



# Pulaski County's Resource Development Plan for Child and Family Services

2<sup>nd</sup> Discussion Draft-May 22, 2006



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## Preface

The Comprehensive Services Act (CSA) Project was 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, 27<sup>th</sup> 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, entitled “An Assessment of the Child and Family Service Array in Pulaski County, Virginia.” Following the assessment of the child and family service array, the community members involved in the assessment process collectively decided to pursue the creation of a Resource Development Plan to set out a strategy to address the issues identified in the report, “An Assessment of the Child and Family Service Array in Pulaski County, Virginia.” This report lays out Pulaski County’s Resource Development Plan for Child and Family Services.

## 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 provided in assisting us in securing funding for this important endeavor in improving services for 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. Additionally, the research team greatly appreciates the dedication and commitment of all the members of the Pulaski Community involved in this process (See Appendix A and C for full list). The research team assumes responsibility for any errors made in this report.

## List of Acronyms

<b>CASA</b>	Court Appointed Special Advocates
<b>CAFAS</b>	The Child and Adolescent Functional Assistance Scale
<b>CHIP of NRV</b>	Children’s Health Improvement Partnership of New River Valley
<b>CPMT</b>	Community Planning and Management Team
<b>CPS</b>	Child Protective Services
<b>CSA</b>	Comprehensive Services Act
<b>DARE</b>	Drug Abuse Resistance Education
<b>DMHMRSA</b>	Department of Mental Health, Mental Retardation, and Substance Abuse
<b>DSS</b>	Department of Social Services
<b>EPSDT</b>	Early and Periodic Screening, Diagnostic, and Treatment
<b>FAMIS</b>	Family Access to Medical Insurance Security Plan
<b>FAPT</b>	Family Assessment Planning Team
<b>HIPPA</b>	Health Insurance Portability and Accountability Act
<b>HPSAs</b>	Health Professional Shortage Areas
<b>IOP</b>	Intensive Outpatient Program
<b>NRCA</b>	New River Community Action
<b>NRCOI</b>	National Child Welfare Resource Center for Organizational Improvement
<b>NRV CARES</b>	New River Valley Child Advocacy, Resources, Education, and Services
<b>PCDSS</b>	Pulaski County Department of Social Services
<b>SAMHSA</b>	Substance Abuse and Mental Health Services Administration
<b>TFC</b>	Therapeutic Foster Care
<b>VEFC</b>	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.

The report, “An Assessment of the Child and Family Service Array in Pulaski County, Virginia,” was revealed to the Pulaski Community on January 12, 2006 at the 2<sup>nd</sup> Pulaski County Community Meeting on Child and Family Services. The participants at the 2<sup>nd</sup> Pulaski County Community Meeting decided to pursue the creation of a Resource Development Plan.

## Methodology of a Resource Development Plan

The resource development plan model utilized in the process was recommended and provided by the National Child Welfare Resource Center for Organizational Improvement (NRCOI) as a follow-up activity to the assessment of the child and family service array in Pulaski County. The purpose of the resource development plan is to address the issues identified in the assessment of the child and family service array.

During the January 12, 2006 meeting on Child and Family Services in Pulaski County, the larger group was split into five subgroups based on the five categories—Community/Neighborhood Prevention, Early Intervention Services, Investigative, Assessment Functions, Home-Based Interventions, Out-of-Home Services, Child Welfare System Exits Services—of the service array (See Appendix B for Categories and Services of Service Array). First, the subgroups were charged with identifying additional members of the community that should be involved due to their expertise in the area. The members of the sub-groups then recruited these additional members to their group (see Appendix C for the full list of participants in the subgroups). Altogether there were 88 individuals from over 35 different community agencies and service providers involved in the sub-groups. Second, the subgroups agreed to meet on a regular basis to create a resource development plan for their respective category of the service array.

The subgroups were charged with several tasks at their meetings. First, the subgroups reviewed the information related to the specific category of the subgroup in Section #1 and Section #2 of the report, “An Assessment of the Child and Family Service Array in Pulaski County, Virginia.” The subgroup members made any modifications in Section #1 to ensure its accuracy. Then they read, studied, and made any necessary changes in Section #2.

Second, after reviewing Section #2, each of the subgroups used the following questions to get initial discussions going:

- What is urgent or critical? Is there any service so urgently needed that it needs to be attended to immediately?
- Where will you get the best ratio of effort to results (least effort/most result)?
- Where can you get early results?
- What is timely, what service should be addressed right now? Is there anything going on that would suggest the time is right for initiating a particular service? Is current attention being focused on any service gap?
- What is the cost of various actions? Some changes are free, at least in terms of dollars. They cost only attention.
- If you cannot initiate many new services now, what new service can you initiate well?
- What are the politics of initiating new services?

Third, as the discussions developed, the subgroups began drafted a plan to address the challenges in their respective category of the service array. The plan included strategies and steps, time frames, persons/groups responsible, and intended effects. The timeframes utilized by



the subgroups were short-term, medium-term, and long-term. Short-term indicates approximately 6 months; medium-term indicates 6 months to a year; and long-term indicates a year or more.

After each of the five subgroups drafted their plans, the full community met, presented, and discussed the drafted plans. Then, the drafted plans of each subgroup were combined into Pulaski County's Resource Development Plan for Child and Family Services.

## **Executive Summary of Pulaski County's Resource Development Plan**

### **A. Overarching Strategies**

- Strategy #1 Create the Pulaski County Commission on Children and Families to improve the well-being of children and families in Pulaski County.
- Strategy #2 Mitigate and prevent, to the extent possible, staff turnover within Pulaski County Department of Social Services.

### **B. Community/Neighborhood Prevention, Early Intervention Strategies**

#### **Short-Term Strategies**

- Strategy #1 Create a directory of services for children and families in Pulaski County. The directory should include detailed information about each organization, such as location and address, phone number, the services provided, eligibility criteria, and fees associated with the services. This document should be completed in paper form and, if possible, be accessible through the Internet. Additionally, a mechanism for annually updating the directory should be created.
- Strategy #2 Increase knowledge and utilization of early intervention services within the community through the development and implementation of a community awareness and education plan on early intervention programs in the New River Valley.
- Strategy #3 Develop and implement a comprehensive strategy to educate children in Pulaski County Schools on issues involving wellness, nutrition, child abuse and neglect with special attention dedicated to the use of alcohol and illegal drugs.
- Strategy #4 Evaluate pre-school educational opportunities (currently approximately 20 eligible children for Head Start are on the waiting list) for low-income children in Pulaski County and take the necessary steps to enroll 100% of the children in pre-school activities that meet the eligibility criteria of Head Start. The steps to enroll 100% will be an incremental process that should unfold over the medium to long-term. Additionally, coordination and collaboration between the Virginia Pre-School Initiative (VPI) (serves 4 year-olds) and Head Start (serves 3 and 4 year-olds) in order to enroll as many children in pre-school as possible. Additionally, the coordination of activities may be feasible, which would reduce duplication of efforts and resources.

#### **Medium-Term Strategies**

- Strategy #5 Develop a support group for parents with children, age 0-3, which provides an avenue for families to learn about resources in the community for them to access.

The families would be referred to the support group by community agencies. The intent is to provide a non-threatening environment for families with young children to come together and access resources within the community.

Strategy #6 Examine and evaluate activities for youth in grades 6-12 in the community.

Strategy #7 First, engage, educate, and increase the awareness of the business community of community issues (e.g. mental health, self-care, wellness issues, substance abuse, insurance access, educational achievement, child abuse and neglect, services for at-risk youth and families, etc.) in Pulaski County, specifically related to children and families. Second, develop a strategy with the business community to address these issues through the involvement of employee assistance programs at larger employers in Pulaski County that will provide information and resource access to families.

Strategy #8 To increase accessibility and knowledge of opportunities within the community of education and training in an effort to assist families in becoming self-sufficient. Specifically, the GED Program, Middle College Program, and Workforce Development at New River Community College should be a center piece of this strategy, but additionally the community (and particularly human service agencies) must find a manner in which to engage the families to provide the necessary supports in these endeavors.

### **Long-Term Strategy**

Strategy #9 The development of a family support center in Pulaski County. The family support center would be a drop-in center offering referral information for family services and supports, such as housing, food, utilities, child care, clothing, transportation, and employment assistance information.

### **C. Investigative, Assessment Function Strategies**

Strategy #1 Develop a Multidisciplinary Team in Pulaski County, according to Virginia statute, which states:

- J. The local department shall foster, when practicable, the creation, maintenance and coordination of hospital and community-based multidisciplinary teams that shall include where possible, but not be limited to, members of the medical, mental health, social work, nursing, education, legal and law-enforcement professions. Such teams shall assist the local departments in identifying abused and neglected children; coordinating medical, social, and legal services for the children and their families; developing innovative programs for detection and prevention of child abuse; promoting community concern and action in the area of child abuse and neglect; and disseminating information to the general public with respect to the problem of child abuse and neglect and the facilities and prevention and treatment methods available

to combat child abuse and neglect. These teams may be the family assessment and planning teams established pursuant to § 2.2-5207. Multidisciplinary teams may develop agreements regarding the exchange of information among the parties for the purposes of the investigation and disposition of complaints of child abuse and neglect, delivery of services and child protection. Any information exchanged in accordance with the agreement shall not be considered to be a violation of the provisions of §§ 63.2-102, 63.2-104, or § 63.2-105.

Strategy #2 Evaluate the need to develop a satellite location of the Children’s Advocacy Center in the Town of Pulaski in order to conduct interviews of children when necessary and appropriate. If necessary and feasible, pursue the development of the satellite location.

Strategy #3 Evaluate and take the necessary and appropriate steps to develop a Comprehensive Family Assessment used by Pulaski County Department of Social Services and other human service agencies assessing the needs of at-risk children and their families in Pulaski County.

Strategy #4 Evaluate the availability of and provision of services to children and families that are placed in the “family assessment” track by Child Protective Services and evaluate the same processes delivered by other agencies serving at-risk youth and their families. This is the place where intervention efforts should be designed to prevent, to the extent possible, the child from entering state custody. If deemed necessary by the evaluation, improve the provision of services by identifying funding mechanisms, collaborations within the community, and improving the coordination of services.

#### **D. Home-Based Intervention Strategies**

Strategy #1 Attract and retain mental health clinicians to serve at-risk children and families in Pulaski County.

Strategy #2 Initiate the utilization of Family Group Conferencing by Pulaski County Department of Social Services as a way to more holistically address problems facing children and families in the community.

Strategy #3 To provide a well-coordinated pool of flexible funds that is targeted specifically at at-risk youth and families of Pulaski County. Additionally, identify specific unmet needs and possible areas in which additional funds through targeted community financial support could be enhanced.

Strategy #4 To develop an Intensive Outpatient Program (IOP) for substance abuse for youth in Pulaski County at the New River Valley Community Services Office.

## **E. Out-of-Home Strategies**

- Strategy #1 To develop and execute a recruitment, training, and sustainment strategy, in coordination with the Resource Advocacy Partnership, for Resource Families (Foster Care and Adoption) in Pulaski County.
- Strategy #2 To utilize CSA Funds to increase the Family Foster Care Maintenance Rate for Pulaski County Department of Social Services Foster Care Families.
- Strategy #3 To review, design, and implement concurrent planning at Pulaski County Department of Social Services.
- Strategy #4 To further investigate the establishment of a facility to provide temporary respite care, emergency shelter, crisis intervention, and/or a group home for at-risk children in the New River Valley. Upon the completion of information gathering, a decision to pursue the appropriate course of action should be made.
- Strategy #5 Develop assessment and stabilization families for Pulaski County Department of Social Services and the Pulaski County Family Assessment and Planning Team to utilize in assessing children to make a determination on the necessary placement.
- Strategy #6 Establish a location in the Town of Pulaski to conduct supervised visitations, which allows the child and family to interact through appropriate activities. Specifically, the development of a “Children’s House” through the Pulaski Ministerial Association may be feasible.

## **F. Child Welfare System Exit Strategies**

- Strategy #1 Improve the availability and delivery of independent living services to children within the child welfare system in Pulaski County.
- Strategy #2 Improve the availability and delivery of transitional services to children exiting the child welfare system in Pulaski County.
- Strategy #3 Ensure adoptive families receive the appropriate and necessary services in a proactive manner in order to prevent disruption and make the transition as smooth as possible.

## Section 1: Pulaski County's Resource Development Plan

### A. Overarching Strategies

**Strategy #1 Create the Pulaski County Commission on Children and Families to improve the well-being of children and families in Pulaski County.**

The Pulaski County Commission on Children and Families will plan, coordinate, monitor, and evaluate a community-wide system for all children and family agencies and programs. The Pulaski County Commission on Children and Families will take the necessary steps to accrue a wealth of reliable and up-to-date information on the status of children and families in Pulaski County, convene an interactive network of citizens and professionals working to improve and coordinate services in key areas of child and family well-being, and develop an outcome measurement system to understand the impact of County investments and future needs. The Pulaski County Commission on Children and Families should serve an advisory role to the Pulaski County Administrator and the Pulaski County Board of Supervisors, while also serving as an information source, coordinator of services, and catalyst within the community for the well-being of children and families.

The activities of the Pulaski County Commission on Children and Families will be incremental and evolutionary in nature. In other words, the needs within the community should drive the activities of the Commission. Furthermore, the Commission must be supported by "Working Groups" that will be charged with necessary and appropriate activities as determined by the Commission. The "Work Groups" will assist in helping Commissioners to understand conditions and make recommendations for improvements.

Intended Effect: (1) Continue dialogue and collaboration that has been created through the process of creating a Resource Development Plan. (2) Take action on the necessary and appropriate strategies in the Resource Development Plan. (3) Provide integrated, networked leadership on the well-being of children and families through a collaborative effort that includes government, community, non-profit, and private agencies. (4) Increase the awareness and knowledge levels within the community on the well-being of children and families in Pulaski County. (5) Coordinate and integrate the agencies within the community to better deliver services to children and families.

Core Responsibility: Lynn Chenault, New River Valley Community Services  
Ken Miller, 27<sup>th</sup> District Court Services Unit  
Dr. Don Stowers, Pulaski County Public Schools  
Jim Wallis, Pulaski County Department of Social Services  
Additional Commissioners To Be Decided by Community

## **Short-Term Steps**

Step 1: Convene the Pulaski County Commission on Children and Families. First, the Commission should expand by inviting appropriate individuals within the community to be Commissioners. Agencies possibly to include: Radford University School of Social Work, Pulaski County Recreation Department, Pulaski County Administrator's Office, Pulaski County Board of Supervisors, Pulaski Community Partners Coalition, New River Community Action, and other volunteer organizations, such as C.A.S.A. The importance of broad community involvement in the Commission cannot be understated. While inclusion at times can be burdensome, inclusion and the building of community knowledge is vital to the success of the Commission's mission.

Step 2: The Commission will need to build capacity in order to achieve its ends. While much of the capacity must come from the involvement of members of community agencies, the Commission will strongly need to consider the possibility of developing/creating a position to manage the Commission's activities. This position is key and the person needs to be energetic (a "go getter" that will "take the bull by the horn"), dedicated to building a collaborative, and knowledgeable of Pulaski County. This does not mean that there will not need to be a high level of involvement in the work of the Commission on behalf of the Commissioners, but that the managerial capacity to organize such an initiative may need to be bolstered. Additionally, the person fulfilling the position should have the capability to facilitate and write grant proposals directed towards the initiatives of the Commission. Appropriate steps should be considered by the Commission.

Step 3: The Pulaski County Commission on Children and Families should develop a one-year strategic plan. This strategic plan should be based on the roles of the Commission: Information Source, Advisor, Coordinator of Services, and Catalyst. The strategic plan should heavily draw from the Resource Development Plan and the information gathered in the process of creating the Resource Development Plan.

## **Medium-Term Steps**

Step 1: Execute the Strategic Plan developed by the Commission and evaluating progress of the initiatives implemented by the Commission.

Step 2: The Commission should hold quarterly meetings focused on dialogue, education, training, and professional development for all of the community agencies working with at-risk children and families in Pulaski County. These meetings will provide the opportunity for community members involved in social welfare for children and families to come together, deliberate on success and failures, educate one another on activities in the community, and discuss

community issues. Additionally, the meeting could be used as a forum to provide “cross-training” on relevant and pressing issues within the community.

As many have noted, this takes time away from the “office” and regular activities. However, the importance of the community as a whole to come together to engage in dialogue/education/training cannot and should not be underestimated. If the goal is to better integrate and coordinate activities, then face-to-face communication is vital. Furthermore, to make improvements all individuals in the community need to stop, remove themselves from the “rat race,” assess the situation, learn, and engage in work and activities together to solve systemic issues.

Step 3: Provide an annual report on the activities and progress of the Commission.

**Long-Term Step**

Step 1: Assure the sustainability of the activities, if deemed necessary and appropriate, of the Commission in Pulaski County.

**Strategy #2 Mitigate and prevent, to the extent possible, staff turnover within Pulaski County Department of Social Services.**

Evidence:

Time Period For Analysis	Total Number of Vacancies for Positions Counted	Positions Counted	Percent
Social Work Series Positions			
July 1, 2000 – June 30, 2001	1	13	8%
July 1, 2001 – June 30, 2002	6	13	46%
July 1, 2002 – June 30, 2003	5	13	38%
July 1, 2003 – June 30, 2004	5	13	38%
July 1, 2004 – October 2005	10	17	59%

Notes regarding data and adjustments: Vacancies were counted only after a position was filled in the series. For positions created, the initial vacancy was not counted. Positions counted may or may not be the total approved positions.



Intended Effect: To improve the stability of the staff at Pulaski County Department of Social Services, which will then improve the overall performance of Pulaski County Department of Social Services.

Staff turnover hurts continuity and threatens consistency within the agency. The cost of losing a staff member can be detrimental on a number of fronts. Specifically, the workload burden within the unit of the lost staff member must be reallocated, which effects performance of the unit that lost the employee. Additionally, the time, energy, and resources invested in training the lost staff member are considerable. Thus, there is a serious finance/resource utilization concern due to staff turnover.

Increasingly, Pulaski Department of Social Services' employees, especially foster care and family service workers, play a major role as a coordinator and facilitator of services for children and families due to the increased reliance on public and private service providers to provide the direct services to the child and family. Thus, high staff turnover can be detrimental to the establishment of institutional knowledge and the management of the networks within the community required to coordinate and to facilitate services for families and children. Therefore, there is also a concern in respect to performance.

Responsibility: Pulaski County Department of Social Services

Involvement: Pulaski County Commission on Children and Families

### **Short-Term Step**

Step 1: Assess staff morale, the reasons for personnel turnover, the pay structure, and professional development opportunities (and other incentives) for employees of Pulaski County Department of Social Services. Additionally, the average time and barriers to fill empty positions should be assessed.

### **Medium-Term Steps**

Step 1: Based on the assessment in Step 1, establish a plan to address the issues identified in an effort to mitigate and prevent, to the extent possible, staff turnover at Pulaski County Department of Social Services. Additionally, appropriate steps, if necessary should be taken to improve the time in filling an empty position.

Step 2: Implement the plan with a strategy to evaluate the situation on a regular basis.

## B. Community/Neighborhood Prevention, Early Intervention Strategies

### Short-Term Strategies

**Strategy #1** Create a directory of services for children and families in Pulaski County. The directory should include detailed information about each organization, such as location and address, phone number, the services provided, eligibility criteria, and fees associated with the services. This document should be completed in paper form and, if possible, be accessible through the Internet. Additionally, a mechanism for annually updating the directory should be created.

Note: The Pulaski County Commission on Children and Families should utilize current information sources, such as the New River Community Action Resource Book, the New River Valley Mental Health Association's resource list, and the Southwest Virginia Referral system to aid in the formation of this directory.

Intended Effect: Improve the knowledge of available services within the community in order that children, families, and community agencies are aware of the available services within the community.

Responsibility: Pulaski County Commission on Children and Families

**Strategy #2** Increase knowledge and utilization of early intervention services within the community through the development and implementation of a community awareness and education plan on early intervention programs in the New River Valley.

Note: Currently, the early intervention program (Infant & Toddler Connection of the New River Valley) is underutilized by Pulaski County. This program is designed to serve children 0-3 with disabilities and/or developmental delays. Furthermore, the program is required to serve those children and families that meet the eligibility criteria, which is (1) infants and toddlers with 25% or greater delay in one or more development areas (cognitive, adaptive, communication, social/emotional, and/or physical), (2) infants and toddler with atypical development, and/or (3) infants and toddlers with a diagnosed physical or mental condition that has a high probability of resulting in a developmental delay.

Intended Effect: Increase awareness of and referrals to the Infant & Toddler Connection of the New River Valley in an effort to intervene early in warranted situations.

Responsibility: Infant & Toddler Connection of the New River Valley  
Pulaski County Commission on Families and Children

Involvement: Family Physician Offices

Pulaski County Department of Social Services  
New River Valley Community Services  
Childcare Agencies in Pulaski County  
Pulaski Community Hospital  
Carilion New River Valley Hospital  
Montgomery Regional Hospital  
CHIP of New River Valley  
WIC Program (Health Department)  
Daily Bread at 1<sup>st</sup> Presbyterian Church  
Preschool and Primary Grade Teachers  
Preschool and Kindergarten Registration  
Large Employers in Pulaski County  
Teen Parent Resource Group in PCPS  
Pulaski Library Summer Reading Program  
Pulaski Festival

**Strategy #3 Develop and implement a comprehensive strategy to educate children in Pulaski County Schools on issues involving wellness, nutrition, child abuse and neglect with special attention dedicated to the use of alcohol and illegal drugs.**

This plan should be twofold. First, the plan will strategically design the progression of educational activities on wellness issues over the course of a child's education in primary and secondary school. Second, the plan will strategically produce an annual calendar on educational activities related to wellness issues. This is currently being developed, but must include substance abuse issues as well.

Additionally, early mentoring/leadership programs should be developed within the school systems. For example, there should be an intense effort to initiate the mentoring of children by older children. The group felt this should systemically occur at early ages.

**Intended Effect:** To strategically educate the children in Pulaski County Schools on issues of wellness, nutrition, substance abuse, and child abuse.

**Responsibility:** Pulaski County Public Schools (Especially School Nurses)

**Involvement:** Pulaski County Commission on Children and Families  
Pulaski Community Partners Coalition  
Pulaski County Extension Office  
Pulaski County Department of Social Services  
Law Enforcement Agencies in Pulaski County  
Virginia State Police

**Strategy #4** Evaluate pre-school educational opportunities (currently approximately 20 eligible children for Head Start are on the waiting list) for low-income children in Pulaski County and take the necessary steps to enroll 100% of the children in pre-school activities that meet the eligibility criteria of Head Start. The steps to enroll 100% will be an incremental process that should unfold over the medium to long-term. Additionally, coordination and collaboration between the Virginia Pre-School Initiative (VPI) (serves 4 year-olds) and Head Start (serves 3 and 4 year-olds) in order to enroll as many children in pre-school as possible. Additionally, the coordination of activities may be feasible, which would reduce duplication of efforts and resources.

Intended Effect: To systemically improve the coordination and collaboration between the two programs in an effort to serve as many children as possible, but also to the extent possible to coordinate activities and services. Lastly, the long-term goal is to provide any child that meets the eligibility criteria for Head Start with pre-school education.

Responsibility: Pulaski County Public Schools  
Pulaski County Head Start

Involvement: Pulaski County Commission on Families and Children

### **Medium-Term Strategies**

**Strategy #1** Develop a support group for parents with children, age 0-3, which provides an avenue for families to learn about resources in the community for them to access. The families would be referred to the support group by community agencies. The intent is to provide a non-threatening environment for families with young children to come together and access resources within the community.

Intended Effect: To provide a resource support group for families with young children in the community.

Responsibility: Infant & Toddler Connection of the New River Valley  
Health Department of Pulaski County  
Radford University School of Social Work  
CHIP of New River Valley  
Pulaski County Public Schools (Teen Parents Program)  
Pulaski Ministerial Association and Local Churches  
Pulaski County Commission on Children and Families

Note: While the Pulaski County Department of Social Services is heavily involved in this aspect of child welfare, it is important that the support group be a non-threatening environment; therefore, it is suggested that DSS employees not be a central part of this group.

**Strategy #2 Examine and evaluate activities for youth in grades 6-12 in the community.**

Overall, after-school activities, recreation activities, and summer camps/activities for the primary grades were perceived to be fairly strong. However, there seems to be a lack of both extracurricular and educational activities (or a lack of participation in activities by the population) for children in their middle school years. In order to have children be successful, the community must have outlets to engage children in their middle school and early high school years. The engagement and involvement of children during these years are critical to preventing delinquency and poor academic achievement. In specific it is thought the development of an intensive leadership program for targeted populations during the middle school years. Additionally, one of many foci of these programs should be parental involvement in the activities.

Intended Effects: Understand and improve the activities, both educational and extracurricular, for middle school and high school youth in the community in an effort to improve the productive engagement of this population in the community.

Responsibility: Pulaski County Commission on Children and Families

Involvement: Pulaski County Public Schools  
Pulaski County Recreation Departments  
Pulaski Community Partners Coalition

**Strategy #3 First, engage, educate, and increase the awareness of the business community of community issues (e.g. mental health, self-care, wellness issues, substance abuse, insurance access, educational achievement, child abuse and neglect, services for at-risk youth and families, etc.) in Pulaski County, specifically related to children and families. Second, develop a strategy with the business community to address these issues through the involvement of employee assistance programs at larger employers in Pulaski County that will provide information and resource access to families.**

Intended Effect: The engagement of the business community in the “wellness” of the community and the creation of a strategy to provide outreach to families through employers in Pulaski County.

Responsibility: Pulaski County Commission on Families and Children

Partners: Pulaski County Chamber of Commerce  
Pulaski County Rotary Club  
Pulaski Community Partners Coalition  
Pulaski County Lions Club  
Pulaski County United Way

**Strategy #4** To increase accessibility and knowledge of opportunities within the community of education and training in an effort to assist families in becoming self-sufficient. Specifically, the GED Program, Middle College Program, and Workforce Development at New River Community College should be a center piece of this strategy, but additionally the community (and particularly human service agencies) must find a manner in which to engage the families to provide the necessary supports in these endeavors.

Intended Effect: To increase awareness and utilization of these programs within the community, but also provide better community support in these endeavors for individuals and families.

Responsibility: Pulaski County Commission on Children and Families

Involvement: Pulaski County Department of Social Services  
Partners for Self-Sufficiency  
New River Community College  
Beans and Rice, Inc.  
Literacy Volunteers of the New River Valley

### **Long-Term Strategy**

**Strategy #1** The development of a family support center in Pulaski County. The family support center would be a drop-in center offering referral information for family services and supports, such as housing, food, utilities, child care, clothing, transportation, and employment assistance information.

Additionally, envisioned is the intriguing idea of locating human service agencies (government, non-profit, etc.) in a central building/location which would also be beneficial.

Note: The group discussed possible location/s, such as schools. The discussion also centered on whether there should be one of these in the Town of Pulaski or a more decentralized system of resource centers within the diverse communities of Pulaski County. Additionally, this may be a strategy that should be coordinated with the Capital Building Plan for Pulaski County. Additionally, this could be combined with the strategies related to the satellite location of the Children's Advocacy Center (Section C) and the development of a location to provide for quality supervised visitations (Section F).

Intended Effect: To provide one centralized place in the county that is developed as the resource center for children and families.

Responsibility: Pulaski County Commission on Families and Children

## C. Investigative, Assessment Function Strategies

**Strategy #1** Develop a Multidisciplinary Team in Pulaski County, according to Virginia statute, which states:

**J. The local department shall foster, when practicable, the creation, maintenance and coordination of hospital and community-based multidisciplinary teams that shall include where possible, but not be limited to, members of the medical, mental health, social work, nursing, education, legal and law-enforcement professions. Such teams shall assist the local departments in identifying abused and neglected children; coordinating medical, social, and legal services for the children and their families; developing innovative programs for detection and prevention of child abuse; promoting community concern and action in the area of child abuse and neglect; and disseminating information to the general public with respect to the problem of child abuse and neglect and the facilities and prevention and treatment methods available to combat child abuse and neglect. These teams may be the family assessment and planning teams established pursuant to § 2.2-5207. Multidisciplinary teams may develop agreements regarding the exchange of information among the parties for the purposes of the investigation and disposition of complaints of child abuse and neglect, delivery of services and child protection. Any information exchanged in accordance with the agreement shall not be considered to be a violation of the provisions of §§ 63.2-102, 63.2-104, or § 63.2-105.**

Intended Effect: To provide a mechanism within the community for cross-agency collaboration on issues of child abuse and neglect. The team could have a preventive function, but also could operate as a mechanism to increase partnership/collaboration for child abuse and neglect investigations through case reviews, etc. based on the needs of Pulaski County Department of Social Services.

Responsibility: Pulaski County Department of Social Services

Involvement: Pulaski County Commission on Children and Families  
Children's Advocacy Center of the New River Valley

### **Short-Term Steps**

Step 1: The Pulaski County Department of Social Services, working in collaboration with the Pulaski County Commission on Children and Families, shall identify the appropriate individuals and agencies to participate in the Multidisciplinary Team. Additionally, the Department and Commission shall come to agreement on the initial mission and scope of the Team. As noted above by the statute, the Multidisciplinary Team can have a number of different functions within a community. It is essential that the function of the Team

initially be well-developed, although over time the mission and scope of the Team may change to meet community needs.

Step 2: The Multidisciplinary Team shall report back to the Commission on the development of its activities on a regular basis.

**Strategy #2 Evaluate the need to develop a satellite location of the Children’s Advocacy Center in the Town of Pulaski in order to conduct interviews of children when necessary and appropriate. If necessary and feasible, pursue the development of the satellite location. (Short-Term Strategy)**

Intended Effect: Determine the feasibility of establishing a satellite location of the Children’s Advocacy Center in the Town of Pulaski and pursuing this end if deemed feasible.

Responsibility: Pulaski County Multidisciplinary Team

Note: Additionally, this could be combined with the strategies related to the creation of a family support center (Section B) and the development of a location to provide for quality supervised visitations (Section F).

**Strategy #3 Evaluate and take the necessary and appropriate steps to develop a Comprehensive Family Assessment used by Pulaski County Department of Social Services and other human service agencies assessing the needs of at-risk children and their families in Pulaski County.**

Note: Additionally, perhaps children with multiple needs requiring intense levels of services through the Comprehensive Services Act should undergo an intense assessment through a negotiated contract with New River Valley Community Services or a private vendor. This mechanism may need to be established. Franklin County’s partnership between the Community Services Board and the Department of Social Services may provide as an example. Additionally, the U.S. Children’s Bureau has guidelines that are worth considering in formulation of a comprehensive family assessment tool.

Intended Effect: To improve the tool used to conduct Comprehensive Family Assessments in an effort to better match services with families and children.

Responsibility: Community Policy and Management Team  
Family Assessment and Planning Team  
Pulaski County Department of Social Services  
Pulaski County Court Services Unit  
Pulaski County Commission on Children and Families

Involvement: Radford University School of Social Work, Institute for Children and Families



### **Short-Term Steps**

Step 1: Convene a small team to examine any Comprehensive Family Assessment tools used by Pulaski County Department of Social Services or other human service agencies in Pulaski County in assessing needs of at-risk youth and their families.

Note: Currently, the overall consensus is that the assessment used by Pulaski Department of Social Services is focused on protecting the child, which is extremely important and required by Virginia Department of Social Services policy, but the assessment should also identify the needs of the family and children in a manner that allows community-based services to be matched with the needs of the family and child. Also, such a child and family assessment process should be utilized by all agencies serving at-risk youth and their families.

Step 2: The team should also examine current practices and barriers, such as confidentiality and HIPPA, in gathering necessary information from sources, such as the Court Services Unit, Pulaski County Public Schools, and Community Services, in order to conduct a Comprehensive Family Assessment.

Step 3: The team should review other assessment tools and best practices in an effort to develop the current Comprehensive Family Assessment that can be used by all appropriate agencies serving children and families.

Step 4: Lastly, the team should review the necessity of conducting comprehensive assessments by licensed psychologists for children receiving services through CSA. The idea is that up-front comprehensive assessment will save money in the long-run. Additionally, partnerships in the community (specifically with New River Valley Services) should be explored to provide these assessments for CSA children.

### **Medium-Term Steps**

Step 1: Update the Comprehensive Family Assessment to meet the needs of the Pulaski County Department of Social Services and other agencies serving at-risk youth and their families. Additionally, develop any necessary agreements to enhance the ability of collecting information for a Comprehensive Family Assessment.

Step 2: Establish procedures, protocols, and agreements in order to have CSA children comprehensively assessed by a licensed psychologist.

Step 3: Implement the new tool after providing training to the appropriate personnel and addressing any related regulatory or policy issues.

**Strategy #4** Evaluate the availability of and provision of services to children and families that are placed in the “family assessment” track by Child Protective Services and evaluate the same processes delivered by other agencies serving at-risk youth and their families. This is the place where intervention efforts should be designed to prevent, to the extent possible, the child from entering state custody. If deemed necessary by the evaluation, improve the provision of services by identifying funding mechanisms, collaborations within the community, and improving the coordination of services. (Short-Term Strategy)

Intended Effect: Improve the intervention efforts of Pulaski County Department of Social Services and other agencies serving at-risk youth and their families.

Responsibility: Pulaski County Department of Social Services

Involvement: Pulaski County Commission on Children and Families

## D. Home-Based Intervention Strategies

### **Strategy #1 Attract and retain mental health clinicians to serve at-risk children and families in Pulaski County.**

Note: In March 2006, Pulaski County was federally designated as a “health professional shortage area” (HPSAs). This designation is good for at least 3 more years, when it will be re-evaluated. The National Health Services Corps (NHSC) program could be used to recruit health professionals by (1) any outpatient facility in the area that accepts Medicare and Medicaid and has a sliding fee scale or (2) any private practice that is willing to meet the criteria of the National Health Services Corp. The incentives provided to clinicians serving at a NHSC site are considerable (up to \$50,000 over two years and a third year can be awarded as well).

The specifics of this program and its applicability within Pulaski County needs to be explored more thoroughly to assure that it is being used in the most appropriate manner to meet the most need within the community.

Need: Specifically, child psychiatrists/psychologists are needed in the area (if there is way of developing a position within an agency or a private practice), but the general utilization of this program to recruit/retain clinicians in the area is important.

Intended Effect: To have more community services, specifically child psychiatrists/psychologists, to treat children. However, generally the program could be used to recruit and retain clinicians within the Pulaski Community.

Responsibility: New River Valley Community Services  
Pulaski Community Hospital  
New River Valley Mental Health Association

Involvement: Pulaski County Commission on Children and Families

### **Short-Term Steps**

Step 1: Identify appropriate community agencies that meet the criteria in order to complete the “Recruitment-Retention Application.” In Group Three’s opinion, New River Valley Community Services appears to be the most appropriate agency to complete the application to be an eligible NHSC Service Site for NHSC Scholars or individuals interested in participating in the NHSC Loan Repayment Program (LRP). Other agencies, or private practices, could be identified as well.

Step 2: Have the appropriate agencies and/or private practices complete the “Recruitment-Retention Application” or the “Private Practice Option Application” to be an NHSC Service Site.

Step 3: Once the appropriate agencies have completed the application and been accepted, then the approved NHSC site can post current job opportunities on the NHSC On-Line Opportunities List as vacancies arise. The NHSC markets the Opportunities List, attracting hundreds of clinicians looking for health professional jobs in underserved areas. Additionally, clinicians currently employed for the site could apply for the NHSC Loan Repayment Program, which could assist in the retaining of clinicians.

**Strategy #2 Initiate the utilization of Family Group Conferencing by Pulaski County Department of Social Services as a way to more holistically address problems facing children and families in the community.**

What is it? A Family Team Conference is a gathering of family members, friends, community specialists, and other interested people who join together to strengthen a family and provide a protection and care plan for the family's children. A Family Team Conference employs an "individualized course of action" (ICA) with each family. The ICA is an approach to helping and serving families which includes the following characteristics: It is strength-based, focused on the underlying needs of the family, highly individualized and heavily reliant on assistance from the family, the family's natural helping system, and formal and informal community stakeholders. These contributors make up a family team, which supports and assists the family in ongoing problem solving. Additionally, there are five basic components: (1) engagement of the family, (2) the assessment process, (3) developing and implementing the course of action (or plan), (4) tracking progress and responding to new concerns, and (5) sustaining change.

Intended Effect: To better engage and assist families in preventing abuse and neglect.

Responsibility: Pulaski County Department of Social Services

Other Involvement: Pulaski County Public Schools  
Pulaski County Court Services Unit  
New River Valley Community Services  
Public and Private Service Providers  
8 National Resource Centers  
Lynchburg Department of Social Services (Piloting)

**Short-Term Steps**

Step 1: Gather information on family group conferencing. Specifically, seek out localities that practice family group conferencing to obtain their advice based on their experience

Step 2: Establish policy and procedures on the utilization of Family Group Conferencing within Pulaski County Department of Social Services. Specifically, the targeted population needs to be determined. The suggestion of the group is to start small through piloting the utilization of Family Group Conferencing perhaps to children returning home from foster care or residential placements (or those children that are in the early stages of receiving services). Additionally, develop an evaluation process for the piloted program.

Step 3: Implement the pilot program and evaluate the utilization of Family Group Conferencing.

### **Medium-Term Step**

Step 1: Decide whether to expand the pilot program for Family Group Conferencing to other targeted populations.

Note: Family Group Conferencing may be an important component to be included in Concurrent Planning. Thus, the two strategies may need to be examined simultaneously.

**Strategy #3 To provide a well-coordinated pool of flexible funds that is targeted specifically at at-risk youth and families of Pulaski County. Additionally, identify specific unmet needs and possible areas in which additional funds through targeted community financial support could be enhanced.**

Intended Effect: Enhance the ability of the community to meet the needs of children and families, while also efficiently and effectively making the best use of resources.

Responsibility: Pulaski County Commission on Children and Families  
Pulaski County Department of Social Services  
New River Community Action

Involvement: Pulaski Ministerial Association  
Pulaski Community Partners Coalition  
Pulaski County Public Schools  
Pulaski County Chamber of Commerce  
Pulaski County Lions Club  
Pulaski County Rotary Club  
Pulaski County Business Community

### **Medium-Term Steps**

Step 1: Document the amount of the current pool of flexible funds for at-risk youth and families and the specific utilization of those funds within Pulaski County.

Step 2: Review current policies and procedures for the utilization of the flexible funds. The policies and procedures should allow the community agencies to hold children and families accountable for accessing the funds. In other words, the utilization of the funds should be connected to the participation of the children and families in targeted services.

Step 3: Identify additional areas in which programs funded through targeted flexible funds could be funded. For example, the development of a fund to provide foster care children from Pulaski County the ability to attend a summer camp targeted at their interest.

Note: Harrisonburg has a Foster Care Fund, which is supported by James Madison University students and organizations. Harrisonburg may be a place to look to for guidance in establishing a fund for foster care children. This fund could be utilized for things such as prom dresses, summer camps, etc.

**Strategy #4 To develop an Intensive Outpatient Program (IOP) for substance abuse for youth in Pulaski County at the New River Valley Community Services Office.**

Intended Effect: To provide intensive outpatient substance abuse treatment in the community in an effort to prevent placement of children outside of the community in extremely expensive residential placements, such as substance abuse treatment facilities.

Currently, no IOP for substance abuse treatment for youth exists in Pulaski County. Therefore, there is a gap between initial out-patient treatment (once a week) and the placement of youth in residential facilities. A program focused on intensive outpatient treatment would allow the needs of youth to be met through intervention within the community. Currently, the situation with a child regresses until the point that the child must be placed in a residential program due to the lack of services within the community. An intensive outpatient program would provide a service within the community to prevent the placement of children outside of the community in expensive residential placements, thereby possibly reducing costs.

Additionally, the establishment of the program would provide an additional service within the community for family service workers, probation officers, school officials, and the judge to utilize in an effort to provide services within the community to children and families.

Responsibility: Pulaski County Commission on Children and Families

### **Short-Term Step**

Step 1: Establish a committee, with a representative from New River Valley Community Services, Pulaski County Court Services Unit, Pulaski County Department of Social Services, and Pulaski County Public Schools in order to:

- a. Document the need for such a program.
- b. Establish a referral and administrative process of the program.
- c. Submit a grant as a community to the Center for Substance Abuse Treatment of Substance Abuse and Mental Health Services Administration (SAMHSA) of the U.S. Department of Health and Human Services, the Department of Mental Health, Mental Retardation, and Substance Abuse Services (DMHMRSAS) of Virginia, or another opportunity (such as the Carilion Foundation) that presents itself OR
- d. Locate/create funding for such a program through community funding streams.

Note: New River Valley Community Services submitted a grant proposal to SAMHSA in March 2006.

### **Medium-Term Step**

Step 1: Upon reception of a grant or funding, implement and monitor the IOP treatment program.

- a. Use original committee to establish operating procedures to implement the program.
- b. Monitor referral mechanism in order to ensure effective and efficient use of the program.
- c. Establish outcome measurements and evaluate on a continual basis.

## E. Out-of-Home Strategies

**Strategy #1** To develop and execute a recruitment, training, and sustainment strategy, in coordination with the Resource Advocacy Partnership, for Resource Families (Foster Care and Adoption) in Pulaski County. (Short-Term Strategy)

**Part 1:** Develop and implement a comprehensive recruitment strategy for resource families in Pulaski County.

The recruitment strategy should be comprehensive in nature and be supported through time and resource dedication by Pulaski County Department of Social Services Foster Care Staff. Specifically, venues, such as churches, schools, hospitals, community agencies, and large businesses, should be targeted as prime recruiting targets in the plan. Additionally, Pulaski County Department of Social Services should work collaboratively with the Resource Advocacy Partnership in order to not duplicate activities and to efficiently utilize resources.

**Part 2:** Work with the four other jurisdictions in the New River Valley to find a way to maintain the Resource Advocacy Partnership managed by Lucy Brizendine.

Currently, the Resource Advocacy Partnership has a full class (16 families) for the summer PRIDE Training. However, the threat exists that the PRIDE Training Grant could be cut on October 1, 2006. The potential loss of this program is of grave concern to the Departments of Social Services in the New River Valley and the rest of the community. Specifically, Comprehensive Service Act costs in Pulaski County could be reduced through the continuation of the program.

**Part 3:** Create a strategy to provide nourishment and continued training in an effort to retain resource families within Pulaski County and the New River Valley.

Due to recruitment efforts and the PRIDE Training there is little time available, with the current staffing, to provide in-service training in an effort to sustain the current resource families. The effort to recruit and train resource families makes no sense if there is no strategy to sustain and retain the resource families over the long-run.

**Intended Effect:** Increase the number of resource families in Pulaski County and the New River Valley as well as retain the current Resource Families in Pulaski County and the New River Valley. Currently, there are 11 families available for non-relative foster care in the New River Valley. Eight additional resource families will be available in one month upon completion of the PRIDE Training. Three other current foster care families in Pulaski County must be retrained this summer or they will be unable to be used by Pulaski County Department of Social Services.



Note: The importance of continuing to recruit resource families in the New River Valley cannot be underestimated. For example, within the past month Pulaski County Department of Social Services gained custody of approximately 8 children that do not clinically require Therapeutic Foster Care (TFC), but all were placed in TFC due to a lack of family foster care families in the New River Valley. This means that Pulaski County has spent approximately \$2,500 for TFC versus approximately \$400 for family foster care per month.

Responsibility: Pulaski County Department of Social Services  
Family Assessment and Planning Team  
Community Policy and Management Team  
Resource Advocacy Partnership, Lucy Brizendine

Involvement: Pulaski County Commission on Children and Families  
The Collaboration to AdoptUSKids ([www.adoptuskids.org](http://www.adoptuskids.org))

**Strategy #2 To utilize CSA Funds to increase the Family Foster Care Maintenance Rate for Pulaski County Department of Social Services Foster Care Families. (Short-Term Strategy)**

Evidence: 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 40<sup>th</sup> for 2 year-olds, 37<sup>th</sup> for 9 year-olds, and 32<sup>nd</sup> for 16 year-olds (National Resource Center for Family-Centered Practices and Permanency Planning at the Hunter College of School of Social Work). The Foster Care Maintenance payments for the respective ages in Virginia are \$312, \$365, and \$463, according to the Virginia Department of Social Services Foster Care Policy. These amounts are due to increase on July 1, 2006 by 4.04%.

Intended Effect: To assist in the recruitment effort to increase the number of Family Foster Care Families for Pulaski County to utilize. Currently, the Family Assessment and Planning Team (and case managers) often must place children in TFC placements although the child does not clinically need to be in TFC. Even if the Foster Care Maintenance Rate was increased substantially it would be cheaper than placing children in TFC when the child does not clinically need TFC. Thus, this initiative, if able to increase the number of foster care families, could reduce costs when compared to the placement of the child in TFC.

Note 1: Therapeutic Foster Care offer families approximately \$1,300 a month whereas family foster care approximately offers \$400 a month to a family. This diminishes the ability of the local departments of social services to recruit and retain family foster care families.

Note 2: Currently, the Community Policy and Management Team has a policy regarding criteria for Specialized Foster Care Service Payments, but this policy does not assist in the process of recruiting Family Foster Care Homes for Pulaski County Department of Social Services due to its reactive nature. This policy is necessary and useful for a different purpose, but not in recruiting foster care families.

Note 3: While the focus of this strategy regards the maintenance rate provided to family foster care families, there remains an utmost importance that the foster families are valued and respected throughout the process. Specifically, the foster families should be supported by on-going training and support efforts.

Responsibility: Community Policy and Management Team  
Family Assessment and Planning Team  
Pulaski County Department of Social Services

Involvement: City of Alexandria (Lee Goldman, CSA Coordinator)

**Strategy #3 To review, design, and implement concurrent planning at Pulaski County Department of Social Services.**

Definition: Concurrent planning is an approach that seeks to eliminate delays in attaining permanent family placements for children in the foster care system. Concurrent planning involves considering all reasonable options for permanency at the earliest possible point following a child's entry into foster care and concurrently pursuing those that will best serve the child's needs. Typically, the primary plan is reunification with the child's family of origin. In concurrent planning, an alternative permanency goal is pursued at the same time.

Evidence: Concurrent planning is linked to positive results in at least 11 states; these include reduced time to permanency and establishing appropriate permanency goals (LA, NE, VT), enhanced reunification or adoption efforts by engaging parents (CO, ND), and reduced time to adoption finalization (CA, HI, ID, MA, ND, RI, UT, WA) (National Clearinghouse on Child Abuse and Neglect Information. (2005). *Concurrent Planning: What the Evidence Shows*. Washington, DC: U.S. Department of Health and Human Services). Additionally, in Virginia, Franklin County and Fairfax County Department of Social Services have implemented concurrent planning leading to positive results.

Intended Effect: Concurrent permanency planning programs use a mix of family-centered casework and legal strategies that are designed to:

- Achieve early permanency for children;
- Decrease children's length of stay in foster care;
- Minimize the negative impact of separation and loss on children;

- Reduce the number of moves and relationship disruptions children experience in foster care
- Develop a network of permanency planning resource parents (relatives or non-relatives) who can work towards reunification and also serve as a permanency resource for children; and
- Maintain continuity in children’s family and sibling relationships.

Responsibility: Pulaski County Department of Social Services  
 Judge Chitwood and The Best Practices Team  
 Guardians Ad Litem & Legal Profession  
 Court Appointed Special Advocates  
 Service Providers & Resource Families  
 New River Valley Community Services  
 Family Assessment and Planning Team  
 Community Policy and Management Team

Involvement: The National Child Welfare Resource Center for Family-Centered Practice and Permanency Planning  
 The National Child Welfare Resource Center for Organizational Improvement  
 Radford University School of Social Work

Note: There needs to be a determination quickly whether permission from Virginia Department of Social Services is needed before pursuing concurrent planning.

**Short-Term Steps**

Step 1: Identify stakeholders for the Task Force on Concurrent Planning.

The following organizations and individuals perhaps should be involved: Department of Social Services Child Protective Services Unit, Department of Social Services Foster Care Unit, Department of Social Services Attorney, Guardians Ad Litem, Court Appointed Special Advocates, Judge Chitwood, Service Providers (TFC and Residential Placements), Attorneys, Resource (Foster Care and Adoption) Families, and New River Valley Community Services.

Step 2: Convene the Task Force on Concurrent Planning to review concurrent planning.

At this step, the Task Force should seek out technical assistance/advice from the National Resource Center for Foster Care and Permanency Planning at the Hunter College of School of Social Work of the City University of New York and Radford University School of Social Work. Additionally, the Task Force should seek information from Fairfax County Department of Social Services and Franklin County Department of Social Services, who have both implemented

concurrent planning. Overall, the Task Force, after gathering appropriate and necessary information, should make a final decision whether to move forward in designing and implementing concurrent planning in Pulaski County.

Note: Concurrent planning may involve Family Group Conferencing, which is discussed in the Home-Based Strategies section.

### **Medium-Term Steps**

Step 1: The Task Force on Concurrent Planning will design the curriculum, protocols, and procedures for concurrent planning in Pulaski County. In this process, the Task Force should identify additional resources needed to effectively implement concurrent planning. Specifically, the services should be family-oriented, child-centered. Services, such as parent aides, must be developed to attempt to alter the environment within the home. Services, in many cases, must be provided for the parents rather than the child. Additionally, caseloads will need to be properly managed to the extent possible to allow for proper implementation.

Step 2: The Task Force on Concurrent Planning will develop a strategy to train the appropriate staff within the child and family welfare system and educate the necessary agencies and individuals within the child and family welfare system.

### **Long-Term Step**

Step 1: Implement concurrent planning in Pulaski County.

**Strategy #4 To further investigate the establishment of a facility to provide temporary respite care, emergency shelter, crisis intervention, and/or a group home for at-risk children in the New River Valley. Upon the completion of information gathering, a decision to pursue the appropriate course of action should be made.**

Note: Preliminary information, through a meeting with James O'Hare at The Sanctuary in the City of Roanoke and a phone conference with Mike Murphy at Community Attention Home in the City of Charlottesville, has been gathered.

Intended Effect: Provide information and details on such facilities in an effort to shape the type of facility that is most appropriate for Pulaski County and the New River Valley and ultimately to pursue the establishment of such a facility to enhance community-based services in Pulaski County and the New River Valley.

Responsibility: Pulaski County Commission on Children and Families

### **Short-Term Step**

Step 1: The Pulaski County Commission on Children and Families should establish a small committee to gather information, explore the details, and make recommendations in the form of a report to the Commission on the possibility of establishing a crisis intervention, temporary care, emergency shelter, and/or group home in the New River Valley. Information, such as financial details, staffing, mission, possible targeted populations, length of stay at the facility, and services provided in the facility, should be identified (some of this information has been gathered).

Note: While this endeavor is originating in Pulaski County, the Pulaski County Commission on Children and Families will need to decide the appropriateness and time in the process to bring in other jurisdictions and jurisdictional agencies into the process. Inevitably, the establishment of a regional facility will create economies of scale, which will make the facility financially feasible.

### **Medium-Term Step**

Step 1: The Pulaski County Commission on Children and Families will utilize the information gathered to make appropriate decisions on next steps.

**Strategy #5 Develop assessment and stabilization families for Pulaski County Department of Social Services and the Pulaski County Family Assessment and Planning Team to utilize in assessing children to make a determination on the necessary placement.**

Intended Effect: Obtain an assessment of the child in a family environment over the course of a 30 day period to make a determination of the necessary placement to create permanency.

Responsibility: Pulaski County Department of Social Services

Involvement: Pulaski County Commission on Children and Families  
Private and Public Service Providers  
Current Resource Families in the New River Valley  
Volunteer Emergency Families for Children

### **Short-Term Step**

Step 1: Research the utilization of assessment and stabilization families in Virginia, particularly the program currently operating in Bedford County. Other models in and out of Virginia should be examined as well.

## **Medium-Term Step**

Step 1: Develop a model to create assessment and stabilization families in Pulaski County. The model must identify the criteria for utilization of the assessment and stabilization families, the funding sources for the program, and the necessary training for the assessment and stabilization families. Specifically, Volunteer Emergency Families for Children and current resource families should be involved in order to understand the necessary training for the assessment families.

## **Long-Term Step**

Step 1: Implement the utilization of assessment and stabilization families in Pulaski County.

**Strategy #6 Establish a location in the Town of Pulaski to conduct supervised visitations, which allows the child and family to interact through appropriate activities. Specifically, the development of a “Children’s House” through the Pulaski Ministerial Association may be feasible. (Short-Term to Medium-Term Strategy)**

Intended Effect: To provide an appropriate environment for a child and the family to interact while engaging in appropriate activities in a family environment.

Responsibility: Pulaski County Commission on Children and Families

Involvement: Pulaski Ministerial Association  
Pulaski County Chamber of Commerce  
Pulaski County Rotary Club  
Other Community Groups

Note: This could be achieved in conjunction with the creation of a family support center (Section B) and a satellite location of the Children’s Advocacy Center in the Town of Pulaski (Section C).

## F. Child Welfare System Exit Strategies

**Strategy #1** Improve the availability and delivery of independent living services to children within the child welfare system in Pulaski County.

Evidence:

Increasingly, there are a number of children entering care in their teenage years and staying in care past their 18<sup>th</sup> birthday as demonstrated by the data below:

Age Group	1998 (N=89)	2004 (N=130)	% Difference	1998-2004 Average
<b>0-3</b>	12.4	5.4	-7.0	9.9%
<b>4-6</b>	10.1	8.5	-1.6	7.3%
<b>7-12</b>	27.0	31.5	+4.5	33.5%
<b>13-17</b>	43.8	45.4	+1.6	41.0%
<b>18-21</b>	6.7	9.2	+2.5	8.3%

FY 2005 data is not available through the Office of Comprehensive Services website at this time, but all indications are that in the number of foster care youth remaining in care past their 18<sup>th</sup> birthday has increased more in FY 2005. At first glance, this may appear to be a problem. However, in regards to outcomes for children this is very positive; however, the increase in the number of children in care in their late teenage years and remaining in care past their 18<sup>th</sup> birthday does place pressure on the community to provide independent living services to the children so that they can be successful in their endeavors when they choose to leave the custody of the state.

### **Short-Term Steps**

Step 1: Formally create a small (minimum of 3 individuals) committee to oversee the progress and implementation of Strategy 1.

Intended Effect: Ensure progress and implementation of steps to improve the availability and delivery of independent living skills training to children in the child welfare system in Pulaski County.

Responsibility: Pulaski County Department of Social Services  
 Family Assessment and Planning Team  
 Public and Private Service Providers  
 Radford University School of Social Work  
 Pulaski County Commission on Children and Families

Step 2: Concentrating children, whose foster care service plan goal is “Independent Living,” with a particular caseworker (to the extent possible) in an effort to create expertise within the field of “Independent Living.”

Intended Effect: The accumulation of knowledge and the better delivery of independent living services to children. (Recently this step has been taken, but the effort should be sustained over the long-run.)

Responsibility: Pulaski County Department of Social Services

Step 3: Comprehensive evaluation/understanding of Independent Living services and programs available within the community. Specifically, a “living document” should be created with comprehensive information about independent living services available in the community and through service providers.

Intended Effect: To create institutional knowledge on independent living services within Pulaski County Department of Social Services and the Family Assessment and Planning Team. Specifically, the participants felt there are many good programs provided by service providers, but little knowledge and use of them. The group emphasized that children need to be exposed to a variety of programs and situations, such as 4-H Programs and extracurricular summer camps. Additionally, potential collaborations with service providers or established programs within the community should be explored in order to provide children in the system the opportunity to attend “living skills camps.”

Responsibility: Pulaski County Department of Social Services  
Independent Living Foster Care Worker  
Family Assessment and Planning Team  
One Assigned Member of Team  
Service Provider Representative  
Radford University School of Social Work

Step 4: The implementation of “Summer 2006: Independent Living Skills Day Camp” at Radford University for youth in the child welfare system and foster parents in July 2006. The camp will initially serve children age 15 and up and will provide activities geared to youth to prepare them for the transition to Independent Living.

Intended Effects: To institutionalize a summer camp to provide youth in the child and family welfare system the opportunity to learn about necessary skills for independent living. The ultimate goals are to better train and educate the children for the transition to independent living and better train and educate foster parents on the necessity to teach independent living skills in the foster home.

Responsibility: Pulaski County Department of Social Services  
Braley and Thompson  
Pulaski County Extension Office  
Radford University School of Social Work



## **Medium-Term Steps**

Step 1: Engage in better contract negotiations and exchange of information with foster care providers to ensure children receive appropriate independent living skills.

Intended Effect: Through a better understanding of the independent living skills taught by service providers and an on-going dialogue with the service providers, the foster care service workers and the Family Assessment and Planning Team will be better able to assess the progress of the child in regards to obtaining independent living skills.

Responsibility: Pulaski County Department of Social Services  
Foster Care Workers  
Community Policy and Management Team  
Family Assessment and Planning Team  
Service Providers

Step 2: Develop formal expectations and measurement indicators for children receiving independent living skills in order that foster care workers and the Family Assessment and Planning Team can measure progress towards goals in the Individualized Family Service Plan (IFSP). This will require more formal training on completing the IFSP and documenting progress towards the goals in the IFSP for foster care service workers. Additionally, the Family Assessment and Planning Team will need to better integrate the utilization of the IFSP into its evaluation/decision-making processes. Lastly, communication/coordination with service providers will have to be improved in order to implement this step.

Intended Effect: Better measure and evaluate the progress of a child in obtaining independent living skills in order for the child to be successful upon exiting the child welfare system.

Responsibility: Pulaski County Department of Social Services  
Foster Care Workers  
Community Policy and Management Team  
Family Assessment and Planning Team  
Service Providers

Step 3: Evaluate the training of Department of Social Services foster parents (PRIDE Training) and private vendor therapeutic foster care parents with regard to teaching independent living skills. If necessary, take steps to improve the training of foster care parents in regards to independent living skills. Casey Life Skills “Ready, Set, Fly: A Parent’s Guide to Teaching Life Skills” is a possible resource.

Intended Effects: Evaluate and improve the training of foster care parents on independent living skills in an effort to improve the teaching of independent living skills within foster care homes.

Responsibility: Pulaski County Department of Social Services  
Community Policy and Management Team  
Family Assessment and Planning Team  
PRIDE Training Program  
Radford University School of Social Work  
Service Providers

Step 4: Seek Title IV-E Independent Living funding in April 2007 through submitting the application, which is non-competitive, and have a long-range goal of continuing to apply for this funding to develop an Independent Living program.

Intended Effect: Funding will support the goals of having a DSS Foster Care staff person dedicated to children with Independent Living goals as well as developing general Independent Living programming for children in foster care in Pulaski County.

Responsibility: Pulaski County Department of Social Services  
Community Policy and Management Team  
Family Assessment and Planning Team

Step 5: Follow-up the “Summer 2006: Independent Skills Training Day Camp” in the Summer 2007 with a 2 day camp focused towards independent skills training for youth in the child and family welfare system and foster parents. Additionally, the goal is to accommodate two age groups (12-15 and 16-21).

Intended Effects: To institutionalize a summer camp to provide youth in the child and family welfare system the opportunity to learn about necessary skills for independent living. The ultimate goals are to better train and educate the children for the transition to independent living and better train and educate foster parents on the necessity to teach independent living skills in the foster home.

Responsibility: Pulaski County Department of Social Services  
Braley and Thompson  
Radford University  
Pulaski County Extension Office  
Radford School of Social Work

Resource: National Resource Center for Youth Development

## **Long-Term Steps**

Step 1: Develop a more formalized Independent Living Skills Program for children within the child welfare system in Pulaski County. In particular, Casey Life Skills (<http://www.caseylifeskills.org/index.htm>), which provides excellent resources, such as independent living skill assessment tools, should be utilized in this endeavor.

Intended Effects: To systemically improve the availability and delivery of services to children in regards to independent living skills. Although many of the above steps logically will lead Pulaski County to the development of a comprehensive, formalized Independent Living Skills Program this step will formalize the endeavor.

Responsibility: Pulaski County Department of Social Service  
Foster Care Service Workers  
Community Policy and Management Team  
Family Assessment and Planning Team  
Service Providers  
Radford University School of Social Work

Step 2: Acquisition of rental properties to create more independent living opportunities for young adults exiting the child welfare system within the community.

Intended Effects: Provide the ability for children to remain in foster care beyond the age of 18 within the community in order for a more productive transition into independent living to occur.

Responsibility: Pulaski County Department of Social Services  
Community Policy and Management Team

## **Strategy #2 Improve the availability and delivery of transitional services to children exiting the child welfare system in Pulaski County.**

### **Short-Term Steps**

Step 1: Establish a small (minimum of 3 individuals) committee to oversee the progress and implementation of Strategy #2.

Intended Effect: Ensure progress and implementation of steps to improve the availability and delivery of transitional services to children leaving foster care or a residential facility in the child welfare system in Pulaski County with the goal of preventing reentry of children and families into the child and family welfare system.

Responsibility: Pulaski County Department of Social Services  
Foster Care and Family Service Workers  
Community Policy and Management team  
Family Assessment and Planning Team  
Pulaski County Public Schools  
Pulaski County Court Services Unit  
Service Providers  
New River Valley Community Services  
Judge Chitwood's "Best Practices" Team  
Pulaski County Commission on Children and Families

Step 2: Develop an appropriate model, policies, and procedures to be implemented within Pulaski County for transitioning children back into the community. The following should be strongly considered:

- Transitioning begins while the child is in state custody. Appropriate services must be provided and complied with by the parents of the child. Therefore, an intensive evaluation of the development of the foster care service plan (specifically requirements set forth for parents), the documentation of the parents meeting (or not meeting) those requirements in the foster care service plan, and a partnership with the court in requiring parents to fully follow through with the actions required in the foster care service plan. Many noted that, if possible, drug screens should be required within the treatment plan.
  - The issue of drug testing surfaced in almost every group over the course of this process. Specifically, local policy on drug testing within foster care service plans needs to be examined. Additionally, the administration of drug tests is an issue that needs to be examined due to the general feeling in the community that often drug tests are "cheated" on.
- Establishing protocols to be followed when a child is returned home. Protocols should include contacting a designated representative at Pulaski County Public Schools, a referral process (and follow-up) for transitional services for the family and child, etc. Additionally, the return home treatment plan should be mandated by the court if appropriate and necessary. (However, upon violation, sanctions may be necessary and follow-through will be critical.)
- Currently, most, if not all, transitional services are funded through Medicaid or private insurance. In respect to some services, such as in-home services, Medicaid is only able to provide for 6 months of the service. In many ways this prevents the delivery of services beyond 6 months for some families. Thus, Pulaski County needs to review its mechanism for providing, overseeing, and funding transitional services. Possible suggestion: Have the FAP Team keep open and review

transitional cases (even though funding may not be from CSA). This would allow for oversight of transitional services, continued collaboration on the case, and the ability to extend funding through CSA if the FAP Team deems the continuation of transitional services appropriate and necessary. Furthermore, this would integrate transitional services into the “formal” child welfare system.

Intended Effect: Ensure progress and implementation of steps to improve the availability and delivery of transitional services to children leaving foster care or a residential facility in the child welfare system in Pulaski County with the goal of preventing reentry of children and families into the child and family welfare system.

Responsibility: Pulaski County Department of Social Services  
Foster Care and Family Service Workers  
Community Policy and Management Team  
Family Assessment and Planning Team  
Pulaski County Public Schools  
Pulaski County Court Services Unit  
Service Providers  
New River Valley Community Services  
Judge Chitwood’s “Best Practices” Team  
Pulaski County Commission on Children and Families

### **Medium-Term to Long-Term Step**

Step 1: Seek funding for a position to coordinate/facilitate the transition of children back into the community. (This position would coordinate services for children and families and would have a close working relationship with all community partners, especially the Family Assessment and Planning Team. Preferably this position would not be located within Pulaski County Department of Social Services due to the often and understandable adversarial relationship between parents and the Pulaski County Department of Social Services.)

Intended Effect: To provide one contact/case manager for children who have returned home from foster care or a residential facility to better provide transitional services to the child and family.

Responsibility: Pulaski County Department of Social Services  
Foster Care and Family Service Workers  
Community Policy and Management Team  
Family Assessment and Planning Team  
Pulaski County Public Schools  
Pulaski County Court Services Unit  
New River Valley Community Services  
Pulaski County Commission on Children and Families

**Strategy #3** Ensure adoptive families receive the appropriate and necessary services in a proactive manner in order to prevent disruption and make the transition as smooth as possible.

### **Short-Term Steps**

Step 1: All adoptive families should be referred to the Adoptive Family Preservation (AFP) Services, a post-legal adoption service delivery system that is managed by United Methodist Family Services under contract from the Virginia Department of Social Services. AFP provides statewide services to adoptive families to support permanency and child and family wellbeing.

Intended Effects: To provide proactive services to adoptive families and to prevent disruption.

Responsibility: Pulaski County Department of Social Services  
7 Sites through United Methodist Family Services

Step 2: Appropriate pre-adoption cases should be referred to DePaul Family Services' Adoption Service Program, which is a grant-funded program with no fees. Currently the caseworker at DePaul Family Services has 15 cases, but can provide a number of pre-adoption services to the family and child. A referral should be made by the Foster Care/Adoption Worker at the Department of Social Services and then an agreement on services to be provided is coordinated between the Department of Social Services employees and DePaul Family Services.

Intended Effects: To provide pre-adoption services to adoptive families and children to try to establish a smoother transition with the goal of preventing future disruptions.

Responsibility: Pulaski County Department of Social Services  
DePaul Family Services Adoption Services Program

### **Medium-Term Step**

Step 1: Establish policies and procedures for adoption workers to follow up with adoption families on a regular basis. This follow-up process should be done in a systematic, step-down manner over a period of time.

Intended Effects: To check on the progress of adoption families in order to prevent crisis situations that could potentially cause disruption.

Responsibility: Pulaski County Department of Social Services

## Appendix A: 1<sup>st</sup> Pulaski Community Meeting Participant List

27 <sup>th</sup> 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



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

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

## Appendix C: List of Participants in the Creation of the Resource Development Plan

<b>Last Name</b>	<b>First Name</b>	<b>Organization</b>	<b>Group #</b>
Akers	Anthony	County of Pulaski Department of Recreation	1
Beal	Linda	Beans and Rice, Inc.	1
Behl	Joan	New River Valley Community Services	1
Burkett	Sarah	Virginia Cooperative Extension Pulaski Unit	1
Chitwood	Pam	Pulaski Community Partners Coalition	1
Dobbins	Patricia	New River Community Action Head Start	1
Dunford	Carolyn	Virginia Department of Health	1
Gallimore	Latisha	Child Protective Services, Pulaski County Department of Social Services	1
Hall	Mary	Pulaski County Public Schools	1
Levy	Annyce	Pulaski County Public Schools	1
Nelson	Kimberly	New River Community Action Head Start	1
Parcell	Sheri	CHIP of NRV, New River Community Action	1
Pierson	Kathy	Infant & Toddler Connection of the New River Valley	1
Richardson	Samantha	Child Protective Services, Pulaski County Department of Social Services	1
Vansant	Libby	Pulaski County Public Schools	1
Vaught	Linda	New River Valley Community Services	1
Vest	Chrissi	Pulaski County Public Schools	1
Williams	Julie	Pulaski Community Partners Coalition	1
Williams	Cyndy	Institute for Policy Outreach, Virginia Tech	1
Wilson	Thomas	Talent Search/Upward Bound, Virginia Tech	1
Wintersdorff	Christine	Center for Rehabilitation and Development	1
Wyndham	Debbie	Pulaski County High School Counseling Center	1
Anderson	Rita	Child Protective Services, Pulaski County Department of Social Services	2
Blankenbeckler	Teresa	Child Protective Services, Pulaski County Department of Social Services	2
Burroughs	Jenny	Radford University School of Social Work	2
Fisher	Pam	Office of Comprehensive Services	2
Huff	Judy	Minnick Education Center	2
Johnson	Janet	New River Valley Community Action, Inc.-Pulaski Office	2
Pritchett	James	New River Valley Community Services	2
Raby	Martha	Institute for Children and Families, Radford University School of Social Work	2
Wallis	Jim	Pulaski County Department of Social Services	2
Woods	Lee Ann	Child Protective Services, Pulaski County Department of Social Services	2
Akers	Pat	Pulaski Head Start	3
Baughner	Nikki	New River Valley Community Services	3
Dalrymple	Claire	New River Valley Community Services	3
Draughan	Patricia	Pulaski County Department of Social Services	3
Flanagan	Barbara	Pulaski County Public Schools	3
Hagee	Sunni	Pulaski County Court Services Unit	3
Hancock	Denise	CHIP of NRV, New River Community Action	3
Henshaw	Casey	Family Preservation Services	3
Hope	David	Pulaski County Department of Social Services	3
Hylton	Sarah	Expanded Food & Nutrition Program, Virginia Cooperative Extension	3
Mathis	Janet	CHIP of NRV, New River Community Action	3
Myal	Jackie Fagan	Parent Resource Center for Special Programs, Pulaski County Public Schools	3

Paysour	Gail	The Roanoke League of Therapists	3
Price	Jennifer	Pulaski County Court Services Unit	3
Shinault	Tammy	Child Protective Services, Pulaski County Department of Social Services	3
Shinn	Katy	Family Preservation Services	3
Slifka	Jamie	National Counseling Group	3
Thomas	Jennifer	Family Preservation Services	3
Thomas	Stephen	The Roanoke League of Therapists	3
Turpin	Theresa	Parent/Community Participant	3
Yost	Geri	Child Protective Services, Pulaski County Department of Social Services	3
Allen	Jennifer	Pulaski County Court Services Unit	4
Bing	Jody	Braley and Thompson	4
Boling	Wendy	New Life Recovery, New River Valley Community Services	4
Brizendine	Lucy	Resource Advocacy Partnership and PRIDE Training	4
Brown	Bobby and Sharon	Foster Care Parents	4
Deskins	Beth	Radford University School of Social Work	4
Dickinson	Sarah	DePaul Family Services	4
Flanary	Mary	DePaul Family Services	4
Harrison	Cliff	Pulaski County Department of Social Services Attorney	4
Kruger	Tammy	New River Valley Detention Home	4
McClinton	Kat	New Life Recovery, New River Valley Community Services	4
Miller	Ken	Department of Juvenile Justice, 27th District Court Service Unit	4
Muffo	Sue	Court Appointed Special Advocates	4
Sisk	Robert	Tekoa, Inc.	4
Smith	Guy	Pulaski County Department of Social Services	4
Smith-Avery	Rhvonja	Coordinator in Pulaski County, Court Appointed Special Advocates	4
Stanczak	Stanley	FAMIS Outreach Project, Radford University School of Social Work	4
Surratt	Dee	Court Appointed Special Advocate	4
Thompson	Krystal	Connections Commonwealth Catholic Charities	4
Walters	Bev	New River Valley Cares	4
Williams	Renee	Family Preservation Services	4
Williams	Kim	Pulaski County Department of Social Services	4
Bartley	Jennifer	Pulaski County Public Schools	5
Bolte	Jenny	New River Community College	5
Davis	Heather	Pulaski County Department of Social Services	5
Doolan	Maggie	New River Valley Community Services	5
Gragnani	Stephanie	Pulaski County Department of Social Services	5
Heinline	Amy	Virginia Department of Rehabilitative Services	5
Johnson	Jayne	New River Valley Cares	5
McCarthy	Sally	Pulaski County Department of Social Services	5
Pratt	Meagan	Intern, Braley and Thompson	5
Rigney	Susan	Radford University, School of Social Work	5
Suttle	Gerald	New River Valley Regional Jail	5
Thornton-Roop	Renee	New River Valley Community Services	5
Weatherspoon	John	Braley and Thompson	5
Wood	Sharon	New River Valley Community Services	5