the dire circumstances that confront the children and families in order to make more appropriate recommendations to the court.

Overall, this category of the service array continuum is complex due to the location of private vendors outside of the New River Valley. Pulaski County Department of Social Services needs to create management systems to coordinate, monitor, and evaluate the private vendors and the services being provided to the children and families. Additionally, there are a number of internal policy changes that may improve the effectiveness of services.

E. CHILD WELFARE SYSTEM EXITS (83-96)

- Strong Services. A number of existing system exit services in Pulaski County seem to be particularly effective and appear to be meeting “most” or “all of the need” and were ranked in the quality category as “often” or “always good.” These include:
 - Pre-Adoption Casework (Service #83)
 - Adoption Support (Service #86)
 - Post-Secondary Tuition Waiver (Service #95)
- Needed Community Education. In studying system exit services available in Pulaski County, the participants did not identify a specific service indicator that needed community education. Rather the community participants noted that the lack of coordination of service knowledge hampered the social service system in providing effective services. Overall, the coordination of service knowledge is needed, especially in bridging the gap between Pulaski County Department of Social Services and other agencies within the community.
- Not Meeting Enough Need. Some critically important system exit services exist in Pulaski County, but meet only some of the County’s needs. They include:
 - Independent Living Casework (Service #85)

In general, the participants thought the community needed to provide more services to children exiting the child welfare system in order to better transition the children into adulthood. On a broader issue, the community members noted that Pulaski County Department of Social Services needs to do a better job of informing the community at large of the services the agency is able to provide.

- Advocacy and/or Service Barriers. The utilization of Independent Living Skills Development Program (Service #91), Independent Living Dormitory Services (Service #92), Independent Living Supervised Apartments (Service #93), and Job Coaches (Service #94) requires the active participation of the child, which is often a barrier because the child refuses to participate in some of these services that are available, especially once the child has turned 18. Additionally, community members noted that the general shortage of placements and services in Pulaski County or the New River Valley was a tremendous service barrier to achieving outcomes in which Pulaski County Department of Social Services is reviewed, such as the Child and Family Services Review.
- Duplication of Services and Shifting of Resources. None of the system exit services in this section of the Service Array were deemed to be duplicative of other services in the community by participants.
- Non-Existing Services. Several system exit services, which may or may not be desirable for Pulaski County, do not exist at all or exist minimally. These include:

- Guardianship Support (Service #89)
- Guardianship Subsidy (Service #90)

The Post-Adoption Casework Services (Service #84) and Guardianship Support (Service #89) are critical to preventing the disruption of adoptions.

- Staff/Volunteer Issues. The participants vowed that staff turnover, staff shortages, and low staff morale hampered the provision of services across the board for Pulaski County Department of Social Services. For example, an adoptive parent present stated that a late returned call (of a week or several weeks) due to “lack of staff” could be ultimately very disruptive to an adoption.
- Funding Issues. Across the board, state adoption funding has been cut in the recent years by Virginia. This has had an impact on the ability of social service workers to successfully accomplish locating a permanent (permanent foster care or adoption) placement for children. Step-Down/Transitional Services (Service #97) suffers due to limited funding available through CSA for extended follow-up. Most families, which are eligible for Medicaid, can receive 6 months of in-home services. After 6 months, some families are simply not ready to be discharged, but there is no available funding for continuation of services through CSA.
- Better Coordination/Collaboration with Other Stakeholders. A number of services within this section could be better coordinated through collaborative efforts. The better coordination of efforts in regards to Post-Adoption Casework Services (Service #84), Independent Living Casework (Service #85), Independent Living Skills Development Program (Service #91), Job Coaches (Service #94), and Step-Down/Transitional Services (Service #97) could improve outcomes in regards to children exiting the system. Specifically, Post-Adoption Casework Services (Service #84) needs to be coordinated with Braley & Thompson, whom provide Adoptive Family Preservation Services free of charge as a program partner with Virginia Department of Social Services.
- Quality Improvement Needed. Several services needed quality improvement, according to the community participants. Independent Living Casework (Service #85), Adoption Subsidy (Service #87), Job Coaches (Service #94), and Step-Down/Transitional Services (Service #97) were all perceived to need quality improvement. More broadly, the community members thought that there needed to be better information to judge services that may need to be improved.
- More Diversified Services. None of the services in this section were noted to need more diversification.
- Law/Policy Change. The Post-Secondary Tuition Waiver (Service #95) in Virginia only pays for tuition for up to two years at a community college. Children accepted to four-year colleges often cannot attend due to financial considerations since the tuition waiver cannot be used at four-year colleges or universities. Guardianship Support (Service #89)

and the Guardianship Subsidy (Service #90) need to be incorporated into policy. Additionally, Step-Down/Transitional Services (Service #97) local funding policy through CSA may need to be reexamined.

- *Service Improvement/Evaluation.* Independent Living Skills Development Program (Service #91), Independent Living Dormitory Services (Service #92), Independent Living Supervised Apartments (Service #93), and Job Coaches (Service #94) need to be monitored and evaluated to assess the effectiveness of these programs. Post-Adoption Casework Services (Service #84) need to be studied and evaluated in order to better understand the needs of the adoptive families. Additionally, Step-Down/Transitional Services (Service #97) needs to undergo continual evaluation in order to assess improvements and further action to be taken. Evaluation of these services will allow the community to make appropriate decisions for service plans for children in transition from foster care to independence as well as will allow the community to better develop future services. More specifically, these programs, in order to be improved, need to be developed within Pulaski County or the New River Valley Region.

Section E. Conclusions

Several broad conclusions may be drawn from analysis of the comments on the services provided to children and families upon their exit of the child welfare system. The services available to children and their families exiting the system are generally stronger than other categories. The participants felt that the independent living services provided to children and families could be better in terms of quantity and quality as well as more centrally located in the New River Valley or Pulaski County. However, the participants thought that independent living services could be improved through better coordination between the case managers and the private vendors. Lastly, step-down/transitional services need to be improved through better coordination and an evaluation of local funding policy.

Section 3: Summary Matrix

<i>Categories</i>	<i>Community/Neighborhood Prevention/Early Intervention Services (1-27)</i>	<i>Investigative and Assessment Services (28-36)</i>	<i>Home-Based Intervention Services (37-55)</i>	<i>Out-of-Home Intervention Services (56-82)</i>	<i>Child Welfare System Exit Services (83-96)</i>
<i>Strong Services</i>	<ul style="list-style-type: none"> • Service #8-Children's Health Insurance Program • Service #12-Educational Services for Children 	<ul style="list-style-type: none"> • Service #29-Child Protection Services (CPS) Intake • Service #30-Multiple Track Child Protection Response • Service # 35-Domestic Violence/CPS Protective Order Process 			<ul style="list-style-type: none"> • Service #83-Pre-Adoption Casework • Service #86-Adoption Support • Service #95-Post-Secondary Tuition Waiver
<i>Needed Community Education</i>	<ul style="list-style-type: none"> • Service #7-Crisis Stabilization Services • Service #9-Primary Child Health Care • Service #15-Home Visits to Parents with Newborns • Service #26-Child Abuse and Neglect Outreach/Education 	<ul style="list-style-type: none"> • Service #28-Child Abuse and Neglect Report/Hotline • Service #31-CPS Investigation • Service #36-Child Justice/Child Advocacy Centers 	<ul style="list-style-type: none"> • Service #49-Outpatient Domestic Violence Services • Service #55-Respite Care for Parents 	<ul style="list-style-type: none"> • Service #58-Concurrent Planning • Service #61-Court Appointed Special Advocates (C.A.S.A.) Volunteers • Service #66-Domestic Violence Shelter • Service #67-Legal Counsel for Children in Custody 	
<i>Not Meeting Enough Need</i>	<ul style="list-style-type: none"> • Service #2a-Cash Assistance • Service #2b-Food Assistance • Service #2c-Utilities Assistance • Service #2d-Clothing Assistance • Service #3-Housing Assistance 	<ul style="list-style-type: none"> • Service #28-Child Abuse and Neglect Report/Hotline • Service #32-Comprehensive Family Assessment • Service #33-Placement Decision-Making and Permanency Planning 	<ul style="list-style-type: none"> • Service #37-Voluntary In-Home Child Welfare Casework Services • Service #38-Involuntary In-Home Child Welfare Casework Services • Service #39-Case Management Services • Service #42-Placement 	<ul style="list-style-type: none"> • Service #56-Voluntary Out-of-Home Child Welfare Casework-In Region • Service #57-Involuntary Out-of-Home Child Welfare Casework-In Region • Service #58-Concurrent Planning 	<ul style="list-style-type: none"> • Service #85-Independent Living Casework

	<ul style="list-style-type: none"> • Service #4-Child Care Assistance • Service #5-Transportation Assistance • Service #7-Crisis Stabilization Services • Service #9-Primary Child Health Care • Service #10-Child Dental Care • Service #11-Primary Adult Health Care • Service #15-Home Visits to Parents with Newborns • Service #17-Life Skills Training/Household Management • Service #22-School Based Family Resource Workers • Service #23-Before and/or After-School Programs • Service #24-Mentoring for Adults • Service #25-Mentoring for Children and Youth • Service #26-Child Abuse and Neglect Education 		<p>Prevention Flexible Funds</p> <ul style="list-style-type: none"> • Service #43-Homemaker Services • Service #45-Behavioral Aides • Service #46-Father/Male Involvement Services • Service #47-Public Health Aides • Service #48-Outpatient Substance Abuse Services • Service #49-Outpatient Domestic Violence Services • Service #50-Outpatient Mental Health Services • Service #51-Child and Adolescent Day Treatment • Service #52-Sexual Abuse Treatment • Service #54-Intensive Family Preservation • Service #55-Respite Care for Parents 	<ul style="list-style-type: none"> • Service #61-Court Appointed Special Advocates (C.A.S.A.) Volunteers • Service #62-Supervised Visitations • Service #65-Emergency Shelter Care • Service #70-Family Foster Care • Service #72-Treatment Foster Care-In Region • Service #77-Residential Programs for Adolescent Behavior Problems • Service #78-Residential Adolescent Substance Abuse Treatment-Out of Region • Service #79-Residential Adult Substance Abuse Treatment-In & Out of Region • Service #80-Residential Substance Abuse Treatment for Women with Dependent Children • Service #81-Inpatient Adult Mental Health Treatment • Service #82-Inpatient Child/Adolescent Mental Health Treatment 	
Advocacy and/or Service Barriers	<ul style="list-style-type: none"> • Service #4-Child Care Assistance • Service #5- 	<ul style="list-style-type: none"> • Service #31-CPS Investigation, including Safety and Risk 	<ul style="list-style-type: none"> • Service #37-Voluntary In-Home Child Welfare Casework 	<ul style="list-style-type: none"> • Service #56-Voluntary Out-of-Home Child Welfare Casework 	<ul style="list-style-type: none"> • Service #91-Independent Living Skills Development

	<p>Transportation Assistance</p> <ul style="list-style-type: none"> • Service #15-Home Visits to Parents with Newborns • Service #23-Before and/or After-School Programs 	<p>Assessments</p> <ul style="list-style-type: none"> • Service #32-Comprehensive Family Assessment • Service #33-Placement Decision-Making and Permanency Planning • Service #36-Child Justice/Child Advocacy Centers 	<ul style="list-style-type: none"> • Service #38-In-Voluntary In-Home Child Welfare Casework • Service #47-Public Health Aides • Service #48-Outpatient Substance Abuse Services • Service #50-Outpatient Mental Health Services 	<p>Services</p> <ul style="list-style-type: none"> • Service #57-Involuntary Out-of-Home Child Welfare Casework Services • Service #61-Court Appointed Special Advocates (C.A.S.A) Volunteers • Service #62-Supervised Visitations (Service #62) • Service #65-Emergency Shelter Care • Service #72-Treatment Foster Care • Service #77-Residential Programs for Adolescent Behavior Problems • Service #81-Inpatient Adult Mental Health Treatment 	<p>Program</p> <ul style="list-style-type: none"> • Service #92-Independent Living Dormitory Services • Service #93-Independent Living Supervised Apartments • Service #94-Job Coaches
<i>Duplication of Services and Shifting of Resources</i>					
<i>Non-Existing Services</i>	<ul style="list-style-type: none"> • Housing Assistance (Service #3) • Child Care Assistance (Service #4) • Child Dental Care (Service #10) • Primary Adult Healthcare (Service #11) • Family Support Centers (Service #13) • Neighborhood Service 		<ul style="list-style-type: none"> • Service #40-Family Group Conferencing • Service #41-Wrap-Around Services • Service #44-Parent Pals/Child Welfare Mentors • Service #51-Child and Adolescent Day Treatment • Service #53-Therapeutic Child Care 	<ul style="list-style-type: none"> • Service #63-Post-Prison Reunification • Service #69-Child Welfare Mediation • Service #73-Shared Parenting Foster Care • Service #76-Group Home Care • Service #78-Residential Adolescent Substance Abuse Treatment-In Region 	<ul style="list-style-type: none"> • Service #89-Guardianship Support • Service #90-Guardianship Subsidy

	<p>Time Banks (Service #14)</p> <ul style="list-style-type: none"> • Life Skills Training/Household Management (Service #17) • Crisis Nurseries (Service #18) • Parents Anonymous (Service #19) • Mentoring for Adults (Service #24) 				
<i>Staff/Volunteer Issues</i>	<ul style="list-style-type: none"> • Service #22-School-Based Family Resource Workers • Service #25-Mentoring for Children and Youth 	<ul style="list-style-type: none"> • Service #28-Child Abuse and Neglect Report/Hotline • Service #29-Child Protection Services (CPS) Intake • Service #30-Multiple Track Child Protection Response • Service #31-CPS Investigation • Service #32-Comprehensive Family Assessment • Service #33-Placement Decision-Making and Permanency Planning 	<ul style="list-style-type: none"> • Service #43-Homemaker Services • Service #50-Outpatient Mental Health Services 	<ul style="list-style-type: none"> • Service #56-Voluntary Out-of-Home Child Welfare Casework Services • Service #57-Involuntary Out-of-Home Child Welfare Casework Services • Service #61-Court Appointed Special Advocates (C.A.S.A.) Volunteers • Service #62-Supervised Visitations • Service #65-Emergency Shelter Care • Service #70-Family Foster Care • Service #72-Treatment Foster Care 	
<i>Funding Issues</i>	<ul style="list-style-type: none"> • Service #2-Subsistence Assistance • Service #4-Child Care Assistance • Service #22-School-Based Family 		<ul style="list-style-type: none"> • Service #37-Voluntary In-Home Child Welfare Casework • Service #38-Involuntary In-Home Child Welfare 	<ul style="list-style-type: none"> • Service #70-Family Foster Care • Service #76-Group Home Care 	<ul style="list-style-type: none"> • Service #97-Step-Down/Transitional Services

	<p>Resource Workers</p> <ul style="list-style-type: none"> • Service #23-Before and/or After-School Programs 		<p>Casework</p> <ul style="list-style-type: none"> • Service #42-Placement Prevention Flexible Funds 		
<p><i>Better Coordination/ Collaboration with Other Stakeholders</i></p>	<ul style="list-style-type: none"> • Service #1-Community & Neighborhood Prevention, Early Intervention Services • Service #12-Educational Services for Children • Service #13-Family Support Centers • Service #15-Home Visits to Parents with Newborns • Service #27-Child and Family Advocacy 	<ul style="list-style-type: none"> • Service #31-CPS Investigation • Service #32-Comprehensive Family Assessment • Service #33-Placement Decision-Making and Permanency Planning • Service #34-Specialized CPS/Domestic Violence Investigation 	<ul style="list-style-type: none"> • Service #39- Case Management Services • Service #47- Public Health Aides 	<ul style="list-style-type: none"> • Service #56-Voluntary Out-of-Home Child Welfare Casework • Service #57-Involuntary Out-of-Home Child Welfare Casework • Service #59-Placement Disruption Services • Service #61-Court Appointed Special Advocates (C.A.S.A.) Volunteers • Service #67-Legal Counsel for Children in Custody 	<ul style="list-style-type: none"> • Service #84-Post-Adoption Casework • Service #85-Independent Living Casework • Service #91-Independent Living Skills Development Program • Service #94-Job Coaches • Service #97-Step-Down/Transitional Services
<p><i>Quality Improvement Needed</i></p>	<ul style="list-style-type: none"> • Service #2a-Cash Assistance • Service #2b-Food Assistance • Service #2d-Clothing Assistance • Service #3-Housing Assistance • Service #4-Child Care Assistance 	<ul style="list-style-type: none"> • Service #28-Child Abuse and Neglect Report/Hotline • Service #31-CPS Investigation • Service #32-Comprehensive Family Assessment 	<ul style="list-style-type: none"> • Service #37-Voluntary In-Home Child Welfare Casework Services • Service #38-Involuntary In-Home Child Welfare Casework Services • Service #39-Case Management Services • Service #42-Placement Prevention Flexible Funds • Service #55-Respite Care for Parents 	<ul style="list-style-type: none"> • Service #56-Voluntary Out-of-Home Child Welfare Casework • Service #57-Involuntary Out-of-Home Child Welfare Casework • Service #58-Concurrent Planning • Service #59-Placement Disruption Services • Service #60-Child Welfare Reunification/Permanency Casework Services • Service #62-Supervised Visitations • Service #67-Legal Counsel for Children in 	<ul style="list-style-type: none"> • Service #85-Independent Living Casework • Service #87-Adoption Subsidy • Service #94-Job Coaches • Service #97-Step-Down/Transitional Services

				Custody <ul style="list-style-type: none"> • Service #68-Legal Counsel for Parents Whose Children Enter Custody • Service #72-Treatment Foster Care • Service #80-Residential Substance Abuse Treatment for Women with Dependent Children • Service #81-Inpatient Adult Mental Health Treatment • Service #82-Inpatient Child/Adolescent Mental Health Treatment 	
<i>More Diversified Services</i>	<ul style="list-style-type: none"> • Service #5-Transportation Assistance 			<ul style="list-style-type: none"> • Service #70-Family Foster Care • Service #77-Residential Programs for Adolescent Behavior Problems 	
<i>Law/Policy Change</i>	<ul style="list-style-type: none"> • Service #4-Child Care Assistance 	<ul style="list-style-type: none"> • Service #32-Comprehensive Family Assessment • Service #33-Placement Decision-Making and Permanency Planning 	<ul style="list-style-type: none"> • Service #42-Placement Prevention Flexible Funds 	<ul style="list-style-type: none"> • Service #58-Concurrent Planning • Service #67-Legal Counsel for Children in Custody • Service #70-Family Foster Care 	<ul style="list-style-type: none"> • Service #89-Guardianship Support • Service #90-Guardianship Subsidy • Service #95-Post-Secondary Tuition Waiver • Service #97-Step-Down/Transitional Services
<i>Service Improvement/Evaluation</i>	<ul style="list-style-type: none"> • Service #1-Community & Neighborhood Prevention, Early Intervention Services 	<ul style="list-style-type: none"> • Service #28-Child Abuse and Neglect Report/Hotline • Service #31-CPS 	<ul style="list-style-type: none"> • Service #37-Voluntary In-Home Child Welfare Casework Services • Service #38- 	<ul style="list-style-type: none"> • Service #56-Voluntary Out-of-Home Child Welfare Casework Services 	<ul style="list-style-type: none"> • Service #91-Independent Living Skills Development Program

	<ul style="list-style-type: none"> • Service #3-Housing Assistance 	<p>Investigation</p> <ul style="list-style-type: none"> • Service #32-Comprehensive Family Assessment • Service #33-Placement Decision-Making and Permanency Planning • Service #34-Specialized CPS/Domestic Violence Investigation 	<p>Involuntary In-Home Child Welfare Casework Services</p> <ul style="list-style-type: none"> • Service #39-Case Management Services • Service #42-Placement Prevention Flexible Funds • Service #55-Respite Care for Parents 	<ul style="list-style-type: none"> • Service #57-Involuntary Out-of-Home Child Welfare Casework Services • Service #58-Concurrent Planning • Service #59-Placement Disruption Services • Service #60-Child Welfare Reunification/Permanency Casework Services • Service #62-Supervised Visitations • Service #67-Legal Counsel for Children in Custody • Service #72-Treatment Foster Care • Service #77-Residential Programs for Adolescent Behavior Problems 	<ul style="list-style-type: none"> • Service #84-Post-Adoption Casework • Service #91-Independent Living Skills Development Program • Service #92-Independent Living Dormitory Services • Service #93-Independent Living Supervised Apartments • Service #94-Job Coaches • Service #97-Step-Down/Transitional Services
--	---	--	--	--	--

Appendix A: Pulaski Community Meeting Participant List

27 th District Court Services Unit	Sunni Hagee
	Nancy Heatwole
	Ken Miller
	Jennifer Price
	Pat Scott-Cobb
Beans and Rice, Inc.	Katie Demerly
Blue Ridge Independent Living Center	Robert Wright
Braley and Thompson Therapeutic Foster Care	Jody Bing
Center for Rehabilitation and Development	Katie Beck
	Christine Wintersdorff
CHIP of NRV	Sheri Parcell
Family Preservation Services	Kelly O'Rourke-Russell
Infant and Toddler Connection of the New River Valley	Kathy Pierson
Institute for Policy Outreach, Virginia Tech	Cyndy Williams
Minnick Education Center	Judy Huff
National Counseling Group, Inc.	Jamie Slifka
New River Community Action	Denise Hancock
	Janet Johnson
New River Community College	Jenny Bolte
	Rebecca Hubble
New River Valley Community Services	Shane Ashby
	Joan Behl
	Claire Darlymple
	Sharon Wood
New River Community Action Head Start	Patricia Dobbins
	Kimberly Nelson
New River Valley Cares	Bev Walters
Presbyterian Children's Home	P.G. Rigney
	Stephanie Woolwine
Pulaski Community Partners Coalition	Pam Chitwood
	Julie Williams
Pulaski County Department of Parks and Recreation	Anthony Akers
Pulaski County Department of Social Services	Jennifer Allen
	Denise Bolden
	Heather Davis
	Stephanie Gagnani
	David Hope
	Ashley Johnson
	Sally McCarthy
Guy Smith	

	Jim Wallis
	Kim Williams
Pulaski County Department of Social Services	LeeAnn Woods
Pulaski County Public Schools	Kay Feely
	Mary Hall
	Annyce Levy
	Gina Miano
	Vicki Ogle
	Don Stowers
	Libby Vansant
	Chrissi Vest
	Deborah Wyndham
Pulaski County Sheriff's Office	John Croteau
Pulaski Town Police Department	Jill Neice
Radford University, FAMIS Outreach Project	Rhonda Seltz
Radford University, Institute for Children and Families	Beth Deskins
	Martha Raby
Talent Search/Upward Bound, Virginia Tech	Thomas Wilson
Tekoa, Inc.	Robert Sisk
Virginia Department of Rehabilitative Services	Amy Heinline
Women's Resource Center	Betty Jones