

***CHILDREN'S SERVICES ACT
PROGRAM AUDIT***

City of Richmond

Audit Report No. 04-2015

February 16, 2016



Office of Children's Services
Empowering communities to serve youth

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EXECUTIVE SUMMARY

The Office of Children's Services (OCS) has completed an audit of the City of Richmond Children's Services Act (CSA) program. The City of Richmond CSA Program provided services and/or funding for 531 youth and families during fiscal year 2014 and 546 for fiscal year (FY) 2015. The audit included review and evaluation of management oversight, operational, and fiscal practices. Evidenced by the following achievements, the Community Policy and Management Team (CPMT) responsible for oversight of the CSA program demonstrated that efforts were made to ensure that services were provided to eligible youths and families:

- Participation in a regional, public-private partnership that is invested in bringing the High Fidelity Wraparound (HFW) model of care to Central Virginia.
- Family Assessment and Planning (FAPT) meetings are held four days a week, which offers flexibility and greater opportunities to enhance family engagement in the service planning process.

However, there are additional opportunities to effect quality improvements in other areas of the CSA program. Our audit concluded that there were major deficiencies¹ in internal controls that could adversely impact the effective and efficient use of resources, accomplishment of program objectives, as well as compliance with statutory requirements. The following significant issues were identified:

- Client case files did not always contain sufficient information demonstrating compliance with CSA service planning requirements. At least one exception was noted in 24 (69%) of the 35 case files reviewed. Examples of documentation that could not be verified at the time of the review included: Child and Adolescent Needs and Strengths (CANS) assessments, utilization reviews, and consent to exchange information forms.
- Wrap-around funds for students with disabilities allocated in FY 2014 and totaling \$192,960 were underutilized. None of the earmarked funds were spent during the fiscal year.
- The City of Richmond CSA Program expended \$42,736.03 and was reimbursed \$26,990.06 (state share) in fiscal years (FY) 2013-2015 to cover the cost of services where: (1) referral to FAPT did not occur within 14 days of placement, (2) an invoiced service was not documented on an Individual Family Service (IFSP) plan, and (3) CANS assessment required to access state pool funds was not completed. This condition was observed for 7 (20%) of the 35 client cases examined.

OCS appreciates the cooperation and assistance provided on behalf of the City of Richmond 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

¹ Major deficiency is defined as an internal control deficiency or combination of deficiencies that severely reduces the likelihood that the entity can achieve its' objectives." Committee of Sponsoring Organizations of the Treadway Commission (COSO) Internal Control Integrated Framework, May 2013.

INTRODUCTION

The Office of Children's Services has completed a financial/compliance audit of the City of Richmond Children's Services Act program. The audit was conducted in accordance with generally accepted government 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 February 8, 2016 and covered the period March 1, 2014 through February 28, 2015.

The objectives of the audit were to:

- 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 local CSA programs.
- To assess whether operations have maintained high standards for sound fiscal accountability and ensured responsible use of taxpayer funds by evaluating fiscal activities of local CSA programs.
- To assess the level of coordination among local government CSA stakeholders and efforts to improve CSA performance by evaluating local CSA program's operational and utilization review practices.

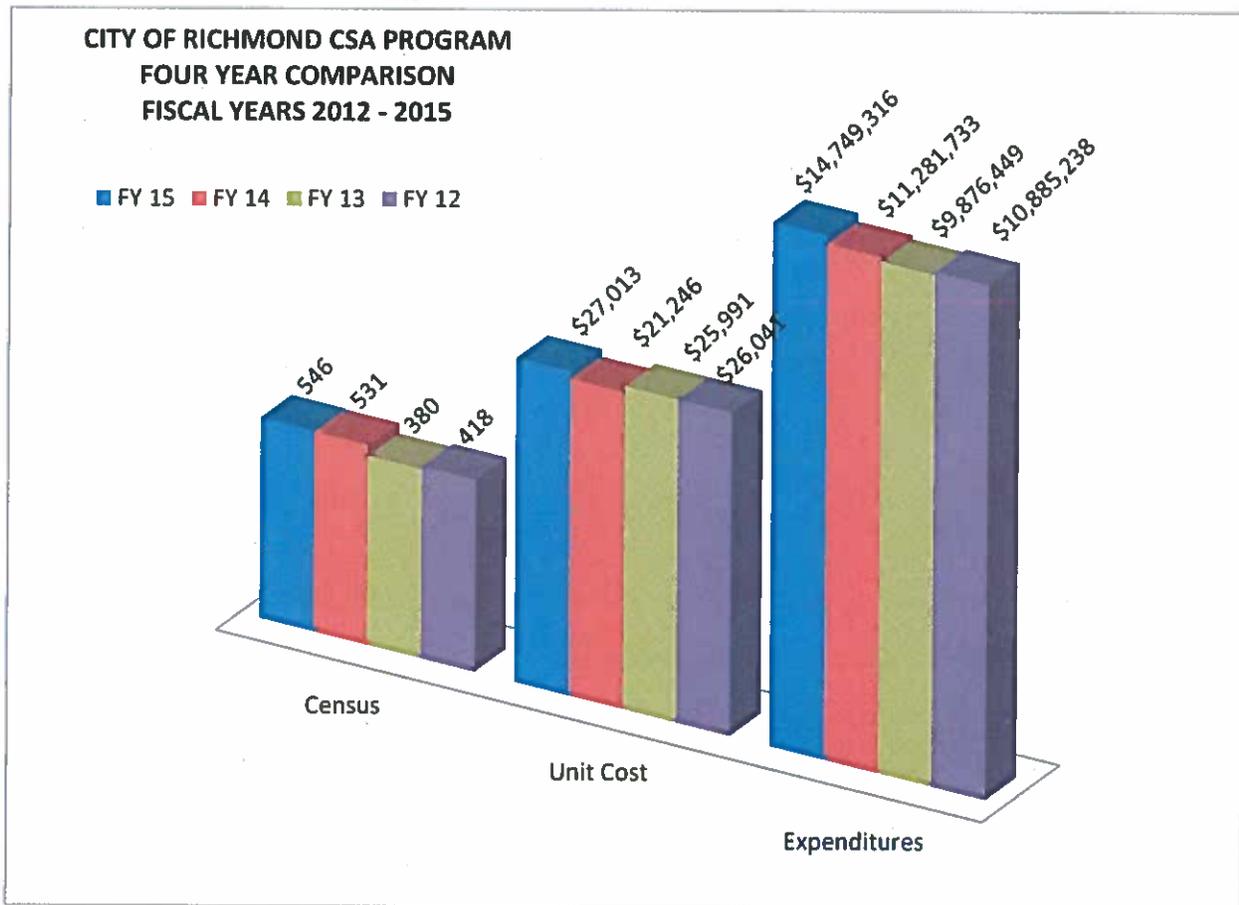
The scope of our audit included all youth and their families who received CSA funded services during fiscal years 2014 - 2015. Audit procedures performed included reviews of relevant laws, policies, procedure, and regulations; interviews with various CSA stakeholders; flowcharts of operational and fiscal processes; various tests and examination of records; and other audit procedures deemed necessary to meet the audit objectives.

BACKGROUND

Richmond is Virginia’s capital city and one of the oldest cities in America. Founded in 1737, it is a city steeped with historical and cultural significance that can be traced back to the early colonization of America. The City of Richmond is located on 62.5 square miles in central Virginia. According to July 1, 2014 published estimates by the Weldon Cooper Center for Public Service - University of Virginia, the City of Richmond has a population estimate of 213,504. The U.S. Census Bureau, State and County Quick Facts reports the median household income from 2009-2013 as \$40,496.

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. Of the approximate \$270 million appropriated annually by the Virginia General Assembly and local governments to fund CSA, total allocations (state and local funds) for the City of Richmond were \$12.05 million for fiscal year 2014 and \$14 million for fiscal year 2015. Actual net expenditures for fiscal year 2014-2015 (to date) combined totaled \$22.3 million. Based on reported expenditures for fiscal year 2014, the estimated average per capita cost of CSA in the City of Richmond is \$53.

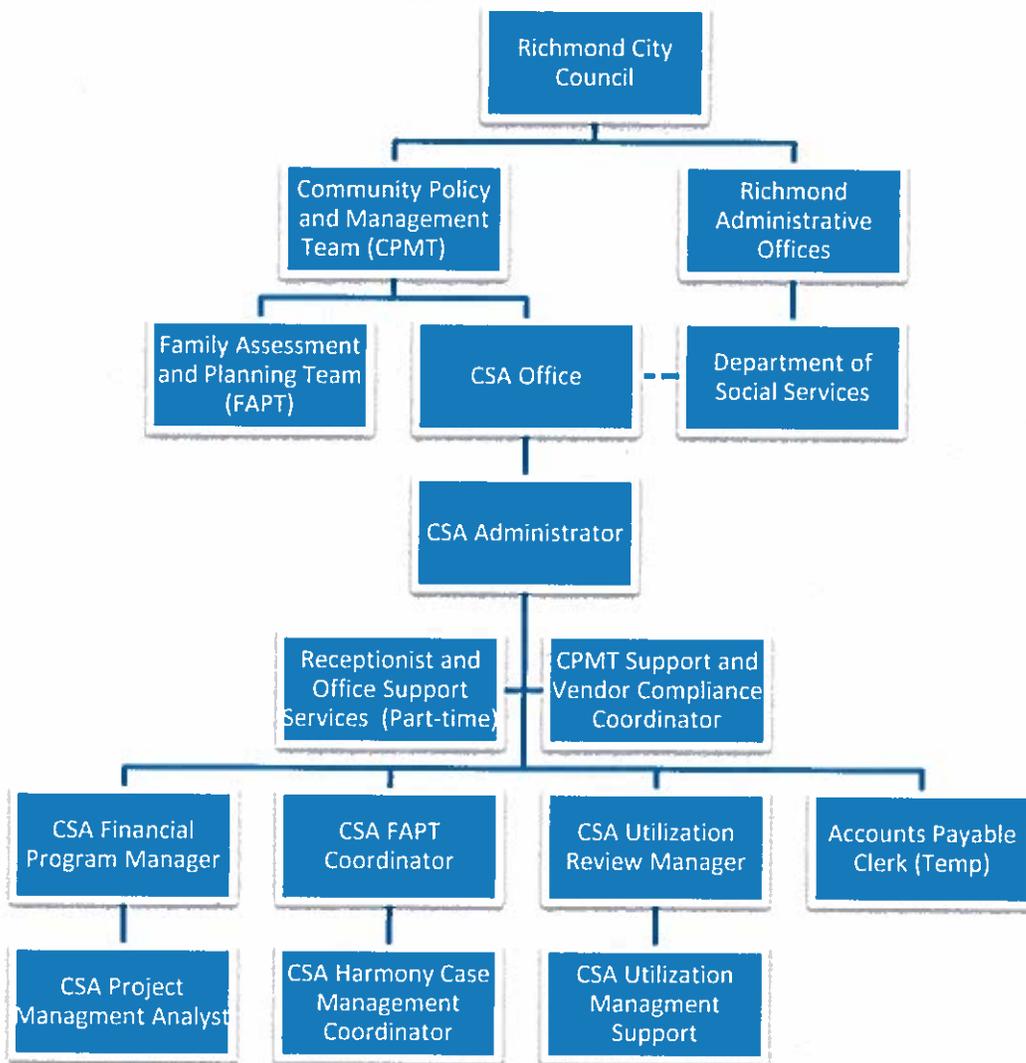
An analysis of the City of Richmond CSA expenditures, population, and cost per child (“unit cost”) indicated expenditures, population, and unit cost are relatively stable. The chart below depicts a comparison for fiscal years 2012 through 2015.



Source: CSA Website, Statewide Statistics

The state funds, combined with local community funds, are managed by local interagency teams, referred to as the “Community Policy and Management Team” (CPMT) that plans and oversees services to youth. The City of Richmond’s CPMT is supported in this initiative by the “Family Assessment and Planning Teams” (FAPT) responsible for recommending appropriate services and the local CSA office managed by the CSA Administrator. The local management structure for the City of Richmond’s CSA program is as follows:

CITY OF RICHMOND CHILDREN’S SERVICES ACT PROGRAM ORGANIZATIONAL CHART



**OBSERVATIONS AND RECOMMENDATIONS
SECTION 1 – MAJOR DEFICIENCIES**

A) PROGRAM ACTIVITIES

Observation I:

Criteria

Compliance and Internal Control

Documentation of service planning activities requires strengthening to ensure compliance with program requirements. Thirty-five (35) case files were examined to confirm that required documentation was maintained in support of and to validate FAPT recommendations for services and state pool funding decisions. At least one exception was noted in 24 (69%) of the 35 case files reviewed.

Client case files did not always contain sufficient information demonstrating compliance with CSA requirements key to coordination and planning by FAPT. Documentation that could not be verified from the client case files or were not available for review included:

Document Descriptions	Exception Rate
<ul style="list-style-type: none"> • Individual Family Service Plans (IFSP) data elements: measurable outcomes, strengths, needs, discharge planning, current target dates, signatures of the full FAPT, etc. 	31% (11 of 35)
<ul style="list-style-type: none"> • Child and Adolescent Needs and Strength (CANS) Assessments (annual, reassessment, and/or discharge) 	40% (14 of 35)
<ul style="list-style-type: none"> • Active consent to exchange information forms 	6% (2 of 35)

Insufficient data collection and poor document management of service planning may lead to increased operational and fiscal inefficiency/ineffectiveness of the local program. Further, the local program is at risk of potential loss of accessibility for reimbursement of the state share of pool fund reimbursements for expenditures authorized based on the service planning recommendation of the FAPT that is not fully compliant with CSA statutes and related policies and procedures required to access state pool funds.

Recommendation

Prior to service planning, the CSA Administrator and the FAPT should ensure that minimum documentation requirements are met and correspondence is maintained in the client case file or readily accessible in order to substantiate services recommended to CPMT for funding authorization. Periodic case reviews should be performed by someone other than the CSA Administrator to establish quality control of client records and to ensure compliance with CSA policy and statutory requirements.

Client Comment

Concur. "The FAPT Coordinator now ensures that a valid CANS and other required documents is provided prior to the FAPT. If the required documents are not provided, the FAPT meeting is rescheduled until the documents are provided."

“The FAPT Coordinator will ensure that all funding recommendations needed between regularly scheduled FAPT meetings are reviewed and processed by the FAPT. No single member will be responsible for making funding recommendations to address such changes.”

“The FAPT Coordinator will incorporate the CSA Documentation Inventory form into each CSA file. The FAPT Coordinator will establish a process by which cases are reviewed to ensure all required documents are in the file and up to date.”

Observation 2:

Criteria

Compliance and Internal Control

The City of Richmond’s CSA Office has established a utilization review/utilization management (UR/UM) process in accordance with CSA requirements. However, potential weaknesses in the process were noted such that the control may not fully operate as intended and which could impact the reliability and integrity of information generated as a result of the UR/UM process. Opportunities for improvement were identified in the following areas:

- The UR Manager currently conducts utilization reviews on a sample basis for select services such as residential programs and treatment foster care. This practice does not provide required utilization review of community based services or provide assurance that utilization reviews are conducted for every child/family receiving CSA funded services.
- The UR Manager collects a significant amount of data to be reported to the CPMT periodically pertaining to utilization reviews and utilization management. Currently, this data is recorded in numerous and potentially voluminous spreadsheets. The spreadsheets are labor intensive to maintain and are not conducive for data analysis. The UM Manager spends a great amount of time managing data collection and reporting activities, which limits availability to conduct on-site utilization reviews of providers and the effectiveness of services provided to CSA clients.

Recommendation

The CPMT should review the current UR/UM process and establish measures to incorporate utilization reviews of community based services as well as the existing selected services. Further, the CPMT should consider implementing enhanced data analytic tools (database query/reports in lieu of spreadsheets) to achieve greater efficiencies in UR/UM process and particularly relating to collecting and reporting data used in evaluating the overall effectiveness of the local CSA program.

Client Comment

Concur. “The City of Richmond’s Utilization Review Standard Operating Procedures states that the FAPT will act as an initial utilization review for each CSA funded case. The CPMT will examine these procedures to ensure that the procedures reflect that the FAPT will also act as the entity that provides on-going utilization review for CSA funded cases. The CSA Program Administrator and the FAPT Coordinator will ensure that the FAPT documentation reflects when FAPT is conducting utilization review. This is currently captured in Harmony, but is not reflected in the youth file.”

“The UR Manager has started to review and visit Community Based vendors as recommended in the audit.”

“As part of the long-term planning, the CPMT will explore software systems that may assist and provide more efficiencies when compiling UR/UM data. The UR manager will discuss what process Fairfax County CSA uses in maintaining CSA data.”

Observation 3:

Criteria

Compliance and Internal Control

Richmond City’s CSA program did not fully take advantage available fiscal resources that could be utilized to provide non-educational treatment services to students with disabilities and/or used to offset the costs incurred for CSA pool funded services. Available funding resources were not always effectively maximized as follows:

- Richmond City’s CSA Program received an allocation of \$192,960 for “wrap-around” funding in FY 2014 to provide community-based services to students with disabilities for the purpose of reducing the risk of more restrictive educational placement. However, none of the funds allocated were used during the fiscal year. Not utilizing those funds creates a lost opportunity for the at-risk youth and families of Richmond. It should also be noted that while an allocation of \$133,739 was proposed for Richmond City for FY 2015, the CPMT did not declare their intent to use those funds.
- Assessments of parental ability to contribute to the costs of CSA funded services provided to eligible youth and families were not performed. Consequently, the Richmond City CSA Program has not collected any parental co-pays in the fiscal years prior to fiscal year 2015.

Recommendation

The CPMT should optimize every opportunity available to increase and utilize funding to support the provision of services to at-risk youth and families in the Richmond City community, to include but not limited to utilizing special education “wrap-around” funding and parental contributions (where feasible).

Client Comment

Concur. “The City of Richmond CPMT, Richmond Public Schools and the CSA office recognizes the importance of the Wrap Around funds in helping prevent more restrictive placements for students with Individualized Education Programs. The CPMT is currently working with the CSA office and Richmond Public Schools to ensure a process is in place to access and utilize these funds appropriately.”

B) FISCAL ACTIVITIES

Observation 4:

Criteria **Compliance and Internal Control**

The Richmond City CSA Program expended \$42,736.03 and was reimbursed \$26,990.96 (state share) in Fiscal Years 2013-2015 to cover the cost of services provided to youth and families where service planning activities were not in accordance with CSA requirements. This condition was observed for 7 (20%) of the 35 client cases examined. Affected transactions included payments where: (1) referral to FAPT did not occur within 14 days of placement, (2) services invoiced was not documented in an IFSP, and (3) mandatory CANS assessments required to access state pool funds were not completed. Use of state pool funds under these circumstances constitutes non-compliance with CSA statutory requirements, making it local government's responsibility for funding the purchased services.

Client	Fiscal Year	Exception Code	Questionable Costs** (State Share Only)
A	14-15	1	\$ 1,003.64
B	14-15	1	\$ 2,751.04
C	14	1	\$ 1,211.33
D	14	1	\$ 2,981.50
E	14	1	\$ 1,768.37
F	14	2	\$ 127.22
G	13-14	3	\$ 17,147.86
ESTIMATED TOTAL			\$ 26,990.96
**Figures were based on invoices and client payment history reports.			
EXCEPTION CODES			
1 = <i>Not referred to FAPT w/in 14 days.</i>			
2 = <i>Service invoiced was not documented in an IFSP.</i>			
3 = <i>Mandatory CANS assessment not completed</i>			

Recommendation

- Prior to authorizing funding, the CPMT should ensure that the proposed expenditure meets the criteria for CSA funding. Adequate documentation should be maintained as justification for CPMT funding decisions. The FAPT and CSA Administrator should ensure that CANS assessments have been completed prior to submitting funding requests to CPMT for authorization.
- The CPMT should submit a quality improvement plan, for review by the OCS Finance Office, to address whether the funds will be restored. Upon review and recommendations presented by OCS Finance staff, the CPMT will be notified of the final determination made by the Executive Director of whether the identified actions are acceptable or any additional actions that may be required.

Client Comment

Concur. "The CSA Program Administrator and/or FAPT Coordinator will ensure that a valid CANS is provided before service planning begins. This new function of FAPT will help ensure

that each case has a valid CANS prior to submitting funding requests to the CPMT for authorization.”

“The CPMT will develop a quality improvement plan to ensure cases are referred to FAPT within 14 calendar days (as defined in the code of Virginia), that invoiced services are documented in an IFSP and that a valid CANS is completed for all CSA funded cases. The quality improvement plan will be submitted to OCS for review and consideration.”

An annual CANS assessment for client G was not done, however, other CANS assessments were done during the fiscal years before and after 2013-2014.”

Observation 5:

Criteria Compliance and Internal Control

Treatment Foster Care-Case Management (TFC-CM) is a service that is eligible for funding by Medicaid when provided to Medicaid eligible youth. Individual Family Service Plans (IFSPs) examined for four (4) Medicaid eligible youth included TFC-CM services. Medicaid denied funding for TFC-CM services indicating that the youth did not meet the criteria for that service. However, TFC-CM services continued to be funded using state pool funds. Adequate justification for continuation of funding was not documented in the client case file. Using CSA to pay for TFC-CM for Medicaid eligible youth when Medicaid funding has been denied would generally be seen as inappropriate. Use of state pool funds in this manner is not indicative of sound fiscal practices or effective and efficient use of resources. There should be adequate documentation of the youth’s needs/circumstances supporting the decision to continue funding, as well as documentation of all locality and provider appeals/requests for reconsideration by Medicaid, where appropriate. The table below depicts the state pool funds expended that may have been covered by Medicaid, provided that appeals/requests for reconsideration were successful:

Client	Fiscal Year	Total Expended	State Share
1	2015	\$ 3,198.00	\$ 2,017.62
2	2014-2015	\$ 6,182.37	\$ 3,894.89
3	2014	\$ 642.40	\$ 404.71
4	2015	\$ 979.50	\$ 617.09
		\$11,002.27	\$ 6,934.31

Recommendation

The FAPT and CPMT should carefully review all recommendations for services and funding to ensure appropriate information and documentation is collected and retained as justification of the appropriateness of services and fiscal accountability for related funding decisions.

Client Comment

Concur. “The FAPT Coordinator will ensure that all FAPT recommended services have written justification for why the service is needed. During the vendor contract renewal process TFC providers will be made aware that justification must be provided if CSA is going to pay for TFC-CM.”

C) Data Integrity and Security

Observation 6:

Criteria

Internal Control

Data integrity and information security practices and procedures pertaining to CSA client records and data have not been consistently applied to ensure that sensitive and confidential information is adequately protected from unauthorized access and/or alteration.

- Final CANS assessments that were documented in client case records indicated the status as “Open”. Open CANS data can be manipulated and/or incomplete, which may reduce the reliability, integrity and validity of the data. Per the Guide to Navigating CANVaS, “open assessments are not considered valid and cannot be used for data evaluation, outcomes measurement or audit documentation”. A review of system reports listing open assessments identified that there were 15 CANS assessments that have remained open in excess of 60 days. Two of the fifteen assessments have been open since 2013.
- CANS certifications for some users have been expired in excess of 90 days. As of March 26, 2015, a total of eight users were identified. Five of the eight users were identified with certifications that had been expired at least 90 days. Users whose CANS certification have expired are not be permitted to complete assessments until certification has been restored, which could have an impact on the reliability and integrity of client service planning considerations.
- Inactive CANVaS accounts have not been deactivated timely. Seven (7) accounts were identified where access to the CANVaS system was not deactivated when changes in employee’s job responsibilities or separation from agency had occurred. Leaving accounts active could potentially jeopardize the security and confidentiality of the information that has been entered.

Recommendation

- The FAPT and the CSA Administrator should verify that valid CANS assessment has been completed prior to initiating service planning and/or utilization reviews for each respective client presented.
- The CPMT should designate an individual to be responsible quality assurance control over the CANS process to include, but not limited to, periodic reviews of the following CANVaS report:
 - Sixty Day Open Reports - to monitor open CANS assessments, notify case manager and follow-up on the status of the assessment, communicate to CPMT a list of case managers with repeated history of assessments open longer than 60 days to facilitate corrective action.
 - Locality Staff Certification List – to identify active and inactive users, verify security requirements for access are met, and that user accounts are deactivated timely when identified users no longer have a business need to the CANVaS application.
 - Locality Staff Certification Expiration List – to ensure that active CANVaS users maintain current certification.

Client Comment

Concur. "The FAPT and/or FAPT Coordinator now verifies that a valid CANS assessment has been provided prior to service planning and utilization review."

"The UR Manager has been tasked with review the Sixty Day Open reports, local staff certification lists and the local staff certification expiration list. This process has to be more formally established and the CSA office needs to further evaluate if the UR Manager is the most appropriate person to complete these functions."

OBSERVATIONS AND RECOMMENDATIONS SECTION 2 – OTHER DEFICIENCIES

D) Fiscal Activities

Observation 7:

Criteria **Compliance and Internal Control**

Fiscal practices and procedures pertaining to purchasing, expenditure reimbursements, and fund balance reconciliations need improvement. In reviewing fiscal transactions and financial reporting activities, concerns were noted in the following areas:

- Per statutory requirements, CPMT authorization is required to access CSA pool funds. The CPMT has delegated funding authorization to the CSA Administrator, whose signature on the purchase order represents CPMT authorization. However, purchase orders authorizing funding/encumbrances for CSA funded services are routinely created and signed after services have been initiated. In many instances services have been in place at least a month before the purchase order is completed.
- Pool Fund Reimbursement requests for the period July 2014 through September 2014 and December 2014 were not submitted timely. Per CSA policy, requests for reimbursement of local pool expenditures must be submitted no later than thirty (30) days after the close of the quarter in which the expenditure was paid.

Reimbursement Period Ending	Filing Deadline	Date Filed	Reimbursed Amount (State Share Only)
07/31/2014	10/30/2014	12/11/2014	\$21,253.25
08/31/2014	10/30/2014	12/11/2014	\$138,756.75
09/30/2014	10/30/2014	12/11/2014	\$423,333.75
12/31/2014	01/30/2015	03/31/2015	\$1,000,475.74
Total Reimbursements			\$1,583,819.49

- The summary report presented to the CPMT by the Fiscal Agent does not accurately reflect the total pool fund allocations. The figures reported as of June 30, 2014 did not include

supplemental allocations requested and received. As a result the amount reported as total allocations for FY 2014 were understated by \$2,158,343.00, and overstated the percentage of pool funds spent year-to-date.

The conditions identified above depict internal control weaknesses in reviews, approvals/authorizations, accuracy, completeness, timeliness, and compliance. Such exposures could lessen accountability, reliability, and integrity regarding the CSA program's financial position.

Recommendation

- The CPMT should evaluate existing policies, procedures, and practices regarding the purchase of service process. To evidence that appropriate authorizations and consequently obligation of state pool funds were obtained, purchase orders and funding authorizations should precede the initiation of services.
- The CSA Administrator and the CPMT fiscal agent should ensure that pool fund reimbursement requests are submitted timely. The CPMT should monitor to ensure that reimbursements are requested timely.
- The CPMT Chair, Fiscal Agent, and CSA Administrator should work collaboratively to ensure that financial data presented to the CPMT is complete and accurate. Monthly reports should reflect the total of actual CSA funding for the period to date, which includes initial and supplemental allocations.

Client Comment

Concur. "The CPMT will evaluate the existing policies, procedures and practices regarding purchase of service process."

"The CSA Program Administrator will work with the CPMT Fiscal Agent and DSS Finance to help ensure pool fund reimbursement requests are submitted timely. The CPMT will monitor reimbursement requests to ensure timeliness."

"DSS Finance staff present financial information to the CPMT on a monthly basis. This information includes monthly expenditures, projected expenditures for the fiscal year, initial allocations and supplemental allocations. DSS Finance staff also inform the CPMT when a supplement is needed and for how much."

E) CPMT Governance Activities

Observation 8:

Criteria

Compliance and Internal Control

Written policies and procedures established by the CPMT are not always consistent with State statutes, policies adopted by the State Executive Council, and/or best practices which direct the CPMT to ensure that policies and procedures are established to govern local CSA programs. A

review of Richmond City's CPMT policies and procedures noted the following opportunities for improvement:

- The local CSA policy manual last revised in April 2009 is outdated. A re-write is currently in progress, but had not been completed and formally adopted by the CPMT at the time of the audit. As a result, current practices in place were not always in accordance with established policies and procedures. For example, required policies and procedures had not been developed regarding Intensive Care Coordination.
- CPMT funding authorization has been delegated to the CSA Administrator, with summary information provided monthly to the CPMT. However, the language as written in the Utilization Review Standard Operating Procedure (URSOP) suggests that FAPT is authorizing funding. This would be contrary to the Children's Services Act, which states that the role of the FAPT is to recommend services and that CPMT authorizes funding of those services. The fiscal process established mitigates the issue by having the CSA Administrator sign the funding authorization as the designated CPMT representative. However, the procedure language should be clarified to reflect this as the actual practice.
- The URSOP adopted by the CPMT requires clarification with regard to the frequency of the Child and Adolescent Needs and Strength (CANS) assessments. The existing policy, dated 2015, does not explicitly state that a CANS assessment is required annually and upon discharge from CSA. Consequently, it has been established that comprehensive CANS have not been completed upon discharge.
- The URSOP details procedures for closing CSA client files and also includes a form specifically for use by the Department of Social Services to initiate the process. However, a similar process has not been documented and implemented for notification to CSA for formal closing of CSA action by other partner agencies such as the schools, community service board, and/or court service unit.

Policies and procedures that are outdated and/or inconsistent increases the risks that compliance requirements of CSA are not being fully met, and that locally approved practices are not always consistently applied.

Recommendation

The Richmond City CPMT should immediately initiate periodic reviews of their local policies and procedures to ensure that they align with CSA statutory requirements, SEC adopted policies, as well as identified best practices. The CPMT should address incorporating policies and procedures that were omitted from the existing manual and removal of contradictory language.

Client Comment

Concur. "The CPMT with the assistance of the CSA Program Administrator will continue to review and update the CSA policy manual to ensure local practices are in compliance with state policies. The CPMT will review and recommend changes to the local CSA policy at the annual retreat."

“The language in the Utilization Review Standard Operating Procedure has been updated to reflect that the FAPT recommends services and does not authorize funding.”

“The CSA Program Administrator and the FAPT Coordinator will develop a change of placement form that will be used by other partner agencies to ensure that the CSA office is aware of changes in placement as well as when the case close. Currently there is a change of placement form used for cases involved with DSS.”

Observation 9:

Criteria

Internal Control

The Richmond City CPMT has evidenced coordination of long-range planning through efforts to implement a “Community Paradigm Shift”. However, the documentation provided did not include target dates to allow for monitoring progress towards completion of identified goals, strategies, tasks, etc. In addition, formal reports that document the status of the “Community Paradigm Shift” were last presented to the CPMT in August 2012. The ability and likelihood of the CPMT to adequately monitor and provide oversight of the local CSA program is an essential component of organizational governance. The quality and effectiveness of formal planning, coordination, and program evaluation to ensure that goals and objectives of the program are met may affect the integrity of the CPMT’s governance activities, maximizing the use of state and community resources, and ultimately local efforts to better serve the needs of at-risk youth and families in the community.

Recommendation

The Richmond City CPMT should establish target dates for assessing progress towards the accomplishment of identified goals, objectives, and/or strategies. Further, the CPMT should consider incorporating status updates on the progress of their long range plan as a standing agenda item for CPMT meetings.

Client Comment

Concur. “The CPMT is currently working with UMFS to schedule a venue as well as a facilitator for a retreat. During the retreat the CPMT will discuss and formulate short-term and long-term goals and strategies for the City of Richmond CSA program.”

CONCLUSION

Our audit concluded that there were major deficiencies in compliance and internal controls over the City of Richmond CSA program. Conditions were identified that could adversely impact the effectiveness and efficient use of resources, accomplishment of program objectives, as well as compliance with statutory requirements. An exit conference was conducted on December 16, 2015 to present the audit results to the City of Richmond Community Policy and Management Team (CPMT). Persons in attendance representing the City of Richmond CPMT:

Paulette Skapars, CPMT Chair

Director of Children's Mental Health Services, Richmond Behavioral Health Authority

Parker Agelasto, Richmond City Councilman, 5th Voter District

Sarah Denham Raring, Senior Policy Advisor, Richmond City Department of Social Services
(Alternate for Shunda Giles, Director)

Rhonda Gilmer, Senior Deputy Director, Richmond City Justice Services

Kim Russo, Director, Thirteenth District Court Service Unit – Richmond CSU

Sherry Shrader, Nurse Manager, Richmond City Health Department

Nikisha Edmonds, Nurse Supervisor, Richmond City Health Department

C. Todd Jenkins, Acting CSA Administrator

Patricia Wallace, Administrative Program Support Assistant

Representing the Office of Children's Services was Stephanie Bacote, Program Audit Manager. We would like to thank the City of Richmond CPMT and related CSA staff for their cooperation and assistance on this audit.

REPORT DISTRIBUTION

Scott Reiner, Interim Executive Director
Office of Children's Services

Selena Cuffee-Glenn, Chief Administrative Officer
City of Richmond

Paulette Skapars, CPMT Chair
Director of Children's Mental Health Services, Richmond Behavioral Health Authority

Sarah Denham Raring, CPMT Fiscal Agent
Senior Policy Advisor, Richmond City Department of Social Services

Brady Nemeyer, CSA Administrator

C. Todd Jenkins, FAPT Coordinator
(former Acting CSA Administrator)

State Executive Council (SEC) Finance and Audit Committee