



*Formerly Known As –*  
Rappahannock-Rapidan Community Services

- Fiscal Year 2025 Strategic Plan and Key Accomplishment Review
- Fiscal Year 2026 Operating Budget
- DBHDS Performance Contract and Area Plan for Aging Approvals

By Executive Director, Sheryl Reinstrom  
July 22, 2025

# Acknowledgment

I would like to express my appreciation and thanks to the ECS Board of Directors and the employees of our organization for their work and commitment in fulfilling our Mission.

We continue to lead in employee compensation, benefits, access to technology, and workplace flexibility in furthering our position as an employer of choice in our region.

We finished the third year of a three year strategic plan. The foundation was built by this plan to position ECS to be able to meet the needs of the members of our community who need us most, now and in the years to come.

For all of the people we serve, please accept my most heartfelt appreciation.

~ Sheryl



# Looking Back on the Past Fiscal Year 2025 Strategic Plan Review



# A Strategic Plan Implemented July 1, 2023

- ECS will increase **Ease of Access** to its Services.
- ECS will increase **Awareness** of its Services.
- ECS will develop **Increased Capacity** to respond to the needs of our community.
- ECS will incorporate **Best Practices and Service Excellence** into all activities.
- ECS will demonstrate commitment to the **Value of Fairness in Opportunity**.
- ECS will provide **Leadership in System Transformation** of service delivery.
- ECS will demonstrate **Exceptional Stewardship** of its resources.



# Fiscal Year 2025 Strategic Plan Updates

- Goal
  - Objective
    - Strategy



## Goal 1: ECS will increase Ease of Access to its Services

Objective 1: The agency will develop and implement a ‘Single Point of Entry’ process:

- Credible/Qualifacts On-Call module has been implemented in outpatient clinics for appointment reminders and telehealth meetings.
- The Certified Community Behavioral Health Center (CCBHC) implementation team has been working with our consultant analyzing/recommending departmental intake process streamlining.
- A Community Navigator was hired, who has been responding to all inquiries that come through the website, phone calls, and by direct access to the Community Service Navigator email address.
- Additionally, the Communications department created a simple flowsheet that can be shared with community members to serve as a visual aid.



## Goal 1: ECS will increase Ease of Access to its Services

Objective 1: The agency will develop and implement a ‘Single Point of Entry’ process:

- Challenge: The current infrastructure at Bradford Rd is limiting agency’s ability to implement an integrated phone system. This is prohibiting us from having a single phone number for all service sites funneling calls into a single access point. This project has been moved into the future due to budgetary constraints.
- The On Call platform has been implemented in outpatient clinics for appointment reminders and telehealth meetings.
- Additional features will be available on the platform over the coming year as the developer adds them.



## Goal 1: ECS will increase Ease of Access to its Services

Objective 2: The agency will increase access to services by providing service location sites in all five counties served.

### Thrift Rd:

- The Thrift Road location opened for use May 2025.

### Fauquier multi-service site:

- The current plans for the old Fauquier BH Clinic called for approximately \$935,00 in renovations to equip the location to serve as a SEE Center Fauquier. Given budgetary constraints, these plans have been put on hold.

### Rappahannock:

- Conversations on sites have been put on hold due to budgetary constraints.
- As an interim, discussions with DSS have occurred for accessing space at their new location as need arises.





## Goal 1: ECS will increase Ease of Access to its Services

Objective 2: The agency will increase access to services by providing service location sites in all five counties served.

### Orange

- A new location for the Bridges IDD Day Program was found in the Locust Grove area. Renovations have been completed in June 2025 with plans for the space to begin being utilized August 2025. The renovations and purchase of equipment for this location were made possible by a generous bequeath.
- A location in the town of Orange has been identified as an interim location for the Orange Children's Service's office during construction of the Madison Road mixed-use building.
- Madison Road mixed-use building plans continue to move forward. ECS has been awarded close to 8 million in Low Income Housing Tax Credits which will be utilized to pay for the construction of this project. Additionally, the Orange County Board of Supervisors has agreed to serve as Guarantor of the project, enabling ECS to fully access the LIHTC's.



## Goal 1: ECS will increase **Ease of Access** to its Services

Objective 3: The agency will improve access to services by leveraging the use of technology.

Strategy: ECS will increase the number of telehealth usage sites at its community service locations.

As a part of all current renovation and expansion projects, telehealth usage space is included in all approved plans.

The new Thrift Road location in Madison has telehealth capabilities.



Goal 2: The agency will increase Awareness of its services.

Objective 1: The agency will be renamed.

- Completed!!
- Community Feedback and Acceptance has been very positive.



encompass  
—Community Supports—

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## Goal 2: The agency will increase Awareness of its services.

Objective 2: The agency will develop, adopt, and implement a communications plan to increase brand awareness.

- Strategy: A formal Communications Plan was presented to the Development Committee on February 6, 2024. The plan had a focus on the following mediums: Print, Social Media, Radio, Television, and Agency Peripherals.
- Strategy: An agency-focused article, authored by the Executive Director was published in the Voices section of the Culpeper Times each month last year.
  - We also expanded this year into television on the Culpeper Media Network with a series of recorded programs. These have been added to our website as well for easy access.
- Strategy: The agency increased its social media reach by initiating an Instagram Account.



## Goal 2: The agency will increase Awareness of its services.

Objective 2: The agency will develop, adopt, and implement a communications plan to increase brand awareness.

Strategy: The agency will launch a new website.

- Completed November 2024.
- Feedback on the new site is very positive.
- Content is continually being added (videos, S.O.S fact sheets).

Strategy: The agency will publish a newsletter and an annual report highlighting agency accomplishments for community members.

- The annual report is being finalized and will be ready for release August 2025.

Strategy: The agency will enhance our AAA newsletter highlighting Aging Services to appeal to a broader community audience.

- Our Communications Director began reviewing content and editing Voice of Experience, a seasonal community newsletter by the Community Connections for Older Adults division.



## Goal 2: The agency will increase Awareness of its services.

Objective 2: The agency will develop, adopt, and implement a communications plan to increase brand awareness.

Strategy: The agency will develop a Community Integration Plan to increase awareness of ECS services within the medical professional community and the faith communities.

- A Community Outreach Specialist joined the Communications team January 2024. An integral part of the role has been focused on outreach to medical-based, faith-based, and underserved communities. The addition of this role has enabled ECS to expand the number of community events attended.

Strategy: The agency will develop a Community Integration Plan to increase awareness of ECS services within stakeholder agencies.

- CONNECT has been formed for families with individuals with ID/DD. The intent is to provide information and experience in navigating the community support system and funding. Another objective is for families to expand their support system and share new resources they have discovered.



## Goal 3: The agency will develop **Increased Capacity** to respond to the needs of our communities.

Objective 1: The agency will increase community-based service alternatives supporting the least restrictive level of care.

Strategy: The agency will explore the development of a Crisis Receiving Center.

- In August 2023 ECS was formerly awarded \$1,000,000 grant for the partial renovation of the Laurel Street location (old Culpeper Clinic).
- Additionally, ECS submitted a request in October 2023 to DBHDS for another \$1.066 million to be used for a renovation of the current building so it can be used as a Crisis Drop-in Center.
- DBHDS approved additional money for the creation of the Recovery Crisis Drop-in Center.
- Architectural plans are finalized. Currently we are finalizing site plans and hope to begin renovation by the end of the calendar year 2025.



### Goal 3: The agency will develop **Increased Capacity** to respond to the needs of our communities.

Objective 1: The agency will increase community-based service alternatives supporting the least restrictive level of care.

Strategy: The agency will collaborate with community partners to expand community-based caregiver support services that promote aging in place for older adults.

- ECS partners with Generations Central to provide Direct Payments for respite care and caregiver supports occur through partnership with Aging Together.
- Area Plan Budget Amendment proposed to increase support for Generations Central subcontract; census is growing. Increased demand for caregiver respite has maximized requests for Direct Payment supports coordinated by the Health and Caregiver Support Services Department.

Strategy: The agency will implement mobile outreach/public health initiatives to older adults, homeless, or socially isolated members of our community.

- Mobile Outreach Coordinator is active with community partners and evolving projects to reduce social isolation and food insecurity.
- CCOA has expanded Mobile Outreach initiative to include older adult volunteer resources and becoming a host site for a Culpeper County-based Friendly Visitor pilot program in association with Aging Together and the CLAC (Culpeper Livable and Active Community) Group.





Goal 3: The agency will develop **Increased Capacity** to respond to the needs of our communities.

Objective 1: The agency will increase community-based service alternatives supporting the least restrictive level of care.

Strategy: The agency will explore the development of local/regional service option for minors in crisis.

- Recommendation to the Board by January 1, 2025. This has been deferred.

Objective 2: The agency will increase housing options.

Strategy: ECS will develop a plan to increase local landlords accepting ECS Housing Vouchers.

- The housing team has created flyers to attract new property owners who may not have been aware of the voucher program.
- The housing team has created an overview/orientation for property owners who are new to the voucher program.



## Goal 3: The agency will develop Increased Capacity to respond to the needs of our communities.

### Objective 2: The agency will increase housing options.

Strategy: ECS will develop additional affordable housing units targeting populations with historically elevated rates of homelessness or housing instability.

- Madison Road LIHTC
- Our Low-Income Tax Credit Application. Approved for \$7,500,000.
  - \$750,000 for 10 years
- ECS has also been awarded:
  - \$900,000 from Virginia Housing Trust Fund
  - \$900,000 from HOME Investment Partnerships
  - \$1,076,850 from Home Innovations In Energy Efficiency
- Site plan has been approved; conceptual drawings have been approved.
- An additional \$750,000 in LIHTC was awarded June 2025.

Final construction-level architect documents have been completed, awaiting Home Innovations Energy Efficiency approval of changes.

Progress being made on acceptance of LIHTC credits liability concern.

- Separately incorporated and capitalized 501(C)(3). The Orange County Board of Supervisors has agreed to serve as Guarantor of the project.



Goal 3: The agency will develop **Increased Capacity** to respond to the needs of our communities.

Objective 2: The agency will increase housing options.

Strategy: ECS will develop a network to facilitate Shared Living options within the 5 counties.

- The housing team has worked with several landlords on Shared Living that are serving the homeless community.
- Work on this continues.

Strategy: ECS will explore the development of increased local transitional housing options for individuals moving out of institutional-level treatment programs.

- Currently Liberty House serves as a local transitional housing option for individuals moving out of institutional care.
- Liberty has maintained full census of 8 beds for the majority of the '25 fiscal year.
- Service model has been enhanced to serve higher-level needs of clients during the year.



Goal 3: The agency will develop **Increased Capacity** to respond to the needs of our communities.

Objective 3: The agency will increase community-based service alternatives supporting the least restrictive level of care.

Strategy: The agency will coordinate with individuals from our service area who are returning to our community, to provide transitional planning including those who were incarcerated outside of our service area.

- As of 6/30/25, the agency utilizes cross systems collaboration to smoothly transition incarcerated individuals into the community. For individuals outside of our catchment area, we provide acute BH services and connect to services within the individual's catchment area.
  - Data element: our clinicians and/or support coordinators conducted 181 brief assessments, conducted 17 suicide assessments, 6 Boxwood screenings, 2 prescreens, 27 other evaluations, and 1 Restoration of Competency screenings; 64 individuals saw a psychiatrist.



Goal 3: The agency will develop **Increased Capacity** to respond to the needs of our communities.

Objective 3: The agency will increase community-based service alternatives supporting the least restrictive level of care.

Strategy: The agency will continue efforts to develop collaborative relations with criminal justice system agencies to improve the transition process.

- As of 6/30/25, The community transitions team has an established relationship and a communication process for shared individuals with D25 & D26 probation offices. The leadership of our Community Transitions program has regular meetings with the regional District Mental Health Clinician from the DOC to ensure smooth collaboration.
- The leadership of Community Transitions has implemented a new court services email to streamline all necessary documentation (i.e., court orders, restoration orders, evaluation requests, etc)



## Goal 4: The agency will incorporate Best Practices and Service Excellence into all activities.

Objective 1: The agency will support, pursue, encourage, and participate in collaborative efforts to increase employment options for people supported.

Strategy: ECS will work with community resources and partners to increase, expand, and cultivate individuals' interests, hobbies, and desires for work.

- The IDD leadership team continues to review each person's individual plan to identify their interests, hobbies, and desires for work, and they have spoken with the individuals to confirm their desires.

\*Note: Supported Employment (SE) is set to be a required component of STEP-VA Psychosocial Rehabilitation.

- It has been our understanding that DMAS has required providers of SE to be Credentialed. ECS has historically chosen not to be a credential provider due to cost and the varied services across our agency.



## Goal 4: The agency will incorporate Best Practices and Service Excellence into all activities.

Objective 1: The agency will support, pursue, encourage, and participate in collaborative efforts to increase employment options for people supported.

Strategy: The agency will become compliant with the Home and Community-Based Services (HCBS) Community Rule requirements.

- Agency leadership continues to seek community-based locations for use when the Bridges location is disbanded back to local communities.
- ECS is scheduled to open the new Bridges-Locust Grove in August 2025, serving Orange County.
- Thrift Rd. has opened and serves individuals from Madison County.
- A decision was made due to lack of Fauquier and Culpeper location options, and cost, to continue use of the current Bridges site for Fauquier and Culpeper clients.
- The IDD leadership team assessed each group home and identified institutional features that needed to be modified, or replaced in 2024, and these changes have been completed.



## Goal 4: The agency will incorporate Best Practices and Service Excellence into all activities.

Objective 2: The agency will continue the implementation of creating a Zero Suicide culture.

Strategy: ECS will ensure all employees will complete Gatekeeper Training.

- New Employee Orientation now includes Gatekeeper training.
- All existing employees receive yearly training on suicide prevention.
- The Zero Suicide Implementation team has explored additional trainings to offer to clinical-level employees as well as those employees who are frontline.

Strategy: All individuals supported by ECS services will be screened for risk of suicide as part of the intake process.

- The Zero Suicide Implementation team continues the process of reviewing the program's Zero Suicide procedures, and providing activities to increase social engagement, reviewing potentially new training opportunities for staff, and looking at ways Credible can provide us data related to our ZS efforts.





## Goal 4: The agency will incorporate Best Practices and Service Excellence into all activities.

Objective 2: The agency will continue the implementation of creating a Zero Suicide culture.

Strategy: ECS will develop a plan to increase community education on suicide prevention awareness.

- On 9/27/24, the agency hosted a second Stamping Out Suicide event for employees and the community with AnneMoss Rogers as the keynote presenter.
- The agency has completed its second year of partnership with the Virginia Department of Health (VDH) on a 5-year grant for a full-time ZS Coordinator.
- The Zero Suicide Coordinator assists with our implementation and works along with the Virginia Dept of Health in broadening the Zero Suicide implementation across the state of Virginia.
- ZS Coordinator and Director are working together to create an outreach plan. Key partners we would like to outreach regarding Zero Suicide include Community Services Boards, higher education/universities, first responders, healthcare providers, hospitals, court systems/jails, faith-based organizations, and Veteran service providers.



## Goal 4: The agency will incorporate Best Practices and Service Excellence into all activities.

Objective 3: The agency will ensure people being supported have input in agency decision-making.

Strategy: The agency will identify representatives to serve on an Advisory Council for Department of Behavioral Health and Developmental Services (DBHDS) services.

- The Intellectual and Developmental Disability (I/DD) Family Support Group, called CONNECT, has been established and meets as often as members express interest (generally quarterly).
- In concert with our efforts to become a CCBHC, we will be moving to implement a BH Advisory Council.



## Goal 4: The agency will incorporate Best Practices and Service Excellence into all activities.

Objective 4: The agency will implement reporting metrics that demonstrate agency effectiveness.

Strategy: The Quality Improvement Director and Divisional leadership have identified program-specific Outcome Measures and are developing a reporting mechanism.

- The organization signed a purchasing contract for a data analytics software package to import the data from the different platforms we use and generate a comprehensive report. Pinnacle was identified as the new software. They are pulling data and building reports identified as needed by ECS. The new reporting platform should be in use by fall, 2025.
- Key staff has been trained to use the Credible Business Intelligence (BI) features for managing data.
- With the agency pursuing CCBHC credentialing, consulted with an expert within Credible to identify those data points that will be required to be a CCBHC and create those reports in Credible.



Goal 4: The agency will incorporate **Best Practices and Service Excellence** into all activities.

Objective 4: The agency will implement reporting metrics that demonstrate agency effectiveness.

Strategy: The Quality Improvement Director has developed a Quarterly Quality report to be shared with the ECS Board of Directors highlighting program effectiveness and agency quality performance. The report will be implemented August 2025.



## Goal 4: The agency will incorporate **Best Practices and Service Excellence** into all activities.

Objective 5: ECS will effectively respond to the concerns of individuals being served.

Strategy: The agency will implement a service integrity hotline.

- An Office of Integrity phone and email have been established.
- The OOI number and email have been advertised to community partners and has begun being utilized.



Goal 5: The agency will demonstrate commitment to the **Value of Fairness in Opportunity** across all service areas and agency operations.

Objective 1: ECS will promote diversity in Board Membership.

Strategy: The Executive Director and Board Members will advocate for diversity to County Boards of Supervisors to assist in appointing Board Members from underrepresented cultural groups.

- Two months prior to the expiration of any Board Member term or on notification of an upcoming vacancy, it will be communicated to the county the agency's desire to increase diversity and representation of underserved populations on our Board and asking for their consideration as they make their appointments.



Goal 5: The agency will demonstrate commitment to the **Value of Fairness in Opportunity** across all service areas and agency operations.

Objective 2: The agency will promote diversity within the agency's workforce including career advancement and succession planning.

Strategy: The Human Resources Director will evaluate the current diversity of agency staff by position to identify areas for improvement in representation.

- This is an ongoing process.

Strategy: The agency will actively engage in the recruitment of established minority groups to increase diversity representation for staff.

- The agency has actively advertised for bi-lingual applicants and begun establishing relationships with the Culpeper NAACP.
- A consultant was engaged to teach Spanish to a limited number of staff members.

Strategy: The Human Resources Director will evaluate the current pay equity of agency staff by position to identify areas for improvement or to correct any areas of lack of pay equity.

- Evaluation of pay for staff on an individual basis to correct inequities continue.
- An improved system of analyzing salaries offered for incoming staff has been implemented to account for equitable pay enhancements for experience.



Goal 5: The agency will demonstrate commitment to the **Value of Fairness in Opportunity** across all service areas and agency operations.

Objective 2: The agency will promote diversity within the agency's workforce including career advancement and succession planning.

Strategy: The agency will revive and revise its internal Leadership Development Program, Professional Enrichment and Enhancement Program (PEEP), and ensure participation by staff members from underserved populations.

- HR has held Leadership Trainings, which all agency leaders are required to attend; ensuring leaders of all ethnicities are receiving training.
- Leadership trainings include discussions of employment law affecting diverse and underserved populations.
- PEEP leadership training has not yet been restarted/started, as the program is being reevaluated for revisions.





Goal 5: The agency will demonstrate commitment to the **Value of Fairness in Opportunity** across all service areas and agency operations.

Objective 2: The agency will promote diversity within the agency's workforce including career advancement and succession planning.

Strategy: The agency will promote financial assistance for education that utilizes front-end payments instead of reimbursement methodologies to encourage greater staff participation.

- Approval was received from the board for the creation of a financial assistance program that utilizes both tuition reimbursement and front-end payments to encourage greater staff participation.
- The policy and procedures for upfront tuition have been developed and communicated to staff.
- The program has become operational providing educational assistance.
- 6 employees took advantage of the educational assistance/tuition reimbursement program this fiscal year.



Goal 5: The agency will demonstrate commitment to the **Value of Fairness in Opportunity** across all service areas and agency operations.

Objective 2: The agency will promote diversity within the agency's workforce including career advancement and succession planning.

Strategy: The agency will annually budget funds for promoting the Value of Fairness in Opportunity priorities to include printing, conferencing, networking, marketing, and scholarships.

- Annual budgeting includes funds specific to promoting fairness priorities.
- HR leadership attends SHRM related conferences.



Goal 5: The agency will demonstrate commitment to the **Value of Fairness in Opportunity** across all service areas and agency operations.

Objective 3: The agency will identify and support increasing capacity to serve underrepresented populations.

Strategy: The agency will strengthen the capacity to service Spanish-language community members by having all printed materials available in both English and Spanish language formats.

- The Communications department has established a Help Desk ticketing system whereby employees can request various forms of communication be converted into Spanish.
- Numerous pieces of printed collateral have been updated and reprinted to show English on one side and a Spanish version on the other side.
- Numerous fliers have been created for small local events that are captured in both English and Spanish.
- Radio ads are presented in English with ads being developed in Spanish August 2025.



Goal 5: The agency will demonstrate commitment to the **Value of Fairness in Opportunity** across all service areas and agency operations.

Objective 3: The agency will identify and support increasing capacity to serve underrepresented populations.

Strategy: The agency will develop a Spanish language resource.

- This is a future project.

Strategy: The agency will develop an outreach staff position to liaison with minority and underserved communities.

- The Community Outreach Specialist role started on the Communications team January 2024. An integral part of this role is focused on outreach to medical-based, faith-based, and underserved communities.



Goal 5: The agency will demonstrate commitment to the **Value of Fairness in Opportunity** across all service areas and agency operations.

Objective 3: The agency will identify and support increasing capacity to serve underrepresented populations.

Strategy: The agency will increase the availability and access to free confidential services by implementing a Spanish-language meeting at the S.E.E. Recovery Center.

- The SEE Center currently has 2 meetings monthly being offered in Spanish.



Goal 5: The agency will demonstrate commitment to the **Value of Fairness in Opportunity** across all service areas and agency operations.

Objective 4: The agency will implement practices to increase staff belonging and engagement.

Strategy: The Workforce Council communications will be instituted as a standing agenda item on all agency team meeting agendas.

- At the inception of the Workforce Council, all members of leadership were instructed to add a standard agenda item to all meeting agendas that address the efforts of the Workforce Council.
  - This is reinforced during regularly scheduled Collaborative Planning meetings.

Strategy: The Workforce Council presents a quarterly intra-agency communications plan identifying ways to heighten belongingness and a sense of community and acknowledge holidays of all cultures to Leadership.

- The Workforce Council has developed an intra-agency communication plan that has been incorporated into division team meetings:
- Plan includes publishing a quarterly agency newsletter spotlighting agency programs, staff, and successes.
- The Workforce Council has spearheaded several events bringing the agency more together including an All-Staff Appreciation event in October 2025.



Goal 5: The agency will demonstrate commitment to the **Value of Fairness in Opportunity** across all service areas and agency operations.

Objective 4: The agency will implement practices to increase staff belonging and engagement.

Strategy: The agency will promote staff's feeling of belongingness by holding an All-Staff activity every quarter.

- The agency held an All-Staff event on 9/13/24 at Verdun Adventure.
  - Commentary from employees indicated an appreciation of the venue, the types of activities, and overall spirit of relaxation. The next planned date is October 10, 2025.
- The Workforce Council has held a craft Gingerbread House decorating contest which had numerous teams participating.
- The Workforce Council has also hosted a Bake-Off contest in March and a Blood Drive in May.



Goal 5: The agency will demonstrate commitment to the **Value of Fairness in Opportunity** across all service areas and agency operations.

Objective 4: The agency will implement practices to increase staff belonging and engagement.

Strategy: The Executive Director will track Value of Fairness in Opportunity-related objectives within the strategic plan and provide a semi-annual report to the Board of Directors and agency staff on progress made and activities completed.

- These activities are included as part of the quarterly Executive Director Strategic Plan report to Board.





## Goal 6: The agency will demonstrate **Leadership in System Transformation** of service delivery.

Objective 1: The agency will advocate for and educate elected officials on the value of comprehensive community-based systems of care.

Strategy: Annually, the agency Leadership will present to, and the Board will approve an annual legislative agenda.

- ECS actively participates in the VACSB Public Policy Committee. Any updates are reported to the Board regarding current legislative priorities.
- ECS has actively posted informational messages regarding potential Federal changes, many of these posts have been picked up by community partners and shared. Members of leadership are being asked to participate in panel discussions regarding potential changes and their impact on the community.
- As this year's Governor election could have a significant impact on our priorities, the decision has been made to wait until after the election to formulate a Legislative plan.
- CCOA contributes to annual legislative agendas; monitoring/collaborating with V4A, other regional providers, and the Advisory Council's legislative liaison.



## Goal 6: The agency will demonstrate Leadership in System Transformation of service delivery.

Objective 1: The agency will advocate for and educate elected officials on the value of comprehensive community-based systems of care.

Strategy: Annually, the agency and Board leadership will meet with State and Federal elected officials to seek support for our annual Board approved Advocacy initiatives.

- The Executive Director attended the January VACSB Legislative Conference in Richmond
- ECS Leadership has met with the following legislators and their office:
  - Suhas Subramanyam, US Representative (Medicaid)
  - Eugene Vindman, US Representative (a member of his office – Aging Services and the Older Americans Act)
  - Tim Kaine, US Senator (a member of his office – Peer Support Services)
- Upon approval of Legislative agenda, meetings will be coordinated with interested Board Members to conduct local visits with our elected officials.



## Goal 6: The agency will demonstrate **Leadership in System Transformation** of service delivery.

Objective 2: The agency will champion workforce initiatives for our employees and those working in the caring fields.

Strategy: The agency will advocate workforce initiatives and meet with Federal elected officials to establish a Direct Support Professional Standard Occupational Classification (SOC) by the Department of Labor's Bureau of Labor and Statistics.

- Have met with representatives of our local Congressional Office.
- Additionally, have continued to work on the objective with other stakeholder groups.



## Goal 6: The agency will demonstrate Leadership in System Transformation of service delivery.

Objective 2: The agency will champion workforce initiatives for our employees and those working in the caring fields.

Strategy: The agency will advocate for the implementation of the Virginia Direct Support Professional Credentialing Standard.

- Presented to the VACSB Executive Directors forum on DSP credentialing.
- Will continue to advocate.

Strategy: The agency will advocate for increased access to licensed behavioral health professionals throughout the licensure track, including advocating for paid or stipend-supported internships, expanding state-supported education programs, and the development of an equitable testing process from licensure exam development bodies.

- The current state budget has identified education and workforce development with increased funding opportunities, including tuition support and clinical supervision.



## Goal 6: The agency will demonstrate **Leadership in System Transformation** of service delivery.

Objective 3: The agency will demonstrate continued leadership and collaboration for increased service capacity in the Planning District and Health Region.

Strategy: The agency staff will advocate for the expansion of allowable professionals to bill Medicare beyond Licensed Clinical Social Worker categories.

- This was advocated for with our local Congressional Offices and was approved Congressionally.
- Licensed Professional Counselors able to bill Medicare as of 1/1/2024. Encompass has submitted credentialing paperwork for all eligible staff.



## Goal 6: The agency will demonstrate Leadership in System Transformation of service delivery.

Objective 3: The agency will demonstrate continued leadership and collaboration for increased service capacity in the Planning District and Health Region.

Strategy: The agency will meet with, and advocate elected Federal officials for changes to Health Professional Shortage Area (HPSA) designation criteria to ensure all the agency service areas qualify for designation.

Designation has been received.

Strategy: The agency will partner with community hospitals to develop acute behavioral health placements within our service area. No progress to note.

Strategy: The agency will identify and keep current Federal Grant Registrations to be able to apply for Federal Grant opportunities quickly and efficiently. This is ongoing.



## Goal 6: The agency will demonstrate Leadership in System Transformation of service delivery.

Objective 3: The agency will demonstrate continued leadership and collaboration for increased service capacity in the Planning District and Health Region.

Strategy: The agency will hold an annual forum in each County served with community stakeholders to identify needs and explore collaborative efforts to address those needs.

- ECS has made a point of periodically holding full board meetings in each the Counties it operates in, with either an hour before or after used to meet with community stakeholders. The Board met in May in Madison County.

Strategy: The agency Staff and Leadership will participate and seek leadership positions on VACSB Committees and workgroups.

- Ashton Morse, Director of Community Response, current chair of the VACSB Region 1 Emergency Services Council.
- Robyn Hantelman, Director of Treatment and Recovery, Chair of the Peer Services Sub-Committee of VACSB.



## Goal 6: The agency will demonstrate Leadership in System Transformation of service delivery.

Objective 4: The agency will foster a culture of innovation and exploration in promoting "cutting-edge" services.

Strategy: The agency's Leadership will attend at least one Regional or National Conference annually devoted to emerging best practices in their area of oversight.

- In October 2024, the agency sent representatives from leadership to the VACSB, VAAAA and Housing Conferences.
- The CCOA Management Team representatives attended the CTAV and SE4A Conferences. The next SE4A conference is being held in fall of 2025.
- Sheryl Reinstrom, Ryan Banks, April Achter, and Ashton Morse attended National Council for Mental Wellbeing Conference, Philadelphia, May 2025.
- Ryan Banks, Robyn Hantelman, Katie Lindsay, and Ben Thomson presented at The International Association of Forensic Mental Health Services Conference in June.
- Ryan Banks Ben Thomson, Kristi South, and Joy Onukogu attended the 6<sup>th</sup> Annual National Co-Responder Conference in June.
- Additionally, team members from Permanent Support Housing program attended 2025 Innovations and Solutions for Ending Unsheltered Homelessness hosted by the National Alliance to End Homelessness.





## Goal 6: The agency will demonstrate Leadership in System Transformation of service delivery.

Objective 4: The agency will foster a culture of innovation and exploration in promoting "cutting-edge" services.

Strategy: The agency's Leadership will review requirements and make a presentation with recommendations to the Board on pursuing the Certified Community Behavioral Health Clinic (CCBHC) status.

- The agency consulted with DBHDS and Credible regarding qualifications for CCBHC readiness as well as resources to aid in the readiness process.
- The agency sought approval from the board to contract with MTM Consulting to aid the agency in preparing for the certification process.
- The agency is currently working with MTM preparing for the credentialing process.
- The process is ongoing.



## Goal 7: The agency will demonstrate exceptional Stewardship of its resources.

Objective 1: The agency will develop and implement HR policies and practices that result in a highly trained, competent, innovative, and committed workforce.

Strategy: The agency will improve recruiting, hiring, and onboarding processes to reduce staff turnover.

- The HR Department has initiated changes to its departmental structure to streamline recruiting processes.
- Agency Supervisors have all been retrained in effective interviewing skills.
- Recruiting strategies have been revised to make agency position posting more prominent on recruiting sites.
- New Employee Orientation (NEO) was reviewed to ensure compliance and effectiveness.
- An Agency Orientation was begun July 2024 to help new employees learn the organization and to help longer term employees hear about changes that have taken place since they started. This last quarter saw 26 employees participate with a total of 119 for the year.
- The average vacancy rate in 2024 was 9% and to date it is at 11%.



## Goal 7: The agency will demonstrate exceptional Stewardship of its resources.

Objective 1: The agency will develop and implement HR policies and practices that result in a highly trained, competent, innovative, and committed workforce.

Strategy: The agency will review the use of telework options for staff to maximize productivity and job satisfaction.

- The agency has reviewed descriptions and positions to identify those where a hybrid work model could be implemented. The agency had developed procedures for telework.

Strategy: The agency will implement an employee compensation plan that results in positions being compensated in the top 10% of the market.

- ECS is looking to partner with other CSB's in a Compensation study.

Strategy: The agency will improve health insurance benefits and reduce employee out-of-pocket costs.

- The agency, after conducting research into the various health insurance program available, made a recommendation to the board in Spring of 2023 to switch to Local Choice effective 7/1/23.
- The Local Choice program affords a significant saving to employees with families and dependents.
- Completed, no rate increase for FY 25/26.



## Goal 7: The agency will demonstrate exceptional Stewardship of its resources.

Objective 1: The agency will develop and implement HR policies and practices that result in a highly trained, competent, innovative, and committed workforce.

Strategy: The agency will encourage and promote cross-departmental staff collaborative workgroups.

- The agency has established the Collaborative Planning Meeting as the operational intra-agency workgroup for facilitation of cross-departmental Strategic Plan Initiatives.

Strategy: The agency will implement a comprehensive Employee Wellness program resulting in improved employee expressed satisfaction of work/life balance.

- In concert with the rollout of the new health insurance program, the Human Resource department has promoted healthy and fun contests for employees to engage in. The HR team continues to partner with our health insurance carrier to provide small workshops on stress management, smoking cessation, and chronic disease management, in addition to hosting the Employee Health Fair in June 2025.



## Goal 7: The agency will demonstrate exceptional Stewardship of its resources.

Objective 2: The agency will acquire, enhance, and maintain facilities and equipment to promote high-quality services.

Strategy: The agency will complete a reserve study for the repair and replacement of all major mechanical systems.

- Property Condition Assessments were completed in Spring of 2024. Property Condition Assessments will allow for the creation of a preventative maintenance program and annual site audits with checklists.
- Several properties with reserves have repairs/upgrades needed and they are planned for FY 25/26.



## Goal 7: The agency will demonstrate exceptional Stewardship of its resources.

Objective 2: The agency will acquire, enhance, and maintain facilities and equipment to promote high-quality services.

Strategy: The agency will complete an annual facility plan to address changing agency physical site needs and potential growth.

- Property Condition Assessments have been completed which generated the creation of a preventative maintenance program and annual site audits with checklists.

Strategy: The agency will audit/renovate all facilities to ensure they are barrier-free and non-stigmatizing in appearance and function.

- Ongoing project with new construction activities.
- To be initiated for additional sites upon completion of all Property Condition Assessments, and based on available finances.

Strategy: The agency will complete an annual facility review and maintenance and repair schedule.

- To be initiated FY 25/26.



## Goal 7: The agency will demonstrate exceptional Stewardship of its resources.

Objective 3: The agency will develop, adopt, and implement a financial plan to ensure continuity of operations and stability.

Strategy: The agency will create and fund a capital budget sufficient to meet present and anticipated expense needs.

- A Capital budget has been included into the agency annual budgeting process.

Strategy: The agency will budget an annual retained earnings target to maintain a financial reserve equal to two months of operating expenses.

- Effective July 2025, all requests for positions will require a written approval process which identifies funding source to ensure adequate revenue.



## Goal 7: The agency will demonstrate exceptional Stewardship of its resources.

Objective 4: The agency will develop and implement information technology systems that meet the organization's needs and security.

Strategy: The agency will develop and implement a three-year budget projection for technology services and upgrades.

- Agency annual budget process includes a 3-year upgrade/replacement plan for all appropriate technologies.

Strategy: The agency will conduct annual technology/equipment audits by division/program to assess agency and program needs.

- This process has been integrated into the annual agency and departmental annual budgeting process.

Strategy: The agency will protect and secure all electronic information through Zero Trust Security implementation

- Zero Trust practices have been introduced to the agency and the Board at the Finance and Admin Committee.
- Staff have completed Phishing: Don't Get Reeled In training, with periodic checks taking place.
- Additionally, we continue to implement 2-factor authentication security measures.





# Highlights 2024-2025

The organization asked for Board approval to support DSS in their standing up a warming shelter for the 2024 winter season. The Board gave approval in September 2024 with a goal of opening the end of November 2024.

- A total of 88 guests were served during the season.
- During the past year, ECS established a two-day Agency Orientation for new employees and existing employees to learn more about the whole organization. During the past year, 119 employees have attended.
- The Communications team created a ECS 101 Table Training so employees and board members who are interested in representing ECS at community events will feel knowledgeable and informed.
- ECS has participated in over 70 events in the community, ranging from fairs and exhibits, to presenting at conferences and workshops.
- IT constructed a new IT network infrastructure to facilitate the rollout of new improved networking hardware for all ECS locations.
- IT deployed over 100+ new computers and 200+ phones to agency employees.



# Other Highlights 2024-2025

## **The S.E.E Recovery Center**

Selected to be a partner site for the Ampact Recovery Corps for the 2025-26 term. Like the AmeriCorps program, Recovery Corps provides opportunities for those in recovery to gain job skills and navigate toward a career in the recovery workforce. The S.E.E. will host two Project Coordinators and two Recovery Navigators starting in September 2025 for a period of a year with an option to renew upon completion.

Robyn Hantelman, remained co-Chair of VACSB Peer Services Council, which is heading into its 3rd year with members attending from all five DBHDS Regions. Peer Council co-Chairs presented two workshops at this year's VACSB Training and Development Conference and have been invited to speak at the DBHDS ORS Recovery Conference in Roanoke in August.

Recovery Services collaborated with other teams from across the agency including Case Management and Children's Services to apply for and be awarded the STEP-VA Care Coordination Grant for implementing and expanding care coordination throughout ECS as well as our catchment area. Starting on July 1st, four new Care Navigator positions will be added to support this initiative of supporting individuals and families in navigating complex behavioral health systems of care and ensuring seamless transitions when needed most.



# Other Highlights 2024-2025

## **Mobile Dental Clinic Partnership**

In collaboration with the Department of Behavioral Health and Developmental Services (DBHDS), the Developmental Disability Support Coordination program coordinated to bring the DBHDS Mobile Dental Clinic to our region. This initiative supports the dental health needs of individuals with intellectual and developmental disabilities who lack access to routine dental care . The start of this program in FY 24 has continued into FY 25 and DBHDS has completed over 80 appointments since this routine collaboration commenced.



# Other Highlights 2024-2025

## Launch of CONNECT Family Support Group

Developmental Disabilities Support Coordination launched the **CONNECT Family Support Group**, a year-long initiative aimed at families of individuals on the Developmental Disability Waiver Waiting List. The group was designed to both share critical information and foster peer connection among families navigating similar challenges.

Educational sessions featured guest speakers on a range of relevant topics, including:

- Special Needs Trusts and Guardianship
- Navigating the DD Waiver System
- Residential Support Models
- Services offered by Culpeper and Fauquier County Parks and Recreation
- Information from the Virginia Department of Health on the CCC Plus Waiver (Commonwealth Coordinated Care)



# Other Highlights 2024-2025

## Community Connections for Older Adults

A lady named “M” at the Rappahannock Senior Center shared the following, it is a reminder of why we do what we do:

*M explained that she retired approximately five years past after working for 40 years in the school systems in Rappahannock County. She went from a very busy schedule to sitting in her home. She shared that for four years she sat in her house looking at her four walls and did nothing except watch TV and eat. She stated loneliness set in as she realized she had not spoken a word in four days! A friend suggested she come to the senior center, and it changed her life. She met so many new friends, became a wonderful volunteer assisting with day-to-day operations, and enjoyed her days at the center. She stated that it gave her a reason to “get up, get ready, and go!”*



# Other Highlights 2024-2025

## Quality Assurance

The Quality Division instituted the Office of Integrity (OOI). The OOI is accessed through the agency web site, by email or phone, and the calls and messages are directed to the QA team and the Quality Director for review to determine what action should be taken to address these contacts. A member of the Quality team returns all calls and follows up on all emails and keeps a log of all OOI contacts for analysis.

In the first year of operation, the OOI portal received 56 contacts. Of the 56 contacts:

- 21 - Constituted a Need to Report to the State

- 16 - Resulted in Internal Corrective Action

- 13 - Were Unsubstantiated

- 6 - Were either Positive Comments or Non-Action Contacts.



# Other Highlights 2024-2025

## **Housing Programs**

In 2024, the Housing team received a grant from the Virginia Homeless Solutions Grant Rapid Rehousing Project which was used to help 12 guests of the Warming Center find stable housing.



# Other Highlights 2024-2025

## **Crisis Intervention Team (CIT) Program**

In April, ECS along with local Law Enforcement Agencies celebrated the 10<sup>th</sup> anniversary of the CIT program.

CIT was developed by the Memphis Police Department in collaboration with NAMI (National Alliance on Mental Illness in 1988) and two local universities as a result of a crisis in which a young man with mental illness was involved in a fatal police encounter. The training spread across the US and internationally. In 2008, CIT founders convened members of successful CIT programs. This became the founding board of CIT International. Rappahannock Rapidan CIT was put into planning in 2013. Encompass Community Supports (at that time was still RRCSB) was and is the agency behind the program in this catchment area (Fauquier, Culpeper, Orange, Rappahannock, Madison). Securing enough funding using grants and financial inroads to hire a CIT Coordinator, with help from local Law Enforcement and ECS, the Coordinator (Kristi South) was given the huge task of creating the CIT program and setting up all necessary connections with other agencies (LE, MH, First Responders) attend many trainings and massive amounts of research and documentation, planning, and purchasing of all training equipment, including the designing of the Rappahannock Rapidan CIT Logo. Thus, Rappahannock Rapidan CIT was created and up and running in 2015.







*Formerly Known As –*  
Rappahannock-Rapidan Community Services

With the Previous Information as Background,  
We Present the Following  
FY25 Service Reports

## Encompass Community Supports

<b>Behavioral Health Services Service Outcomes 7/1/24 to 6/30/25</b>	<b>Combined Counties</b>	<b>Out of Catchment</b>
<b>Outpatient Services</b>	626	20
<b>Medical Services</b>	387	3
<b>PCIT (Parent-Child Interactive Therapy)</b>	13	1
<b>Child Telepsychiatry Services</b>	25	1
<b>PEDS (Pediatric Medication Management)</b>	14	0
<b>Case Management Services - MH Adult</b>	172	4
<b>Case Management Services - MH Child</b>	157	1
<b>Case Management Services - YACC (Young Adult Coordinated Care)</b>	22	1
<b>Supervised Residential Services</b>	11	1
<b>Supportive Residential Services</b>	7	3
<b>Hospital Transition</b>	64	31
<b>Peer Services</b>	159	2
<b>Consumer Monitoring – PSH</b>	25	1
<b>Total Supported</b>	<b>1682</b>	<b>69</b>

## Encompass Community Supports

<b>Intellectual &amp; Developmental Disability (ID/DD) Services Service Outcomes 7/1/24 to 6/30/25</b>	<b>Combined Counties</b>	<b>Out of Catchment</b>
<b>Intellectually/Developmentally Disabled (ID/DD) – Adult</b>	362	46
<b>Intellectually/Developmentally Disabled (ID/DD) – Child</b>	11	3
<b>Developmentally Disabled (DD) – Part C</b>	214	1
<b>Day Habilitation</b>	109	5
<b>Supervised Residential Services</b>	32	3
<b>Infant Toddler Connection (ITC)</b>	522	2
<b>Consumer Monitoring – ID/DD</b>	247	17
<b>Total Supported</b>	<b>1497</b>	<b>77</b>

## Encompass Community Supports

<b>Substance Use Disorder Services Service Outcomes 7/1/24 to 6/30/25</b>	<b>Combined Counties</b>	<b>Out of Catchment</b>
<b>Outpatient Services</b>	135	2
<b>Medication Assisted Treatment</b>	36	1
<b>Case Management Services</b>	65	7
<b>Intensive Residential Services – Boxwood</b>	63	64
<b>Peer Services</b>	17	0
<b>Total Supported</b>	<b>316</b>	<b>74</b>

## Encompass Community Supports

<b>Emergency &amp; Ancillary Services Service Outcomes 7/1/24 to 6/30/25</b>	<b>Combined Counties</b>	<b>Out of Catchment</b>
<b>Emergency Services</b>	666	168
<b>Child Crisis Services</b>	197	18
<b>Total Supported</b>	<b>863</b>	<b>186</b>

## Encompass Community Supports

<b>Assessments Service Outcomes 7/1/24 to 6/30/25</b>	<b>Combined Counties</b>	<b>Out of Catchment</b>
<b>Rapid Access</b>	542	25
<b>Boxwood</b>	55	62
<b>Jail</b>	185	60
<b>Mental Health Skill Building</b>	9	0
<b>Parent-Child Interactive Therapy (PCIT)</b>	7	0
<b>Intellectual/Developmental Disabilities</b>	88	4
<b>Total Supported</b>	<b>886</b>	<b>151</b>

## Encompass Community Supports

<b>Housing Services Service Outcomes 7/1/24 to 6/30/25</b>	<b>Combined Counties</b>	<b>Out of Catchment</b>
<b>Section 8 Housing Choice Vouchers</b> – Continuing to receive additional Nelson County individuals	109	192
<b>Leaflin Lane Apartments</b> – Minimum 5-year waitlist	23	0
<b>Permanent Supportive Housing (PSH)</b>	76	0
<b>State Rental Assistance Program (SRAP)</b>	10	30
<b>Group Homes</b>	19	0
<b>Orange Apartments</b> – Currently has waiting list	6	0
<b>Rapid Re-Housing</b>	50	0
<b>HUD Supportive Housing</b>	29	2
<b>Total Supported</b>	<b>322</b>	<b>224</b>

## Encompass Community Supports

Area Agency on Aging Service Outcomes 7/1/24 to 6/30/25	Combined Counties
<b>Information and Assistance Contacts &amp; Referrals</b> – Contacts made by seniors in the community for Insurance Counseling, Home Delivered Meals (HDM), Senior Center inquiries, and all other aging services inquiries.	2,312 contacts
<b>Virginia Insurance Counseling and Assistance Program (VICAP)</b> <ul style="list-style-type: none"> <li>• Individual &amp; Group Contacts</li> <li>• Estimated Dollars Saved for Individuals based on New Medicare Part D option chosen</li> </ul>	1,506 contacts \$165,000 est. savings
<b>Ombudsman</b> – Advocate for families, caregivers, and community members with concerns, support, education, and resolutions relative to long term care, assisted living facilities, and home health needs. <ul style="list-style-type: none"> <li>• Individual &amp; Group Contacts</li> <li>• Number of Complaints</li> <li>• Cases Closed - Includes Abuse/Neglect, Care, Environment, Resident Rights, etc.</li> </ul>	200 contacts 63 complaints 32 cases closed
<b>Health &amp; Wellbeing Promotion Sessions for Seniors</b> – Includes Healthy Ideas, Chronic Disease Self-Management (CDSM), Healthy Steps, Nutrition Education & Counseling, Disease Prevention, Health Education Screening, Diabetes Self-Management, Adult Day Care, Respite Care, Two's Company Program, Matter of Balance, Walk with Ease	16,457 sessions \$8,775 in respite care
<b>Care Transitions Program Interventions</b> – Hospital to Home Resources	476 interventions
<b>Community Connections &amp; Networking</b> – Participant engagement with Events, Conferences, Outreach, and Partnerships	Thousands upon thousands!
<b>Additional Supports for Older Adults</b> – Senior Cool Care, Options Counseling, Senior Medicare Patrol, Elder Rights Protection, Fresh Pharmacy Program, Farm Market Fresh, Care Coordination for Elder Virginians Program (CCEVP).	1,558 individuals served



## Encompass Community Supports

Area Agency on Aging Service Outcomes 7/1/24 to 6/30/25	Combined Counties
<b>Senior Center Sites</b> <ul style="list-style-type: none"> <li>• Member Attendance</li> <li>• Meals provided to Members</li> <li>• Socialization &amp; Recreation Activities</li> </ul>	289 members 18,250 meals 29,904 activities
<b>Home Delivered Meals (HDM)</b> <ul style="list-style-type: none"> <li>• Members</li> <li>• Meals Delivered</li> </ul>	310 members 35,609 meals
<b>Transportation</b> <u>ECS Transit Services</u> - Transportation for ECS Senior Site, Bridges and Didlake programs <ul style="list-style-type: none"> <li>• Individuals Served</li> <li>• Number of Trips Provided</li> </ul> <u>Regional Transportation Collaboration (RTC)</u> – Shared Volunteer Vehicle program that enhances mobility for older adults, individuals with disabilities, and others with complex transportation needs. <ul style="list-style-type: none"> <li>• Number of Volunteers</li> <li>• Number of Trips Provided</li> <li>• In-Kind Volunteer Hours savings</li> </ul>	315 individuals 48,043 trips  31 volunteers 2,600 trips \$57,000 in-kind savings
<b>Volunteer Program</b> <ul style="list-style-type: none"> <li>• Number of Volunteers</li> <li>• Total Hours of Service</li> <li>• In-Kind Volunteer Hours savings</li> </ul>	169 volunteers 15,343 hours of service \$533,783 in-kind savings

## Encompass Community Supports

Overdose Response Unit (ORU) Program Metrics Service Outcomes 7/1/24 to 6/30/25													
Category	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Individuals Referred to Detox as Appropriate	6	3	11	7	4	5	3	4	13	10	12	10	88
Individuals Connected to Medications for Opioid Use Disorders (MOUD) & Medication Assisted Treatment (MAT) Services	0	1	1	0	4	2	0	1	0	0	0	0	9
Individuals Referred to Professional Mental Health Services as Appropriate	5	3	5	7	2	7	9	6	8	7	9	10	78
Individuals Connected to Housing Resources	0	2	3	1	3	2	6	5	3	1	1	1	28
Individuals Connected to Peer Supports as Appropriate	7	12	11	10	8	10	6	12	14	12	10	14	126
Individuals Connected to Job Training & Education	2	1	1	0	4	2	0	2	3	1	1	1	18
Harm Reduction Kits to Include Fentanyl Test Strips and Naloxone Distributed	394	245	1,150	733	840	408	307	362	301	667	705	850	6,962

## Encompass Community Supports

<b>S.E.E. Recovery Center Service Outcomes 7/1/24 to 6/30/25</b>	<b>Combined Counties</b>	<b>Virtual Attendance</b>	<b>Out of Catchment</b>
<b>S.E.E. Recovery Interactions</b>	6,949	564	309
<b>Total Supported</b>			<b>7,589</b>

## Encompass Community Supports

<b>Suicide &amp; Mental Health Prevention Service Outcomes 7/1/24 to 6/30/25</b>	<b>Youth</b>	<b>Adult</b>	<b>Combined</b>
<b>Zero Suicide</b>	0	1,882	1,882
<b>Question, Persuade, Refer (QPR) Gatekeeper Training</b>	298	699	997
<b>Lock and Talk</b>			
• Item Distribution	0	1,543	1,543
• Lock Boxes	0	127	127
• Smart Pill Bottles	0	40	40
• Social Marketing	7,027	138,959	145,986
<b>Adverse Childhood Experiences (ACEs)</b>	0	25	25
<b>Mental Health First Aid - Youth</b>	0	122	122
<b>Mental Health First Aid - Adult</b>	0	116	116
<b>Mental Health</b>			
• Community Events	57	1,097	1,154
• Community Presentations	1	195	196
<b>Resiliency / Life Skills Presentations</b>	0	490	490
<b>Mental Health / Suicide Prevention / Survivor's Public Service Announcements (PSAs)</b>	0	142,080	142,080
<b>Survivors for Life Support Group</b>	0	33	33
<b>Counter Tools</b>	40,627	125,427	166,054

## Encompass Community Supports

Opioids, Over the Counter, and Prescription Medication Misuse Prevention Service Outcomes 7/1/24 to 6/30/25	Youth	Adult	Combined
Community Events – State Overdose Response (SOR)	0	11	11
Deactivation Packets	0	575	575
Drop Box Medication Destruction			
• Culpeper	12,500	40,052	52,552
• Madison	3,421	9,887	13,308
• Orange	8,691	24,790	33,481
• Rappahannock	1,687	5,686	7,373
Drug Take Backs	0	35	35
Permanent Drop Box Locations	0	19	19
Prescription Drug Bag Stickers	0	21,607	21,607
Public Service Announcements			
• Opioids	0	182,963	182,963
• Over The Counter	0	182,963	182,963



*Formerly Known As –*  
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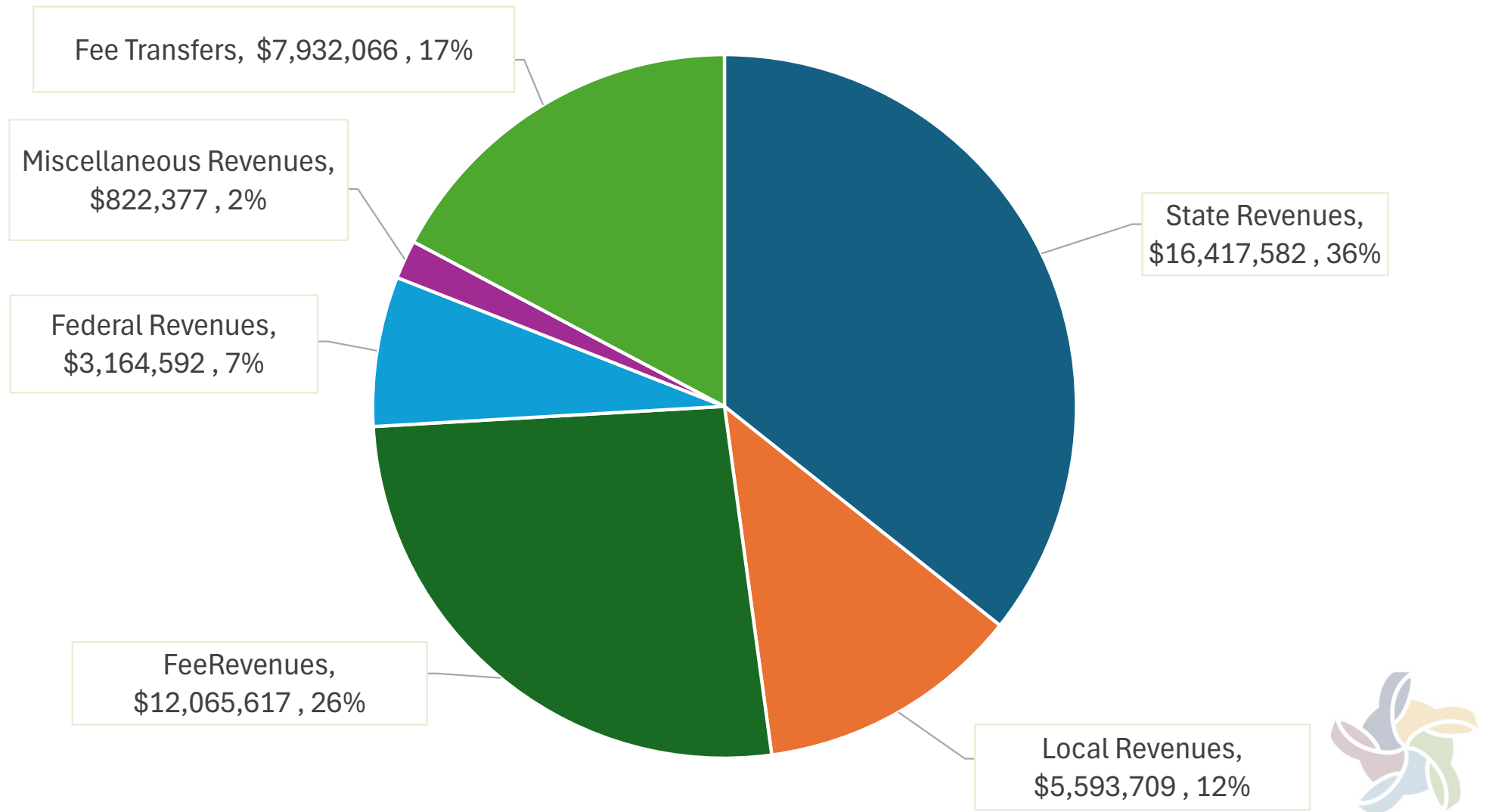
# FY26 Budget

# Budget Assumptions and Goals

- ❑ Budget priorities are tied to Strategic Objectives.
- ❑ Any ongoing expenses must be sustainable in future fiscal years.
- ❑ Continued development of Technology and Infrastructure is critical to continue to build out.
- ❑ We are conservative in budget projections – Using Actuals, if possible, historical trends, conservative projections for revenues, fees, and expenses, low staff vacancy rates.
- ❑ Nothing is accomplishable without continued support of our employees.
  - Healthcare
  - Wages
  - Educational support



# FY26 Revenue Sources – (\$45,995,943)





# FY26 Revenue Highlights

## State Revenues

OBJ	Obj Desc	FY21 ACTUALS	FY22 ACTUALS	FY23 ACTUALS	FY24 ACTUALS	FY25 CY BUDGET	FY25 YTD June	FY 2026 PROPOSED	Incr(Decr)	Justification
4005	VDA OAA GENERAL	133,313	144,084	82,063	88,274	94,357	77,182	206,357	112,000	Increased Funding to pick up Comm unity Health
4008	VDA GENERAL ASSEMBLY FUNDS	293,623	279,015	334,020	334,841	318,964	297,568	298,964	(20,000)	Historical Trend
4013	DEPT. MH/MR/SA GENERAL FUNDS	2,765,187	2,859,509	3,084,156	3,737,155	4,046,018	4,448,325	4,656,100	610,082	Compensation Adjustment 610K
4020	CSB REGIONAL (STATE) FUNDS	5,773	38,818	41,369	202,284	56,330	46,942	56,330	-	
4021	Veteran's SOS Grant	-	-	-	100,000	-	100,000	150,000	150,000	DVS SOS Grant Funding 2 yr
4041	PART C STATE FUNDS	254,480	305,511	293,968	378,649	392,733	392,733	392,733	-	
4053	DD SRAP RENTAL SUBSIDIES	383,985	485,756	759,626	666,833	481,866	475,818	481,866	-	
4112	MH CHILDRENS MOBILE CRISIS	97,577	97,584	48,792	467,363	621,258	81,317	97,580	(523,678)	Separate Object Code
4113	MH MOBILE CRISIS	-	-	-	-	-	-	523,678	523,678	Separate Object Code
4115	MH CIT (CRISIS INTERVENT TEAM)	253,534	242,961	253,534	253,534	253,534	255,247	655,068	401,534	CITAC One time funds for FY26 Nelson Co Hsg Choice Voucher 328K + PSH 630K
4116	MH PERM SUPPORT HOUSING SGF	699,632	1,316,549	1,776,771	1,863,816	2,030,721	2,662,434	2,988,721	958,000	
4117	MH STEP-VA	700,370	1,101,227	1,261,319	2,028,205	1,756,274	1,832,876	2,093,274	337,000	STEP-VA One time funds for FY26
4118	MH FORENSIC DISCHARGE PLANNING	-	-	517,714	470,649	470,649	472,362	470,649	-	
4119	SA MAT STATE GEN FUNDS	145,000	182,500	145,000	145,000	141,250	176,554	141,250	-	
4123	SUD/DD TRAINING	-	-	-	-	141,817	177,124	141,817	-	
4124	MH HIV/AIDS	-	-	-	30,891	30,892	66,197	30,892	-	
4125	MH GAMBLING PREV SCVS	-	40,000	20,000	13,000	-	6,500	-	-	
4126	MH STATE YOUNG ADULT SMI	449,709	449,709	449,709	449,709	449,709	451,425	449,709	-	
4127	MH TELEPSYCHIATRY (RESTRICTED)	3,050	3,050	3,050	3,050	3,050	4,762	3,050	-	
4128	MH REGIONAL RESIDENTIAL DAP	403,867	286,684	286,684	573,686	573,686	573,686	573,686	-	
4129	MH STATE MARCUS ALERT	15,000	600,000	600,000	600,000	600,000	600,000	600,000	-	
4130	MH LIPOS (HPR1 REGIONAL)	28,400	51,850	15,000	46,000	30,000	-	30,000	-	
4131	MH DISCHARGE ASSISTANCE (DAP)	11,252	2,272	4,186	2,088	-	6,637	-	-	
4132	MH CSA NON-MANDATED	103,741	103,741	103,741	103,741	103,741	105,453	103,741	-	
4133	MH CHILDREN'S OUTPATIENT	75,000	75,000	75,000	75,000	75,000	76,712	75,000	-	
4134	MH PHARMACY FUNDS RESTRICTED	200,311	200,311	200,311	200,311	200,311	202,023	200,311	-	
4136	MH REGIONAL FUNDS	619,387	619,387	619,387	619,387	619,387	699,482	619,387	-	
4137	MH LAW REFORM	331,492	331,492	331,492	331,492	331,492	334,917	331,492	-	
4138	SA FACILITY DIVERSION RESTRICT	-	-	-	-	-	-	-	-	
4139	SA STATE SARPOS RESTRICTED	33,348	33,348	33,348	33,348	45,927	81,232	45,927	-	
	<b>State Revenues</b>	<b>8,007,031</b>	<b>9,850,358</b>	<b>11,340,240</b>	<b>13,818,305</b>	<b>13,868,966</b>	<b>14,705,509</b>	<b>16,417,582</b>	<b>2,548,616</b>	



# FY26 Revenue Highlights

## **State Revenues - \$16,417,582 , increase of \$2,548,616**

- \$112,000 of OAA funding
- \$610,000 DBHDS State General Funds for a compensation adjustment
- \$150,000 Dept of Veterans Services 2nd Year of SOS funding
- \$401,534 CITAC One-time funds for FY26
- \$630,000 additional Permanent Supportive Housing funding
- \$328,000 Nelson County Housing Assistance Program
- \$337,000 Additional STEP-VA funding



# FY26 Revenue Highlights

## Local Revenues

OBJ	Object Desc	FY21 ACTUALS	FY22 ACTUALS	FY23 ACTUALS	FY24 ACTUALS	FY25 CY BUDGET	FY25 CY YTD June	FY 2026 PROPOSED	Incr(Decr)	Justification
4140	CONTRIBUTIONS/PHILANTHROPY	264,422	314,736	971,569	910,511	673,487	332,409	330,000	(343,487)	Historical Trend
4142	FUNDRAISING-CCS	9,245	12,675	6,581	9,763	9,150	4,148	9,150	-	
4143	FUNDRAISING-FSC	885	2,482	1,321	1,832	1,400	5,214	1,400	-	
4144	FUNDRAISING-MSC	59,980	46,838	25,834	10,830	6,465	10,618	6,465	-	
4145	FUNDRAISING-OSC	1,215	3,564	5,299	15,409	5,100	5,525	5,100	-	
4146	FUNDRAISING-RSC	6,641	7,274	7,015	6,340	5,600	10,844	5,600	-	
4151	TAX-CULPEPER COUNTY	485,316	689,516	790,551	830,078	920,514	928,964	966,541	46,027	Reflect 5% Increase
4152	TAX-FAUQUIER COUNTY	619,438	791,431	922,809	968,949	1,281,407	1,281,406	1,345,476	64,069	Reflect 5% Increase
4153	TAX-MADISON COUNTY	110,113	177,629	202,576	212,705	242,971	242,971	255,120	12,149	Reflect 5% Increase
4154	TAX-ORANGE COUNTY	332,440	424,745	491,885	516,479	637,036	637,040	668,892	31,856	Reflect 5% Increase
4155	TAX-RAPPAHANNOCK COUNTY	71,406	91,233	104,976	110,225	130,949	130,944	137,491	6,542	Reflect 5% Increase
4156	PROGRAM INCOME	716,471	701,229	861,383	1,192,928	1,894,182	1,806,826	1,646,959	(247,223)	Discontinued Comm Health
4157	BRADFORD RD LUNCH BREAKROOM	701	13,547	15,465	12,383	10,675	15,906	12,000	1,325	Historical Trend
4160	REP PAYEE REVENUE	8,575	7,850	7,325	7,025	9,000	5,900	7,000	(2,000)	Historical Trend
4161	F&A RENT REVENUE	153,291	157,672	166,422	175,314	178,722	174,451	178,722	-	
4190	LOCAL OTHER - TOWN GOVTS	13,973	13,973	15,371	16,139	16,946	-	17,793	847	Reflect 5% Increase
	<b>Local Revenues</b>	<b>2,854,114</b>	<b>3,456,680</b>	<b>4,596,382</b>	<b>4,997,127</b>	<b>6,023,604</b>	<b>5,593,167</b>	<b>5,593,709</b>	<b>(429,895)</b>	

## Local Revenues - \$5,593,709, decrease of \$429,895

- Decreased contributions/philanthropy to match historical trend
- Increased local tax dollars for basic services increased by 5%
- Program income decrease due to the discontinued Community Health Program



# FY26 Revenue Highlights

## Fee Revenues

OBJ	Obj Desc	FY21 ACTUALS	FY22 ACTUALS	FY23 ACTUALS	FY24 ACTUALS	FY25 CY BUDGET	FY25 YTD June	FY 2026 PROPOSED	Incr(Decr)	Justification
4212	MEDICAID	6,629,594	7,495,112	8,993,139	9,601,807	12,506,963	9,107,202	10,436,926	(2,070,037)	FY25 was overstated
4213	MEDICARE TRICARE CHAMPUS	92,533	52,437	51,465	33,041	-	35,751	-	-	
4214	DIRECT CLIENT	178,622	146,960	157,106	211,497	279,663	126,125	279,663	-	
4219	COURTS PROBATION JAIL	1,900	1,455	-	1,250	25,806	-	25,806	-	
4220	ANTHEM	489,293	553,494	463,680	27,288	-	64,961	-	-	
4224	OTHER	165,508	175,694	186,969	295,615	854,916	191,328	854,916	-	
4225	OTHER INSURANCE	189,022	124,987	171,936	701,297	210,866	531,018	210,866	-	
4227	OTHER (SARPOS)	72,365	74,860	79,265	101,933	257,440	83,360	257,440	-	
	<b>Fee Revenues</b>	<b>7,818,838</b>	<b>8,624,998</b>	<b>10,103,560</b>	<b>10,973,728</b>	<b>14,135,654</b>	<b>10,139,745</b>	<b>12,065,617</b>	<b>(2,070,037)</b>	

## Fee Revenues \$12,065,617, decrease of \$2,070,037

- Medicaid fees decreased \$2,070,037 or 14.64% over last year. A conservative approach was taken on fee estimates for FY26 primarily based on FY25 actual service units annualized per program and service provider. “Not what we think we can do but rather what we know right now we are doing.”
- Service provider productivity is being analyzed to maximize units billed.
- Data shows that 41% of our Medicaid clients have Medicaid Expansion. Given the uncertainty of Medicaid cuts in the Federal government and Virginia’s Trigger Law, we have trended the Medicaid fees down 21% and adjusted client fees based on this population making no more than \$21,597 and will likely qualify for the minimum fee of \$15.



# FY26 Revenue Highlights

## Federal Revenues

OBJ	Obj Desc	FY21 ACTUALS	FY22 ACTUALS	FY23 ACTUALS	FY24 ACTUALS	FY25 CY BUDGET	FY25 YTD June	FY 2026 PROPOSED	Incr(Decr)	Justification
4310	OPT-R FBG 93.788	647,095	887,280	76,250	584,210	760,000	403,154	342,000	(418,000)	SOR Grant was cut 50% FY25 + 10% more FY26
4311	MH FBG SMI FUNDS	337,960	311,410	179,698	489,066	290,160	208,418	290,160	-	
4312	SA FBG PREVENTION 93.959	150,760	362,619	140,519	101,521	138,261	220,853	138,261	-	
4313	SA FBG ALCOHOL DRUG	290,871	290,871	293,746	226,009	613,820	813,696	613,820	-	
4314	SA FBG CO-OCCURING	81,964	81,964	49,468	66,868	90,160	21,730	90,160	-	
4316	SA FBG SARPOS	62,823	62,823	61,807	24,027	50,244	54,610	50,244	-	
4317	MH FBG SED C & A	62,431	88,629	88,269	38,056	88,629	91,447	88,629	-	
4319	SA FBG WOMEN	43,898	43,898	42,970	44,826	36,451	21,693	36,451	-	
4321	SA FBG DETOX ALCOHOL/DRUG	250,000	398,723	250,000	-	-	-	-	-	
4326	MH FEDERAL YOUNG ADULT PROGRAM	172,434	172,434	179,532	214,103	210,545	284,590	210,545	-	
4340	FFEDERAL MARCUS ALERT	26,635	-	-	-	-	-	-	-	
4341	PART C FEDERAL FUNDS	103,302	116,325	105,095	141,884	135,578	135,578	213,578	78,000	Received addtl \$78k for FY26
4344	FEDERAL COVID SUPPORT	-	-	9,400	-	-	-	-	-	
4350	VHDA	153,749	118,987	118,656	104,872	150,000	126,587	150,000	-	
4355	SR MED PATROL V4A (CFDA93.048)	4,473	4,473	11,000	10,000	11,000	9,000	11,000	-	
4360	OTHER FEDERAL FUNDS	2,596	3,176	3,187	3,075	2,881	2,860	2,881	-	
4362	VDA - C D S M P	213	-	-	-	-	-	-	-	
4363	VDA - VICAP	44,269	54,952	42,708	81,811	47,582	66,376	47,582	-	
4364	VDA - OPTIONS COUNSELING ADRC	-	200	400	-	-	-	-	-	
4369	VDA - TITLE VII	17,333	18,098	15,180	21,885	18,403	16,814	18,403	-	
4371	VDA TITLE IIIB	296,036	264,349	334,705	415,434	290,724	310,655	290,724	-	
4372	VDA TITLE IIIC1	148,321	171,971	180,923	114,711	157,232	169,259	157,232	-	
4373	VDA TITLE IIIC2	209,135	284,480	239,076	179,500	248,031	269,432	248,031	-	
4374	VDA TITLE IIID	21,984	22,628	19,125	18,705	18,722	16,092	18,722	-	
4376	VDA NSIP USDA	36,521	52,262	48,493	21,655	29,076	15,321	29,076	-	
4377	VDA TITLE IIIE	101,699	128,042	126,501	159,092	117,093	87,186	117,093	-	
4328	SA ARPA FISCAL RECOV 21.027	-	90,625	-	-	-	-	-	-	
4329	EI ARPA CFDA 84.181	-	58,696	-	-	-	-	-	-	
4330	MH ARPA CFDA 93.958	-	62,000	23,750	43,750	-	-	-	-	
4331	MH ARPA FISCAL RECOV 21.027	-	-	50,475	-	-	-	-	-	
4384	CARES ACT FUNDS	402,219	179,259	-	-	-	-	-	-	
4385	COVID 19 VACCINES 93.044	-	18,280	9,141	-	-	-	-	-	
4386	SUPPL NUTRITION III-C2 93.045	-	64,186	27,010	-	-	-	-	-	
4387	ARPA TIII B 93.044	-	-	226,564	1,557	507	-	-	(507)	All ARPA funds have expired
4388	ARPA TIII C1 CONG 93.045	-	-	58,354	108,051	32,207	7,223	-	(32,207)	All ARPA funds have expired
4389	ARPA TIII C2 HD 93.045	-	-	-	219,055	73,744	38,523	-	(73,744)	All ARPA funds have expired
4390	ARPA TIIID DIS PREV 93.043	-	-	23,614	9,901	3,224	1,475	-	(3,224)	All ARPA funds have expired
4391	ARPA TIII E 93.052	-	-	-	-	10,403	-	-	(10,403)	All ARPA funds have expired
4392	ARPA TVII OMBUD 93.042	-	-	-	6,607	3,065	811	-	(3,065)	All ARPA funds have expired
	<b>Federal Revenues</b>	<b>3,668,721</b>	<b>4,413,640</b>	<b>3,035,617</b>	<b>3,450,230</b>	<b>3,627,742</b>	<b>3,393,381</b>	<b>3,164,592</b>	<b>(463,150)</b>	



# FY26 Revenue Highlights

## **Federal Revenues - \$3,164,592 , decrease of \$463,150**

- State Opioid Response Grant was cut in half in FY25 and will be reduced by another 10% in FY26 for a total decrease of \$418,000
- Additional Funding was received for Part C funding of \$78,000
- All ARPA funds have expired as of March 2025 for a decrease of \$123,150



# FY26 Revenue Highlights

## Miscellaneous Revenues

OBJ	Obj Desc	FY21 ACTUALS	FY22 ACTUALS	FY23 ACTUALS	FY24 ACTUALS	FY25 CY BUDGET	FY25 YTD June	FY 2026 PROPOSED	Incr(Decr)	Justification
4402	MISCELLANEOUS REVENUE	7,500	-	-	-	-	760	-	-	
4403	MOTOR POOL REVENUES	72,743	95,366	108,616	124,197	124,807	86,644	99,807	(25,000)	Senior Center Transport covered under DARS
4405	LOGISTICARE & SOUTHEASTRANS	77,547	302,114	421,195	401,349	400,000	419,158	400,000	-	
4416	PROJECT LINK (4 COUNTIES)	282,267	285,025	284,230	245,301	278,400	262,931	292,320	13,920	Project Link Rate increase by 5% (last incr 2019)
4419	PPP REVENUE FUNDS	2,375,000	-	-	-	-	-	-	-	
4420	FARE BOX - PUBLIC RIDERSHIP	240	460	615	340	250	-	250	-	
4440	PAYROLL ADMIN FEES	240	385	385	390	-	1,200	-	-	
4500	FEE TRANSFER	-	-	-	-	-	-	-	-	
4820	VENDING MACHINE REVENUE	19	10	29	-	-	69	-	-	
4849	SALE OF SCRAP	-	18,049	43,025	112,611	-	52,312	-	-	
4850	INSURANCE CLAIMS / REFUNDS	122,891	24,692	64,920	16,960	-	53,747	-	-	
4851	INTEREST	3,282	1,540	19,825	21,364	21,406	19,484	30,000	8,594	Opened Higher Interest-Bearing Sweep Account
	<b>Miscellaneous Revenues</b>	<b>2,941,728</b>	<b>727,642</b>	<b>942,841</b>	<b>922,513</b>	<b>824,863</b>	<b>896,305</b>	<b>822,377</b>	<b>(2,486)</b>	

## Miscellaneous Revenues - \$822,377 , decrease of \$2,486

- Removed senior center transport covered under DARS
- Increased Project Link rate by 5% - has not increased since 2019
- Increase Interest income due to Sweep Account implementation



# FY26 Revenue Highlights

## Transfer Revenues

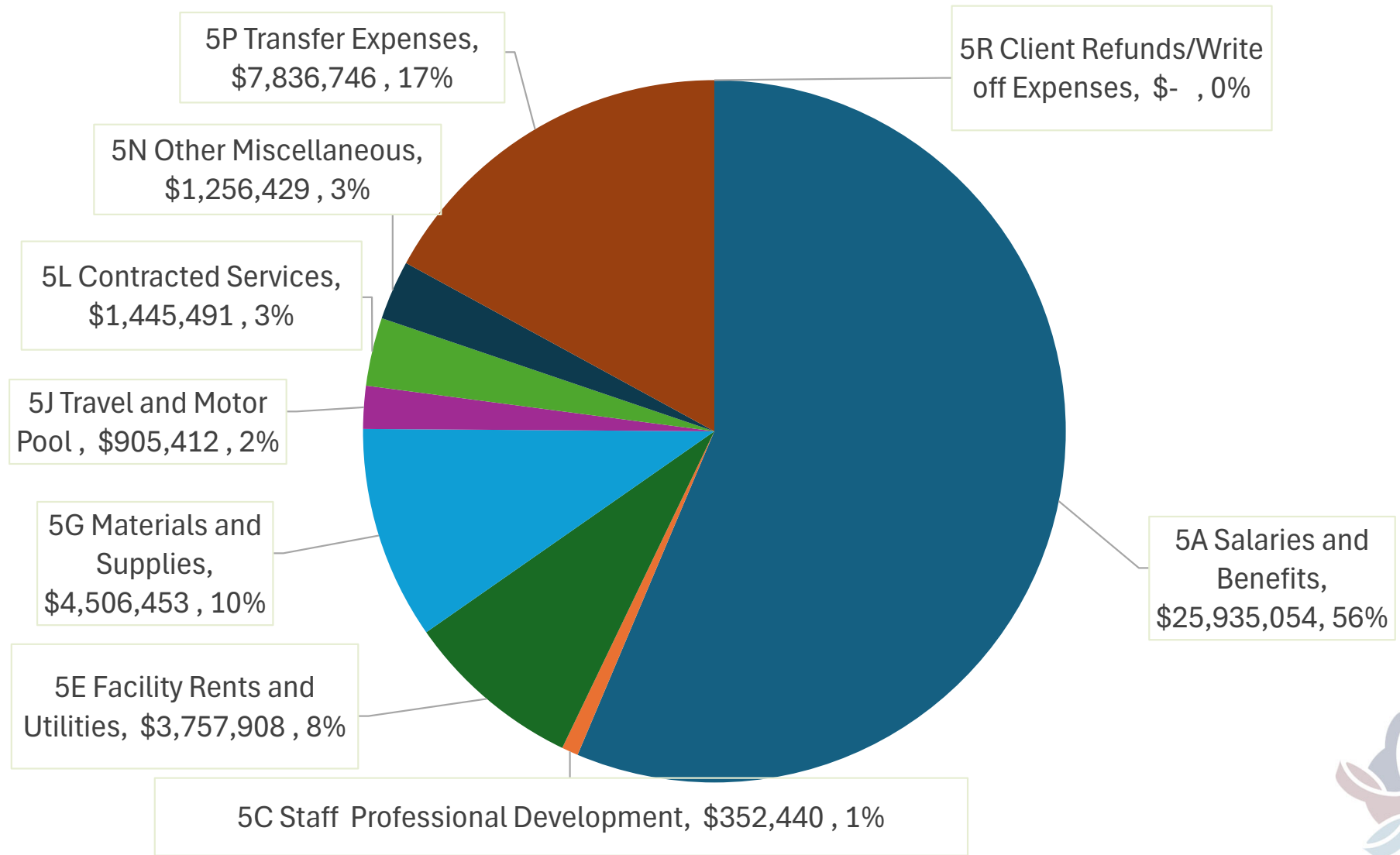
OBJ	Obj Desc	FY21 ACTUALS	FY22 ACTUALS	FY23 ACTUALS	FY24 ACTUALS	FY25 CY BUDGET	FY25 YTD June	FY 2026 PROPOSED	Incr(Decr)	Justification
4501	PROGRAM TRANSFER	4,860,947	5,504,709	6,089,935	6,298,008	7,932,066	7,225,960	7,932,066	-	
	<b>Transfer Revenues</b>	<b>4,860,947</b>	<b>5,504,709</b>	<b>6,089,935</b>	<b>6,298,008</b>	<b>7,932,066</b>	<b>7,225,960</b>	<b>7,932,066</b>	-	

Program Transfers remain the same as FY25 until the salary budget is decided.





# FY26 Expense Highlights – (\$45,995,943)



# FY26 Expense Highlights

## Salaries & Benefits – \$26,314,299

Item	FTE	AMOUNT
For FY26, salaries are frozen - 0% increase - total current salaries	357.00	24,518,155
Requested positions with a funding stream for dedicated staff	20.00	1,385,048
Positions that have been converted into a new position	7.25	450,997
Positions filled in May	3.20	224,547
All vacant positions are frozen, and no vacancy rate will be included in this budget	34.00	0
Vacant Positions that have been eliminated	5.35	0
Requested Positions that were denied	7.00	0



# FY26 Expense Highlights

Within \$24,518,155 of total current salaries on the previous slide, we took further look at what positions needed to be trimmed further:

Item	FTE	AMOUNT
Recently separated positions that will not be filled	6.33	325,442
On call positions currently vacant	3.41	199,446
Recently vacated positions that are transferring to new positions with new funding streams	11.50	641,460
Reduction in force positions (August 31)	13.16	668,409
<b>TOTAL</b>	<b>34.40</b>	<b>1,835,057</b>



# FY26 Expense Highlights

## Salaries & Benefits Continued:

FY26 Requested Vacant Positions: 20 full-time at a total cost of \$1,385,048

- SC II – MH PSH (1)- reduce current caseload sizes
- Group Home Supervisor (1)- to improve ID/DD homes oversight and quality
- Direct Support II (5) – for group homes
- Mobile Crisis Responder (3)- expanded program
- Community Care Navigator (4) – funded with new STEP VA money
- Peer Support (3)
- Clinicians License Elig (2)

FY26 Converted Positions: 7.25 positions at a total cost of \$429,726

- Executive Assistant to Funding Development Coordinator
- 3 PT Sud Techs to 1 FT Sud Tech
- 2 FT Support Coordinator II to 1 FT Support Coordinator II
- Director of Facilities to (2) Stipends: Facilities & Housing Director and a Maintenance Supervisor
- PT HR Exec Assistant to HR Generalist reclassification
- Combine Inpatient Operations and Admissions Rep to one position
- Change previously funded Community Health Coordinators to Support Coordinators with VAAAC Funding

Health insurance did not increase for FY26.

VRS and Group Life rates did not change for FY26. In VRS, we currently have 38 Plan 1 members, 14 Plan 2 Members and 261 Hybrid members. Of the 261 Hybrid members only 121 members participate in the voluntary match programs. The average voluntary match rate for VOYA employer match programs is 1.30%.

Worker's Compensation rates decreased per \$100 of payroll:

- Professionals group from .74 to .60
- All others group from 1.38 to 1.26



# FY26 Expense Highlights

## Salaries and Benefits

OBJ	Object Desc	FY21 ACTUALS	FY22 ACTUALS	FY23 ACTUALS	FY24 ACTUALS	FY25 CY BUDGET	FY25 YTD June	FY 2026 PROPOSED	Incr(Decr)	Justification
5110	SALARY - STAFF	13,074,479	14,377,377	16,324,358	18,149,806	21,862,288	19,921,364	19,608,243	(2,254,045)	Reduced Salaries
5112	SALARY - CLIENT	2,808	3,840	2,704	3,843	15,109	3,653	3,600	(11,509)	Reduced Salaries
5115	SALARY - OVERTIME	531,236	689,527	892,233	905,252	620,379	748,817	937,082	316,703	Historical Trend
5131	FICA - STAFF	1,034,274	1,112,793	1,283,100	1,413,648	1,764,950	1,535,700	1,499,652	(265,298)	Reduced Salaries
5133	FICA - CLIENT	215	294	206	294	1,156	279	302	(854)	Reduced Salaries
5140	RETIREMENT - VRS	112,638	130,690	182,314	214,394	232,117	223,039	214,247	(17,870)	Reduced Salaries +Incl EHRSU in Cred Comp
5150	LIFE INSURANCE - VRS	154,574	167,795	191,041	209,656	282,774	220,417	217,871	(64,903)	Reduced Salaries
5151	LONG TERM DISABILITY	28,968	26,245	29,248	27,760	33,000	34,417	34,565	1,565	Historical Trend
5152	SHORT TERM DISABILITY	80,933	95,882	146,657	148,855	132,000	72,411	132,000	-	
5160	MEDICAL INSURANCE	1,559,386	1,611,180	1,860,342	2,530,722	2,950,952	2,916,150	3,038,653	87,701	True Participant Counts/Greater Participation
5163	MEDICAL HSA MATCH	120,925	120,176	120,847	65,001	75,000	61,982	60,000	(15,000)	Historical Trend
5170	UNEMPLOYMENT COMP - STATE	32,177	36,166	37,376	37,622	45,227	40,633	41,186	(4,041)	Reduced Staff
5190	WORKMEN'S COMP. INS. - STAFF	160,634	127,243	141,347	145,535	171,082	113,104	124,037	(47,045)	Reduced Salaries/Reduced Rates
	<b>Salaries and Benefits</b>	<b>16,893,245</b>	<b>18,499,207</b>	<b>21,211,774</b>	<b>23,852,388</b>	<b>28,186,034</b>	<b>25,891,966</b>	<b>25,911,438</b>	<b>(2,274,596)</b>	



# FY26 Expense Highlights

## Staff Development

OBJ	Object Desc	FY21 ACTUALS	FY22 ACTUALS	FY23 ACTUALS	FY24 ACTUALS	FY25 CY BUDGET	FY25 YTD June	FY 2026 PROPOSED	Incr(Decr)	Justification
5210	DUES & MEMBERSHIPS	22,608	30,460	55,305	77,849	30,000	31,356	22,500	(7,500)	Historical Trend
5220	WORKSHOPS	84,766	118,452	128,245	149,934	132,464	95,062	164,464	32,000	Required trainings-Housing, ID/DD
5221	TUITION SPONSORSHIP PROGRAM					72,250	71,000	72,250		
5230	TUITION REIMBURSEMENT	-	16,955	20,939	27,183	32,200	27,438	44,700	12,500	Increased Scholarships and Tuition Payments
5231	EMPLOYEE CERTIFICATIONS					7,200	7,184	7,200		
5250	SUBSCRIPTIONS	3,005	14,305	3,349	14,654	17,519	2,765	15,019	(2,500)	Historical Trend
5260	BOOKS/PERIODICALS	4,641	15,009	5,526	21,492	11,307	12,479	16,307	5,000	Historical Trend
5272	BOARD PROF DEVELOPMENT					10,000	-	10,000		
	<b>Staff Development</b>	<b>115,020</b>	<b>195,181</b>	<b>213,364</b>	<b>291,112</b>	<b>312,940</b>	<b>247,283</b>	<b>352,440</b>	<b>39,500</b>	



# FY26 Expense Highlights

## Facility Rents and Utilities

OBJ	Object Desc	FY21 ACTUALS	FY22 ACTUALS	FY23 ACTUALS	FY24 ACTUALS	FY25 CY BUDGET	FY25 YTD June	FY 2026 PROPOSED	Incr(Decr)	Justification
5310	RENT	563,799	752,693	1,007,376	1,343,131	230,740	478,922	271,974	41,234	Rent for St Lukes
5311	RENT - OTHER	5,726	3,914	3,468	333,542	1,493,017	2,039,611	1,841,017	348,000	Nelson Co Housing Choice Voucher
5315	RENT - ORANGE APTS SUBSIDIES	8,400	9,975	10,325	(4,200)	7,560	5,775	7,560	-	
5319	CONDO FEES BENNETT ROAD					32,500	32,373	32,500		
5320	UTILITIES	229,079	244,102	349,653	440,544	525,647	581,135	541,033	15,386	Utilities for Thrift & LG Bridges
5330	TELEPHONE	238,479	296,643	285,178	310,592	267,711	261,939	267,711		
5331	TELEPHONE - EMERGENCY SVCS.	16,225	19,779	18,507	5,490	7,686	-	7,686	-	
5340	REPAIRS & MAINTENANCE	111,928	198,202	374,173	303,417	307,907	360,560	454,682	146,775	Maintenance Repairs from Facility Assessment
5341	FACILITY PERMITS					5,800	5,793	5,800		
5350	FACILITY INSURANCE	30,330	32,292	32,883	39,009	42,735	49,064	42,735	-	
5355	LICENSURE FEES	913	540	-	450	210	6,209	210	-	
5366	HUD GROUP HOME OPERATIONS	-	110,886	-	-	-	-	-	-	
5370	RENOVATIONS	96,485	33,312	858,404	1,075,204	50,000	724,987	285,000	235,000	Capital Repairs from Facility Assessment
	<b>Facility Rents and Utilities</b>	<b>1,301,364</b>	<b>1,702,338</b>	<b>2,939,967</b>	<b>3,847,179</b>	<b>2,971,513</b>	<b>4,546,370</b>	<b>3,757,908</b>	<b>786,395</b>	

# FY26 Expense Highlights

## Materials and Supplies

OBJ	Object Desc	FY21 ACTUALS	FY22 ACTUALS	FY23 ACTUALS	FY24 ACTUALS	FY25 CY BUDGET	FY25 YTD June	FY 2026 PROPOSED	Incr(Decr)	Justification
5410	EQUIPMENT OVER \$5,000	-	75,528	115,515	23,953	34,500	55,524	71,323	36,823	Copiers at Bennett, Bradford, LG Bringes, Thrift
5412	EQUIPMENT UNDER \$5,000	-	25,967	27,834	81,433	1,500	17,932	7,500	6,000	Replace Kitch equipment
5413	IT HARDWARE	145,367	635,497	57,895	331,736	122,400	126,853	700,350	577,950	Laptops, Pinters, Desktops,Phones
5414	VEHICLES	45,418	38,708	102,297	224,410	127,862	128,769	127,862	-	
5415	ELECTRONIC HEALTH RECORD	141,905	161,026	175,335	198,372	198,500	243,573	213,500	15,000	Platform Upgrade
5416	MUNIS HR/ACCOUNTING SYSTEM	93,636	93,636	93,386	127,912	149,500	114,121	174,500	25,000	Tyler Munis PACE Training hours
5417	IT SOFTWARE	5,145	5,619	90	9,405	-	13,062	14,500	14,500	RealPage Platform for Housing
5418	IT SERVICE CONTRACTS	160,283	222,260	466,707	221,521	852,800	590,083	1,045,950	193,150	ISSU, RCS Internet, Uptime,Emerg SMS, HelpDesk, Qryde, QuickBooks Online
5420	MAINTENANCE SERVICE/CONTRACTS	730,886	771,937	715,214	944,879	1,011,204	775,177	1,014,204	3,000	ProPress Plumbing
5421	EQUIPMENT REPAIR	-	448	515	1,041	-	282	-	-	
5430	OFFICE SUPPLIES	25,822	33,924	43,466	45,049	46,707	33,322	46,707	-	
5432	FACILITY SUPPLIES	149,868	112,570	109,748	188,135	130,797	182,718	130,797	-	
5433	FURNITURE FIXTURES	104,282	85,945	29,440	109,242	76,384	98,114	95,884	19,500	Replacement of Furniture at Bridges and Group homes
5440	IT SUPPLIES	22,416	29,971	33,363	38,359	27,716	37,440	27,716	-	
5450	EDUCATIONAL REC. SUPPLIES	16,614	18,358	23,172	12,144	16,995	9,578	16,995	-	
5455	PROGRAM SUPPORT SUPPLIES					47,500	47,179	47,500	-	
5457	SHELF STABLE MEALS	-	2,728	4,277	4,550	15,000	2,677	15,000	-	
5458	FROZEN MEALS	112,881	130,097	168,170	178,745	177,500	151,487	177,500	-	
5459	NUTRITIONAL SUPPLMT (ENSURE)	3,283	3,432	5,457	5,570	4,237	5,533	4,237	-	
5460	FOOD	265,404	291,811	387,671	444,282	465,022	461,790	465,022	-	
5461	RECOGNITION	81,926	108,441	197,369	192,868	49,546	48,919	49,546	-	
5462	EMPLOYEE APPRECIATION & WELFARE					19,500	19,498	19,500	-	
5470	MEDICAL SUPPLIES DRUGS	44,410	35,374	25,821	25,050	25,989	40,535	25,989	-	
5471	MEDICAL EXAMS	13,714	13,201	14,132	18,641	14,371	12,161	14,371	-	
	<b>Materials and Supplies</b>	<b>2,163,261</b>	<b>2,896,479</b>	<b>2,796,874</b>	<b>3,427,296</b>	<b>3,615,530</b>	<b>3,216,326</b>	<b>4,506,453</b>	<b>890,923</b>	





# FY26 Expense Highlights

## Travel and Motor Pool

OBJ	Object Desc	FY21 ACTUALS	FY22 ACTUALS	FY23 ACTUALS	FY24 ACTUALS	FY25 CY BUDGET	FY25 YTD June	FY 2026 PROPOSED	Incr(Decr)	Justification
5510	STAFF TRAVEL	26,279	57,688	90,885	113,259	65,325	124,596	76,000	10,675	Historical Trend
5519	VEHICLE LEASE	111,359	86,567	89,117	150,544	146,556	223,363	146,556	-	
5520	MOTOR POOL	72,174	95,366	95,403	123,306	112,098	86,690	127,816	15,718	1 BOC
5521	VEHICLE FUEL & OIL	93,329	247,307	258,393	247,843	238,656	199,784	238,656	-	
5522	VEHICLE TIRES	6,433	14,071	16,688	9,993	13,991	5,863	13,991	-	
5523	VEHICLE PARTS & LABOR	95,384	130,008	142,486	183,362	151,000	180,783	151,000	-	
5524	VEHICLE TOWING					1,250	1,234	1,250	-	
5525	VEHICLE EXPENSE OTHER					1,450	1,426	1,450	-	
5530	VEHICLE INSURANCE	41,656	50,224	53,000	55,953	77,390	77,390	77,390	-	
5531	VEHICLE DAMAGE CLAIM					2,000	1,895	2,000	-	
5540	EMPLOYEE FOOD & LODGING	872	21,080	44,166	80,185	51,069	82,175	52,000	931	Historical Trend
5542	EMPLOYEE MEALS WITH CLIENTS	691	1,678	5,614	7,853	6,933	7,193	6,933	-	
5545	PARKING & TOLLS	-	510	2,637	1,780	1,370	2,565	1,370	-	
5550	BOARD MEMBERS REIMBURSEMENT	9,734	8,586	9,134	8,985	9,000	-	9,000	-	
	<b>Travel and Motor Pool</b>	<b>457,910</b>	<b>713,084</b>	<b>807,524</b>	<b>983,064</b>	<b>878,088</b>	<b>994,957</b>	<b>905,412</b>	<b>27,324</b>	



# FY26 Expense Highlights

## Contracted Services

OBJ	Object Desc	FY21 ACTUALS	FY22 ACTUALS	FY23 ACTUALS	FY24 ACTUALS	FY25 CY BUDGET	FY25 YTD June	FY 2026 PROPOSED	Incr(Decr)	Justification
5610	AUDIT ACCOUNTING SERVICES	22,870	28,500	24,630	26,850	27,656	-	27,656	-	
5630	LEGAL SERVICES	10,162	26,700	13,157	29,484	23,000	47,443	23,000	-	
5640	CONTRACTUAL - PSYCH SERVICES	264,115	219,585	304,294	168,203	293,141	130,853	250,000	(43,141)	Historical Trend
5650	CONTRACTUAL - ITC	166,205	181,726	216,267	245,134	239,000	196,640	239,000	-	
5655	CONTRACTUAL - CLINIC OTHER					200,000	198,584	200,000	-	
5660	CONTRACTUAL - CLIENT SERVICES	1,753	2,277	1,643	2,226	2,113	1,768	2,113	-	
5665	SOC/REC EXPENSES	22,419	27,504	45,059	52,123	49,722	54,367	49,722	-	
5670	SPECIAL SERVICES	3,000	3,000	3,000	183		75,272	-	-	
5671	PROF & CAP RESERVE EXPENSE	-	35,000	24,000	87,650	150,000	-	150,000	-	
5672	BOARD PROF DEVELOPMENT	-	-	-	-	-	-	-	-	
5680	TECHNICAL SERVICES	320,640	364,246	412,517	1,255,720	472,988	472,764	502,800	29,812	Web design & network support
5681	CONTRACTUAL - TEMP LABOR					1,200	1,200	1,200	-	
	<b>Contracted Services</b>	<b>811,164</b>	<b>888,539</b>	<b>1,044,567</b>	<b>1,867,571</b>	<b>1,458,820</b>	<b>1,178,892</b>	<b>1,445,491</b>	<b>(13,329)</b>	



# FY26 Expense Highlights

## Other Miscellaneous

OBJ	Object Desc	FY21 ACTUALS	FY22 ACTUALS	FY23 ACTUALS	FY24 ACTUALS	FY25 CY BUDGET	FY25 YTD June	FY 2026 PROPOSED	Incr(Decr)	Justification
5710	STAFF LIABILITY INSURANCE	48,935	49,737	46,082	46,089	46,569	50,995	55,231	8,662	VaCor Rate Increase and \$3M Cybersecurity coverage
5711	VOLUNTEER INSURANCE	1,000	1,000	1,000	1,238	1,238	-	1,238	-	
5720	POSTAGE	18,221	14,694	15,091	17,572	15,842	15,388	15,842	-	
5730	PRINTING	19,813	40,434	42,339	26,394	23,055	53,696	23,055	-	
5740	TRANSCRIPTS	2,126	6,623	2,909	2,927	2,927	4,164	2,927	-	
5745	CRIMINAL CHECKS	1,957	3,224	4,076	5,429	4,974	5,352	4,974	-	
5750	JUDGEMENTS & PENALTYS	45	2,000	-	-	-	700	-	-	
5751	HOME MODS ASSIST TECH	23,503	24,088	7,477	28,981	35,000	38,619	37,150	2,150	Assistive Technology for Children's Services
5752	EMERGENCY SERVICES	1,435	1,295	1,100	744	2,000	5,045	2,000	-	
5753	CASH GAIN/LOSS	(903)	689	(767)	(2,669)	-	-	-	-	
5754	ADVERTISING-RECRUITMENT ONLY	87,308	82,967	62,632	68,425	72,000	52,135	72,000	-	
5755	ADVERTISING - ALL OTHER NOT HR	56,626	79,909	105,168	40,455	64,200	94,619	64,200	-	
5756	SARPOS CLIENT	77,357	80,753	113,326	85,597	96,171	90,095	96,171	-	
5757	FAN CARE EXPENSE	5,148	5,820	4,857	-	4,600	4,636	4,600	-	
5758	PURCHASE OF SERVICE	7,634	8,827	10,990	-	-	8,162	-	-	
5760	MISCELLANEOUS	26	-	(1,464)	(496)	-	7,095	3,800	3,800	Uniforms for Co Response & Mobile Crisis/Wellness Bags
5765	BANK CHARGES	8,621	8,167	8,520	8,132	8,100	10,290	8,100	-	
5766	CLIENT SPECIAL NEEDS EXPENSE	(592)	113	13	-	-	(45)	-	-	
5770	COMMUNITY EVENT FEES	-	-	-	-	25,000	24,879	25,000	-	
5780	SPONSORSHIPS AND DONATIONS	-	-	-	-	56,000	55,718	56,000	-	
5861	PRINCIPAL LOAN EXPENSE	216,537	224,479	251,611	265,768	295,151	349,104	327,570	32,419	Refinance Airlie Balloon Payment& MRA Loan
5862	INTEREST EXPENSE	304,629	296,684	335,342	344,304	400,397	358,675	456,571	56,174	Refinance Airlie Balloon Payment& MRA Loan
	<b>Other Miscellaneous</b>	<b>879,427</b>	<b>931,504</b>	<b>1,010,302</b>	<b>938,890</b>	<b>1,153,224</b>	<b>1,229,324</b>	<b>1,256,429</b>	<b>103,205</b>	



# FY26 Expense Highlights

## Transfer Expenses

OBJ	Object Desc	FY21 ACTUALS	FY22 ACTUALS	FY23 ACTUALS	FY24 ACTUALS	FY25 CY BUDGET	FY25 YTD June	FY 2026 PROPOSED	Incr(Decr)	Justification
5682	ADMINISTRATIVE OVERHEAD	3,506,303	4,391,641	4,847,321	4,866,132	6,177,249	5,662,481	6,177,249	-	
5684	TRANSPORTATION TRANSFERS	920,816	659,455	667,021	895,068	1,082,784	1,011,703	1,082,784	-	
5685	CENTRAL KITCHEN TRANSFERS	359,346	379,141	491,206	462,384	576,713	483,554	576,713	-	
	<b>Transfer Expenses</b>	<b>4,786,465</b>	<b>5,430,237</b>	<b>6,005,547</b>	<b>6,223,584</b>	<b>7,836,746</b>	<b>7,157,738</b>	<b>7,836,746</b>	-	



# FY26 Proposed Budget Summary

Revenues	FY21 Actuals	FY22 Actuals	FY23 Actuals	FY24 Actuals	FY25 Budget	FY25 June YTD	FY26 Proposed	Incr/ Decr
State Revenues	8,007,031	9,850,358	11,340,240	13,818,305	13,868,966	14,705,509	16,417,582	2,548,616
Local Revenues	2,854,114	3,456,680	4,596,382	4,997,127	6,023,604	5,593,167	5,593,709	(429,895)
Fee Revenues	7,818,838	8,624,998	10,103,560	10,973,728	14,135,654	10,139,745	12,065,617	(2,070,037)
Federal Revenues	3,668,721	4,413,640	3,035,617	3,450,230	3,627,742	3,393,381	3,164,592	(463,150)
Miscellaneous Revenues	2,941,728	727,642	942,841	922,513	824,863	896,305	822,377	(2,486)
Fee Transfers	4,860,947	5,504,709	6,089,935	6,298,008	7,932,066	7,225,960	7,932,066	-
Revenue Write Offs	2,488,976	982,194	778,415	(557,632)	-	-	-	-
<b>Grand Total</b>	<b>32,640,353</b>	<b>33,560,221</b>	<b>36,886,990</b>	<b>39,902,279</b>	<b>46,412,895</b>	<b>41,954,067</b>	<b>45,995,943</b>	<b>(416,952)</b>
<b>Expenditures</b>								
Salaries and Benefits	16,893,245	18,499,222	21,211,774	23,852,388	28,186,034	25,891,966	25,935,064	(2,250,970)
Staff Professional Development	115,020	195,181	213,364	291,112	312,940	247,283	352,440	39,500
Facility Rents and Utilities	1,301,364	1,702,338	2,939,967	3,847,179	2,971,513	4,546,370	3,757,908	786,395
Materials and Supplies	2,163,261	2,896,479	2,796,874	3,427,296	3,615,530	3,216,326	4,506,453	890,923
Travel and Motor Pool	457,910	713,084	807,524	983,064	878,088	994,957	905,412	27,324
Contracted Services	811,164	888,539	1,044,567	1,867,571	1,458,820	1,178,892	1,445,491	(13,329)
Other Miscellaneous	879,427	931,504	1,010,302	938,890	1,153,224	1,229,324	1,256,429	103,205
Transfer Expenses	4,786,465	5,430,237	6,005,547	6,223,584	7,836,746	7,157,738	7,836,746	-
Client Refunds/Write off Expenses	2,504,594	1,010,600	791,945	(538,189)	0	19,673	0	-
<b>Total Expenditures</b>	<b>29,912,450</b>	<b>32,267,184</b>	<b>36,821,863</b>	<b>40,892,895</b>	<b>46,412,895</b>	<b>44,482,529</b>	<b>45,995,943</b>	<b>(416,952)</b>
<b>Budget Surplus/(Shortfall)</b>							<b>-0-</b>	

# FY26 Budget Highlights

FY26 -\$45,995,943 - Decrease of \$416,952 or .90%

## Agency Growth trends

- FY'25 -\$46,412,895- Increase of \$6,745,448 or 17%
- FY'24- \$39,667,447- Increase of \$4,859,898 or 13.96%
- FY'23- \$34,947,549- increase of \$3,213,786 or 10.1%
- FY'22- \$31,733,763- increase of \$4,103,370 or 14.8%
- FY'21- \$27,630,393- increase of \$ 416,525 or 1.5%
- FY'20- \$27,213,868- increase of \$ 763,911 or 2.7%
- FY'19- \$26,449,987- increase of \$1,083,598 or 4.2%
- FY'18- \$25,366,389

Since FY18- increase of \$20,629,554 or 81.33% growth.



# Capital Projects

PROJECT	TOTAL COST	OUTSOURCED FUNDING	ECS FUNDING
<b>Madison Road Apartments Low Income Housing Tax Credit Project</b>	\$7,971,050	1,800,000 VA Housing Trust 900,000 Home Investment PShp 1,076,850 Home Innov. in Energy Eff 750,000 + 3,500,000 LIHTC	\$ 1,000,000
<b>Laurel Street BH Urgent Care</b>	\$2,200,000	1,000,000 Cong-Spanberger 1,066,000 DBHDS	0
<b>Hospital Drive Renovation Project (HOLD)</b>			
<b>Bradford Road Renovation Project (HOLD)</b>			
<b>Total</b>	<b>\$11,200,000</b>	<b>\$10,200,000</b>	<b>\$ 1,000,000</b>

Madison Road Apartments will be financed with AUB at 6.25% over 10 years with estimated monthly principal and interest payment of \$11,228. Projected payment start date of 9/1/25 times 10 months = \$112,280 for FY26.



# Next Steps

## ❖ Questions?

## ❖ Recommendation

- Sheryl Reinstrom, Executive Director, recommends a motion for the full Board of Directors to approve the Rappahannock Rapidan Community Services Board d/b/a Encompass Community Supports Operating and Capital Budgets for Fiscal Year 2026, inclusive of:
  - a) all personnel action items, and
  - b) all services provided within the Area Plan for Aging, and
  - c) all services provided within the Performance Contract held with the Department of Behavioral Health and Developmental Services (DBHDS),
    - as presented.

