

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

City of Manassas

***Audit Report No. 04-2019
December 20, 2018***



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 Manassas Children's Services Act (CSA) programs. The City of Manassas CSA program provided services and/or funding for 43 youth and families during fiscal year 2018. The audit included review and evaluation of management oversight, operational, and fiscal practices. During the course of the audit, Manassas City CSA representatives highlighted the following as an accomplishment of their program:

"The Manassas City CSA program demonstrates strong fiscal stewardship through its maximization of the use of alternative funding sources and achieving a high rate of parental contributions."

However, there are also additional opportunities to effect quality improvements in other areas of the CSA program. Our audit concluded that there were deficiencies in internal controls that affect compliance with statutory requirements. The following issues were identified:

- The City of Manassas Community Policy and Management Team (CPMT) and the Family Assessment and Services Team (FAST) do not meet the membership requirements as established by the Code of Virginia (COV) [§ 2.2-5205](#) and [§ 2.2-5207](#), respectively, and locally established policies. The private provider representative was absent from CPMT and the FAST did not include the parent representative.
- The City of Manassas CPMT has not established and documented a policy governing Intensive Care Coordination (ICC) as required by COV [§ 2.2-5206](#).

OCS appreciates the cooperation and assistance provided on behalf of the City of Manassas CPMT and CSA staff. Formal responses from the City of Manassas CPMT to the reported audit observations are included in the body of the full report.



Stephanie S. Bacote, CIGA
Program Audit Manager



D. Brent Barcomb
Program Auditor

INTRODUCTION

The Office of Children's Services (OCS) has completed a financial/compliance audit of the City of Manassas Children's Services Act (CSA) 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 December 20, 2018 and covered the period September 1, 2017 through August 31, 2018.

The objectives of the audit were to:

- Determine whether adequate internal controls have been established and implemented over CSA expenditures.
- Determine the adequacy of training and technical assistance by assessing local government CSA staff knowledge and proficiency in implementing local CSA programs.
- 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.
- 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.
- Assess implementation of quality improvements addressing prior audit observations reported by OCS and/or identified in the prior self-assessment evaluation conducted by the City of Manassas CPMT. The CSA self-assessment validation was completed July 26, 2016.

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

BACKGROUND




The City of Manassas encompasses 10 square miles and is situated in Northern Virginia. It is bordered by Prince William County and the City of Manassas Park. According to the U.S. Census Bureau's Quick Facts, the July 1, 2017 population of the City of Manassas was 41,501 and the median household income was \$74,371.

The Children's Services Act (CSA) is a law enacted in 1993 that establishes a single state pool of funds to purchase services for youth and their families. State funds, combined with local community funds, are managed by local interagency teams, referred to as the Community Policy and Management Team (CPMT) who plan and oversee services to youth. The CPMT is supported in this initiative by one Family Assessment and Services Team (FAST) responsible for recommending appropriate services. Administrative services are managed through the local CSA office staffed by a CSA Coordinator. Expenditure and demographic information for fiscal years 2016 to 2018 are depicted below:




CSA Pool & Census Data by Fiscal Year for the City of Manassas (2016-2018)

FY	Census	Census Change	Census % Change	Pool Expenditures	Expenditures \$ Change	Expenditures % Change	Unit Cost	Unit Cost % Change
2016	47	-2	-4%	\$1,175,618	-\$300,934	-20%	\$25,013	-17%
2017	40	-7	-15%	\$1,231,192	\$55,573	5%	\$30,780	23%
2018	43	3	7%	\$1,418,534	\$187,342	15%	\$32,989	7%

Note: Changes recorded for FY 2016 are based on differences from fiscal year 2015 to 2016.

FY	Pool Expenditures	
2016		\$1,175,618
2017		\$1,231,192
2018		\$1,418,534

FY	Census	
2016		47
2017		40
2018		43

FY	Unit Cost	
2016		\$25,013
2017		\$30,780
2018		\$32,989

OBSERVATIONS AND RECOMMENDATIONS

GOVERNANCE ACTIVITIES

Observation: # 1:

Criteria

Compliance and Internal Control

The City of Manassas Community Policy and Management Team (CPMT) and the Family Assessment and Services Team (FAST) do not meet the membership requirements as established by the Code of Virginia (COV) § 2.2-5205 and § 2.2-5207, respectively, and locally established policies. A private provider representative was absent from CPMT and the FAST did not include a parent representative. CPMT minutes or other available documentation were insufficient in evidencing recruiting efforts during the audit period. The absence of a private provider representative on the CPMT and a parent representative on the FAST impedes the intent of CSA to create a collaborative system of service and funding that includes both representatives of public agencies and the community.

Both roles have been vacant a few years. However, the CPMT overlooked an opportunity to fulfill the requirement for CPMT. Private provider representation on FAST is optional versus required on CPMT. During that time, a private provider representative has continuously served on the FAST. To ensure adherence to COV requirements, the City of Manassas could have elected to change the appointment of the private provider from FAST to CPMT. After initiating this audit, the CSA Office advised that a new private provider is expected to join the CPMT in December 2018.

Recommendation

The CPMT should ensure that all CPMT and FAST positions required by the COV are filled. The CPMT should actively and continuously perform recruitment activities when vacancies occur. In addition, the CPMT should document their recruitment efforts in the CPMT meeting minutes.

Client Comment

The Private Provider representative to serve on the CPMT was selected in October and is scheduled to begin with the December meeting. Work will continue to identify a feasible pool of candidates for the position of Parent Representative to FAST.

Observation: # 2:

Criteria

Compliance and Internal Control

The City of Manassas CPMT has not established and documented policies governing the provisions of Intensive Care Coordination Services (ICC). COV [§ 2.2-5206](#), item #17 creates a duty of the CPMT to “Establish policies for providing intensive care coordination services for children who are at risk of entering, or are placed in, residential care through the Children's Services Act program, consistent with guidelines developed pursuant to subdivision D 22 of [§ 2.2-2648](#).” No ICC services were funded by the City of Manassas CSA Program during the period of review.

Recommendation

The City of Manassas CPMT should immediately establish and document policies and procedures pertaining to the provisions of Intensive Care Coordination.

Client Comment

At present only DJJ-involved youth have access to this service through a grant-funded position. The CPMT will explore the availability of Private Providers from whom the service can be purchased for all other CSA-eligible children and youth. The local policy manual will then be updated to reflect the inclusion of this service and procedures for accessing it.

CONCLUSION

Our audit concluded that there were deficiencies in compliance with statutory requirements and internal controls pertaining to governance activities. An exit conference was conducted on December 13, 2018 to present the audit results to the City of Manassas CPMT. Persons in attendance representing the City of Manassas CPMT were:

CPMT: Tanya Odell, Community Service Board – CPMT Chair; LaTanya Bell-Buckhalter – CPMT Fiscal Agent; Ronald King, Department of Social Services; Jessica Blaemire, Parent Representative; Kathleen FitzSimmons, Private Provider Representative; Brian Maceyak, Manassas City Public Schools; Andrea Madden, Assistant to the City Manager; Phillip Porter, Court Services Unit; Linda Woods, Department of Health.

CSA Staff: Sharon Minter, CSA Coordinator; Anita Brown, Secretary

Representing the Office of Children’s Services was: Donald Barcomb, Program Auditor.

We would like to thank the City of Manassas CPMT and the City of Manassas CSA staff for their cooperation and assistance on this audit.

REPORT DISTRIBUTION

Scott Reiner, Executive Director
Office of Children's Services

William Patrick Pate, Manassas City Manager

Tanya Odell, CPMT Chair

LaTanya Bell-Buckhalter, CPMT Fiscal Agent

Sharon Minter, CSA Coordinator

SEC Finance and Audit Committee