



COMMONWEALTH of VIRGINIA

Scott Reiner, M.S.
Executive Director

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

June 10, 2025

MEMORANDUM

TO: The Honorable Members of the General Assembly of Virginia

FROM: Scott Reiner
Executive Director, Office of Children's Services

SUBJECT: Office of Children's Services Diversity, Opportunity, and Inclusion
2024 Annual Report

Pursuant to § 2.2-602(B) of the Code of Virginia, all state agencies are required to submit an annual report documenting diversity and inclusion programs, policies, and practices by July 1. The following report provides the plans and actionable items that the Office of Children's Services (OCS) has established to promote the expansion of opportunities for both the agency's workforce and the broader population served through the Children's Services Act (CSA).

Should you have any questions or need additional information, please feel free to contact me at (804) 662-9082.

A handwritten signature in cursive script, appearing to read "Scott Reiner".

Scott Reiner
Executive Director

cc: The Honorable Janet Vestal Kelly, Secretary of Health and Human Resources

enc: OCS DOI 2024 Annual Report

Diversity Opportunity and Inclusion Annual Report-2024

This annual report documents the plans and actionable items the Office of Children's Services has established to promote the expansion of opportunities for both the agency's workforce and the broader population served by the Children's Services Act.



Office of Children's Services

1604 Santa Rosa Road, Suite 137
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www.csa.virginia.gov

Diversity, Opportunity, and Inclusion

2024 Annual Report

AGENCY: OFFICE OF CHILDREN'S SERVICES

YEAR: 2024

2024 ACCOMPLISHMENTS

Focus Area: Access & Success

Goal 1: Recruit and retain a diverse and competent workforce that embraces the mission and vision of the Children's Services Act (CSA).

Objective 1

Continue to improve the OCS Management Team's skillset in recruiting and retaining a diverse and competent workforce.

- The OCS Management Team completed DHRM training related to recruiting and retaining a diverse and competent workforce.
- The OCS Management Team discussed workforce retention strategies at monthly leadership meetings.

Objective 2

The OCS staff will continue to seek out and complete training related to the practices and approaches to ensure diverse and representative interview panels.

- The OCS Management Team evaluated the effectiveness of their interviewing strategies.
- The OCS management team evaluated onboarding strategies to ensure that employees were made aware of all aspects of the position, including inclusive practices and the sensitive nature of the children and families the CSA serves.

Goal 2: Ensure the accessibility, usability, and inclusion of all Office of Children's Services/Children's Services Act resources for diverse needs and abilities, including language access, digital access, and ability access.

Objective 1

Evaluate all OCS front-facing resources and guidance specific to comprehensive access related to language, digital, and ability access.

- The OCS secured funding (\$100,000) from a SHHR-supported grant to enhance accessibility features on the CSA website (www.csa.virginia.gov).
- The OCS staff worked with private providers and stakeholders to complete an accessibility audit of all public-facing resources.

Focus Area: Welcome & Respectful Culture

Goal #1: Create and sustain an agency culture that affirms and respects diversity and employs inclusive practices throughout agency operations.

Objective 1

The OCS will create a workplace climate that values collegial support, varied world views, and integrates diverse perspectives into internal and external agency operations.

- The OCS incorporated the tenets of Inclusive Excellence into its Code of Ethics and Values and integrated the principles of Inclusive Excellence into EWP.
- The OCS championed collaboration at the state and local levels.
- The OCS embraced diversity through activities that celebrate diversity.

Objective 2

The OCS will foster an environment that allows for safe communication where employees can openly discuss concerns, conflicts, and complaints.

- The OCS staff completed training on dispute resolution, facilitating difficult discussions, and communication styles and teambuilding activities.
- The OCS Leadership Team supported staff members in addressing workplace disputes and difficult discussions.

Focus Area: State Agency DOI Infrastructure & Training

Goal #1: Create and sustain an agency and team infrastructure that effectively supports progress and accountability in achieving diversity goals.

Objective 1

The OCS will continue to foster staff growth in the area of DOI.

- The OCS staff and stakeholders participated in conference and training opportunities.
- The OCS shared DOI-related resources with CSA stakeholders at meetings and events.

Objective 2

The OCS will seek to advance the goals of the Commonwealth's DOI plan with its agency partners.

- The OCS shared DOI-related information with the State Executive Council for Children's Services and the State and Local Advisory Committee.
- The OCS sought out training sessions related to Diversity, Opportunity, and Inclusion at its annual Children's Services Act Conference.

Focus Area: Access & Success**Goal #1:**

Ensure accessibility, usability, and inclusion of all Office of Children's Services/Children's Services Act resources for diverse needs and abilities to include language access, digital access, and ability access.

Focus Area: Welcoming & Respectful Culture**Goal #2:**

Preserve an agency culture that celebrates diversity in thought, action, and person.

Focus Area: State Agency DOI Infrastructure & Training**Goal #3:**

Maintain an agency infrastructure that promotes growth and accountability in achieving the agency's mission, vision, and the Commonwealth's DOI goals.



Diversity Opportunity and Inclusion Plan 2025-2026

This annual plan documents the goals and strategies the Office of Children's Services has established to promote the expansion of opportunities for both the agency's workforce and the broader population served by the Children's Services Act.



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Background

On January 19, 2022, Governor Youngkin signed Executive Order 10, which provided a concrete plan to further strengthen and focus the Office of Diversity, Equity, and Inclusion and to include the promotion and expansion of equal opportunity for all Virginians in the Office's work. The inclusion of Opportunity is a critical factor in making Virginia the best place to live, work, and raise a family.

The Commonwealth's focus in 2023 and beyond is to continue to increase opportunities for all Virginians. The goals and objectives in this Diversity Opportunity and Inclusion plan for the Office of Children's Services are built upon the Commonwealth's plan and the promise of Executive Order 10. The Office of Children's Services (OCS) goals continue our focus on creating a culture of inclusion, where all OCS employees are recognized for their contributions and are afforded the opportunity for growth within their positions and the opportunity to make meaningful contributions to the mission and vision of the Children's Services Act (CSA).

Overview: The Children's Services Act and the Office of Children's Services

The Office of Children's Services (OCS) is the executive branch agency responsible for statewide management and oversight of the Children's Services Act, established through §2.2-5200 et seq of the Code of Virginia. OCS is established within the Office of the Secretary of Health and Human Resources. OCS's specific duties and responsibilities are found in §2.2-2649 of the Code. OCS additionally operates under the direction of the State Executive Council for Children's Services (§2.2-2648), a 21-member supervisory board.

The Children's Services Act (CSA) is a statewide program established in 1993 that provides funding, services, and support to children and families across the Commonwealth who meet the eligibility criteria established in the Code of Virginia. CSA is a state-supervised, locally administered program. Local CSA programs in each city and county provide day-to-day operation of the program under state and federal law and policies of the State Executive Council.

Operating under our Mission Statement of "Empowering Communities to Serve Youth," OCS provides services and support to local CSA programs, including:

- training and technical assistance;
- a robust audit program to ensure compliance and lawful use of state funds;
- fiscal support, including the processing of over \$400 million in annual reimbursements;
- information technology systems to support programmatic and fiscal reporting; and
- research and evaluation functions.

Vision, Mission, and Values of the Office of Children's Services

OCS Vision:

A collaborative, child-centered, family-focused, community-based system of care that effectively meets the needs of youth and their families in the Commonwealth.

OCS Mission:

Empowering Communities to Serve Youth

OCS Values:

- **System of Care:** Promote policies, uniform guidelines, services, and practices that support systems of care in communities that can be tailored to meet the unique strengths, resources, and needs of youth, families, and communities.
- **Child-Centered, Family-Focused:** Promote working in partnership with families to ensure that the assessment, design, delivery, and management of service is family-driven.
- **Continuum of Care:** Provide access to a continuum of assessment, early intervention, treatment, and transition services and supports in communities.
- **Integrate Services across Agencies:** Integrate services and funding for youth and their families with designated care management to ensure multiple services are coordinated across agencies and evolve to meet children's and their families' changing strengths and needs.
- **Collaboration:** Support open communication, active participation, and collaboration among CSA stakeholders across all sectors and levels on program and fiscal policy development and service development, delivery, and management.
- **Fiscal Accountability:** Ensure that funds are spent effectively, efficiently, and equitably, maximizing the use of all local, state, federal, and private funding streams.
- **Inclusive Excellence:** Foster a culture of inclusion, diversity, opportunities, and mutual respect for all Virginians.

Diversity, Opportunity, and Inclusion Strategic Plan

Goal 1: Access & Success

Ensure accessibility, usability, and inclusion of all Office of Children's Services/Children's Services Act resources for diverse needs and abilities, including language, digital, and ability access.

Objective 1

Evaluate all OCS public-facing resources and guidance specific to comprehensive access related to language, digital, and ability access.

- a) The OCS Executive Director will designate a member of the OCS Management Team to serve as the accessibility coordinator, who will oversee, in conjunction with the Chief Information Officer, a comprehensive audit of all CSA-related website resource documents.
- b) The accessibility coordinator will complete training on accessibility, including topics such as plain language accessibility and disability awareness in technology.
- c) The OCS will designate personnel resources to audit all electronic resources on the CSA website for disability accessibility.
- d) The OCS, in partnership with the State and Local Advisory Team, established in §§2.2-2501, 2.2-2502, and 2.2-2503 of the Code, will poll stakeholders to gather information about the local accessibility of OCS/CSA resources.

Objective 2

The OCS provides web content that meets or exceeds all state and national accessibility standards.

- a) The CSA website will meet W3C's Web Content and Accessibility Guidelines 2.0 Level AA compliance.
- b) All written content created after January 1, 2025, will abide by the "Standards for All Resident-Facing Written Communication" set forth by the Secretary of Health and Human Resources Office.
- c) The OCS staff will work with a contracted provider to redesign the current CSA website for language and disability accessibility.
- d) The OCS staff will work with a VITA contracted provider (Smartling) to translate CSA-related guidance into languages other than English.

Goal 2: Welcoming & Respectful Culture

Preserve an agency culture that celebrates diversity in thought, action, and person.

Objective 1

The OCS will create a workplace climate that values collegial support and varied world views and integrates diverse perspectives into internal and external agency operations.

- a) The OCS will continue incorporating Inclusive Excellence tenets into its Code of Ethics and Values.
- b) The OCS will be mindful of the differing abilities and intentionally provide measures for accessibility.
- c) The OCS will champion collaboration at the state and local levels.
- d) The OCS will embrace diversity of thought in all agency activities.
- e) The OCS will continue to integrate the principles of Inclusive Excellence into all staff and management Employee Work Profiles.

Objective 2

The OCS will foster an environment that allows for safe communication where employees can openly discuss concerns, conflicts, and complaints.

- a) The OCS staff will complete training on dispute resolution, facilitating difficult discussions, and communication styles.
- b) The OCS Leadership Team will support staff members in addressing workplace disputes and difficult discussions.
- c) The OCS leadership will intentionally plan team-building activities for the staff.

Goal 3: State Agency DOI Infrastructure & Training

Maintain an agency infrastructure that promotes growth and accountability in achieving the agency's mission, vision, and the Commonwealth's DOI goals.

Objective 1

The OCS will continue to foster staff growth in Diversity, Opportunity, and Inclusion.

- a) The OCS staff will participate in conference and training opportunities outside of those provided by the agency and Commonwealth of Virginia's Learning Center.
- b) The OCS will share DOI-related resources with their colleagues at agency meetings and events.

Objective 2

The OCS will seek to advance the goals of the Commonwealth's DOI plan with its agency partners.

- a) The OCS will share DOI-related information with the State Executive Council for Children's Services and the State and Local Advisory Team.
- b) The OCS will solicit training sessions related to Diversity, Opportunity, and Inclusion at their annual Children's Services Act Conference.
- c) The OCS will openly share DOI resources with state and local agency partners.