

CHILDREN'S SERVICES ACT
PROGRAM AUDIT

Chesterfield/ Colonial Heights

Audit Report No. 09-2018

May 3, 2018



Office of Children's Services

Empowering communities to serve youth

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EXECUTIVE SUMMARY

The Office of Children's Services has completed an audit of the Chesterfield/Colonial Heights Comprehensive's Services Act (CSA) program. The Chesterfield/Colonial Heights CSA program provided services and/or funding for 353 at-risk youth and families in Chesterfield County and 44 at-risk youth and families in the City of Colonial Heights in fiscal year 2017 (FY17). The audit included review and evaluation of management oversight, operational, and fiscal practices. Chesterfield/Colonial Heights Community and Policy Management Team (CPMT) demonstrated the following efforts were made to ensure that services were provided to eligible youth and families:

- A decrease in level of need for 56.3% for Chesterfield and 100% for Colonial Heights of children served were reported in FY 16 on the Child and Adolescent Needs and Strengths (CANS) school domain, which is above the statewide average by 6.4% and 50.1% respectively.
- In FY16, the percentage of youth receiving community based services out all youth served in Chesterfield/Colonial Heights only exceeding the statewide target by 2.3% and 12.8% respectively.
- Eighty percent (80%) of youth exiting foster in FY 2016 care were placed in a permanent living arrangement.

In addition, Chesterfield/Colonial Heights CPMT shared the following statistics regarding their program's success.

- Eighty percent (80%) of families surveyed reported progress with services received and 92 % reported positive feedback on the service provider.
- Eighty percent (80%) of youth transitioned home from a residential placement following an average length of stay of 370 days.

However, there are additional opportunities to effect quality improvement in other areas of the CSA program. The audit concluded that there was deficiency in internal controls pertaining to reliability and integrity of data. The following issue was identified:

Data collection practices and procedures pertaining to CSA clients and the mandatory uniform assessment instrument have not been consistently applied to ensure complete, accurate, and reliable information is maintained. Affected areas included documenting required discharge CANS assessments, which is relevant to the assessment and evaluation of child/family outcomes and CSA reporting of performance metrics used in state and local decision-making. This observation was identified in the prior CSA audit completed in August 2016 of Chesterfield/Colonial Heights CSA Program.

The Office of Children's Services appreciates the cooperation and assistance provided on behalf of the CPMT and other CSA staff. Formal responses from the CPMT to the reported audit observations are included in the body of the full report.



Stephanie S. Bacote, CIGA
Program Audit Manager



Annette E. Larkin, MBA
Program Auditor

INTRODUCTION

The Office of Children's Services has completed a financial/compliance audit of the Chesterfield/Colonial Heights Comprehensive Service's Act program. The audit was conducted in conformance with the International Standards for the Professional Practice of Internal Auditing (Standards). The standards require planning and performance of the audit pursuant to stated audit objectives in order to provide a reasonable basis for audit observations, recommendations, and conclusions. The audit was completed on May 3, 2018 and covered the period October 1, 2016 through September 30, 2017.

The objectives of the audit were:

- To determine whether adequate internal controls have been established and implemented over CSA expenditures.
- To determine the adequacy of training and technical assistance by assessing local government CSA staff knowledge and proficiency in implementing the local CSA program.
- To assess whether operations have maintained high standards for sound fiscal accountability and ensured responsible use of taxpayer funds by evaluating fiscal activities of the local CSA program.
- To assess the level of coordination among local government CSA stakeholders and efforts to improve CSA performance by evaluating the local CSA program's operational and utilization review practices.

The scope of the audit included youth and their families who received CSA funded services during the last nine months of FY17 and the first three months of FY18. Audit procedures performed included reviews of relevant laws, policies, procedure, and regulations; interviews with various CSA stakeholders; flowcharts of operational and fiscal processes; various tests and examination of records; and other audit procedures deemed necessary to meet the audit objectives.

BACKGROUND

Chesterfield County was established in 1749 from Henrico County. According to the U.S. Census Bureau, State and County Quick Facts report, the estimated population in 2016 was 339,009 which is the fourth most populous locality in Virginia. The median household income from 2012-2016 was \$73,868.

The City of Colonial Heights, incorporated as an independent city in 1948 is part of the tri-cities area of Richmond Metropolitan Statistical Area. According to the U.S. Census Bureau, State and County Quick Facts report, the estimated population in 2016 was 17,772. The median household income from 2012-2016 was \$49,639.

The Children’s Services Act (CSA) is a law enacted in 1993 that establishes a single state pool of funds to purchase services for at-risk youth and their families. The state funds, combined with local community funds, are managed by local interagency teams, referred to as the Community Policy and Management Team (CPMT), which plans and oversees services to youth. Chesterfield/Colonial Heights CPMT has established six Family Assessment and Planning Teams (FAPT) that are responsible for recommending appropriate services to at risk children and families. The CPMT is supported administratively by a CSA Administrator, FAPT Manager, School Services Manager, Senior Administrative Analyst, and an Administrative Assistant. Expenditure demographics for fiscal 2014 to 2017 are depicted below.

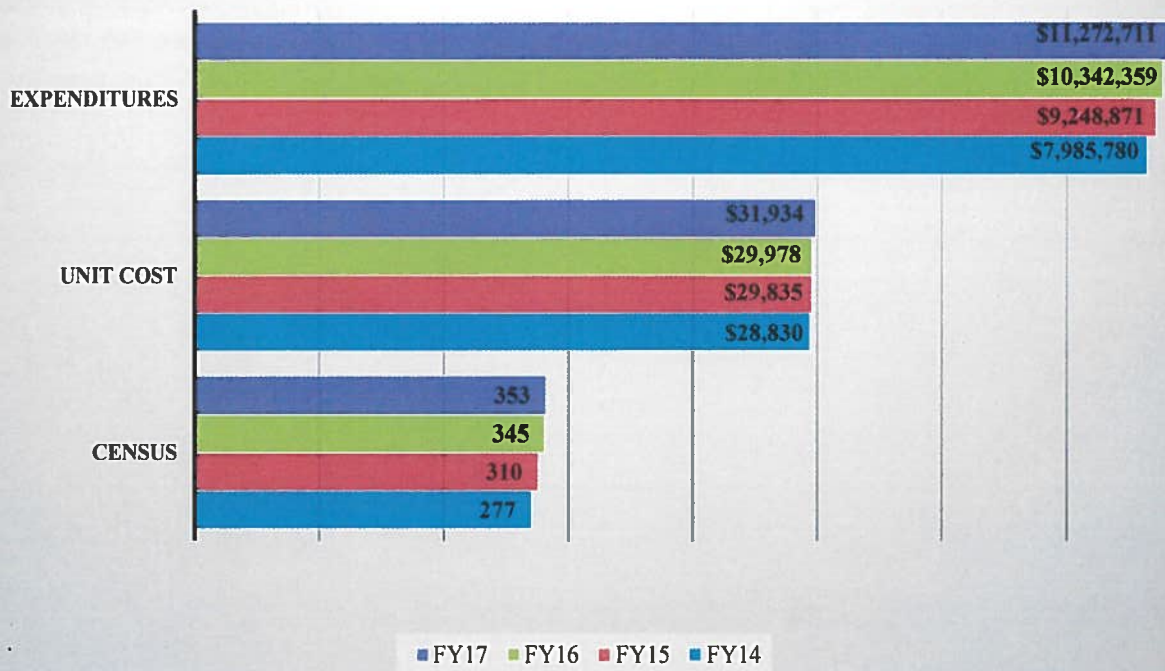
Chesterfield County								
FY	Census	Census Change	Census % Change	Pool Expenditures	Expenditures \$ Change	Expenditures % Change	Unit Cost	Unit Cost % Change
2014	277	36	15%	\$ 7,985,780	\$1,533,597	24%	\$28,830	8%
2015	310	33	12%	\$ 9,248,871	\$1,263,091	16%	\$29,835	3%
2016	345	35	11%	\$10,342,359	\$1,093,488	12%	\$29,978	0%
2017	353	8	2%	\$11,272,711	\$ 930,412	9%	\$31,934	7%

Note: Changes recorded for FY 14 are based on difference from fiscal year 2013 to 2014

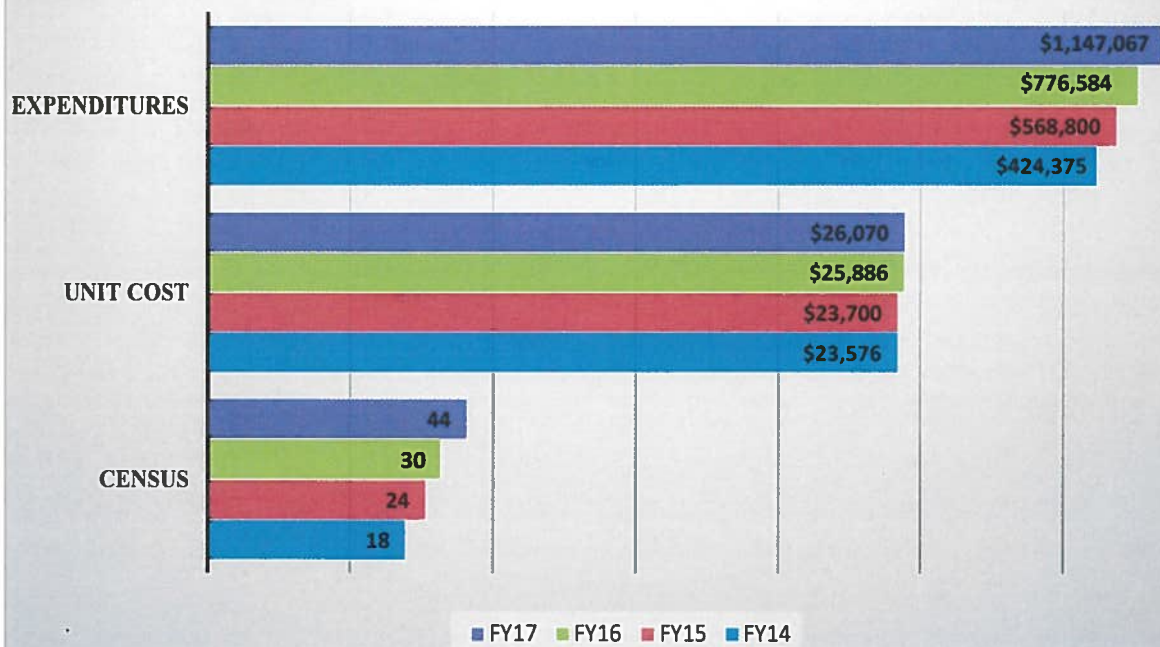
City of Colonial Heights								
FY	Census	Census Change	Census % Change	Pool Expenditures	Expenditures \$ Change	Expenditures % Change	Unit Cost	Unit Cost % Change
2014	18	-4	-18%	\$ 424,375	-\$150,968	-26%	\$23,576	-10%
2015	24	6	33%	\$ 568,800	\$144,425	34%	\$23,700	1%
2016	30	6	25%	\$ 776,584	\$270,784	37%	\$25,886	9%
2017	44	14	47%	\$1,147,067	\$370,483	48%	\$26,070	1%

Note: Changes recorded for FY 14 are based on difference from fiscal year 2013 to 2014

**CHESTERFIELD COUNTY CSA PROGRAM
FISCAL YEARS 2014 - 2017**



**CITY OF COLONIAL HEIGHTS
FISCAL YEARS 2014 - 2017**



OBSERVATION AND RECOMMENDATION

DATA INTEGRITY

Observation

Criteria:

Internal Control

Data collection practices and procedures pertaining to CSA client and the mandatory uniform assessment instrument have not been consistently applied to ensure complete, accurate, and reliable information is maintained. Discharge CANS assessments were not completed for 7 (54%) out of 13 applicable cases examined. A comprehensive CANS assessment is required initially, annually and upon discharge of CSA funded services. The data collected is used to evaluate outcomes and to inform decision making at the state and local level, which is dependent upon complete, accurate and reliable information. This observation was identified in the prior CSA audit completed in August 2016 of Chesterfield/Colonial Heights CSA Program.

Recommendations:

The CPMT and FAPT should ensure that a discharge CANS assessment is completed once cases are closed to CSA. A quality assurance process should be developed to include periodic reviews of client case files to ensure required information has been collected, all forms are complete and retained in accordance with local records retention policy.

Client Comment:

“We concur with the finding and the recommendation that the CPMT (Community Policy and Management Team) and FAPT/Family Assessment and Planning Team will be responsible for the oversight of CANS assessment implementation. The CPMT agrees that improved oversight is needed to ensure the completion of these reports and will take an active approach to achieve this goal. CPMT has already decided to make the following efforts:

- Immediately, CPMT agency representatives will remind supervisors and workers of the expectations for completing the CANS discharge report within 30 days of case closure. This will be done through regular staff meetings and individual conferences.
- CSA staff and newly trained CANS Super Users will lead community wide training in CANS implementation by the end of the calendar year.
- Immediately, FAPT will monitor CANS compliance during meetings and follow up with respective agency supervisors as needed.
- Starting in May 2018, CPMT will monitor the status of CANS discharge completion rates during monthly meetings through reports prepared by CSA staff.
- Immediately, CSA staff will notify CPMT representatives when CANS discharge reports (and all CANS reporting expectations) are approaching being overdue within their area of supervision.”

CONCLUSION

Our audit concluded that there was deficiency in internal controls pertaining to reliability and integrity of data. An exit conference was conducted on April 4, 2018 to present the audit results to the Chesterfield/Colonial Heights CPMT. Persons in attendance representing the Chesterfield/Colonial Heights CPMT were as follows:

Sarah Snead, CPMT Chair
Eileen Brown, Colonial Heights Local Government Representative
Jana Carter, Chesterfield County
Doug Bilski, Chesterfield County CSB
James Nankervis 12th District Court Services Unit
Samantha Hollins, Chesterfield Public Schools
Joeleathia Wilson, Social Services
Karen Reilly-Jones, CSA Coordinator

Representing the Office of Children's Services was Stephanie Bacote, Audit Manager and Annette Larkin, Program Auditor. We would like to thank Chesterfield/Colonial Heights CPMT and related CSA staff for their cooperation and assistance on this audit.

REPORT DISTRIBUTION

Scott Reiner, Executive Director
Office of Children's Services

Dr. Joseph P. Casey, Chesterfield County Administrator

Douglas E. Smith, Colonial Heights City Manager

Sarah Snead, CPMT Chair

Patsy J. Brown, CPMT Fiscal Agent

Ms. Karen M. Reilly-Jones, CSA Coordinator

SEC Finance and Audit Committee