

King George CSA Strategic Plan

This Strategic Plan demonstrates King George County CSA's commitment to ensure the development of needed services, resources, and practices that will best serve the children and families of our community.

FY 2021 – 2022 Strategic Plan + 3 Year Plan

Approved by CPMT: August 19, 2021

Reviewed by CPMT November 18, 2021

Reviewed by CPMT February 17, 2022

Reviewed by CPMT February 16, 2023

Reviewed by CPMT March 21, 2024

Goal 1: Family Engagement and Increased CSA Knowledge

Objective 1: To improve family engagement by providing easily accessible basic information about the CSA process.

| | Status | Target Date for Completion | Responsible Party | Comments | Benchmarks & Measures |
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| Strategy 1: To develop a CSA information guide to provide to families seeking CSA funded services. The guide should be readily available for our DSS, CSB, CSU, and School agencies to distribute to families inquiring about CSA funded services. | Completed | December 2021 | CSA Coordinator / CSA Case Managers | This general information brochure has already been approved by CPMT. The CSA Coordinator routinely provides this to families seeking CSA funding, but our agencies should have a supply of brochures on hand that are readily available to families. The CSA Coordinator will ensure that each agency is | CSA Information Guide approved by CPMT on November 21, 2019 |

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| | | | | adequately supplied on a regular basis. | |
| <p>Strategy 2: To provide information about our CSA program and to provide general forms used in CSA on the King George Social Services webpage.</p> | Completed | December 2021 | CSA Coordinator / DSS Director | <p>CPMT will discuss possible information/forms additions to the website at the August 2021 meeting. Approved forms and/or information will be added to the website by the CSA Coordinator or the DSS Director.</p> | <p>CSA information brochure added to website September 2020</p> <p>CPMT meeting schedule added to website July 20, 2021</p> <p>Added to website October 2021:</p> <p>CSA Contacts CPMT Agendas CPMT Minutes CPMT By-laws FAPT Policy Parental Contribution Policy FAPT Referral Form King George Consent</p> |
| <p>Strategy 3: To provide for enhanced family engagement in all aspects of assessments, planning, and implementation of services.</p> | Ongoing | Ongoing | FAPT / CSA Case Managers / CSA Coordinator | <p>Families who have an established relationship with DSS, CSB, CSU, or the Schools will discuss services that will best serve their child/family with the CSA Case Manager at their regular appointments with that agency. Families who are new to CSA will have the opportunity to discuss service options and potential vendors at the FAPT meeting. FAPT hears all cases requesting a meeting, regardless if the child falls in the CSA Mandated Child Category.</p> | <p>Parent/Guardian signature approval of services documented on the IFSP</p> <p>Reason for vendor selection is listed on the IFSP</p> <p>June 16, 2022 CSA Policy and Procedures revision included provisions for foster parent participation at FAPT, for virtual participation for families unable to physically attend FAPT, and for the provision of</p> |

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| | | | | | translation services for FAPT |
| Strategy 4: To provide families receiving CSA funded services the opportunity to provide feedback about our local CSA program. | Ongoing | Ongoing | CSA Coordinator / CPMT | The CSA Coordinator will develop a Parent Survey form to bring to CPMT for approval. Once CPMT has approved the CSA Coordinator will begin providing this form to families on a regular basis to complete. Feedback from families will become a part of regular review from CPMT to be used to help improve our CSA program. | CPMT approved Parent Survey June 16, 2022 First parent survey sent to parents via Survey Monkey on January 18, 2023 Survey results shared with CPMT on February 16, 2023 Survey results shared with CPMT on October 19, 2024 |
| Objective 2: To increase our local CSA teams general knowledge of CSA and other funding streams available for service needs | | | | | |
| | Status | Target Date for Completion | Responsible Party | Comments | Benchmarks & Measures |
| Strategy 1: To participate in training offered by the State, COVLC, or local agencies to further enhance CSA job knowledge | Ongoing | Ongoing | CSA Coordinator | The CSA Coordinator is required to regularly participate in free CSA trainings offered. Conference trainings are encouraged provided funding for attendance has been provided by the DSS agency. | CSA Coordinator Benchmarks & Measures: CSA Coordinator Academy Mar 8, 2016 CSA Pre-Conference: October 22, 2021 CSA Conferences: April 18-20, 2017 April 30-May 2, 2018 Oct 29-Oct 30, 2020 Oct 28-Oct 29, 2021 Oct 17-Oct 18, 2023 |

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| | | | | | <p>Youth First Conferences: February 10, 2017 February 9, 2018 February 8, 2019</p> <p>COVLC Courses: “CSA Basics for CPMT Members-The Big Picture” “CSA for New LDSS Staff” “CSA Utilization Management Overview” “Can CSA Pay” “CPMT & FAPT Roles and Responsibilities” “CSA Funding & Eligibility for CPMT Members” “CSA Audit Self - Assessment Training” “CSA Audit Process for CPMT Members” “CSA Financial Procedures for Local Government” “In-Home: What Do You Need to Know”</p> |
| <p>Strategy 2: To participate in training offered by COVLC to further enhance overall CSA knowledge</p> | Ongoing | August 2024 | CPMT / FAPT | CPMT and FAPT members are encouraged to complete COVLC courses geared towards CSA. The CSA | Certificates of Completion are to be provided to the CSA Coordinator |

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| | | | | Coordinator is responsible for making members aware of new courses offered. | |
| Strategy 3: To provide a local CSA Orientation training for new CSA members | Ongoing | Ongoing | CSA Coordinator | <p>This PowerPoint presentation is provided to all new CSA members within 2 weeks of their appointment to CSA.</p> <p>This presentation will be revised as needed and will become part of the annual policy and forms review by CPMT and FAPT.</p> | <p>PowerPoint Presentation completed April 7, 2021 and distributed to CPMT and FAPT for review.</p> <p>Moving forward new CSA members will notify the CSA Coordinator via email when they have completed the orientation. At that point the CSA Coordinator will obtain their signature on the Code of Ethics and Confidentiality Agreements</p> |
| Strategy 4: To develop an annual training for all local CSA members | Ongoing | Annually during the month of August | CPMT / CSA Coordinator | The CSA Coordinator is responsible for providing new State initiatives at monthly CPMT meetings. The CPMT will determine if these will need to be incorporated into annual CSA training. In October of each year the CPMT will determine topics to be covered during the annual training. The CSA Coordinator is | <p>November 15, 2016 Roster/Training Handout</p> <p>December 19, 2017 Roster/Training Handout</p> <p>Nov 27, 2018 Roster/Training Handout</p> <p>Dec 10, 2019 Roster/Training Handout</p> |

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| | | | | responsible for creating and presenting the annual training in November. CPMT members, FAPT members, and CSA Case Managers are strongly encouraged to attend. | Feb 2021 Virtual Training PowerPoint Nov 2022 Virtual Training PowerPoint |
| Strategy 5: To provide for vendor presentations at FAPT meetings. This will provide the team and CSA Managers the opportunity to learn more about the available services offered in our area. | Ongoing | August 2024 | CSA Coordinator | CSA Coordinator will secure at least 4 vendor presentations to FAPT per fiscal year. Due to COVID the FAPT met virtually all of FY2021 and did not begin in-person meetings until September 2021. The CSA Coordinator will begin contacting vendors September 2021 to set up vendor presentations | Evidence of vendor presentations will be documented in FAPT minutes |
| Strategy 6: Presentations from representative of local agencies serving on FAPT to provide information about funding streams available for services in their respective agency | Ongoing | August 2024 | CSA Coordinator | Presentation suggestion #1: CSA Coordinator could invite representatives from our local DSS, CSB, CSU, and Schools to provide presentations to FAPT on funding streams available within their respective agency. Presentation suggestion #2: | |

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| | | | | <p>CSA Coordinator could invite representatives from our local DSS, CSB, CSU, and Schools to provide presentations at the annual CSA training.</p> <p>Enhanced education about all available resources could aid in reducing the amount of CSA funding needed for services.</p> <p>Some possible presentations could be:</p> <p>From DSS: Safe & Stable Families, IV-E, Family First Evidence Based Services</p> <p>From RACSB; Crisis Services, Medicaid funded Mental Health Services</p> <p>From CSU: VJCCC Funds Drug Treatment Court Program</p> <p>From Schools: Counseling Therapeutic Day Treatment</p> | |
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Goal 2: To analyze performance data for decision making

Objective 1: To utilize various performance data as tools to improve our CSA program and to help evaluate any potential risks to the King George CSA program

| | Status | Target Date for Completion | Responsible Party | Comments | Benchmarks & Measures |
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| Strategy 1: To utilize the annual State GAP survey as a tool to help identify service gaps in our area and how we can compensate for those gaps | Ongoing | Ongoing (changed from August 2024) | CPMT / CSA Coordinator | | CPMT Review: Mar 16, 2017 Apr 19, 2018 Mar 21, 2019 Mar 18, 2021 Mar 17, 2022 Apr 20, 2023 |
| Strategy 2: To utilize the annual State Risk Assessment as a tool to help identify potential risks to our local CSA program and to take preventive measures as needed | Ongoing | Ongoing (changed from August 2024) | CPMT / CSA Coordinator | | CPMT Review: July 20, 2017 June 21, 2018 Mar 21, 2019 Apr 16, 2020 Apr 21, 2022 May 17, 2024 |
| Strategy 3: To analyze performance data provided by the State to compare previous years for trends in service needs and expenditures | Ongoing | Annually in January and July | CPMT / CSA Coordinator | The CSA Coordinator will provide data reports pulled from the OCS website to share with the CPMT team. | CPMT Review: Aug 17, 2017 Jan 18, 2018 July 19, 2018 Jan 17, 2019 July 18, 2019 Jan 16, 2020 Sept 17, 2020 July 15, 2021 Jan 20, 2022 July 21, 2022 January 19, 2023 January 18, 2024 |

Objective 2: To establish quality assurance and accountability procedures from service providers and families receiving CSA purchased services

| | Status | Target Date for Completion | Responsible Party | Comments | Benchmarks & Measures |
|--|---------|----------------------------|--|---|---|
| Strategy 1: To include service providers in monthly FAPT meetings | Ongoing | Ongoing | CSA Case Managers / CSA Coordinator | Having the service provider present at FAPT meetings allows the team to not only hear a family perspective on how CSA purchased services are impacting the child/family, but to also hear from a provider perspective on progress being made. | |
| Strategy 2: To utilize provider reports as a tool to determine if service needs are being met for the children and families we serve in King George | Ongoing | Ongoing | CSA Case Managers / FAPT / CSA Coordinator | CSA Case Managers will include provider reports in packets provided to FAPT for service requests. The FAPT team, along with the family served, the CSA Case Manager, and the CSA Coordinator will review reports to determine if service needs are being met. Any change in vendors and/or service needs will be discussed as a collaborative effort. | Provider reports are included with individual CSA case files |
| Strategy 3: To complete regular utilization reviews for all children receiving CSA funded services in King George | Ongoing | Ongoing | CSA Coordinator / School IEP Team | The IEP will serve as a utilization review for all CSA funded services for our School cases. It is the responsibility of the School CSA Case | A Utilization Policy and Utilization Review form were approved by |

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| | | | | <p>Manager to provide a complete copy of the current IEP to the CSA Coordinator. CSA funded cases served by DSS, CSB, or CSU will be reviewed on a quarterly basis by the FAPT team. The CSA Coordinator will complete a utilization review that will be discussed at monthly FAPT meetings. This will allow for discussion to determine if service needs are being met and that the service provided is helping the child/family achieve goals established in the IFSP.</p> | <p>CPMT February 22, 2021.</p> <p>Copies of IEP's will be included in CSA case files for our School cases. A signed utilization review will be included in the CSA case files for DSS, CSB, and CSU.</p> <p>FAPT heard their first formal Utilization Reviews on July 6, 2021.</p> |
| <p>Strategy 4: To refer CSA funded cases for DSS to the Division of Child Support Enforcement (DCSE) and to report funds received through DCSE in monthly financial reports</p> | Ongoing | Ongoing | DSS Case Managers / CSA Coordinator | <p>The DSS Case Manager is responsible for submitting completed forms to DCSE. The CSA Coordinator is responsible for ensuring a copy of the form is in the child's CSA file and to regularly review monthly DCSE reports for any funds received. These funds are to be reported on monthly financial reports provided to the CPMT.</p> | <p>Copies of DCSE submission is filed in individual CSA case files</p> |

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| <p>Strategy 5: To obtain Parental Contribution Agreements from families receiving CSA funded services where CSB or CSU is the lead agency.</p> | Ongoing | Ongoing | CSB or CSU Case Managers / CSA Coordinator | <p>The CSB or CSU Case Manager is responsible for obtaining Parental Contribution Agreements and the supporting financial documents for an initial service request for CSA funding. The CSA Coordinator is responsible for ensuring the paperwork is accurate and for obtaining updated Parental Agreements and/or supporting financial documents as service dates change.</p> | Signed Parental Contribution Agreements are filed in individual CSA case files |
| <p>Strategy 6: To invoice families who have been assessed a monthly contribution towards CSA funded services and to seek collection efforts when contribution obligations have not been met</p> | Ongoing | Ongoing | CSA Coordinator | <p>The CSA Coordinator will send out monthly invoices and statements to families who have been assessed a monthly contribution for CSA funded services. Any delinquent accounts will be reported to the County approved collection agency, TACS, for further collection efforts. Funds received from families assessed a monthly co-payment will be reported on monthly financial</p> | CPMT approved using TACS for CSA collections at the November 19, 2020 meeting. |

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Goal 3: Review and Revision of local CSA Policy and Procedure

Objective 1: To review and revise local CSA policy and procedures to ensure alignment with current State CSA statutes and policies.

| | Status | Target Date for Completion | Responsible Party | Comments | Benchmarks & Measures |
|---|---------|-----------------------------|-------------------------------|---|--|
| Strategy 1: To establish a regular evaluation and review process of local CSA policy | Ongoing | Annually each August | CPMT / FAPT / CSA Coordinator | The CSA Coordinator will draft revisions to current policy or procedure based on feedback from the FAPT and CPMT teams. Once all revisions have been drafted the CPMT will vote to approve and adopt into CSA policy. | CPMT By-laws & FAPT Policy revisions approved by CPMT: November 16, 2017 November 15, 2018 November 21, 2019 February 22, 2021 June 16, 2022 July 21, 2022 |

Objective 2: To incorporate new State mandates into local CSA policy

| | Status | Target Date for Completion | Responsible Party | Comments | Benchmarks & Measures |
|---|---------|----------------------------|------------------------|--|--|
| Strategy 1: To establish a regular evaluation of memos provided by the State to determine if there are new mandates that need to be incorporated into local policy | Ongoing | Ongoing | CSA Coordinator / CPMT | The CSA Coordinator will be responsible for informing the CPMT of all new initiatives mandated by the State. The CPMT will vote to approve the inclusion of these mandates in our CSA policy | June 16, 2022 By-Laws and Policy/Procedures approvals included restrictions on use of CSA funds for unlicensed private educational programs, special education |

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| | | | | | transitional services, changes to Medicaid forms, changes to foster care congregate care placements, and Title IV-E funded foster care prevention services |
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Goal 4: To develop contingency plans to ensure the continued operations of the King George CSA program

Objective 1: To have a documented contingency plan for the extended absence of the CSA Coordinator

| | Status | Target Date for Completion | Responsible Party | Comments | Benchmarks & Measures |
|---|-----------|----------------------------|-------------------|--|--|
| Strategy 1: To create a job duty manual to include timelines for completion that is readily accessible should the CSA Coordinator be absent for an extended period of time | Completed | Completed | CSA Coordinator | This process was completed when the CSA office was located in County Finance Department, and was updated as some CSA processes changed once the CSA office moved to DSS. | Hard copy of a job duty manual is housed in the CSA Coordinator's office. An electronic version is housed on the DSS Sharepoint program. |
| Strategy 2: To cross-train another employee at the DSS office to process CSA vendor payments and to generate purchase orders for approved services | Completed | Completed | CSA Coordinator | Vendor payments and purchase orders are processed through the Thomas Brothers system. The installation of Thomas Brothers on a second computer has been completed. | The DSS Human Services Assistant II has been cross-trained. |

Objective 2: To have a documented contingency plan in the event of a natural disaster

| | Status | Target Date for Completion | Responsible Party | Comments | Benchmarks & Measures |
|---|-----------|----------------------------|-------------------|--|--|
| Strategy 1: To ensure all CSA parties are aware of procedures to follow should a natural disaster occur and the CSA office and/or CSA equipment are unusable | Completed | Completed | CSA Coordinator | Revised policy and forms are distributed annually to all CPMT members, FAPT members, and CSA Case Managers | CPMT approval Nov 15, 2018 to be included in CSA By-laws Presented at annual CSA Training Nov 27, 2018 Approved by CPMT as an appendix to our By-laws Feb 22, 2021 |

Objective 3: To have a documented contingency plan in the event the Fiscal Agent is unavailable to sign CPMT approved documents

| | Status | Target Date for Completion | Responsible Party | Comments | Benchmarks & Measures |
|---|-----------|----------------------------|-------------------|---|---|
| Strategy 1: To ensure financial agreements based upon CPMT approved funding can be signed provided the Fiscal Agent is unavailable | Completed | Completed | CPMT | CPMT approved for the CPMT Chair to have signing authority for financial documents where CPMT approved funding, but the Fiscal Agent is unavailable to sign | CPMT approval Nov 15, 2018 to be included in CSA By-laws Presented at annual CSA Training Nov 27, 2018 |