

CHARLOTTESVILLE/ALBEMARLE COMMISSION ON CHILDREN AND FAMILIES

SECOND ANNUAL REPORT

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EXECUTIVE SUMMARY

The Charlottesville/Albemarle Commission on Children and Families (CCF) was established in 1998 to unify local planning and improve delivery of children and family services. The Joint Agreement of the Charlottesville City Council and Albemarle County Board that created CCF charged it "to plan, coordinate, monitor, and evaluate a community-wide system for all children and family agencies and programs."

In its second year of operation, Charlottesville/Albemarle Commission on Children and Families members moved from startup and planning activities to implementation in five general areas. This was accomplished through a broad network of citizens, educators, and community agency, business, and government representatives working in nine targeted Work Groups with ten sub-committees and advisory groups to accomplish its work.

This report is divided into five sections:

- **A Unified Early Childhood Development Effort** — Forging new links between human service providers and educators, and mobilizing resources around a common interest to build a supportive community where children are nurtured in healthy families and arrive at school ready to learn.
- **A System to Measure the Well-Being of Children and Families** — Creating two new tools to help government leaders, CCF members, and the general public understand the condition of children and families, determine the strategies that are working, and guide and implement improvement efforts. These tools are: (1) *Stepping Stones*, an annual report card on indicators of child and family well-being; (2) Outcome Measurement, a revised funding and application process for community agencies emphasizing results.
- **Citizen Involvement in Children and Family Services** — Launching a means to engage citizens, identify local assets and needs for children and their families, and share information about local resources.
- **Local Implementation of the Comprehensive Services Act** — Analyzing trends and forecasting future needs for local children to foster increased collaboration and cost-effective approaches among CSA agencies.
- **A Comprehensive Juvenile Justice Plan** — Completing a first strategic plan, including an analysis of the local juvenile justice system, and leveraging new resources to research and improve risk assessment tools and facilitate improved information exchange.

During fiscal year 2000, efforts of Commission members, Work Groups and staff combined to provide the community with tools to measure the health of children and families, a focus on critical issues — such as early childhood development, school readiness, and children needing extensive services — a public vehicle for identifying assets and needs, and recommendations for strategies and collaborations to build a healthy community.

INTRODUCTION AND FORMAT

The second year of operation for the Charlottesville/Albemarle Commission on Children and Families (CCF) netted positive results. Through the work of its citizen and agency members, community volunteers, staff, and a strong base of support from local government and state funding sources, CCF moved from a start-up phase of planning to implementation. CCF's initiatives focused in five major areas aimed at improving the coordination, delivery, and planning of services to children and their families.

Each section details the particular community **need** identified by the organizing Work Groups, the **approach** with which they addressed the need, the **results** each Work Group achieved through their approach, and their **future** plans of either revision or continuance of their work addressing community needs.

ACKNOWLEDGEMENTS

The Charlottesville/Albemarle Commission on Children and Families relies on a broad network of citizens, educators, and community agency, business, and government representatives working in nine targeted Work Groups with ten sub-committees and advisory groups to accomplish its work. In addition, CCF projects — such as *Stepping Stones*, the weekly meetings of the Family Assessment and Planning Teams, and the pilot project introducing outcome measurement — rely on the input and assistance of many in the City of Charlottesville (the City) and the County of Albemarle (the County).

CCF gratefully acknowledges each of those individuals who have contributed their time, insight, and care with children and their families to help make this second year a success. Listings of CCF Work Groups and sub-committees are included throughout the report. This listing does not include by name the more than 50 individuals who contributed data and time to the community report card, the members of Leadership Charlottesville who launched the children and family listserv, and the numerous others who have been helpful in informing and expanding upon CCF's work. Many thanks to a growing and committed community of individuals organized to improve outcomes for local children and families.

The work of CCF would not be possible without the generous financial and policy support of the Charlottesville City Council and the Albemarle County Board of Supervisors. CCF is grateful for the financial support of the Department of Juvenile Justice of the Commonwealth of Virginia (DJJ), through its Offices on Youth and Virginia Juvenile Community Crime Control Act (VJCCCA) funds; the Virginia Department of Criminal Justice Services; and the Office of Comprehensive Services Act (CSA). A special thanks to the Albemarle County Department of Social Services (ACDSS) for IV-E funding, and to the Director of the Charlottesville Department of Social Services (CDSS) for the contribution of an Intern, Diana Embler-Vose, to research and write the first edition of *Stepping Stones* and to assist the Children in Need of Extensive Services Work Group.

A UNITED EARLY CHILDHOOD DEVELOPMENT EFFORT

One of the most promising efforts of the Charlottesville/Albemarle Commission on Children and Families over the past year has been its role in helping to unify and strengthen early childhood development efforts with the backing of a broad coalition of fourteen local agencies. In 1998, CCF was given the mandate to move forward with its top priority — early childhood development and school readiness — to ensure that all children are born into healthy families and arrive at school ready to learn. At that time, CCF members asked the staff to facilitate a process to coordinate and enhance existing services to improve the visibility, impact, and access of those services for residents.

PARTNERSHIP FOR CHILDREN

The Need

The Charlottesville/Albemarle community, like many others in the Commonwealth of Virginia, faces increasing costs and caseloads for children needing foster care, special education, mental health, and other services, funded through the Comprehensive Services Act. Local demographic and trend data uncovers other disturbing trends, including a high rate of birth to single mothers in the County (22.1%) and City (43.2%) in 1997, and a higher percentage than state average for the number of low birth-weight babies: 8.2% in the City compared with 7.7% in the Commonwealth of Virginia and a 6.5% rate in the County.

Both the City of Charlottesville and Albemarle County Superintendents of Schools reported to fellow CCF members that, increasingly, young children are not ready for kindergarten when they arrive. Over the last several years, between 15 and 37 percent of the children entering kindergarten in the City and the County have been identified each fall as needing early intervention services to prepare them for school. In addition, three local needs assessments conducted in the early and mid-90s recommended a coordinated early childhood development strategy. These studies noted the benefits of home-visiting and parent support programs for reducing negative outcomes later on.

Throughout the past year, members of CCF and its Early Childhood Development Work Group sought to forge new links between human service programs and educational institutions to support smooth transitions into school and the healthy development of children. They recognized that Charlottesville/Albemarle, in some cases, already had many of the needed resources. However, what was needed was

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<i>Saphira Baker</i> CCF
<i>Robert Cox</i> Charlottesville Department of Social Services
<i>Christina Delzingaro</i> ARC of the Piedmont
<i>John Freeman</i> CYFS
<i>Nancy Gercke</i> Charlottesville City Schools
<i>John Halliday</i> Jefferson-Madison Regional Library
<i>Sylvia Henderson</i> Albemarle County Schools
<i>Alicia Lugo</i> FOCUS-Teensight
<i>Susan McLeod, MD</i> Thomas Jefferson Health District
<i>Jon Nafziger</i> Success by 6, United Way
<i>Jim Peterson</i> Region Ten Community Services
<i>Kathy Ralston</i> Albemarle Social Services
<i>Judy Smith</i> Child Health Partnership

a unified strategy to increase effectiveness and reduce duplication, and a structure to work together. Further, local resources generally targeted needy families, and were not available to all parents looking for support.

CCF and Work Group members saw a benefit to providing all parents with access to good information and support for developing healthy children. By early 1999, the Early Childhood Development Work Group had detailed the benefits of a broad-based initiative to assure that children are born into healthy families and arrive at school ready to learn.

The Approach

Throughout 1999, Early Childhood Development Work Group members came to agreement on several difficult issues: incorporate both targeted and universal services for parents, ways of integrating “best practices” of both local and national effective models, unifying referral and public information about services, shaping an effective governing structure, identifying means of obtaining funding, and describing and measuring local impact in Charlottesville/Albemarle.

Simultaneously, Work Group members sought to enhance and redirect resources to prioritize:

- expansion of home-visiting services for families with children from ages 0-3 to ages 0-6, to assure a link with families as children transition into kindergarten;
- family reading and resource centers in public libraries where parents can access child development materials alongside children’s books;
- integration of materials and approaches to improve early literacy into the home visiting services, in addition to an emphasis on children’s social, physical, mental, and developmental well-being;
- a coordinated network of parent education resources, beginning with an inventory of existing resources and an analysis of gaps;
- incorporation of the Healthy Families® model to enhance quality assurance measures, expand services to all first-time mothers under 30, and create the framework for a community-wide initiative.

The Results

The organizing process was boosted in the fall of 1999 when Children, Youth and Family Services (CYFS) obtained a grant from Healthy Families® Virginia and the Virginia Department of Social Services to help support this community-wide effort, and fund both a new home visitor and a Healthy

Partnership for Children Sub-Committees

Home-Visiting Collaborative

John Freeman
Jacki Bryant
Kathy Flanders
Judy Smith
Susan McLeod
Ken Ackerman
Christina Delzingaro

Literacy Work Group:

Sylvia Henderson
Nancy Gercke
Charity Haines
Judy Smith
Denise Pilgrim
Jon Nafziger
Saphira Baker
Jacki Bryant

Benchmarks Work Group:

Kathy Dowd
Kathy Flanders
Denise Pilgrim
Jon Nafziger
Cherrie Waxman
Debbie Bundy-Carpenter
Saphira Baker
Jacki Bryant

Parent Education

Collaborative:

Helen Wanner
Melissa Ronayne
Bridgett Davis
Judy Smith
Mary Margaret Gardiner
Joella Barbour
Heather Lee
Betty Kerr
Etta Legner
Meg Sewell

Community/Healthy Families Coordinator. Local City and County funds to CYFS were re-directed to help support the leadership and coordination of this initiative. In addition, Albemarle County's Department of Social Services offered IV-E reimbursement funds, through CCF, to fund various start-up and outreach services for the new unified effort housed at CYFS.

By November 1999, CYFS hired Jacqueline Bryant as the new Healthy Families/Healthy Communities Coordinator. Two months later, the Work Group transitioned into a newly named "Partnership for Children," unifying 14 distinct agencies under a common identify and mission — *to build a supportive community where children are nurtured in healthy families and arrive at school ready to learn.* A diverse and enthusiastic Advisory Board was assembled in May 2000, and development of a Parent Council is underway.

The Partnership for Children and its subcommittees have been active in FY99-00, and accomplishments include: strengthening the evaluation efforts for the home visiting component, developing and distributing brochures providing tips for families on promoting early literacy, training over 90 home visitors in modeling early literacy activities with parents, producing public awareness materials conveying a unified identity, and convening a roundtable of local parent education providers to identify gaps and resources.

The Future

The Partnership for Children has broken new ground by forging links between human service providers and educators and mobilizing resources around a common interest in helping children be nurtured in healthy families and be better prepared for school. Several initiatives are under development for implementation next year, including "Literacy Kits," distributed through the home visiting collaborative, to aid parents in their role as a child's first teacher in encouraging literacy development; library-based Family Reading Centers; a parent information line; and advanced training for family visitors. Additionally a Partnership Work Group is working on a report — ***Reaching for the Future*** — that will document current and future outcomes for the children and families served by the agencies.

Partners and Advisory Board members are not only committed to a strong and effective initiative, but in raising awareness of the needs of children, ages 0-6. Members will identify gaps in services, strengths in the current system, and organize to communicate policy and program priorities to CCF and local, state, private, and regional funding bodies on a regular basis.

CCF will continue to offer the Partnership for Children support and guidance in building a healthy community, with a focus on children, ages 0-6. This technical assistance and resource development role is consistent with CCF's mission to identify priorities and solutions, to facilitate change for children and family services, and to derive local solutions for management rather than operate direct service programs in house.

Partnership for Children Advisory Board

Dr. James Blackman

Carolyn Brice

Dr. Charles Gleason

Phil Gregoria

Sonia Haimes

James Kennan

Catherine Martin

Sarah McConnell

Richard Merriwether

Ray Mishler

Linda Peacock

Mary Reese

Ann Rooker

Art Stow

Gerald Terrell

Cathy Train

Dr. Bill Viglione

Dr. Mary Voorhees

Roxanne White

Cynthia Williams

(Appendix 1: Early Literacy Brochures)

A SYSTEM TO MEASURE AND IMPROVE THE WELL-BEING OF CHILDREN AND FAMILIES

During fiscal year 2000, Charlottesville/Albemarle Commission on Children and Families members adopted two tools to help them make recommendations to the City and County governing bodies to improve the children and family service delivery system: (1) *Stepping Stones*, a report card on local indicators of child and family well-being; and (2) a revised funding application and review process integrating **outcome measurement** — a means for effectively communicating a program's value and impact. A needs assessment component is described in the following section. These three steps are intended to help CCF members and the general public understand the condition of local children and families, determine the strategies that are working, and guide and implement efforts to improve these conditions.

STEPPING STONES

The Need

After one of the first CCF meetings in 1998, Dr. Michael Dickens, a citizen member and pediatrician, conceived of the notion of *Stepping Stones*. "As a physician, the metaphor of taking vital signs in analyzing the condition of a patient is a familiar one. As a Commission member, I noticed early on that this metaphor kept cropping up in our discussions about how to get a handle on the bewildering variety of problems and information sources with which we had to grapple."

Stepping Stones is intended as one means of answering the question: When it comes to nurturing children and families, how is our community doing, and is it headed in the direction we desire? The data will help local leaders make informed decisions about addressing the problems facing local residents.

The Approach

The report card is envisioned by CCF members as a tool which, blended with what residents say they need and what community agencies are already doing, can serve to identify gaps in local neighborhoods for children and families, areas of overlap, and places where collective effort has made a difference.

The report card tracks 63 different areas and includes measures of academic achievement, family and community safety, early childhood development and infant health, community involvement and conduct, school discipline, and family characteristics and financial status. It is a first attempt to chart the community's health in areas that are measurable, can be tracked over time, and represent diverse

factors that citizens, educators, government and human service agency staff agree affect the quality of family life. The format is easy to read and interpret.

Unique to *Stepping Stones* is that it tracks the problems children face as well as the community assets — such as libraries, fine arts programs in the schools, and recreation facilities — that Charlottesville/Albemarle has in place to support quality family life and youth development.

The report was written by Diane Emblar-Vose as part of an internship with Charlottesville Department of Social Services through Virginia Commonwealth University.

The Results

Though this is the first year of the *Stepping Stones* report, it in most cases represents two years of data. CCF's Data Management Work Group, responsible for crafting the report, suggests that five years of data be presented before conclusions are drawn about a particular local trend.

In the area of early childhood development, an area that CCF has given high priority, there are some documented trends that point to local successes, as well as challenges:

- On the positive side, from 1991-1998, there has been an increase in the percentage of women receiving prenatal care during the first trimester of pregnancy in Charlottesville, Albemarle, and throughout Virginia. Also positive, Planning District 10, including Charlottesville and Albemarle County, has seen a steady increase from 69 percent in 1993 to 91 percent in 1999 of children immunized by their second birthday.
- More disturbing data shows that the percentage of babies born weighing less than 2500 grams has increased in Albemarle, Charlottesville, and state-wide from 1991 to 1998. The percentage of low birth-weight babies in Albemarle County is below state percentages, yet in Charlottesville the percentage is higher than the state.

Like the nation as a whole, Charlottesville and Albemarle are moving more families off welfare, yet residents are still facing significant economic and social challenges:

- Charlottesville and Albemarle County follow state-wide trends of increasing student participation in the free/reduced meal program, with both the City and County numbers well above state levels. Charlottesville's participation was about 10 percent higher in 1997 than it was in 1991; Albemarle shows slower but consistent growth in participation in this program.

There are both positive and negative trends for young people of high school age facing risks in the community:

Data Management Work Group

Dr. Michael Dickens
Chair

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Albemarle County
Schools

Linda Peacock
City of Charlottesville

Robert Pianta
University of Virginia

Debbie Stone
CSA Coordinator

David Uhlig
Charlottesville City
Schools

- On the positive side, juvenile arrests for violent crime have dropped over 50 percent since 1991 in the City, although City numbers are still well above state levels. Also in the City, the incidence of weapons possession has decreased from 1993 to 1998, and stayed constant in Albemarle County. The teen pregnancy rate has declined significantly in the City from 1991 to 1998. In the County, the teen pregnancy rate has remained steady, declining slightly over the same years, and remaining lower than the state.
- On the negative side, there has been an increase in violent deaths to teens, ages 15-17, in the City due to homicide, suicide, and accidents from 1991 to 1997.

Charlottesville/Albemarle appears to be a mobile community, with a conservative estimate that between 12 and 17.5 percent of school children enter and withdraw from school in a given year from 1996 to 1999. Finally, generosity — measured as annual donations to United Way-Thomas Jefferson Area — has increased steadily over the last three years in the Planning District as a whole.

The Future

Charlottesville and Albemarle are part of a national movement to measure the health of the community, target needed resources to address problems, and stimulate interest in the well-being of children and families. CCF members see the report as another way to improve local planning and decision-making about resources for children and families, and to shape policy recommendations.

The report is one step toward bringing people together to tackle tough community problems and to celebrate successes. The report can generate a community-wide movement to improve a single measure — such as improving children's readiness for kindergarten — which will make a difference in the lives of children and families.

CCF members hope *Stepping Stones* sparks dialogue in neighborhoods about what it takes to have a healthy community. Variables will continue to be tracked on an annual basis, while parameters may be revised or added as residents and other stakeholders identify what they want to measure, and expand upon the level of detail provided. Finally, the report makes it easier to track information for agencies, residents, and others seeking local data.

(Appendix 2: *Stepping Stones* Full Report)

OUTCOME MEASUREMENT

The Need

In the Fall of 1998, a joint Work Group of the Charlottesville/Albemarle Commission on Children and Families (CCF) and United Way-Thomas Jefferson Area (UW-TJA) sought to move from a funding application review system, emphasizing activities, bottom-line budget figures, and agencies, to a method focusing on strategies, results, and their related costs. The drive for this initiative came out of consistent questions by funders and agencies alike: Are we making a difference? Is there duplication of service among agencies? Are we investing in the services that our residents truly need?

Using an outcome measurement method, the Work Group believes that local funders will be able to make more informed judgements about their investments in community programs. Local community agencies will be able to communicate more effectively about the outcomes of their work, increase their effectiveness, and meet community needs. As a community, Charlottesville/Albemarle will be able to measure progress annually, plan for the future, and better understand local assets and needs.

The Approach

The Work Group reviewed state, local, and national outcome information and sample applications emphasizing outcomes, and interviewed and checked references with local government and non-profit staff employing outcome measures. Ultimately, they selected a proven method — adopted by United Way America and implemented by a range of communities — that supports community agencies and funders working together to meet community needs.

The Outcome Measurement Work Group sought the assistance of Tactical Advantage, a consulting firm with expertise in Outcome Measurement, in revising and shaping the review process. Five local community agencies volunteered to participate in a pilot process, completing the draft application for Fiscal Year 2001 funding, receiving extensive training and technical assistance in outcome measurement, and providing ongoing feedback and input into the developmental process. Seven additional agencies served in an advisory capacity, and participated in training and planning meetings throughout the first year.

Early in the process, the Outcome Measurement Work Group established its own long term outcome: *human service agencies, supported through funding, use outcome data and information to increase effectiveness, improve performance, and meet community needs.* Further meetings were spent putting together a work plan and timetable for getting this result, incorporating the learning of the pilot year, and designing the proposed rollout of the second year community agency review process.

Outcome Measurement Work Group (CCF/UW-TJA)

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Jon Nafziger
United Way

Steven Nock
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Linda Peacock
City of Charlottesville

Cathy Smith Train
United Way

Bob Wack
United Way

Roxanne White
Albemarle County

The Results

By April 2000, it was clear to the Outcome Measurement Work Group that the pilot process was an improvement on the current community agency allocation review system. In a survey of the staff involved in the five local agencies and/or collaborations participating in the pilot year, 100% reported that:

- outcome measurement and the accompanying funding process provided useful tools to improve the effectiveness of their programs;
- they saw the potential of using outcome measurement for many purposes, including reporting to funders;
- they believed they could succeed in an outcome-focused funding environment;
- the outcome funding model represents a positive approach to human service funding, and they would recommend it to the community.

Eighty-eight percent indicated that outcome measurement provided a useful tool to communicate the value of their program, and seventy-five percent thought it would strengthen the partnership between agencies and funders in addressing the needs of the community. Further, reviewers thought that the pilot applications were clearer, demonstrating the logic of the approach and intended results.

In May 2000, the Outcome Measurement Work Group made the decision to move from a pilot process to a full scale rollout of the outcome measurement process for FY02, potentially engaging over 21 City and County applicants, and 29 United Way-Thomas Jefferson Area applicant agencies.

A month and a half later, Work Group members agreed to launch this new review approach in an unprecedented collaboration: During the Fall of 2000, United Way and CCF (representing the City and the County) will aim to sponsor all training and technical assistance together, release the applications jointly, have one due date between them, and conduct review sessions and oral interviews together. Final decisions on funding will remain with the localities and the United Way boards, and will be made separately, yet an attempt will be made to streamline the review and submission process for agencies and volunteer and staff reviewers. This initiative comes directly out of recommendations from local agencies calling for increased coordination between funder timetables and requirements. It also maximizes the impact and effectiveness of local outcome measurement training and communication efforts of the CCF, City, County, and United Way.

To build support and understanding for this undertaking, group members and pilot agencies have begun to organize meetings and send materials to key funders — including a presentation to the United Way-Thomas Jefferson Area Board — and to meet with local public leaders and the media to discuss the impact of this approach.

Pilot Agencies

*Boys and Girls Club of
Charlottesville and
Albemarle*

*Community Attention
Home-City of
Charlottesville*

*Jefferson Area Board for
Aging*

*Growing Healthy Families
Collaborative:
ARC of the Piedmont
Child Health Partnership
Children, Youth, and
Family Services*

*Teen Pregnancy
Prevention Collaborative:
TEENSIGHT/FOCUS
Women's Resource
Center
Camp Horizon / MACAA*

The Future

The Outcome Measurement Work Group plans to sponsor a series of training and information sessions on outcome measurement and recruit volunteer peer coaches to supplement this training with one-on-one technical assistance. CCF's new part-time Planner will help support and facilitate these efforts. Through this type of training and outreach, it is expected that agencies will find sufficient support to fill out the revised application package for FY02. Funding Review Team members will also be trained in the method and will be guided to participate in a more interactive funding review process.

The goal is for funders and agencies to make investments in human service programs with specific intended outcomes that can be measured each year. These outcomes will provide funders and agencies with new information about the changes that programs are making in the lives of local individuals and families. The locality will be better equipped to identify priorities, target human service strategies, invest in proven programs, and improve both the allocation process and community services.

(Appendix 3: Program Outcome Model Overview)

Community Agency Advisory Committee

American Red Cross

*Piedmont Housing
Alliance*

The Salvation Army

*Virginia Skyline Girl Scout
Council*

*Charlottesville/Albemarle
Legal Aid Society*

Gallastar Equine Center

*Literacy Volunteers of
America-*

Charlottesville/Albemarle

COMMUNITY AGENCY ALLOCATION PROCESS

The Need

Since fiscal year 1999, the Charlottesville/Albemarle Commission on Children and Families has managed the City and County community agency review and allocation process, making recommendations for funding totaling over \$2.2 million dollars for 19 agencies in FY00, to the City Manager and County Executive's Office to provide a range of human services. This experience has informed and shaped the Commission's information-gathering, priority-setting, and recommendations for policy and programming. In particular, *Stepping Stones*, Outcome Measurement, and needs assessment efforts are tools designed to improve the impact and responsiveness of these funds in the future.

The City and County asked CCF to provide a thorough review of children and family allocations to assure that the investment they are making has the intended impact and responds to community needs. The local agencies desire a coordinating institution for exchange of information, technical assistance, and logistical assistance. Since it was established in 1998, CCF has gradually taken on increased responsibility in this area, serving as the link between funders and agencies, and the Charlottesville City Manager's and Albemarle County Executive's Office.

FY00 Agency Budget Review Team

Saphira Baker
CCF

Ayana Conway
City of Charlottesville

Robert Cox
Charlottesville Department
of Social Services

Meredith Gunter

Richard Merriwether

Linda Peacock
City of Charlottesville

The Approach

The City of Charlottesville and County of Albemarle have jointly reviewed community agency budget requests since 1996-1997. In fiscal year 1999, CCF was integrated into the process, assisting with the organization and review of applications. Two citizen and four agency members of CCF, the CCF Director, and two planning staff from the City and the County constituted the Agency Budget Review Team for the FY00 and FY01 process.

Each team member reviewed one or more agencies, addressed questions concerning the application with the agency's staff, and presented the agency's request to the review team. All team members analyzed and evaluated each agency application, and developed questions for the agencies. Agencies responded to the questions, and four agencies' staff and board members interviewed with the team. Following the interviews, the team finalized funding recommendations and provided comments. These recommendations were captured in a booklet entitled *FY2000-2001 Agency Budget Review Team Recommendations (City, County, CCF)* and presented to the City Manager and the County Executive's Office.

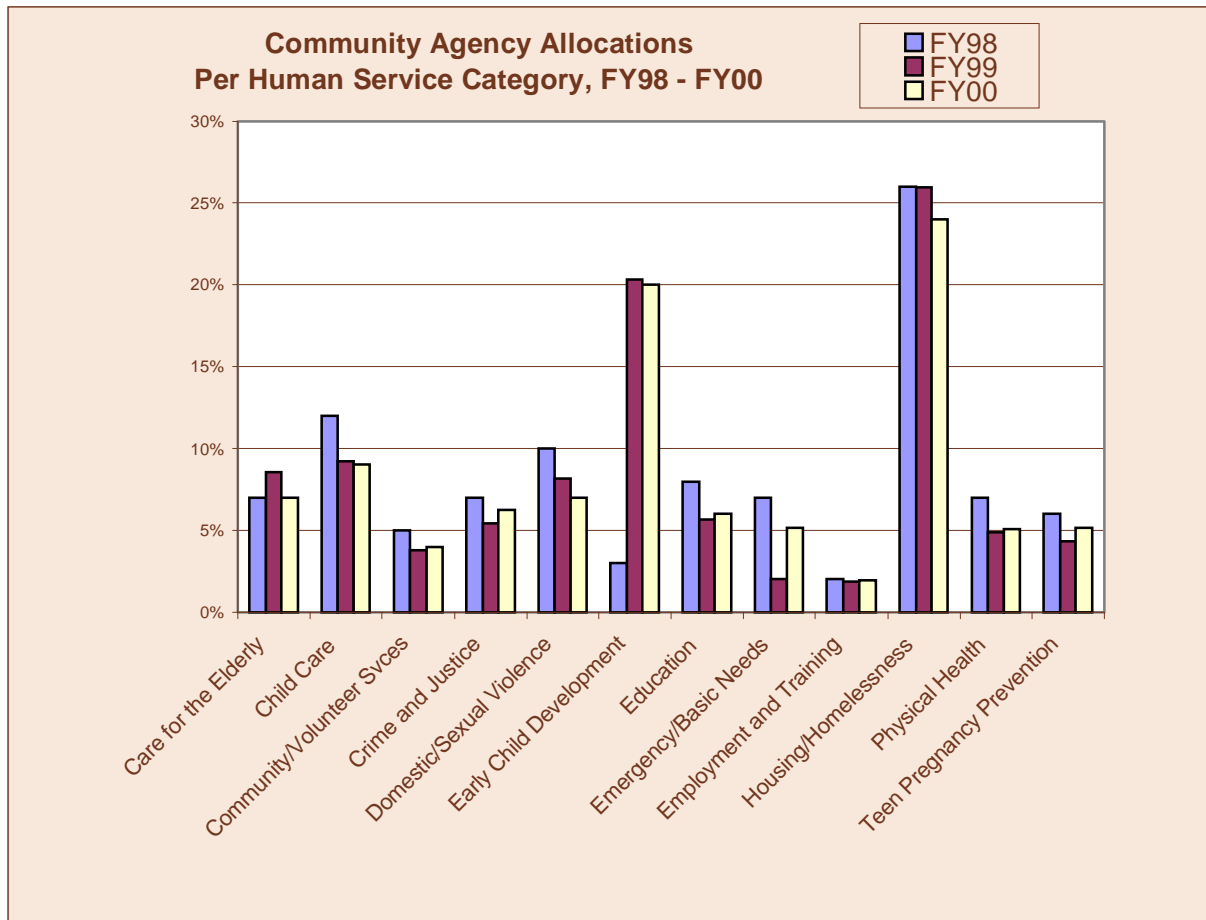
FY00 Agency Budget Review Team (cont.)

Kathy Ralston
Albemarle County
Department of Social Services

Cathy Train
United Way-Thomas
Jefferson Area

Juan Diego Wade
County of Albemarle

Roxanne White
County of Albemarle



The Results

One of the first steps the staff took in preparing for this year's review process was to take a snapshot of the history of funding non-profit human service agencies in this community with local revenues — not including the services mandated by state and local governments or administered through local government social service, courts, mental health, library, and educational departments. This preliminary analysis was intended to encourage Review Team members to consider investments in areas of overall human service delivery in addition to reviewing each agency's budget and activities.

The analysis showed fairly consistent funding levels throughout FY98 - FY00, with the largest contribution made in the areas of early childhood development and housing and homelessness. However, because these funds are a small fraction of the total amount spent on children and families in the region, they do not fairly represent the range of services or balances of funding overall.

The Future

Through a combination of efforts, CCF staff hopes to get a fuller picture of the local resources dedicated to services to children and families. The goal is to assure that our funding patterns match the community's needs and priorities. With the emphasis on outcomes, rather than agencies, CCF staff envisions an "Impact Report" which annually describes the localities' investments in children and families.

One of the projects that CCF staff hope to begin in FY01 is the development of a "Children and Family Budget" detailing the combined local, state, regional, and federal dollars allocated to our children in a range of human service areas. In other communities, these budgets have served to give decision makers and the general public a truer picture of the range of intervention, treatment, and emergency strategies in place, the impact on residents, and the amount of resources allocated to each area.

As CCF is asked for input on services to the elderly and housing services — those services not directly thought of as "children and family services" — the issue of developing expertise and representation, or linking with the appropriate groups to obtain this perspective, will need to be addressed. Further, it is desirable for CCF's findings to inform relevant City and County efforts to advise on funding, such as the Community Development Block Grant funds in the City of Charlottesville.

CITIZEN INVOLVEMENT IN CHILDREN AND FAMILY SERVICES PLANNING

The Charlottesville/Albemarle Commission on Children and Families membership and staff see their role as "keeping an ear to the ground" to identify changing needs, perceptions, and local events that relate to children and families. Their responsibility is to use this knowledge to initiate and pursue responsive strategies that engage the community in resolving local issues. A key component of this charge is hearing from citizens and other stakeholders about changing realities and areas of concern for

children and their families on an ongoing basis. A companion goal is to share updated information about services for youth and families to a broad population, and assist in efforts to increase access and use of local resources.

This year, CCF members and staff have shared information about CCF's work and about local resources, engaged citizens in planning efforts, and have begun to take stock of local assets and needs to assure policy and program responsiveness.

IDENTIFYING ASSETS AND NEEDS

The Need

Since the mid-1990s there has been no comprehensive human service needs assessment in the County of Albemarle and the City of Charlottesville. During that time, the community has witnessed a number of changes, such as the transition of local families off welfare, a rise in the cost and intensity of young people in foster care and foster care prevention activities (as described in the Comprehensive Services Act section), an increase in the use of free and reduced lunch among local families, and a strong economy, to mention only a few factors. At the same time, there have been numerous policy changes at the local level, including a City/County focus on neighborhoods, increased coordination of services through local collaboratives, and new resources that have been brought into the community. It is timely to revisit the question of the localities' needs and strengths through a combination of citizen roundtables, focus groups, surveys, and collection of information from the pool of agencies, researchers, neighborhood leaders, and others.

The Approach

CCF's structure gives citizens the majority voice and blends this input with the perspective of professionals in the field of human services, education, funders, university, and government. This structure yields results. Citizen members of CCF take on extensive leadership roles — particularly in the development of *Stepping Stones*, the outcome measurement and agency allocation process, and the Public Involvement Work Group. A citizen member serves as CCF's representative on the Youth Council of the Regional Workforce Development Board, and City and County youth members represent the perspectives of their high school peers. At each CCF meeting, citizen and agency members are encouraged to comment, to share their perceptions of community trends, knowledge of recent happenings, and suggestions for areas of inquiry.

Early on in CCF's trajectory, CCF staff and members realized that they did not have the resources, nor would it be efficient for CCF, to be the sole source for collecting timely information on services, needs, and residents' perceptions. Instead, CCF staff created linkages with a number of local efforts as a springboard for assessing community need, identifying existing research and findings to inform their work, and piggy-backed upon local efforts wherever feasible. For example, as the City of Charlottesville began its Comprehensive Plan process, CCF staff worked closely with the City Manager's office and the

Department of Neighborhood Services to design their resident survey. In addition to questions of neighborhood life, the survey queries citizens on the community resources they feel they need and the priorities in their neighborhood. The results will be available in August 2000.

At the same time, CCF staff attended the City's Comprehensive Plan neighborhood meetings and meetings of other civic groups and local associations — including the City of Charlottesville's Quality Community Council — to hear from citizens about their concerns for children and families. CCF staff have also designed a survey to question young people through the efforts of Region Ten's Youth Council, and have met informally with young people to hear their impressions of neighborhood risks and attributes.

CCF's new **Teen Pregnancy/Sexually Transmitted Diseases (STD) Work Group**, initiated in April 2000, came about when community members sought CCF sponsorship after an extensive and effective community organizing effort. This group, which was initiated by the former Charlottesville/Albemarle Commission on Children and Youth (CACY), had continued to meet independently for two years to conduct research, draft recommendations, and delegate responsibilities for the implementation of a broad strategic plan. By September 1999, this Strategic Planning Work Group had published the report, *A Community Strategic Plan for Preventing Teen Pregnancies and Sexually Transmitted Diseases*. Organizers had also garnered support from local residents and representatives of schools, government, community organizations, health care services, funders, religious organizations, and the business community to help implement the plan's objectives. During the spring of 2000, the Work Group has obtained partial financial support for a coordinator position from local funders, and is focusing its efforts on strengthening evaluation, promoting community service as a prevention strategy, and articulating outcomes and timeframes for each of its goals. With the hiring of a coordinator in FY01, this work group anticipates significant progress on implementing the strategic plan.

**Teen Pregnancy/ STD
Prevention Work Group**

Debra Abbott
MACAA

Joe Allen
University of Virginia

Dyan Aretakis
UVA Teen Health Center

Azzurra Cox
CCF

Alicia Lugo
FOCUS/Teensight

Jack Marshall

Ray Mishler
Martha Jefferson Hospital

Deborah Pomerantz
CCF

Steve Stern
University of Virginia

Mary Sullivan
CAPP

The Future

CCF's Public Involvement Work Group and CCF staff are stepping up efforts to recruit citizens to CCF Work Groups and engage residents and other stakeholders in dialogue. Mailing and presentations to churches, civic groups, neighborhood associations, and joint outreach with City and County departments, are part of a communication strategy designed to get the word out about CCF and to get the word "in" on a regular basis in FY01. This campaign has begun with presentations and mailings about CCF and its work, and requests for input, to churches and faith-based organizing groups, the League of Women Voters, and other local boards and organizations. CCF's first newsletter, *Quarterly Report*, was published in May 2000, receiving positive feedback as a good step in sharing information about CCF and encouraging the community to contact CCF staff as a resource.

DISSEMINATION AND ACCESS OF INFORMATION ABOUT SERVICES

The Need

Since the establishment of the former Charlottesville/Albemarle Commission on Children and Youth in 1990 — the organization that preceded CCF — the City and County have sponsored a directory of local services for young people and their families. Parents use the directory to locate enrichment, recreational, and support services for their children. Local agency staff uses the directory to train new staff, orient community volunteers, make referrals, and identify other programs serving similar populations. Local employers, newcomers, and others use it to identify agencies for volunteer opportunities.

The Approach

The *Guide to Youth Services* has grown over time, with the latest 1999-2000 version including over 150 agencies and 300 programs. CCF joined forces with the United Way-Thomas Jefferson Area to produce the guide in May 1999. This information was placed on a searchable website a month later to allow for Internet access to local services and to keep materials up to date.

In late 1999/early 2000, Leadership Charlottesville of the local Chamber of Commerce used the *Guide* as the foundation for creating a listserv, administered by CCF, that connects area professionals with best practices, special events information, grant opportunities, and legislative information related to children and families (www.egroups.com/group/c-ayouthfamserv). The aim of the listserv is to connect area professionals, encourage collaboration and coordination of services, and share effective strategies and resources in a timely fashion.

CCF has distributed over 1,000 copies of the *Guide* to libraries, schools, agencies, doctor's offices, parents, child care centers and children's families, agency volunteers, community police officers, and residents through a range of church, civic, and other meetings.

The Results

CCF has become a useful resource for those seeking to coordinate with human service professionals and to locate information and data on local children and family services. The *Guide* provides a concrete resource for residents and is used broadly in the community. It is often the first thing residents point to when asked if they know what CCF is, and one of the most popular publications. As such, Public Involvement Work Group members support continued publication and broad dissemination of the directory, in collaboration with United Way, on a biannual basis.

Public Involvement Work Group

Lee Catlin
Albemarle County

Meredith Gunter

Kathy Harris
Charlottesville Public
Schools

Maurice Jones
City of Charlottesville

Debby Pomerantz

Cindy Stratton
CYFS

Joyce Stratton
People Places of
Charlottesville

The Future

CCF Public Involvement Work Group members will survey recipients to assess usage and inform the development of the next version of the *Guide*, due out in the fall of 2001 and continue to market the listserv and website as information tools for a community concerned about improving services to children and families.

(Appendix 4: May 2000 Quarterly Report)

LOCAL IMPLEMENTATION OF THE COMPREHENSIVE SERVICES ACT

ADMINISTRATION, MANAGEMENT AND POLICY IMPLICATIONS OF CSA

The Need

The Charlottesville/Albemarle Commission on Children and Families is responsible for all aspects of administration of the Virginia Comprehensive Services Act in Charlottesville and Albemarle County. The two localities have spent over \$7 million in state and local funds during the past year to provide foster care services for children, to strengthen families to *prevent* foster care placement, to provide support services for children who need them in order to remain in public school, and to provide residential care for children whose needs cannot be met within the public school setting. In addition, the City and County set aside some of their Comprehensive Services Act dollars to provide services for "non-mandated" court-involved youth, including counseling, substance abuse, and mental health treatment.

The Approach

According to the *Code of Virginia*, localities must demonstrate interagency collaboration in providing child-centered and family-focused services for their high-risk youth. CCF provides leadership to the interagency CSA Committee, comprised of Social Services, Education, Mental Health, and Juvenile Court Services directors from Albemarle County and Charlottesville, as well as CCF's private provider representative. CCF has charged the Committee with developing policies for local implementation of state CSA requirements, communicating local issues at the state level, developing procedures for providing services to children and families, and forecasting future needs.

The CSA Committee manages the pool funds through careful tracking, monitoring, and authorization of expenditures and encumbrances, including timely preparation of requests to the state and local governments for supplemental funds when

CSA Committee

Martha Carroll
Court Service Unit

Robert Cox, Chair
Charlottesville Department
of Social Services

Tom Nash
Albemarle County Schools

James Peterson
Region Ten Community
Services

Kathy Ralston
Albemarle County
Department of Social
Services

Debbie Stone
CCF

Ruth Stone
CASA

Carol Zimorski
Student Services-
Charlottesville Schools

needed. A state allocation formula based on per capita income requires that Charlottesville provide 31 per cent of CSA dollars and Albemarle provide 45 per cent of CSA dollars as the local match.

In addition to its responsibilities for financial oversight and planning, the CSA Committee, together with its sub-committee, the Case Authorization and Review Team, manages the interagency process for planning and provision of services, and resolves issues in carrying out all CSA requirements as they arise.

The Results

The CSA Committee has been active in three major areas to maximize results of its administration and management of the CSA pool funds in Charlottesville and Albemarle County:

(1) *Analyzing trends and accurately forecasting future needs.* Despite increases in expenditures and caseloads locally and throughout the Commonwealth, CSA pool fund allocations to localities at the beginning of last fiscal year were decreased to reflect the state's expectation that Medicaid would cover some services previously paid with CSA funds. Through careful tracking and analysis, however, both Charlottesville and Albemarle County were able to finish the year within budget, with only one application to the state for supplemental funding and to the local governments for the necessary matching funds.

The CSA Committee took an active role in advocating the change in the state's CSA allocation process that was accomplished last year via the Virginia General Assembly. The Committee included their recommendations in CCF's legislative packet of issues that was submitted to local legislators, and they were strong advocates for change through local representation on the State Management Team and the CSA Statewide Local Government Work Group.

The CSA Committee was instrumental in getting both Charlottesville and Albemarle to initiate use of Harmony®, an innovative information system that provides an array of demographic, service, and financial data, and underscores the common issues among school, social services, and mental health providers throughout the community. The CSA Committee's ongoing analyses of trends in the CSA population have helped to drive CCF's prevention efforts around early childhood issues, inform short and long-term local planning efforts, and predict future needs. CCF's identification of "Children Needing Extensive Services" as one of its priority issues led to an analysis of the mental health, educational, and social needs of these children and the costs to the community associated with them, and recommendations by a sub-group of the CSA Committee (See section below).

(2) *Fostering increased collaboration among agencies in planning and delivering services while increasing agencies' awareness of "the bottom line."* The Committee encourages the four interagency Family Assessment and Planning Teams, the Case Authorization and Review Team, and the new Collaborative Multidisciplinary Teams to maximize use of all resources as they make service and funding recommendations, including: Virginia Juvenile Community Crime Control Act funds, Medicaid and SSI,

Case Authorization and Review Team (CART)

Martha Carroll
16th District Juvenile and Domestic Relations Court Service Unit

Dana Neidley
Charlottesville Department of Social Services

Cheryl Lewis
Albemarle County Department of Social Services

Kevin Kirst
Albemarle County Public Schools

Marianne Kosiewicz
Charlottesville City Schools

John Pezzoli
Region Ten Community Services

Virginia children's health insurance and private insurance funds, Federal Title IV-E foster care funds, and parental support through the Division of Child Support Enforcement and CSA co-payments.

(3) *Strengthening efforts to provide timely and targeted delivery of services.* Through its oversight of the local Utilization Management process, the CSA Committee has worked to insure that service plans are developed based on clear identification of the child's need (using a state-approved standardized assessment tool) and specific and measurable desired outcomes. Formal assessment of the necessity, efficiency, and appropriateness of the services and treatment plan for each child are carried out regularly.

The CSA Committee's improved vendor contract process between CCF and individual service providers has resulted in greater accuracy in tracking expenditures and encumbrances, assurance that vendor rates will be locked in for the year, and more timely submission of vendor invoices and reports.

The Future

CCF will continue to provide leadership to the CSA Committee as it plans for the development and effective use of resources. The local CSA Policies and Procedures manual recognizes that "the process of identifying needs, and developing and delivering services for those children and youth who have or are at risk of developing behavioral or emotional problems is improved by the broad involvement of community groups and interested citizens" serving on CCF.

Cooperative and comprehensive planning, interagency collaboration, and ongoing evaluation of programs are essential to the efficient provision of services. Recent changes that will impact future CSA financial planning and service provision include availability of Medicaid for some therapeutic foster care and residential treatment services, broadening the use of federal Title IV-E funds, and availability of new funds from the Department of Mental Health, Mental Retardation and Substance Abuse Services for eligible CSA children.

The CSA Committee will continue to track statistical data on children and families served by local agencies, financial, demographic, and service trends, and other available indicators of community needs to inform the local governments' budget processes and to guide long-range, community-wide planning efforts. The CSA Committee also seeks to identify strengths and weaknesses of the local system of CSA administration and implement community-wide changes as needed.

Jim Peterson, a member of the CSA Committee, will serve another term as the community's liaison to the State and Local Advisory Team (formerly the State Management Team), reporting on programmatic and fiscal operations and recommendations for improving the service system locally. The CSA Committee will continue to track CSA-related bills, appropriations, and new legislation, and advise CCF on communicating local needs to legislators. Buz Cox will continue to represent the Charlottesville/Albemarle community on the new and very active CSA Statewide Local Government Work Group.

CCF is committed to providing quality services for troubled and at-risk youth and families in Charlottesville and Albemarle County. The well being of our future citizens is of concern not only to parents, service providers, and local governments, but to the whole community, as defined in CCF's mission statement.

CHILDREN NEEDING EXTENSIVE SERVICES

The Need

CCF established “children needing extensive services” as one of its original priority issues, and assigned a sub-group of the CSA Committee to work on the issue. The children and families who generated the need for this analysis are usually seen through the lens of budgets, charts, and graphs, and are often invisible to the community at large. These children often become the adults in our communities who end up in jail, on the street, or as members of continuing generations of families in the “system.” They are as young as six years old and as old as eighteen. They have multiple mental illness/mental retardation diagnoses; they come from dysfunctional families who abuse substances and who themselves may be mentally ill; and they require intensive services that may or may not result in their becoming productive members of the community. They will re-enter the community at some point, regardless of their treatment outcomes.

CCF has identified the need for broader public policy and resource development to address the long-term and expensive needs of this population, as well as to find ways of “breaking the cycle” through increased prevention efforts.

The Approach

The interagency Children Needing Extensive Services Work Group decided to review the literature as well as to gather their own local data on “children poised to harm themselves or others and likely to require costly out-of-home placements and innovative treatment programs.” Their aim was to help CCF make decisions regarding how to best manage this issue.

First they reviewed the most recent Charlottesville and Albemarle requests for supplemental CSA funding, which described the children in many of the most costly residential placements, in order to determine patterns in the population. Secondly, they developed a survey tool to gather data from a six-month review of cases as well as the new cases entering the “systems” through the Family Assessment and Planning Team process. Those “systems” included Social Services, Education, Mental Health and the Court Services Unit of the 16th District Juvenile and Domestic Relations Court. Data was collected only on those children who received extensive services through CSA, and not children committed to the Department of Juvenile Justice who were placed in correctional centers.

The Results

The surveys indicated common diagnoses in Charlottesville and Albemarle (such as depression and mental retardation), behavioral problems (such as aggressive/assaultive behaviors and oppositional

Children in Need of Extensive Services Work Group

Kathy Ralston
Chair

Carl Brown
Court Service Unit

Rory Carpenter
CCF

Johnny Ellen
Charlottesville Parks and Recreation

Diana Emblar-Vose
Charlottesville DSS

Cheryl Lewis
Albemarle DSS

Bill Lieb
Community Attention

Pat Mullaney
Albemarle Parks and Recreation

John Pezzoli
Region Ten
Community Services

Kris Santa Maria
Charlottesville DSS

Jeff Sobel
Private Provider
Representative, CCF

Debbie Stone
CCF

defiant disorders), and family histories (such as mental illness and substance abuse). Many of the children required twenty-four hour a day, highly structured and supervised settings with medical monitoring, sexual abuse treatment and substance abuse treatment. Other common needs were for job mentoring and independent living skills.

Research indicates that short-term positive outcomes can be gained from family therapy and cognitive-behavioral approaches. However, they have limited success with children who are dually diagnosed with mental illness/mental retardation, a common factor in the survey. Current research on eliciting long-term positive outcomes is not promising. The best chance for long-term success is to mitigate risk factors such as poverty, child abuse, alcoholism and drug addiction, parental mental health problems, and to establish protective factors for the children.

The Future

Serving the “children needing extensive services” is a long-term and expensive community commitment. With significant mental health, substance abuse, educational, day treatment, and supervision needs, these children present a daunting challenge to any community. CCF is developing a work plan to implement the following recommendations from the Work Group:

- Hosting a local roundtable discussion of vendors and service providers, (including area hospitals, public recreation, mental health practitioners, schools, police, and juvenile justice) to brainstorm about community services;
- Initiating a public dialogue highlighting the issues associated with this population;
- Developing a guide for funding priorities and targeting resources where they can make the most difference;
- Providing training for human services and other personnel who work with children and families to establish routine early screening and identification of drug/alcohol use/dependence, depression, and hyperactivity/attention deficit disorders.

CCF is interested in exploring how to build on existing resources and/or develop new avenues to provide more of the needed services in the Charlottesville/ Albemarle area. Local service provision may not result in cost-savings, but would have the advantage of keeping families closely tied to their children, saving agency personnel travel time, and making it easier to re-integrate these young people back into the community.

A STRATEGIC PLAN FOR JUVENILE JUSTICE SERVICES

COMPREHENSIVE COMMUNITY JUVENILE JUSTICE PLAN

The Need

The Juvenile Justice Advisory Committee was established by the Charlottesville/Albemarle Commission on Children and Families in September of 1998 to develop a comprehensive juvenile justice plan for the Charlottesville/Albemarle community. Although the City and the County had developed a wide range of services for children, youth, and families (including pre- and post-dispositional delinquent services) a true continuum of services and sanctions for delinquent youth was lacking. There was no committee or organization providing oversight or coordination for the growing number of services/sanctions for the youth and families involved in the juvenile justice system.

The Approach

In order to develop a juvenile justice planning body and a comprehensive juvenile justice plan, CCF obtained a Delinquency Prevention Title II Grant from the Department of Criminal Justice Services in September of 1998. The Juvenile Justice Advisory Committee (JJAC) began meeting in October of 1998 and has met monthly since that date, including two half-day planning retreats in March of 1999 and March of 2000.

The JJAC is a representative committee that links the major components of the justice system including: the court, the schools, the police, social services, and adult criminal justice services. Utilizing a systems approach, the JJAC identified and prioritized critical issues in the components of the juvenile justice system. The JJAC created five subcommittees to focus on these prioritized issues, which then became the objectives of the juvenile justice plan. The subcommittees include: Risk and Needs Assessment, Information Sharing, Evaluation, Juvenile Court System, and Detention Center Planning.

The Results

The Juvenile Justice Advisory Committee has completed the Comprehensive Community Juvenile Justice Plan with the final report due to the Department of Criminal Justice Services on July 20, 2000. The plan includes an analysis of the local juvenile justice system and identifies critical areas for improvement. The

- Juvenile Justice Advisory Committee**
- Addie Armstrong*
Albemarle Social Services
 - Saphira Baker*
Ex Officio
 - Martha Carroll*
Court Services Unit
 - Dave Chapman*
Charlottesville
Commonwealth Attorney
 - Philip Crosson*
Region Ten Community
Services
 - Jonathon Earl*
Albemarle Police
Department
 - Jack Gallagher*
Community Attention
 - Chip Harding*
Charlottesville Police
Department
 - Michael Hemenway*
Attorney
 - Libby Killeen*
Charlottesville
Commonwealth Attorney's
Office
 - Richard Merriwether*
 - Cynthia Murray*
Albemarle Commonwealth
Attorney's Office
 - Liz Murtaugh*
Public Defender's Office

implementation of the Plan objectives (identified in the previous section) have begun with the following results:

- **Risk and Needs Assessment:** JJAC completed a research project addressing the risk factors and needs of juveniles placed on probation in 1997 and 1998 to determine local validation of the mandated Department of Juvenile Justice Risk Assessment Tool, the presence or absence of other risk and need indicators, the types of services, interventions, and sanctions provided, and the results of the provided interventions.
- **Information Sharing:** JJAC procured a Department of Criminal Justice Services grant to assess the barriers to information sharing at the local level, as well as completed the Information Sharing research project, based on 114 surveys returned by agency personnel.
- **The Detention Center:** JJAC enhanced the Blue Ridge Detention Center design to allow for a 24-hour assessment presence to be used by the Juvenile Court Assessment Center and other human service providers. JJAC also recommended program development for the Blue Ridge Detention Center and the attached Assessment Center, as well as procedures for the hiring of the Blue Ridge Detention Center Supervisor.

**Juvenile Justice
Advisory Committee
(cont.)**

Ann Patton
Clerk of the Court

Ruth Stone
CASA

Cecil Thompson
Charlottesville Schools

Bill Traylor
Charlottesville Social
Services

Tom Von Hemert
TJPDC

Steven Wright
Albemarle Schools

The Future

The Juvenile Justice Advisory Committee is fast becoming known as a responsive body for local juvenile justice planning and coordination. The major role of the JJAC in FY01 will be to implement the objectives identified in the Comprehensive Community Juvenile Justice Plan with special emphasis on the following objectives:

- **Evaluation:** to assess the effectiveness of the juvenile justice system, in collaboration with clients and participating agencies;
- **The Juvenile Court System:** to improve collaboration between the court system and its stakeholders, including citizens, service/sanction providers, and "gatekeepers" to improve system outcomes;
- **Risk/Needs Assessment:** to develop a risk/needs assessment process for youth involved in the juvenile justice process;
- **Information Sharing:** to reduce unnecessary barriers to information sharing in the juvenile justice system.

(Appendix 5: Information Exchange Research Executive Summary)

COORDINATION OF VIRGINIA JUVENILE CRIME CONTROL COMMUNITY ACT

The Need

In 1995, the Virginia General Assembly enacted the Virginia Juvenile Community Crime Control Act (VJCCCA) to establish balanced community-based systems of sanctions, programs and services for juvenile offenders effective January 1, 1996. Since that date, the City of Charlottesville and the County of Albemarle have combined forces and submitted three biennial VJCCCA Plans. The FY 2000-2002 VJCCCA Plan for Charlottesville/Albemarle includes \$830,204 in State funds with a local Maintenance of Effort of \$160,646 and an additional \$43,908 in City/County funding for a total of \$1,034,758. In FY98, the position of Juvenile Justice Coordinator was created under the umbrella of CCF to provide fiscal and administrative management oversight for this funding stream.

The Approach

With the assistance of the VJCCCA Oversight Committee, the Juvenile Justice Coordinator develops the biennial VJCCCA Plan and submits monthly reports to the Department of Juvenile Justice Services regarding the services delivered under the Plan. The Juvenile Justice Coordinator, in conjunction with the VJCCCA Oversight Committee, is responsible for the oversight, development and assessment of this continuum of services for local juvenile offenders.

The Results

The Charlottesville/Albemarle VJCCCA programs provide a continuum of services for this population. In FY00, the VJCCCA Oversight Committee has worked to assure that the programs build on each other and strengthen the Juvenile Court Assessment Center as the early identification component of this continuum to divert youth from further penetration into the system. The programs include:

- Juvenile justice planning and VJCCCA program oversight, development and assessment through the Juvenile Justice Coordinator.
- Early identification, assessment and referral services for first time offenders and delinquents through the Juvenile Court Assessment Center.
- Intermediate services for juvenile offenders including the Intensive Probation Program, and the Electronic Monitoring Program.

JJAC SUB-COMMITTEES

COURT SERVICES

Rory Carpenter
Dave Chapman
Libby Killeen
Anne Patton
Earl Pendleton

DETENTION CENTER

Rory Carpenter
Phillip Crosson
Libby Killeen
Liz Murtaugh
Chip Harding
Jack Gallagher

EVALUATION

Saphira Baker
Rory Carpenter
Jonathan Earl
Carrie Fried
Mike Murphy

INFORMATION SHARING

Saphira Baker
Rory Carpenter
Gretchen Ellis
Carrie Fried
Libby Killeen
Ruth Stone
Steve Wright

RISK/NEEDS ASSESSMENT

Rory Carpenter
Jonathan Earl
Andy Block
Lee-Lee Lawless
Jack Gallagher
Dave Chapman
Martha Carroll

- The Community Attention VJCCCA programs for juvenile offenders including the Community Attention Residential Home, the Family Group Home Residential Program, the Outreach Services Counseling program and the Teen's Give Community Service program.

The Juvenile Court Assessment Center served 280 juveniles in FY00, a 177% increase over the 158 juveniles served in FY99. The Intensive Probation Program served 33 juveniles in FY00, a 183% increase over the 18 juveniles in FY99. The Electronic Monitoring Program served 27 juveniles in FY00, a 180% increase over the 15 juveniles in FY99.

The Future

The future for the Charlottesville/Albemarle VJCCCA Plan and its programs include:

- Continued oversight and development of the VJCCCA Plan and its programs to provide the most effective services and sanctions for court involved youth.
- Gradual transition of the oversight of VJCCCA programs to the Juvenile Justice Advisory Committee, to provide increased representation and participation in the development of the VJCCCA Plan for the next biennium.
- Development of the Juvenile Court Assessment Center and an assessment component at the Blue Ridge Detention Center.
- Development and implementation of an evaluation plan for VJCCCA programs.

CONCLUSIONS

In each of the five areas, the Charlottesville/Albemarle Commission on Children and Families members, staff, and Work Groups are working on initiatives to improve services to children and families. Together we have come a distance in:

- Launching the Partnership for Children
- Creating *Stepping Stones*
- Introducing Outcome Measurement into the Community Agency Allocation Process
- Writing a Plan for Children in Need of Extensive Services

CCF Executive Committee

Jim Peterson, Chair
Region Ten Community Services

Richard Merriwether
Vice Chair
(Chair, FY01)

Robert Cox
Charlottesville Department
of Social Services

Meredith Gunter

- Completing a Juvenile Justice Strategic Plan
- Engaging Citizens in Policy Development
- Distributing information about local resources for young people

CCF has accumulated a warehouse of expertise and information among its members and staff, recommended and guided innovative strategies in numerous areas, and leveraged new resources into the community during this second fiscal year. The challenge ahead is to maintain active participation of members and the capacity to deliver quality work, broaden the circle of individuals involved in and shaping CCF's initiatives, and to continue to implement responsive and coordinated strategies for improving child and family outcomes.

APPENDICES

APPENDIX 1: EARLY LITERACY BROCHURES

APPENDIX 2: *STEPPING STONES* FULL REPORT

APPENDIX 3: PROGRAM OUTCOME MODEL OVERVIEW

APPENDIX 4: MAY 2000 QUARTERLY REPORT

APPENDIX 5: INFORMATION EXCHANGE RESEARCH EXECUTIVE SUMMARY