

# 2024 - 2026 IT Strategic Plan

**Agency:** 200 Office of Children's Services

**Date:** 8/28/2023

## Current IT State

**In this section, describe the high-level strategy the agency will use to manage existing operational IT investments over the next year to 5 years. This section should align with identified Business Requirements for Existing Technology (BReTs). At minimum, please address the following questions in your description of your agency's strategy for managing existing operational IT investments:**

**Are there existing IT investments that will require additional funding over the next year to 5 years, such as license renewals, re-competition of current IT contracts, or system enhancements required by the Agency Strategic Plan?**

**If there are systems that will no longer support the agency's business needs, either through poor performance or excessive cost, how does IT leadership in the agency plan to address the issues?**

**If the agency does not have the staff or funding to meet increasing demand for IT services, how will IT leadership fulfill the requests?**

The Children's Services Act (CSA) is a 1993 enacted law that establishes a single state pool of funds to support services for eligible youth and their families. State funds, combined with local community funds, are managed by local interagency teams who plan and oversee services to youth. The Office of Children's Services (OCS) is the administrative entity responsible for implementation of the decisions of The State Executive Council for Children's Services (SEC) which is the supervisory body responsible for the establishment of programmatic and fiscal policies that support the purposes of the CSA. The Children's Services Act represents an innovative partnership between state and local governments to provide an effective and efficient system of care. As stated in §2.2-5200, "it is the intention of this law to create a collaborative system of services and funding that is child-centered, family-focused and community-based when addressing the strengths and needs of troubled and at-risk youths and their families in the Commonwealth." The CSA is a state-supervised, locally administered system. The State Executive Council for Children's Services (SEC, §2.2-2648) and its administrative agency, the Office of Children's Services (OCS, §2.2-2649), are responsible for oversight of the CSA following all relevant federal and state laws, regulations, and the policies of the SEC. As defined in the statute, the Office of Children's Services shall develop and provide for consistent oversight of program administration and compliance with state law, policies, and procedures.

**Mission:** The mission of the Office of Children's Services (OCS) is "Empowering Communities to Serve Youth."

**Vision:** A collaborative, child-centered, family-focused system of care that effectively meets the needs of youth and their families in the Commonwealth.

**IT Organization:** OCS IT Team is composed of one full time IT Director (who also is the AITR & ISO), one full time Business Analyst/Tester, one contract IT staff for IT system administration. two contract IT staff for .NET application development. Ongoing Maintenance, Compliance, Support and Modernization of OCS Websites, Data Analytics and Reporting of the following listed system lay in the hands of contract staff. Due to insufficient IT funds the current IT staffing composition is insufficient to timely meet all OCS Business needs / requirements. For IT application development and IT system administration, OCS is 100% relying on contract IT staff, which is high risk. OCS needs additional IT resources; full time IT development and IT system / DB administration staff members.

**Applications:** The following applications support the daily operation of OCS activities.

**Local Government Reporting:** Collecting and providing uniform data to the OCS (this requirement is met by

submission of the Local Expenditure and Data Reimbursement System (LEDRS) files according to the established schedule).

Providing information on utilization of residential treatment facilities and length of stay in such facilities (this requirement is met by submission of the LEDRS data).

Access to CSA State Pool Funds for Services to Eligible Children and Youth - Sum Sufficient and Non-Sum Sufficient Populations: §2.2-5211 describes funding requirements for two different types of CSA eligibility, populations to receive sum-sufficient and non-sum-sufficient funding. Those for which the state pool and local matching funds shall require sum sufficient funding; and • those for which the state pool and local matching funds do not require sum sufficient funding. The definition of sum sufficient and non-sum sufficient groups is based on requirements to provide enough funding to meet federal mandates for specific groups of children. Administrative funds may be used to offset the locality's (non-services) cost of implementing the CSA. Use of these funds may go toward administration/coordination of services (e.g., the salary of the local CSA Coordinator). The Appropriation Act specifies the amount of funding available from the state general fund for these administrative allocations and there is a required local match. The Act defines the minimum and maximum amounts that a locality may receive, inclusive of the local matching funds. If the locality wishes to receive the state share of the administrative funds, the Community Policy and Management Team must annually submit to OCS an Administrative Budget Plan form. The submission of the request for administrative funds is initiated and processed through the automated CSA Local Government Reporting System. The local government should submit the Administrative Plan form through the CSA Local Government Reporting System no later than June 1 of the fiscal year to ensure reimbursement. Upon receipt of the approved Administrative Plan form, the state will process a single payment to the fiscal agent of the Community Policy and Management Team for the state's share of the administrative allocation. If during the year, the Community Policy and Management Team elects to use its administrative funds in a manner other than reported in the original budget plan, it may do so without amending the plan. The local fiscal agent must account for Children's Services Act administrative expenditures such that they are identifiable as Children's Services Act administrative expenditures.

Child and Adolescent Needs and Strengths Assessment instrument (CANS) : Providing client-specific information from the mandatory uniform assessment (this requirement is met by entering child-specific CANS assessment information into the CANVaS website and database) CANS for children and youth receiving CSA-funded services shall be completed/entered in the online system known as CANVaS to meet the requirement that information from the mandatory uniform assessment be provided to the Office of Children's Services (§2.2-5210). CANVaS is not an acronym, but the name of the internet-based version of the Virginia CANS for use by the CSA. Data for children, youth, and families not receiving CSA-funded services may not be entered into CANVaS, except for children in foster care receiving title IV-E funded services without CSA funding. Each case manager who administers the CANS shall have established a CANVaS account. An online User Agreement shall be "signed" before the activation of the account. All data entered into CANVaS are confidential and child and family-specific data may not be released without proper authorization. Only "non-identifying" and non-child specific data may be published in aggregate form. Each CPMT shall designate at least one Local Administrator (formerly known as a DSU/RA) for CANVaS. Local Administrators have several functions, including acting as a point of contact for local users and the OCS regarding CANVaS, authorizing case manager user access, and accessing data and reports in CANVaS. In order to access CANVaS application, the Users have to take a mandatory CANS training and certification on Schoox.com.

Service Fee Directory: §2.2-5214 requires the OCS to establish and maintain a service fee directory (SFD). The Service Fee Directory (SFD) can be found on the CSA website. The SFD allows for vendors to list the various services they provide and the maximum rate they charge for those services. The SFD can assist localities by having service providers share information regarding availability and fees for specific services. Both public and private vendors enter and update the SFD information. (Note: OCS does not verify any of the information submitted to the SFD. The responsibility for verifying vendor information rests with the vendor and the locality purchasing the services.) While localities may require vendors to list themselves in the SFD through their vendor contract, OCS does not have the authority to require vendors to be listed on the SFD. The SFD can be searched using any of the following parameters or a combination of: • Provider Name • Service Code • Characteristics When the Search button is clicked, based on the parameter criteria, a tabular report is displayed. This report can be sorted by clicking on the column heading. The report results can also be exported to either Excel or pdf using

the Export link.

Child Based Data Reporting System (CBDRS): For Localities that do not have an automatic IT system to transfer their data via Local Expenditure and Data Reimbursement System (LEDRS) files. This system allows data entry for providing uniform data to the OCS (this requirement is met by submission of the LEDRS files according to the established schedule. Providing information on utilization of residential treatment facilities and length of stay in such facilities (this requirement is met by submission of the LEDRS data). Access to CSA State Pool Funds for Services to Eligible Children and Youth - Sum Sufficient and Non-Sum Sufficient Populations: §2.2-5211 describes funding requirements for two different types of CSA eligibility, populations to receive sum-sufficient and non-sum-sufficient funding. Those for which the state pool and local matching funds shall require sum sufficient funding; and • those for which the state pool and local matching funds do not require sum sufficient funding. The definition of sum sufficient and non-sum sufficient groups is based on requirements to provide enough funding to meet federal mandates for specific groups of children. Administrative funds may be used to offset the locality's (non-services) cost of implementing the CSA. Use of these funds may go toward administration/coordination of services (e.g., the salary of the local CSA Coordinator). The Appropriation Act specifies the amount of funding available from the state general fund for these administrative allocations and there is a required local match. The Act defines the minimum and maximum amounts that a locality may receive, inclusive of the local matching funds. If the locality wishes to receive the state share of the administrative funds, the Community Policy and Management Team must annually submit to OCS an Administrative Budget Plan form. The submission of the request for administrative funds is initiated and processed through the automated CSA Local Government Reporting System. The local government should submit the Administrative Plan form through the CSA Local Government Reporting System no later than June 1 of the fiscal year to ensure reimbursement. Upon receipt of the approved Administrative Plan form, the state will process a single payment to the fiscal agent of the Community Policy and Management Team for the state's share of the administrative allocation. If during the year, the Community Policy and Management Team elects to use its administrative funds in a manner other than reported in the original budget plan, it may do so without amending the plan. The local fiscal agent must account for Children's Services Act administrative expenditures such that they are identifiable as Children's Services Act administrative expenditures.

Data Warehouse CSA: Providing data that may be required by the Governor, General Assembly, or SEC. There are numerous reports available through the Statewide Statistics and Reports and Publications sections in the Statistics and Publications area on the CSA Website that are useful in managing local CSA activities. These include: the CSA Performance Measures, an interactive dashboard which allows comparison of localities (and statewide data) on six selected outcomes; an annual CSA Performance Measures/Outcome Indicators Report; CSA Utilization Reports, which describe statewide and locality level information on expenditures, assessments, service types, mandate types, length of stay, and other demographic data from the CSA LEDRS System; and CSA Pool Fund Expenditure Reports addressing various financial areas. The information found in these reports can be useful for utilization management and program quality improvement activities. The CSA Utilization Reports allow the user to view statewide and locality specific information about the types of children (demographics and primary CSA mandate types) and types of services (service placement types, service names) over a specified period. Expenditure and length of stay data are also included in these reports. A brief User Guide to Producing CSA Utilization Reports can also be found on the website. The CSA Performance Measures interactive dashboard (Excel spreadsheet) allows for comparisons of seven performance measures and a composite performance measure across localities. These performance measures are: • the percent of youth who had a decrease in their score on the Child Behavioral and Emotional Needs School Domain of the Child and Adolescent Needs and Strengths (CANS) (the mandatory CSA assessment instrument) from a baseline assessment to the most recent re-assessment; • the percent of youth who had a decrease in their score on the School Domain of the CANS from a baseline assessment to the most recent re-assessment; • the percent of youth who had a reduction in their score on the Strengths Domain of the CANS from a baseline assessment to the most recent re-assessment (indicates improvement); • the percent of youth receiving Intensive Care Coordination (ICC) services compared to all youth placed in residential settings; • the percent of youth receiving Community-Based Services (CBS) of all youth receiving CSA funded services; • the percent of foster children in foster care who are in family-based placements; and • the percent of children who exit from foster care to a permanent living arrangement. Localities are scored and ranked on each performance measure and the composite performance measure. Construction of the CSA Performance Measures and instructions for using the

interactive dashboard can be found on the website.

Account Management System (AMS): CSA maintains an on-line directory, the Account Management System or AMS, of individuals filling a variety of local CSA roles including: • CPMT Chair • Fiscal Agents • CSA Coordinator • Report Preparers • CANS Super Users • Title IV-E File Uploaders • Service Fee Directory. These directories are a resource for obtaining contact information. The Office of Children’s Services utilizes them to communicate important information to local partners. Keeping the AMS Up to Date It is the responsibility of the locality to keep these rosters current and accurate. This system allows Users to Manage the User accounts. Request to make additions/deletions/changes to the directories can be done by any individual. These changes go through an approval flow in the Account Management System (AMS), where the data resides. AMS – Search Roster section has the following features: Search by Locality and/or Role; Sort the data displayed on the screen; export the searched data (to an Excel file).

IT Security Audit & Quarterly IT Vulnerability Scan: Implement changes highlighted in the IT Security Audit & Quarterly IT Vulnerability Scan.

### **Factors Impacting the Current IT**

**In this section, the agency will describe the changes in their business environment that will require or mandate changes to the agency’s current IT investments. These are requirements and mandates from external sources, such as other agencies or business partners, the agency’s customer base, product and service providers, or new federal or state legislation or regulations. The agency must identify the business value of the change, any important deadlines that must be met, and the consequences if the deadlines are not met. In your discussion, be sure to note whether the proposed enhancements are funded or not. If the agency’s existing current IT investments will not need enhancement due to requirements or mandates from external sources in the foreseeable future, the agency should enter the following text rather than leave the Factors Impacting the Current IT section blank**

**For each mandated change, summarize your agency’s response from your Agency Strategic Plan, and is it the opinion of agency IT leadership that the IT portion of the response is adequately funded?**

**Do the mandated changes effect IT in other Commonwealth agencies, or in other states? If so, how?**

CSA/OCS website: CSA/OCS website is a portal for all CSA applications. It is a public facing web site. Annual reporting to the OCS on the gaps in services necessary to keep children in the community, as well as barriers to the development of these services (OCS annually issues the instructions and timeframes for submission of the Service Gap Survey. Results of the Service Gap Survey). Establishment of the CSA State Pool §2.2-5211: establishes “a state pool of funds to be allocated to all community policy and management teams in accordance with the Appropriation Act and appropriate state regulations.” The state pool was created by combining specific agency funding streams that previously purchased both residential and non-residential services for individual children. Local Matching Funds: The majority of the funding streams that were merged into the state pool had requirements for local matching funds. The establishment of the CSA state pool eliminated these individual match rates and established a single specific local match rate for all funds allocated through the state pool. Note: Each locality’s “base” match rate for CSA pool funds is determined based on the funding formula found in the Appropriation Act and includes an adjustment to that rate for certain types of services. Specifically, the local match rate for services defined as “residential” is 25% higher than the base local match rate. The local match rate for services identified as “community-based” is 50% below the base local match rate. The specific services defined as “residential” and “community-based” were determined by the State Executive Council.

### **Proposed IT Solutions**

**In this section, describe the high-level strategy the agency will use to initiate new IT investments over**

**the next year to 5 years in support of the agency strategic objectives documented in your Agency Strategic Plan. The agency does not need to consider specific technologies at this time, however, the strategy should identify how the IT implementation will provide business value to the organization. This section should align with identified Business Requirements for New Technology (BRnTs). At minimum, please address the following questions in your description of your agency's strategy for initiating new IT investments:**

**What are the most important solutions, based on the priority assigned to the requirements by the business sponsors in your agency, and what is the approach to achieving these priority solutions?**

**If any new IT initiatives will be started in the upcoming budget biennium, is it the opinion of agency IT leadership that it is adequately funded?**

**Does the agency's current IT staff have the appropriate skill set needed to support future agency technologies? If not, what skill sets need to be acquired?**

**If the agency will be engaged in multiple new IT initiatives, how will agency IT staff and agency subject matter experts be used across the initiatives?**

Currently due to lack of IT staffing all the project phases are on an as resources is available mode.

1. The statutorily required CSA Service Fee Directory, an application which is used by local CSA programs and service providers, and which has not been updated in over 12 years.
2. Supporting modifications / changes to existing applications to facilitate Cloud readiness in accordance with state (VITA) IT directives.
3. Upgrading all CSA Applications and Website for mobile device compatibility.
4. Upgrading the CSA website for Section 508 Compliance.
5. Upgrading all CSA applications to address known and emergent security risks such as those identified through the quarterly Commonwealth Information Security Vulnerability Scans.
6. Development of automated file uploads for monthly local Medicaid share collection, reporting, and adjustments.
7. Enhancements to the Account Management System (AMS) to update all old User ID numbers and replace them with newly generated User ID numbers from AMS system.
8. Modification of the CSA Website to allow OCS business Users to better have control designated sections on the website, providing for efficiency and timeliness of content updates.
9. Periodic updates and maintenance of all existing applications.

# IT Strategic Plan Budget Tables

<b>Agency:</b>	200 Office of Children's Services			
<b>Date:</b>	8/28/2023			
<b>Current IT Services</b>				
	<b>Costs Year 1</b>		<b>Costs Year 2</b>	
<b>Category</b>	<b>GF</b>	<b>NGF</b>	<b>GF</b>	<b>NGF</b>
<b>Projected Service Fees</b>				
<b>VITA Infrastructure Changes</b>	\$132,057.00		\$138,659.00	
<b>Estimated VITA Infrastructure</b>	\$132,057.00	\$0.00	\$138,659.00	\$0.00
<b>Specialized Infrastructure</b>				
<b>Agency IT Staff</b>	\$594,350.00		\$602,085.00	
<b>Non-agency IT Staff</b>	\$663,192.20		\$696,351.81	
<b>Cloud Computing Service</b>				
<b>Other Application Costs</b>	\$12,125.00		\$12,731.00	
<b>Total:</b>	\$1,401,724.20	\$0.00	\$1,449,826.81	\$0.00
<b>Proposed IT Investments</b>				
	<b>Costs Year 1</b>		<b>Costs Year 2</b>	
<b>Category</b>	<b>GF</b>	<b>NGF</b>	<b>GF</b>	<b>NGF</b>
<b>Major IT Projects:</b>				
<b>Non-Major IT Projects:</b>				
<b>Agency-Level IT Projects:</b>	\$74,050.00		\$77,752.50	
<b>Major Stand Alone IT Procurements:</b>				
<b>Non-Major Stand Alone IT Procurements:</b>				
<b>Agency-Level Stand Alone IT Procurements:</b>				
<b>Procurement Adjustment for Staffing:</b>				
<b>Total:</b>	\$74,050.00	\$0.00	\$77,752.50	\$0.00

Projected Total IT Budget				
	Costs Year 1		Costs Year 2	
Category	GF	NGF	GF	NGF
<b>Current IT Services</b>	\$1,401,724.20	\$0.00	\$1,449,826.81	\$0.00
<b>Proposed IT Investments</b>	\$74,050.00	\$0.00	\$77,752.50	\$0.00
<b>Total</b>	<b>\$1,475,774.20</b>	<b>\$0.00</b>	<b>\$1,527,579.31</b>	<b>\$0.00</b>

# Business Requirements For Technology

<b>Agency:</b>	200 Office of Children's Services
<b>Date:</b>	8/28/2023

## BReT - CANVaS Software Help Desk and Application S

<b>BRT Type:</b>	Business Requirement for Existing Technology
<b>Date Submitted:</b>	8/23/2023
<b>Mandate:</b>	Yes
<b>Mission Critical:</b>	Yes

### Description:

Upgrading the existing CANVaS to a new version CANVaS 2.0.

The CANVaS 2.0 application has the administration support piece inbuilt. It also caters to variance depending for DSS clients. The system is a web-based portal and centralized, secure data using Microsoft SQL and .NET technology. It caters to analysis of statewide and locality-based assessments with reporting on provider performance and client treatment results.

The Code of Virginia § 2.2-2648, requires OCS to "Oversee the development and implementation of a mandatory uniform assessment instrument and process to be used by all localities to identify levels of risk of Comprehensive Services Act (CSA) youth".

The State Executive Council adopted the Child and Adolescent Needs and Strengths (CANS) as statutorily required mandatory uniform assessment instrument in 2007 and requested the development of the online system, known now as CANVaS.

## BReT - CSA Service Fee Directory

<b>BRT Type:</b>	Business Requirement for Existing Technology
<b>Date Submitted:</b>	7/1/2023
<b>Mandate:</b>	
<b>Mission Critical:</b>	

### Description:

The statutorily required CSA Service Fee Directory, an application which is used by local CSA programs and service providers and which has not been updated in over 12 years.


**BReT - Maintenance Support and Modernization of CS**

<b>BRT Type:</b>	Business Requirement for Existing Technology
<b>Date Submitted:</b>	8/23/2023
<b>Mandate:</b>	
<b>Mission Critical:</b>	Yes

**Description:**  
Maintenance, Support and Modernization of CSA Websites


**BReT - SAS Data Integration and Analysis Project**

<b>BRT Type:</b>	Business Requirement for Existing Technology
<b>Date Submitted:</b>	8/23/2023
<b>Mandate:</b>	
<b>Mission Critical:</b>	Yes

**Description:**  
Hosting, Licensing and Quarterly Analytics of completed SAS Data Integration and Analysis Project. This project enhances the reporting capabilities for the program.


**BReT - Software Upgrade**

<b>BRT Type:</b>	Business Requirement for Existing Technology
<b>Date Submitted:</b>	8/23/2023
<b>Mandate:</b>	
<b>Mission Critical:</b>	Yes

**Description:**  
Some of the software used by the agency need to be upgraded

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CSA SD-WAN Upgrade	
<b>BRT Type:</b>	Business Requirement for Existing Technology
<b>Date Submitted:</b>	3/1/2023
<b>Mandate:</b>	Yes
<b>Mission Critical:</b>	Yes
<b>Description:</b>	
<p>Configure existing routers to support SD-WAN capability across all agency locations. This approach prepares agency location(s) with the ability to add additional network capabilities (multiprotocol label switching (MPLS), broadband, wireless (i.e., Cradlepoint)) to take advantage of application -aware routing over private and public networks.</p> <p>Three step process:</p> <p>Remote internetwork operating system (IOS) software upgrade on the router.</p> <p>Remote SD-WAN deployment</p> <p>Circuit deployment as needed</p>	
IT Staff Augmentation	
<b>BRT Type:</b>	Business Requirement for Existing Technology
<b>Date Submitted:</b>	8/23/2023
<b>Mandate:</b>	Yes
<b>Mission Critical:</b>	Yes
<b>Description:</b>	
Annual Staff Augmentation	
OCS Website Modernization	
<b>BRT Type:</b>	Business Requirement for New Technology
<b>Date Submitted:</b>	6/18/2023
<b>Mandate:</b>	

<b>Mission Critical:</b>	Yes
<b>Description:</b>	The primary objective of the COV Website Modernization and the CMS Virginia.gov projects are to ensure all state sites are on a single common platform and are following required VITA, COV and 508 standards

# **IT Strategic Plan Projects**

There are no projects for this agency.

# **IT Strategic Plan Procurements**

There are no stand alone procurements for this agency.