

OFFICE OF CHILDREN'S SERVICES

ADMINISTERING THE CHILDREN'S SERVICES ACT



PROGRESS REPORT ON THE CHILDREN'S SERVICES ACT

*Biennial Report to the General Assembly, December 2017
In accordance with 2017 Appropriation Act Item 285 (H)*

The Children's Services Act (CSA, §2.2-2648 et seq) was enacted in 1993 to create a collaborative system of services and funding for at-risk youth and families.

The CSA establishes local multidisciplinary teams responsible to work with families to plan services according to each child's unique strengths and needs and to administer the community's CSA activities.

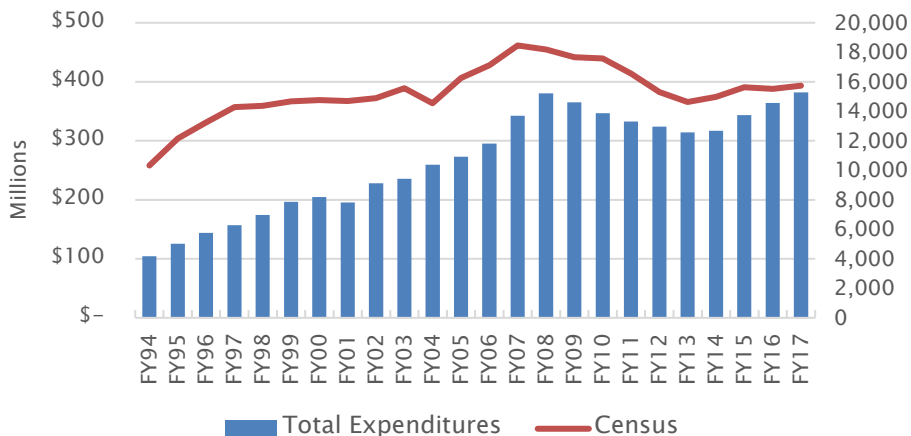
The Office of Children's Services (OCS) is the administrative entity responsible for ensuring effective and efficient implementation of the CSA across the Commonwealth.

Guiding principles for OCS include:

- Child and family directed care,
- Equitable access to quality services,
- Responsible and effective use of public funds,
- Support for effective, evidence-based practices, and
- Collaborative partnerships across state, local, public, and private stakeholders.



Total Expenditures and Children Served Under the CSA, FY1994 - FY2017



Annual CSA expenditures and the number of children served rose consistently from the inception of the Act in FY1994 through FY2008. A significant decline in the number of children receiving services and associated expenses then occurred through FY2013. Explanations for this decline include the impact of the Children's Services Transformation and the implementation of the differential local CSA match rate, which resulted in decreased utilization of more expensive residential treatment programs in favor of more community-based services. Since FY2013, expenditures have increased significantly while the number of children served has risen only slightly. This is due almost exclusively to the rise in the number of children receiving private special education day placements which accounts for almost all of the growth in both expenditures and census over the past four years. All other expenditure categories have decreased or remained essentially flat over this period.

Improving Outcomes and Increasing Value

Over the past several years, CSA has increasingly attempted to focus on using program evaluations to indicate the effectiveness of services delivered. For the past two years, the Office of Children's Services has issued a report on six outcome indicators approved by the State Executive Council for Children's Services (SEC). The results are available at both the state and locality level and provide each locality the opportunity to examine their outcomes, against both statewide results and those of other localities, and identify areas of strength and for improvement. This year for the first time, CSA has been able to examine juvenile and criminal justice outcomes (arrests) for youth who have completed their services under the CSA. These results indicate that when compared to overall arrests for youth on probation with the Department of Juvenile Justice (DJJ), youth referred by DJJ to the CSA had lower 12-month arrest rates (33.0% vs. 24.1%) and lower arrest rates than youth served through the Virginia Community Crime Control Act (VJCCCA) programs (30.7% vs. 24.1% for the CSA sample of DJJ referred youth). Both of these reports can be found on the CSA website, www.csa.virginia.gov and they represent promising efforts for the CSA to become a more effective, data driven program.

State and Federal Funding Not Included in the CSA State Pool

	<u>FY2016</u>	<u>FY2017</u>
Children’s Mental Health Initiative	\$ 5,648,128	\$ 5,648,128
Promoting Safe & Stable Families ¹	\$ 7,586,917	\$ 7,511,527
Virginia Juvenile Community Crime Control Act	\$10,379,926	\$10,379,926
Title IV–E (Foster Care Maintenance) ²	\$53,112,947	\$62,494,946
Social Services Block Grant ³	\$ 9,419,998	\$ 9,419,998
Medicaid (Treatment Foster Care, Residential Care) ²	<u>\$91,582,632</u>	<u>\$87,615,947</u>
TOTAL	\$177,730,548	\$183,070,472

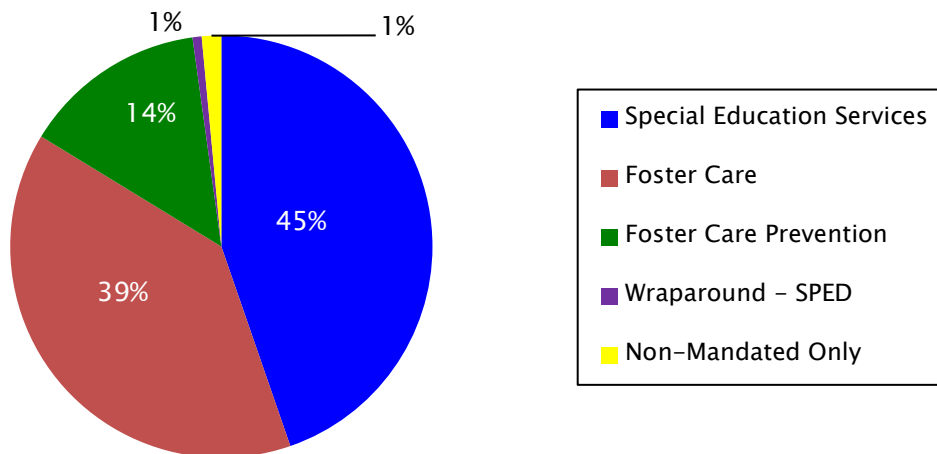
¹75% Federal Funds

²50% Federal Funds

³100% Federal Funds

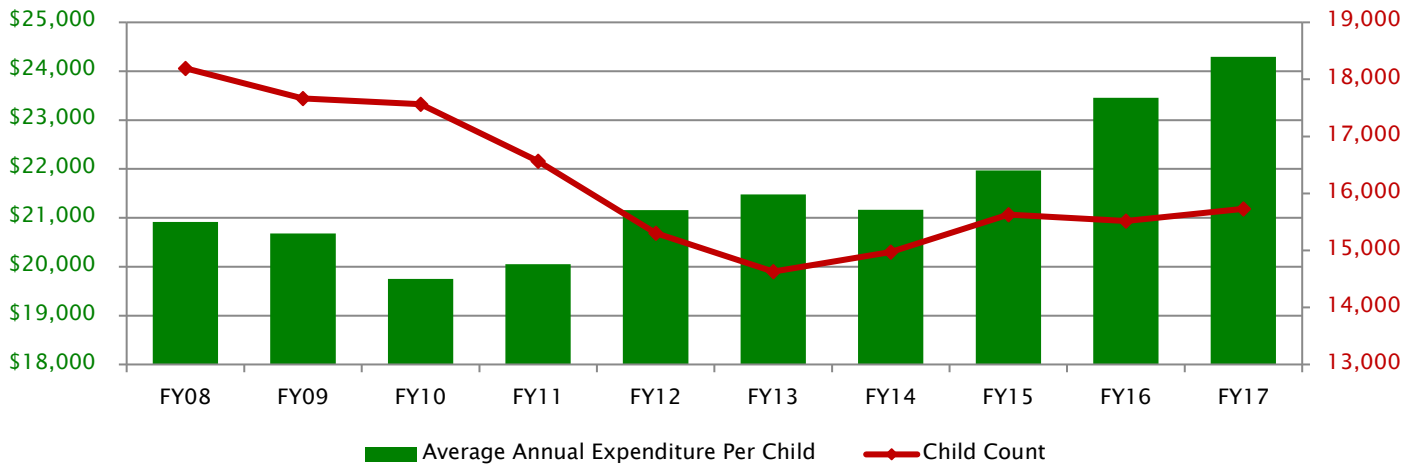
The table above reflects the contributions of funding sources other than CSA pool funds to addressing the needs of at-risk children and families. These funds are “braided” with the “blended” CSA pool funds and are utilized for CSA eligible youth and services, in whole or in part, when available to support needed services.

CSA Pool Fund Expenditures by Primary Mandate Type – FY2017



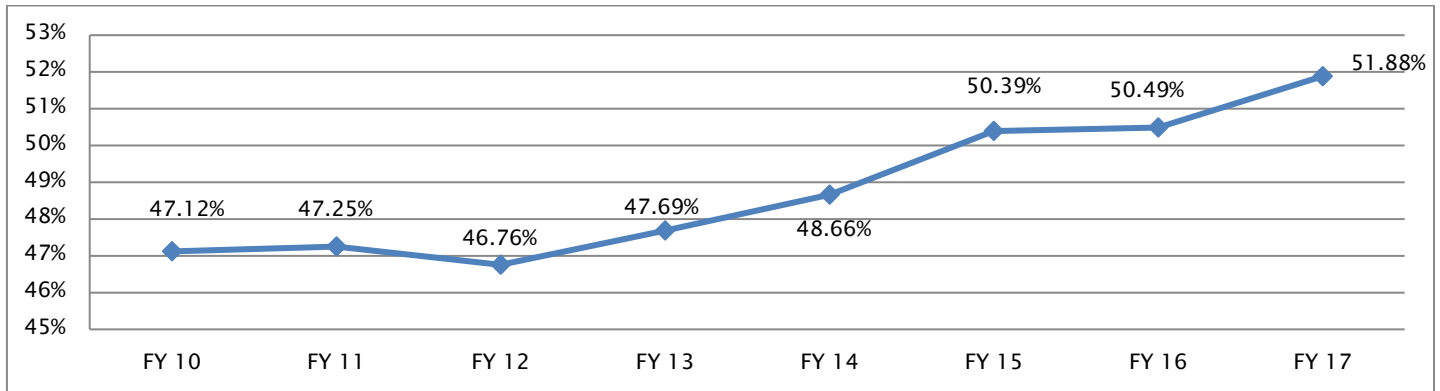
Special education services accounted for 45% of the total CSA expenditures in FY2017. However, children in this category accounted for only 21% of the total CSA census. Children receiving foster care and foster care prevention services accounted for 71% of the CSA census, but only 53% of expenditures.

Average Annual CSA Pool Fund Expenditure per Child (FY2008 – FY2017)



The increasing annual cost per child over the past three years is explained by the increased number of children receiving special education private day school placements. The average cost of such placements in FY2107 was \$41,088. This was more than double the average cost of services for all categories of youth served.

Percent of Children Served in Community-Based Settings (Target = 50%)



Serving children in community-based (as opposed to residential or congregate care) settings is at the core of the CSA system of care philosophy. An extensive body of evidence exists indicating that long-term outcomes are improved when children can be safely maintained in their families, schools, and communities. The avoidance, where possible given clinical needs and other concerns, of placements in restrictive, congregate residential settings has long been a goal of the CSA. The SEC established a goal of 50% of the children served each year being served exclusively in community-based settings. That goal was met for the first time in FY2015 and performance on this indicator has continued to improve since that time.

PROGRESS ON GOALS AND STRATEGIES OF THE FY2016–FY2018 BIENNIUM

(Goals and Strategies Presented in the December 2015 Biennial Report on CSA)

GOAL 1: Support implementation of a singular, unified system of care that ensures equal access to quality services for at risk youth across the Commonwealth.

Strategy	Progress
<p>1. Continue promotion of High Fidelity Wraparound (HFW) / Intensive Care Coordination (ICC) as an evidence-based intervention through sustaining the activities of the HFW Center of Excellence on the expiration of federal grant funding (9/30/16) and continued collaboration with state and local partners to advance the practice of HFW and expand funding options for the intervention.</p>	<p>During FY2016, FY2017, and the first few months of FY2018, the Office of Children’s Services (OCS) has promoted and supported the implementation of High Fidelity Wraparound (HFW) through the training and technical assistance activities of the HFW Center of Excellence. Multiple training events were held each year including HFW facilitator sessions for new practitioners (n=213), Family Support Partner (FSP) training for new FSPs (n=57); refresher training for existing practitioners and FSPs (n=200); training for HFW supervisors (n=55) and numerous community engagement sessions for CSA stakeholders to inform them about the HFW model and encourage them to consider its use for appropriate and eligible youth and families. OCS staff (and that from partner agencies) became credentialed as trainers through the Youth and Family Training Institute of Pennsylvania. Training curricula were revised to better meet the needs of Virginia audiences. In the Fall of 2016, the HFW Center of Excellence sponsored Virginia’s first HFW conference, with 200 people in attendance.</p> <p>Under the leadership on the Department of Behavioral Health and Developmental Services (DBHDS), a subsequent federal grant was awarded in the fall of 2016 and OCS was reengaged as a partner through ongoing activities of the HFW Center of Excellence.</p> <p>Utilization of HFW rose to 33.5% of youth identified as likely recipients in FY2017 an increase from 14.5% at the end of FY2013.</p>

Strategy

Progress

2. Increase family participation in all aspects of the system of care by enhanced support for a child-centered, family-focused system by policy guidance and support of practices to increase family access and voice in the CSA process, including provision of ongoing training opportunities in this area.

OCS and the State Executive Council for Children's Services (SEC) worked to introduce and/or support legislation that amended § 2.2-5206 (5) to require that local CSA programs develop a process by which parents and persons who have primary physical custody of a child can refer children in their care to the Family Assessment and Planning (FAPT) teams. (effective July 1, 2015).

OCS developed and disseminated a model Community Policy and Management Team (CPMT) Family Referral Policy to assist local programs in initiating this requirement. At the initiative of the SEC and OCS, legislation was passed to amend § 2.2-2648 (B) to include in the membership of the State Executive Council "a representative who has previously received services through the Children's Services Act" (effective July 1, 2016).

OCS updated and distributed a guidance document on Recruiting and Retaining Parent Members on Interagency Teams.

Training sessions at the annual statewide CSA conference and New CSA Coordinator Academy focused on family engagement, parents as partners, and parent referral policies. Training at both venues included presentations by family members who have "lived experience".

The State and Local Advisory Team (SLAT) identified improving family engagement as a major item for its FY2018 work plan and has begun this work with a survey on family engagement practices.

3. Review, clarify, and revise as necessary, relevant SEC policies that impact access to and quality of services (e.g., CSA eligibility as a Child in Need of Services, "Carve Out" of Allocation for Development of New Services). Continue efforts to align SEC policies with those of other child-serving agencies as appropriate.

As a result of direction from the General Assembly, in FY2016, the SEC engaged in a process of working with state and local stakeholders to examine the role and structure of the SEC and in particular, the method by which the SEC establishes policy for the CSA. A report (RD493, 2015) was issued and the resulting SEC policy on "Public Participation in Policy-making Actions" was adopted in June of 2016. This policy established the process by which all SEC policy-making activity will occur. Since that

4. Work with the Department of Education and other state and local stakeholders to examine and improve practices and develop greater collaboration with CSA regarding the placement of students with educational disabilities in the least restrictive environment. Review and recommend/adopt adjustments to SEC policy on the use of special education wraparound funds as appropriate.

time, the SEC and the OCS have begun a process of reviewing, updating and revising all relevant SEC policies. The new process provides for specific public comment periods and therefore, this process is ongoing and not yet complete as of the date of this report.

In FY2016, the SEC, in accordance with direction from the General Assembly (and the Commission on Youth) carried out several activities in response to this strategy. In response to the Commission on Youth, the SLAT and OCS reviewed the utilization and governance concerning Special Education Wraparound (SPED Wrap) funds through several public meetings and a survey of local CSA programs and related stakeholders. Recommendations were made to a) allow utilization of the SPED Wrap funds at the lower CSA community-based matching rate, and b) provide training to local stakeholders regarding the utilization of the SPED Wrap funds. The SEC approved those recommendations. The OCS developed a distance learning program on the use of the SPED Wrap funds for dissemination to the COV Learning Center and to date, 39 individuals have accessed the course since it opened in June 2017. No further activity by the General Assembly occurred on the recommendation to allow a lower local matching rate on the use of SPED Wrap funds.

A workgroup convened by the SEC to address the broader issue of serving students with disabilities in the least restrictive environment resulted in a report, RD429, issued in the fall of 2016.

Recommendations included:

1. Restructuring the Children's Services Act and Virginia Department of Education funding of special education services, specifically private educational services.
2. Defining and measuring outcomes for students in private special education settings.

5. Work with/assist the Department of Medical Assistance Services (DMAS) and other appropriate agencies and groups to revise regulations governing residential treatment for children and adolescents to ensure consistent access, care coordination and improved outcomes.

6. Support cross-secretariat leadership (i.e., HHR, Education, and Public Safety and Homeland Security) through the Governor's Children's Cabinet on policy, funding and practice issues to enhance outcomes for high-risk populations including youth involved in the juvenile justice system and those at-risk of long-term school suspension or expulsion due to emotional and/or behavioral problems.

3. Increasing attention to the successful transition/reintegration of students with disabilities from private settings to public school settings.
4. Supporting and enhancing the ability of public schools to serve students with disabilities in the least restrictive environment.

The 2017 Appropriation Act (Chapter 836, Item T.5. (b – d) directed staff of the House Appropriations and Senate Finance Committees to further study this matter and to make recommendations by November 1, 2017.

Under the leadership of the Department of Medical Assistance Services, these regulations were revised and implemented effective July 1, 2017. The new regulations addressed the nature of services provided to youth in residential settings through the introduction of the Building Bridges Model which places (compared to existing practice) a much higher emphasis on family and community-engagement in services and shorter term, more reintegration-oriented services. The second area addressed by the new regulations was a dramatic restructuring of the pre-admission process referred to as the Independent Assessment and Care Coordination Team (IACCT), currently operating under the Magellan of Virginia Behavioral Health Services Administrator (BHSO) contract with DMAS. OCS was heavily involved in the system redesign and continues to work with Magellan and DMAS to refine implementation of the new process.

OCS has been an active and engaged participant in an array of cross-secretariat activities including the Governor's Children's Cabinet. Recently, OCS has provided funding for a major Children's Cabinet initiative to create a comprehensive fiscal "map" of all funding resources for children's services in the Commonwealth. In coordination with the Challenged Schools initiative in the City of Richmond, OCS has worked with representatives of the Children's Cabinet and Richmond City government to identify potentially untapped CSA resources that could be utilized to address the

Strategy**Progress**

social and emotional needs of students in the Richmond Public Schools in order to support improved academic achievement and non-academic well-being.

GOAL 2: Support informed decision making through utilization of data to improve child and family outcomes and public and private provider performance in the provision of services through the Children’s Services Act.

Strategy**Progress**

1. Improve availability of meaningful data via statistics on the CSA web page and expand information via data “dashboards.” Work with local governments to define relevant data for inclusion, specifically common outcome metrics across the CSA service array.

At the end of FY2015, the OCS under the guidance of the SEC and its Outcomes Committee introduced the CSA Performance Measures application. This tool, available on the CSA public-facing website provides annual data, by locality, on six commonly defined outcome metrics (changes in scores on the School and Behavioral/Emotional domains of the CANS (Child and Adolescent Needs and Strengths, the mandatory uniform assessment instrument for all CSA-served youth); the utilization of Intensive Care Coordination (ICC), an evidence-informed system of care practice supported by the SEC; the percent of youth served by CSA who receive only community-based (as opposed to congregate care or residential) services; the percentage of children in foster care who are living in family-based, as opposed to congregate settings; and the percentage of youth who leave the foster care system to a permanent family arrangement. For each of these six measures, relative rankings by locality are available and localities can generate comparisons between their scores, the statewide averages and the scores of up to five other localities. A cumulative composite performance index is also provided. The application can be found at:

<http://www.ocs.csa.virginia.gov/publicstats/index.cfm>.

2. Continue to enhance collection, analysis, availability and utilization of appropriate client, local and state level data to enable comprehensive analysis

In addition to the work described in items 1. and 3. for this Goal and the implementation of the new LEDRS system (described in item 4 under Goal 3), several major activities have been completed. OCS has entered

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of needs, services, providers, and outcomes. Utilize data and predictive analytics as a basis for quality improvement activities. Explore opportunities for follow-up after receiving CSA services to determine long-term outcomes.

3. Enhance utilization and value of the Child and Adolescent Needs and Strengths Assessment (CANS) for service planning and identification of needs by release of and training on the new CANVaS 2.0 software platform which will include enhanced:
 - child level reporting capabilities to allow needs and strengths identification, progress monitoring, and adjustments of service plans
 - assessment of a child's experiences of trauma
 - ability (for children in the foster care system) to assess needs and strengths in the areas of safety, permanency and well-being and for concurrent permanency planning.

Progress

into a memorandum of agreement with the Department of Juvenile Justice (DJJ) through which DJJ will provide juvenile and criminal justice data on youth who have completed CSA-funded services. The initial sample was run for a FY2015 CSA "exit" cohort and a report has been issued.

Annual statewide, summary narrative reports describing the results on the six indicators described in item 1. above and the methodology behind the application are completed and available on the CSA website.

OCS has become a participating agency in the Virginia Longitudinal Data Set (VLDS) a multi-agency data matching repository which allows deidentified extraction of individual matched data records from multiple agencies. VLDS will allow CSA to answer questions regarding things such as educational performance for youth receiving CSA-funded services. Under the guidance of the SEC Outcome Committee, early explorations of this data will take place during FY2018.

The CANVaS 2.0 software platform was released in February of 2017. Enhancements from the previous version included:

- an improved user interface.
- the ability to report on assessment findings by referral source to allow more refined analysis of data.
- new child level reporting capabilities (Individual Progress Report and Individual Formulation Report) that allow case managers and local FAPT teams to monitor and respond to progress/lack of progress/worsening of a child's functioning (as measured by the CANS) over repeated administration of the instrument over time.
- additional items to assess a child's experience of trauma.
- through collaboration with state and local DSS partners, new items and reporting for children referred from the child welfare (foster care) system to provide enhanced information on

Strategy**Progress**

areas important to that system (safety, permanency, well-being and concurrent permanency planning). The new Child Welfare/Permanency Report allows case managers and FAPT teams to assess status of multiple caregivers or potential caregivers for a child in foster care (as measured by the CANS) over repeated administration of that section of the instrument over time.

- New aggregate level report (at the state, local and referral source level) to allow analysis of most common areas of needs, effectiveness of interventions over time on specific areas of functioning, and development of strengths.

In FY2018, OCS will be implementing a training plan to provide local CSA programs and staff on the utilization of these new reporting features.

GOAL 3: Improve the operational effectiveness and accountability of CSA administration.

Strategy**Progress**

1. Develop and implement guidelines for the process of SEC promulgation of policies including stages and time frames for public notice, public comment, and evaluation of potential state and local fiscal impact.
2. Develop and adopt clear policy guidance regarding criteria for denial of CSA state pool funds in response to audit findings and subject to the SEC Dispute Resolution Policy.

State Executive Council Policy 2.4 was adopted on June 23, 2016 and has been utilized to guide the SEC's policy-making actions since that date. Responses from both the SEC and CSA partners has been positive.

The policy draft originated in the SEC Finance and Audit Committee. The SEC, in accordance with the established public participation process, adopted Policy 4.7 at its meeting on December 14, 2017. The policy establishes a transparent, tiered system of response to audit findings of non-compliance.

Strategy

Progress

3. Continue engagement of CPMT representatives (including parents and private providers), juvenile judges, school superintendents, government administrators, and elected leaders in local administration of the CSA through increased opportunities for dialogue.

Through the activities of the SLAT and the OCS, this strategy has been implemented continuously across the biennium. The SLAT continues to meet every other month and representation from each of the identified stakeholder groups ensures productive and robust discussion of issues of common interest to the children's system of care in general, and the activities of the CSA in particular.

The new OCS Executive Director (effective June 2016) has initiated and/or responded to multiple opportunities for engagement through personal visits to individual and regional CPMT meetings (47 localities to date) as well as through attending and participating in meetings of stakeholder organizations. Special efforts have been made to more effectively engage with the organizations such as the Virginia Association of Counties, the Virginia Municipal League, the Virginia League of Social Services Executives, the Virginia Association of Local Human Services Officials, and the Child and Family Services Council of the Virginia Association of Community Services Boards.

The OCS Executive Director also hosts a regular focus group meeting of local CSA Coordinators to hear concerns, explore solutions and maintain open lines of communication.

4. Enhance integration of fiscal and data reporting requirements and systems to reduce local administrative burden and improve accuracy and utility of data for program evaluation and improvement and fiscal operations.

In the past two years (and completed on August 1, 2017) OCS has redesigned the CSA financial and data reporting systems. The resulting Local Expenditure, Data and Reimbursement System (LEDRS) has reduced local reporting requirements to a single consolidated process which includes both fiscal information to generate reimbursements to local governments from the CSA state pool of funds as well as youth level data to allow for required reporting on CSA service activities. The LEDRS also provides increased accuracy by providing automated validations of data prior to submission, reducing opportunities for error.

5. Continue implementation of a robust training plan including development and implementation of a group of e-learning courses to make training on

Each fiscal year the SEC has approved a comprehensive training plan submitted by the OCS. Training activities and participants are summarized annually in reports submitted to the General Assembly. In both FY2016

Strategy

Progress

core CSA policies and practices available “on-demand”, especially for newly hired staff of local child-serving agencies.

over 1,400 (non-unique) individuals participated in CSA sponsored/provided training and in FY2017 over 3,000 individuals. A total of 36 individual training events were held in FY2016 and 46 events in FY2107.

The 5th and 6th Annual CSA statewide conferences were conducted with more than 575 (Spring 2016) and 625 (Spring 2017) local CSA team participants, private providers, and state stakeholders represented at those events. Participants in the annual conference identified by locality and stakeholder groups are summarized in the annual CSA Training Reports to the General Assembly. Training content is also summarized in those reports. Materials from the past four years of annual conferences have been posted to the CSA public website.

In addition to live, “in-person” and webinar training events, over the past two years OCS has developed several distance learning courses that are available “on-demand” in the COV Learning Center. In addition to previously existing e-learning courses, new additions include a multi-module course on “CSA for New Family Service Workers” in local departments of social services and a course on the use of CSA Special Education Wraparound funds. Currently under development is an extended e-learning course on the roles and responsibilities of local Community Policy and Management Teams (CPMT) with expected completion of the first modules in early 2018. The CPMT course development was prompted by requests from local CSA stakeholders.

6. Build/enhance a systemic culture of collaboration across state and local CSA stakeholders through technical assistance in team building, communication, consensus building, etc.

The OCS has responded to numerous requests for on-site technical assistance in the areas mentioned in this strategy. Additionally, at the 2016 annual pre-conference event for local CSA Coordinators, Deloitte facilitated a half-day session on enhancing state-local communication and consensus process. Resulting recommendations were then addressed through on-going work groups.

Strategy

Progress

7. Enhance collaboration between SLAT and SEC through periodic joint meetings for review of strategic planning initiatives.

Legislation added the Chairperson of the SLAT to the voting membership of the SEC effective July 1, 2016. This provides for a regular and formal communication mechanism between the two bodies.

A joint meeting of the SLAT and SEC for strategic planning was held in early December 2015. Another meeting will be conducted following the identification of new state agency members of the SEC in early 2018.

GOALS AND STRATEGIES FOR THE FY2018 – FY2020 BIENNIAL PLAN

Endorsed by the State Executive Council – December 2017 and
incorporating the State and Local Advisory Team (SLAT) Work Plan for FY2018

GOAL 1: Support implementation of a singular, unified system of care that ensures equal access to quality services for at risk youth across the Commonwealth.

Strategy	Responsible Entity	Target Completion Date
1. Continue promotion of High Fidelity Wraparound (HFW) / Intensive Care Coordination (ICC) as an evidence-based intervention through sustaining the activities of the HFW Center of Excellence (federal grant period through 9/30/20) and continued collaboration with state and local partners to advance the practice of HFW and expand funding options for the intervention.	SEC, SLAT and OCS	Ongoing
2. Increase family engagement in all aspects of the system of care by enhanced support of a child-centered, family-focused system through policy guidance and support of practices to increase family access and voice in the CSA process, including provision of ongoing training opportunities in this area.	SEC, SLAT and OCS	Ongoing
3. Increase alignment of CSA and participating agency policies to improve access to, consistency, and quality of services to youth and families. Areas of attention may include licensure/credentialing of service providers, allowable services and service models for specific populations of youth (e.g., independent living arrangements for older youth, role of CSA for youth with intellectual and developmental disabilities, treatment foster care, congregate care, including improved discharge planning models, enhanced prevention activities).	SEC, SLAT and OCS	Ongoing
4. Contingent on direction from the 2018 General Assembly, work with the Department of Education, private educational placement providers, parents of students with disabilities, and other state and local stakeholders to improve practices regarding the placement of students with educational disabilities in the least restrictive environment and outcomes for those students.	SEC and OCS	Ongoing

Strategy	Responsible Entity	Target Completion Date
<p>5. Work with the Department of Medical Assistance Services to transition management of certain children’s behavioral health services from the current, single Behavioral Health Services Administrator (BHSA) contract to the multiple CCC Plus and Medallion 4.0 contracts. The goal is to ensure smooth access and management of services that are jointly funded by CSA and Medicaid.</p>	SEC and OCS	1/1/2019
<p>6. Actively support collaborative, cross–secretariat leadership (i.e., HHR, Education, and Public Safety and Homeland Security) through the SEC, the Governor’s Children’s Cabinet, and other appropriate entities on policy, funding and practice issues to enhance outcomes for high–risk populations including youth involved in the juvenile justice, child welfare, behavioral health, and special education systems.</p>	SEC and OCS	Ongoing

GOAL 2: Support data informed decision making to identify best practices, improve service quality leading to better child and family outcomes, public and private provider performance, and reduce costs.

Strategy	Responsible Entity	Target Completion Date
<p>1. Continue existing and develop new data matching and analysis efforts to determine outcomes of youth served through CSA on key outcome indicators including school attendance, performance, and discipline and juvenile and criminal justice outcomes. Utilize the Virginia Longitudinal Data System (VLDS) and the memorandum of agreement with the Department of Juvenile Justice for access to data. Employ data analytics as a basis for quality improvement activities.</p>	<p>SEC Outcome Committee and OCS</p>	<p>Ongoing</p>
<p>2. Work with local governments to define additional relevant data for inclusion in CSA performance dashboards, specifically common outcome metrics across the CSA service array.</p>	<p>SEC Outcome Committee and OCS</p>	<p>Ongoing</p>
<p>3. Conduct analytic efforts focused on the utilization of congregate (residential) placements including identification and analysis of regional utilization trends; development of case profiles that frequently lead to residential placement and barriers to providing community-based preventive services.</p>	<p>SLAT</p>	<p>6/30/2019</p>
<p>4. Develop and implement training and technical assistance for local CSA programs to utilize new outcomes reports available from the Child and Adolescent Needs and Strengths (CANS), the mandated CSA uniform assessment tool. Training will focus on how local programs can use these reports to identify trends in service needs, priority populations and areas of strengths or needed improvements in the service delivery system.</p>	<p>OCS with input from local CSA programs and SLAT</p>	<p>12/31/2018</p>

GOAL 3: Improve the operational effectiveness and accountability of CSA administration.

Strategy	Responsible Entity	Target Completion Date
1. Enhance the effectiveness of local Community Policy and Management Teams (CPMT) through increased training and technical assistance. By 6/30/2018, complete development and deployment of a new set of distance learning modules on CPMT roles, responsibilities and best practices for new and existing CPMT members.	OCS with input from local CSA programs	Ongoing
2. Initiate and complete a full review of all SEC policies and guidelines to ensure they are in alignment with current law, regulation, and practice. Existing SEC policies and guidelines were developed “piecemeal” over the past 20+ years and are in need of a careful review and update. The SEC Public Participation Policy will be used to guide this activity.	SEC, OCS, SLAT	6/30/2019
3. Fully implement the CSA three-year audit plan to provide local CSA programs timely feedback, provide accountability for use of CSA state pool funds, and establish a culture for quality improvement.	SEC Finance and Audit Committee and OCS	Ongoing
4. Continue improvements to the OCS automated financial and other information systems to improve security, efficiency for end users and to implement new analytic tools for OCS staff and authorized local system users. This will include a redesign of the CSA Service Fee Directory and the local user account management system. Review existing SEC policies and OCS business practices to result in more effective allocation and utilization of certain CSA pool funds (i.e., Special Education Wraparound funds, local CSA administrative funding).	OCS	6/30/2019
5. Continue implementation of a robust training plan including the annual statewide CSA conference and annual New CSA Coordinator Academy, “on-demand” distance (e-learning) courses on core CSA policies and practices.	SEC and OCS	Ongoing