

**South Carolina Department of Social Services  
Five-Year Comprehensive Budget Narrative****I. Executive Summary**

The South Carolina Department of Social Services (SCDSS) submits a comprehensive, five-year budget plan (2019 – 2023) that includes the financial, staffing and other support the agency anticipates will be necessary to meet the performance targets required by the Settlement Agreement. The budget identifies estimated funding requirements for new positions, training, technology, rates, services, etc. needed to facilitate the Implementation Plans associated with meeting requirements A-K of the Settlement Agreement, which have been considered throughout this budget plan, and to address budget requirements for each of the performance targets. It is important to note the budget plan only includes new or increased costs to be incurred each year. It is expected that once costs are appropriated for a specific line item, those appropriations will be recurring in subsequent years.

The budget also provides totals for both state general funds and federal funds, as consideration has been made for the potential of federal revenue maximization through Medicaid, Title IV-E, TANF, SSBG, and other available sources.

Throughout the budget development process, SCDSS has taken into consideration that changes in the federal landscape may impact both the budget needs as well as the manner in which SCDSS provides services to children and families. For example, the recent passage of the Family First Prevention Services Act (FFPSA) brings the most significant change to child welfare financing in decades. FFPSA provides an opportunity for SCDSS to move towards more varied, proven interventions and services for children and families. It will also require SCDSS to make significant changes in how services are obtained, managed and funded. Throughout this five-year budget implementation plan, considerations have been made as to how the Family First may impact services and funding; however, the Administration for Children and Families (ACF) has not yet released policy guidance, thus the true impact of the new law is unable to be fully considered as of the issuance of this report.

Budget estimates for monitoring costs and future consultants appointed by the monitors are not included in this budget implementation plan, as the budgets for these services in future periods have not been provided to SCDSS by the monitors as of the issuance of this report.

Budget estimates for salary increases and bonuses will likely be impacted upon receiving the results of a salary analysis currently being conducted by the Division of State Human Resources.

<b>Budget Crosswalk</b>	
<b>Budget Plan</b>	<b>Settlement Agreement<sup>1</sup></b>
Hiring and Retention of Caseworkers and Supervisors	A. Workload B. Worker-Child Visitation C. Investigations
Development of all Necessary Pre-and In-Service Training of Staff	A. Workload
Support for IT System that can Produce Accurate and Timely Data Reports	A. Workload C. Investigations
The Development and Training of a Model of Case Practice	B. Worker-Child Visitation C. Investigations J. Family Visitation
Adjustment of Foster Parent Reimbursement Rates	D. Placement Resources E. Congregate Care Placements and Emergency or Temporary Placements F. Placement Instability G. Sibling Placement H. Youth Exiting the Juvenile Justice System I. Therapeutic Foster Care Placements J. Family Visitation
Design of an Infrastructure for Tracking and Delivery of Health and Mental Health Services for Children in Foster Care	K. Health Care Improvement

<sup>1</sup> May be addressed within multiple budget categories

Below, please reference the five-year budget summary which represents the total costs for each year for each of the major categories identified in the Court Order issued April 19, 2018. These costs, as well as other estimated costs that will be incurred to meet the terms of the Settlement Agreement are explained in further detail in the narrative below.

SCDSS Five Year Comprehensive Budget Plan Summary						
	2019	2020	2021	2022	2023	TOTAL
<b>Hiring and Retention</b>	\$ 16,934,820	\$ 17,925,755	\$ 13,925,201	\$ 14,175,483	\$ 18,079,231	\$ 81,040,489
State	\$ 16,934,820	\$ 14,558,964	\$ 11,279,412	\$ 11,482,141	\$ 14,644,177	\$ 68,899,515
Federal	\$ -	\$ 3,366,791	\$ 2,645,788	\$ 2,693,342	\$ 3,435,054	\$ 12,140,975
2019 Budget Request	\$ 16,934,820					
<b>Training</b>	\$ 598,505	\$ 1,220,463	\$ 40,843	\$ 56,013	\$ 43,927	\$ 1,959,751
State	\$ 598,505	\$ 872,631	\$ 35,097	\$ 46,238	\$ 37,906	\$ 1,590,376
Federal	\$ -	\$ 347,832	\$ 5,746	\$ 9,775	\$ 6,021	\$ 369,374
2019 Budget Request	\$ 508,331					
<b>SACWIS</b>	\$ 2,533,857	\$ 10,341,004	\$ 85,361	\$ -	\$ 39,405	\$ 12,999,628
State	\$ 2,066,159	\$ 8,376,214	\$ 69,142	\$ -	\$ 31,918	\$ 10,543,434
Federal	\$ 467,698	\$ 1,964,791	\$ 16,219	\$ -	\$ 7,487	\$ 2,456,194
2019 Budget Request	\$ 1,238,064					
<b>Practice Model</b>	\$ 153,579	\$ 686,605	\$ 16,099	\$ -	\$ 17,034	\$ 873,318
State	\$ 153,579	\$ 250,000	\$ 13,040	\$ -	\$ 13,798	\$ 430,417
Federal	\$ -	\$ -	\$ 3,059	\$ -	\$ 3,237	\$ 8,503
2019 Budget Request	\$ -					
<b>Rates</b>	\$ 1,650,000	\$ 25,944,632	\$ 15,923,977	\$ 16,485,305	\$ 17,352,105	\$ 77,356,019
State	\$ 1,650,000	\$ 23,100,883	\$ 15,673,076	\$ 16,216,039	\$ 17,049,069	\$ 73,689,066
Federal	\$ -	\$ 2,843,749	\$ 250,901	\$ 269,266	\$ 303,036	\$ 3,666,952
2019 Budget Request	\$ 1,600,000					
<b>Health/Mental Health</b>	\$ 90,000	\$ 2,390,582	\$ 76,031	\$ -	\$ 76,757	\$ 2,633,371
State	\$ 90,000	\$ 1,936,372	\$ 61,585	\$ -	\$ 62,173	\$ 2,150,130
Federal	\$ -	\$ 454,211	\$ 14,446	\$ -	\$ 14,584	\$ 483,240
2019 Budget Request	\$ -					
<b>TOTAL REQUESTED BUDGET</b>	\$ 21,960,760	\$ 58,509,043	\$ 30,067,512	\$ 30,716,801	\$ 35,608,459	\$ 176,862,574
FY19 Budget Request	\$ 20,281,214					

It is important to note that, for FY19, the budget summary includes additional anticipated implementation costs that were not known at the time of the agency's FY18-19 budget submission. The agency's submitted budget request is footnoted for reference in the FY19 column above.<sup>1</sup>

## II. Hiring and Retention of Caseworkers and Supervisors

Hiring a qualified workforce to provide appropriate and adequate services to the Class Members is critical to improving the quality of the child welfare system of care, and to meeting the improvement plans set forth by the Settlement Agreement. Recruiting a qualified workforce with experience working with children and a background in social work is an important combination that will benefit the safety, well-being and permanency for children within the foster care system.

Within South Carolina's 46 counties, the size of the county, the number of children in care, and the number of allocated positions available drives the make-up of a caseworker's caseload. It is not uncommon for a caseworker to carry a variety of cases (Investigation and Assessment, Ongoing Foster Care, or Adoptions)

<sup>1</sup> Please note each budget year request includes only new costs. The budgets are not cumulative.

during their employment. Without the ability to specialize in one area, caseworkers and their supervisors must be knowledgeable of all the requirements of each of the program areas. Due to staff carrying multiple types of cases, many caseworkers are providing services to the Class Members.

The ability for SCDSS to hire 670 new caseworkers over the next five years is integral to meeting and the Agency’s responsibilities to Class Members; particularly those tied to caseload standards for class members of 1:15 (foster care), 1:17 (adoptions), 1:9 (IFCCS), and 1:8 (OHAN). The agency has also established a ratio of 1:5 for foster care, IFCCS and adoptions and 1:6 for OHAN as the limits on the number of caseworkers assigned to a supervisor at any given time. The turnover of child welfare workers is an issue nationwide, and statistics reveal that between 30% and 45% of child welfare staff leave within 2 years of employment. With such high turnover rates within a state agency, the obvious issue with vacancies places a substantial burden on remaining workers to handle additional cases.

Strategies aimed at addressing social worker turnover, along with the estimated fiscal impacts facing SCDSS are addressed in the budget plan through proposing national best practices, and identifying the costs associated with implementing those practices. For instance, a study by The National Center for Crime and Delinquency (2006), identified a significant correlation between high turnover rates and higher rates of maltreatment recurrence after 3, 6, or 12 months of intervention. For SCDSS to retain a qualified and well-equipped workforce, exploration of national best practices for screening, interviewing and hiring employees will serve to ensure improve the effective use of funds appropriated to the agency by reducing the costs associated with high employee turnover.

- **2019:** Additional Caseworkers (186), and Caseworker Supervisors (37), were requested by the agency in its budget request for FY19.

While the agency’s budget has not yet been approved, the vision for SCDSS is to support children and families through increased caseworkers and supervisors. A recent report of currently filled and vacant positions demonstrates that efforts to maintain the workforce is an ongoing effort. As of April 17, 2018, the total number of caseworker positions allocated was 1,371, of which 1,138 (83%) of all child welfare positions are filled. The 233 vacant Full-Time Equivalent (FTE) positions places a large burden on caseworkers as the child welfare population continues to grow each month.

2019	Requested Funds	State Funds	Federal Funds
<b>Staff</b>	\$ 16,934,820	\$ 16,934,820	\$ -
<b>Contracts</b>	\$ -	\$ -	\$ -
<b>Stipends</b>	\$ -	\$ -	\$ -
<i>2019 Budget Request</i>	\$ 16,934,820	\$ 16,934,820	\$ -

- **2020:** SCDSS anticipates requesting additional funding to hire Caseworkers (121), and Caseworker Supervisors (25) in 2020. In addition, the growing number of supervisors will benefit from coaching and ongoing support, which is included in the 2020 budget request, to ensure that all new caseworkers are provided with the support required to manage difficult cases involving the safety, well-being and permanency of the child welfare population.

To address the existing number of vacancies, in addition to new positions that are being requested, a systematic framework for filling those positions must be implemented. Within the anticipated budget for 2020, in addition to the positions identified for the various classifications, considerations for a competency-based screening, hiring and on-boarding process have been included. The

growing number of FTEs will aid in addressing the requirements covered under the Settlement Agreement.

A cost effective methodology was included in the 2020 budget to ensure that the new positions for the different categories of staff will be filled with competent, well-qualified staff. Competency-Based Hiring include: 1) effective practices around screening, hiring and on-boarding new staff, 2) a framework to build a resilient workforce that can address the challenges of the child welfare profession and 3) mechanisms that provide for supervisory supports and coaching. In addition, the budget includes resources costs associated with conducting a Comprehensive Organizational Assessment aimed to identifying the strengths and gaps within the agency, and for preparing for cultural and organizational change. Often within an agency, there are systemic issues that have developed over time.

In addition, national best practices around secondary trauma faced by children due to having several caseworkers over the time in foster care, as well as strategic planning to enhance the organizational health and workforce development for child welfare, are included in the budget plan.

SCDSS is also reviewing a Title IV-E Stipend Program with state universities operating schools of social work to recruit future caseworkers with a child welfare-focused social work education. SCDSS operated such a program in prior years; however, only 16 students were in the program. Most of these state-university partnerships have relied on a Random Moment Sampling (RMS) or Random Moment Time Study (RMTS) to generate a process for allocating to all benefiting programs the costs associated with the training programs. As Title IV-E eligibility rates have decreased, so have the RMS results. Utilizing a curriculum statistic to isolate Title IV-E allowable content rather than applying RMS results will likely prove beneficial. This methodology benefits the state-university partnership by reducing the costs to other programs by isolating what can be charged to Title IV-E, and by reducing state general funds needed as the match requirement. In addition to stipend program participants being required to commit to employment with SCDSS for a defined period of time, SCDSS will improve the quality and consistency of its child welfare workers via the stipend pipeline.

A re-establishment of the Title IV-E stipend program with schools of social work across South Carolina will be an excellent mechanism for supporting the child welfare workforce. SCDSS will have trained students coming to work with the agency for a minimum of each year of financial support received. The added benefit of having students complete SCDSS internships will act to further the student/employee's commitment to child welfare in the state. It is anticipated that with initiation of the program prior to the beginning of the 2019 – 2020 Academic School Year, as many as 50 students could be placed in the first cohort of prospective employees. Depending on the level of education (BSW or MSW), their readiness for employment could be established in 18 months to two years.

As an additional incentive for employees to stay on the job, a retention bonus will act as a mechanism for supporting and encouraging staff to remain committed to their roles in SCDSS child welfare. The budget plan includes resources necessary for hiring, and providing retention bonuses over the five-year budgeting period. Staff who have remained with the agency for two years will receive a bonus

Finally, SCDSS anticipates requesting a 5% salary increase for all child welfare staff who were with the agency at the beginning of FY19. This will represent the first phase of a plan to increase child welfare salaries by 10% over the 5-year period.

2020	Requested Funds	State Funds	Federal Funds
<b>Staff</b>	\$ 16,969,952	\$ 13,745,661	\$ 3,224,291
<b>Contracts</b>	\$ 205,803	\$ 205,803	\$ -
<b>Stipends</b>	\$ 750,000	\$ 607,500	\$ 142,500

- **2021:** SCDSS anticipates requesting additional funding to hire Additional Caseworkers (121), and Caseworker Supervisors (25).

A request for a 5% salary increase is anticipated for all staff hired in 2019, reinforcing the agency's commitment to adequately compensating its child welfare staff.

A request for a 1% retirement increase for all child welfare staff has been included in the budget estimates, which reflects statewide retirement increases.

A request for a \$2,000 bonus is anticipated for staff hired in 2019. This incentive will provide additional support for employees and further demonstrate the value the agency places on its child welfare staff.

As the Title IV-E Stipend Program continues, as many as 75 additional students will be admitted into the program, with their education structured to prepare them for a career in child welfare. SCDSS anticipates requesting funding for this expansion in 2021.

2021	Requested Funds	State Funds	Federal Funds
<b>Staff</b>	\$ 12,800,201	\$ 10,368,162	\$ 2,432,038
<b>Contracts</b>	\$ -	\$ -	\$ -
<b>Stipends</b>	\$ 1,125,000	\$ 911,250	\$ 213,750

- **2022:** SCDSS anticipates requesting additional funding to hire Additional Caseworkers (121), and Caseworker Supervisors (25).

A request for a 5% salary increase is anticipated for all staff hired in 2020, reinforcing the agency's commitment to adequately compensating its child welfare staff.

A request for a 1% retirement increase for all child welfare staff has been included in the budget estimates, which reflects statewide retirement increases.

A request for a \$2,000 bonus is anticipated for staff hired in 2020. This incentive will provide additional support for employees and further demonstrate the value the agency places on its child welfare staff.

As the Title IV-E Stipend Program continues, as many as 100 additional students will be admitted into the program, with their education structured to prepare them for a career in child welfare. SCDSS anticipates requesting funding for this expansion in 2022.

2022	Requested Funds	State Funds	Federal Funds
<b>Staff</b>	\$ 12,675,483	\$ 10,267,141	\$ 2,408,342
<b>Contracts</b>	\$ -	\$ -	\$ -
<b>Stipends</b>	\$ 1,500,000	\$ 1,215,000	\$ 285,000

- **2023:** SCDSS anticipates requesting additional funding to hire Additional Caseworkers (121), and Caseworker Supervisors (25).

A request for a 5% salary increase is anticipated for all staff hired in 2021, reinforcing the agency's commitment to adequately compensating its child welfare staff.

A request for a subsequent 5% salary increase is anticipated for all child welfare staff employed by SCDSS at the beginning of FY19 who would have also received an increase in 2020.

A request for a \$2,000 bonus is anticipated for staff hired in 2021. This incentive will provide additional support for employees and demonstrate the value that the agency has in employee commitment to the agency.

As the Title IV-E Stipend Program continues, as many as 100 additional students will be admitted into the program, with their education structured to prepare them for a career in child welfare. SCDSS anticipates requesting funding for this expansion in 2023.

2023	Requested Funds	State Funds	Federal Funds
<b>Staff</b>	\$ 16,579,231	\$ 13,429,177	\$ 3,150,054
<b>Contracts</b>	\$ -	\$ -	\$ -
<b>Stipends</b>	\$ 1,500,000	\$ 1,215,000	\$ 285,000

### **III. Development of all Necessary Pre- and In-Service Training of Staff**

Training is an integral component of addressing the complex needs of the child welfare system. In addition to the pre-service and on-going training, the training of foster parents, court-appointed guardians, and adoptive parents fall under the requirements of the child welfare agency. Currently, the majority of training is provided through contracts with University of Social Carolina (USC), USC Children's Law Center, Children's Trust of South Carolina, and the South Carolina Foster Parent Association.

Recently, the Department entered into a contract with Chapin Hall for a Training Plan that is intended to inform the Department's movement toward integrating a Training Division that will manage and coordinate training initiatives for child welfare and other divisions. As part of the Chapin Hall work, exploration of utilizing the Statewide Learning Management System (LMS) for tracking and recording all training events is being completed.

As additional child welfare staff are added, increased diversity in training topics and specific training tracks based on areas of specialty or responsibility should be explored. Evaluations and assessments of the current training curriculum and topics should consider the needs of workers in the current environment, and consider upcoming changes to the landscape, such as those anticipated with the implementation of FFPSA provisions, to ensure the training curriculum provides maximum value for children and families.

- 2019:** Program Coordinator I (Trainer) (6) positions were requested by the agency in its FY19 state budget submission. As of the date of this report, those positions were included in the House version of the FY19 budget, but not included in the Senate version of the FY19 Budget. These positions are necessary to direct the management and contract oversight of the training efforts for child welfare. A significant piece of the training staff should include an evaluation of the effectiveness of the training by gathering data through surveys, evaluations, and focus groups. Ensuring the growing number of child welfare staff obtain and retain the adequate, relevant skills necessary to meet the needs of Class Members will be a strategic focal point for the additional training staff.

2019	Requested Funds	State Funds	Federal Funds
<b>Staff</b>	\$ 508,331	\$ 508,331	\$ -
<b>Contracts</b>	\$ 90,174	\$ 90,174	\$ -
<b>Total Funding Needed</b>	<b>\$ 598,505</b>	<b>\$ 598,505</b>	\$ -
<i>2019 Budget Request</i>	<i>\$ 508,331</i>	<i>\$ 598,505</i>	<i>\$ -</i>

- 2020:** SCDSS anticipates requesting funding to hire Program Coordinator I (Trainer) (5) positions. In order to ensure that the newly hired case managers are appropriately trained to use the CAPSS system, DSS will utilize a portion of these new training positions for CAPSS system trainers.

With the increased number of child welfare workers added in each fiscal year between 2017 – 2021, the burden on the child welfare training contracts will be extensive. For each of the budgets in the five-year period, due to the increased training sessions required, a 5% increase in contract amounts is recommended. At this time, the USC Child Welfare training contract provides a wide array of Supervisory and Middle Management skill building courses; however, it is unclear if the training is required or is merely available to these staff for personal enrichment. Research has demonstrated that the more well-trained and experienced the supervisor or manager, the better outcomes there are for staff under their leadership<sup>2</sup>. The minimization of weak or unsupportive supervision is typically regarded as highly valued for caseworkers, and aids in workforce retention.

The USC Children’s Law Center provides extensive training in compliance with the Children’s Justice Act requirements, training on investigative and child welfare legal issues, as well as special child welfare training. The scope of the contract has increased in recent years. With additional caseworkers expected to be hired in SFY 2019-2023, additional sessions for the legal issues relevant to child welfare staff will continue to be required.

The South Carolina Foster Parent Association provides all training opportunities for foster care parents, kinship care providers, adoptive parents and SCDSS staff. The training meets the requirements for initial licensing, as well as ongoing training requirements set by the Department. A primary focus of the SC Foster Parent Association trainings supports the ongoing retention of foster parents. In addition, a portion of the contract is dedicated to providing youth in the Independent Living Program with life skill training.

The Children’s Trust of South Carolina provides parenting skill classes with the objective of strengthening families. Across the state this organization provides parenting classes based on referrals by the Department. SCDSS staff are also attendees at these trainings

<sup>2</sup> [https://www.childwelfare.gov/pubPDFs/effective\\_supervision.pdf](https://www.childwelfare.gov/pubPDFs/effective_supervision.pdf)



It is anticipated that the majority of the current types of training provided under existing contracts will continue to be necessary in meeting the needs of child welfare. SCDSS expects to re-solicit these services, incorporating the results of the ongoing efforts aimed at assessing the training needs of child welfare. A 5% increase in associated training costs is included in the budget plan, primarily due to the increased number of employees that will require training. In addition, some level of assessment of the quality of services should be considered to maximize the value of the training, and to ensure the quality of services required for all children in the child welfare system, specifically Class Members.

2020	Requested Funds	State Funds	Federal Funds
<b>Staff</b>	\$ 423,609	\$ 302,880	\$ 120,729
<b>Contracts</b>	\$ 796,855	\$ 569,751	\$ 227,104

- **2021:** SCDSS does not anticipate requesting additional training positions; however, training efforts must maintain momentum as child welfare staff hiring will continue.

Ongoing operational costs to the state LMS for training are requested.

Similar to the budget plan for 2020, a 5% increase in contractual training costs is included in the budget plan, primarily due to the increased number of employees that will require training.

2021	Requested Funds	State Funds	Federal Funds
<b>Staff</b>	\$ -	\$ -	\$ -
<b>Contracts</b>	\$ 40,843	\$ 35,097	\$ 5,746

- **2022:** SCDSS does not anticipate requesting additional training positions; however, training efforts must maintain momentum as child welfare staff hiring will continue.

A request for a 5% salary increase is anticipated for all Program Coordinator I (5) positions hired in 2020.

Similar to the budget plan for 2020 and 2021, a 5% increase in contractual training costs is included in the budget plan, primarily due to the increased number of employees that will require training.

2022	Requested Funds	State Funds	Federal Funds
<b>Staff</b>	\$ 14,178	\$ 10,138	\$ 4,041
<b>Contracts</b>	\$ 41,835	\$ 36,101	\$ 5,734

- **2023:** SCDSS does not anticipate requesting additional training positions; however, training efforts must maintain momentum as child welfare staff hiring will continue.

Similar to the budget plans for 2020, 2021 and 2022, a 5% increase in contractual training costs is included in the budget plan, primarily due to the increased number of employees that will require training.

2023	Requested Funds	State Funds	Federal Funds
<b>Staff</b>	\$ -	\$ -	\$ -
<b>Contracts</b>	\$ 43,927	\$ 37,906	\$ 6,021

**IV. Support for IT System that can Produce Accurate and Timely Data Reports**

SCDSS understands that in order to provide its case managers, management, and other stakeholders with real-time, accurate data about the children and families they serve, it will be necessary to implement several improvements to the Child Adult Protective Services System (CAPSS).

- **2019:** The budget request includes estimated resources needed for maintaining and supporting CAPSS enhancements and CAPSS Overlay System. SCDSS anticipates hiring a vendor to improve performance with key performance indicators (KPI), process and outcome measures, data quality reports, and task lists/to-do reminders.

Funding for 5 Data Analyst QA staff that will train end-users on CAPSS basic use as well as enhanced functionality, and perform data monitoring/auditing to ensure continued data integrity.

Currently, SCDSS is finalizing a solicitation for a mobile technology tool, partially supplemented with private grant funding, to assist case managers in more efficiently performing their work in the field. Mobile technology has the potential to increase the effectiveness and efficiency of the critical work of child welfare case management, thereby increasing positive outcomes and reducing administrative re-work. It is anticipated that the initial year of this mobility project will be a pilot project for a portion of child welfare staff.

The budget plan includes resources necessary for purchasing 300 tablets for the initial mobility pilot project.

In addition to its work on the training plan, Chapin Hall is also providing Data Validation services. Under this contract, Chapin Hall is conducting data analysis for the purpose of identifying needs, predicting risk and evaluating programs. This work aims to build capacity to understand current performance, strengths and challenges, and to monitor progress towards priority outcomes.

2019	Requested Funds	State Funds	Federal/Other Funds
<b>Staff</b>	\$ 338,064	\$ 338,064	\$ -
<b>Contracts</b>	\$ 1,550,016	\$ 1,205,016	\$ 345,000
<b>Hardware</b>	\$ 645,777	\$ 523,079	\$ 122,698
<b>Total Funding Needed</b>	<b>\$ 2,533,857</b>	<b>\$ 2,066,159</b>	<b>\$ 467,698</b>
<i>2019 Budget Request</i>	\$ 1,238,064	\$ 1,238,064	\$ -

- **2020:** SCDSS anticipates a request for funding IT Developers (4) to be hired as contracted staff to support the technology and develop CAPSS enhancements requested as part of the settlement agreement. A request for funding IT Business Analysts (3), and IT Services Specialists (3) to be hired as FTEs for ongoing support for technology and CAPSS enhancements required to meet the terms of the settlement agreement is also anticipated. Additional FTEs (5) will also be requested to perform data integrity reviews.

To appropriately compensate existing staff for the roles that they are currently in, a position Re-Classification will be necessary for existing IT Business Analysts and IT Service Specialists.

Through the implementation of Structured Decision Making, updates will need to be made to the CAPSS system.

It is estimated a mobile technology tool will be fully implemented and rolled out to the remainder of the state in 2020. Tablets (2100) will be procured to complete the rollout to all case workers. VPN Servers (3) will also be procured to support the rollout.

SCDSS will further develop tools to assist case managers with more effective data driven practices, including a predictive analytics tool. With the aim to inform practice decisions and the training focus of case managers, SCDSS will hire a vendor to capture and analyze data to better understand the root causes of entry into foster care, and the trajectory in escalation from a case in family preservation to entry into the foster care system. The vendor will build models that harness the Department's data to predict outcomes related to foster homes, family preservation, and recidivism. The tool will also assess how data collected by the Department can inform practice decisions.

The budget request also includes estimated ongoing costs for the CAPSS Overlay System.

An Adobe Enterprise Suite License will be procured to allow staff to automatically populate required forms and documents from CAPSS.

2020	Requested Funds	State Funds	Federal Funds
<b>Staff</b>	\$ 1,526,201	\$ 1,236,223	\$ 289,978
<b>Contracts</b>	\$ 4,249,364	\$ 3,441,985	\$ 807,379
<b>Hardware</b>	\$ 4,565,439	\$ 3,698,006	\$ 867,433

- **2021:** A request for a 5% salary increase for IT staff hired in 2019 is anticipated

Mobile technology licensing fees will be a new recurring cost from the statewide rollout of the mobility solution.

Additional costs for the CAPSS Overlay System will be incurred each year due to ongoing updates and maintenance costs.

2021	Requested Funds	State Funds	Federal Funds
<b>Staff</b>	\$ 35,361	\$ 28,642	\$ 6,719
<b>Contracts</b>	\$ 50,000	\$ 40,500	\$ 9,500
<b>Hardware</b>	\$ -	\$ -	\$ -

- **2022:** SCDSS anticipates no additional funding will need to be added to its base budget for the IT components related to the Settlement Agreement, assuming all requests for recurring funds in prior years are approved.

2022	Requested Funds	State Funds	Federal Funds
<b>Staff</b>	\$ -	\$ -	\$ -
<b>Contracts</b>	\$ -	\$ -	\$ -
<b>Stipends</b>	\$ -	\$ -	\$ -

- **2023:** A request for an additional 5% salary increase for IT staff hired in 2019 is anticipated

2023	Requested Funds	State Funds	Federal Funds
<b>Staff</b>	\$ 39,405	\$ 31,918	\$ 7,487
<b>Contracts</b>	\$ -	\$ -	\$ -
<b>Hardware</b>	\$ -	\$ -	\$ -

**V. The Development and Training of a Model of Case Practice**

SCDSS understands that implementation of a practice model is critical in guiding the practice of a child welfare agency, instilling core principles within the agency to guide day to day work and decision making, and ultimately, improving outcomes for children and families. Development and implementation of a practice model is a multi-year effort that will require additional resources, including consultants to provide assistance with development and implementation of the model, and internal staff to continue the implementation the model at all levels of the agency.

- **2019:** Chapin Hall’s Practice Model implementation plan involves performing a readiness assessment across the Child Welfare Division and using that information to develop a strategy to deploy implementation of the practice model.

2019	Requested Funds	State Funds	Federal Funds
<b>Staff</b>	\$ -	\$ -	\$ -
<b>Contracts</b>	\$ 153,579	\$ 153,579	\$ -
<b>Total Funding Needed</b>	<b>\$ 153,579</b>	<b>\$ 153,579</b>	
<i>2019 Budget Request</i>	\$ -	\$ -	\$ -

- **2020:** Policy and Practice staff (4) will be requested to help implement the practice model across the agency, monitor the fidelity to the model, and provide periodic training on the model.

SCDSS seeks to begin implementation of Structured Decision Making, a child welfare model to promote the safety and well-being of children. SCDSS plans to use this model to identify the key points in the intake and assessment portion of a child welfare case and use structured assessments to improve the consistency and validity of each decision during those phases.

2020	Requested Funds	State Funds	Federal Funds
<b>Staff</b>	\$ 436,605	\$ 353,650	\$ 82,955
<b>Contracts</b>	\$ 250,000	\$ 250,000	\$ -

- **2021:** SCDSS anticipates a 5% salary increase will be requested for all recurring staff.

2021	Requested Funds	State Funds	Federal Funds
<b>Staff</b>	\$ 16,099	\$ 13,040	\$ 3,059
<b>Contracts</b>	\$ -	\$ -	\$ -

- **2022:** SCDSS anticipates no additional funding will need to be added to its base budget for the Model of Case Practice components related to the Settlement Agreement, assuming all requests for recurring funds in prior years are approved.

2022	Requested Funds	State Funds	Federal Funds
<b>Staff</b>	\$ -	\$ -	\$ -
<b>Contracts</b>	\$ -	\$ -	\$ -

- **2023:** SCDSS anticipates a 5% salary increase will be requested for all recurring staff.

2023	Requested Funds	State Funds	Federal Funds
<b>Staff</b>	\$ 17,034	\$ 13,798	\$ 3,237
<b>Contracts</b>	\$ -	\$ -	\$ -

**VI. Adjustment of Foster Parent Reimbursement Rates**

In order for SCDSS to provide sufficient placements and services so that Class Members can remain close to their home community in the least restrictive, most family-like placement, SCDSS anticipates the following resource needs in each of the five fiscal years outlined below.

- **2019:** Consultants hired through the Court Monitors at a one-time cost will perform a Placement Needs Assessment to assess the current placement implementation plan, and work with SCDSS staff to build internal capacity to implement the placement needs plan.

In anticipation of a concerted effort by SCDSS to move group home providers to a wrap-around services model, costs have been included to assist provider agencies with making the transition. For FY2019, funds have been requested to provide additional funding on a per-home/per-day basis for these purposes.

2019	Requested Funds	State Funds	Federal Funds
<b>Contracts</b>	\$ 50,000	\$ 50,000	
<b>Payments(Rates/Guardianship)</b>	\$ 1,600,000	\$ 1,600,000	\$ -
<b>Total Funding Needed</b>	<b>\$ 1,650,000</b>	<b>\$ 1,650,000</b>	
<i>2019 Budget Requested</i>	\$ 1,600,000	\$ 1,600,000	\$ -

- **2020:** A Kinship Navigator Program is requested to help kin caregivers understand and access programs, services and supports available to them. This program will also create a safe and supportive home environment for children, including assisting with identification of needs for

additional services such as educational and/or behavioral health services. The Administration for Children and Families (ACF) recently released a new Program Instruction (PI) ACYF-CB-PI-18-05 on the Kinship Navigator Program Funding included in the FY 2018 Consolidated Appropriations Bill. The PI provides instructions to state, territorial and tribal title IV-E agencies on how to apply for this one-time formula grant funding. SCDSS will apply for this funding to help assist with their implementation of the Kinship Navigator Program.

A focused review of foster care board payment rates will take place. As a limited scope review for purposes of meeting the requirements of the Court Order, a review of foster care board rates for states with a similar Federal Medical Assistance Percentage (FMAP) was completed (Alabama, Idaho, Kentucky and Utah), and an average rate was derived for the three age-based levels of care.

Level of Care	Current Daily Rate	Preliminary Estimates	Budgeted Estimate
Regular: Age 0-5	\$13.47	\$16.65	23.6%
Regular: Age 6-12	\$15.64	\$17.42	10.2%
Regular: Age 13-20	\$17.84	\$19.64	11.4%

A focused review of congregate care board payment rates will also take place. Congregate care board payment rates for similar states require additional research; however, a 10% rate increase is preliminarily requested for all levels of care until a full rate setting effort can be completed to determine the appropriate rate increase needed for future years.

Level of Care	Current Daily Rate	Proposed Daily Rate	Percent Increase
Group Care Level 1	\$101.03	\$111.13	10%
Group Care Level 2	\$110.27	\$121.30	10%
Group Care Level 3	\$176.82	\$194.50	10%

The expansion of the Attachment, Regulation and Competency (ARC) framework, which is a flexible, components-based intervention developed for children and adolescents who have experienced complex trauma, along with their caregiving systems, is also requested. The ARC framework is currently piloted in 1 Region and will be expanded statewide to all 5 Regions to equip foster parents with the skills and understanding of childhood trauma to become better caregivers. The ARC framework will ultimately improve foster parent retention and recruitment efforts.

Funding for an expanded community-based array of evidence-based services and supports is also requested. One of the recurring services included in the array includes Parent Education Services. These services and supports will be procured through a specific request for proposal outlining the evidenced-based services to be purchased. The requested amount is based upon estimates for

similar contracted services in other states for evidence-based programs. Providers will be able to respond to the proposal to further develop and transition their business models to provide more wraparound and support services to children and families.

In anticipation of a concerted effort by SCDSS to move group home providers to a wraparound service model, costs have been included to provide Child Placing Agencies CPAs with supplemental payments on a per-child/per-day basis, to assist with the costs associated with provider agencies making this shift in model and practice.

SCDSS administers the Emotionally Disturbed Children (EDC) program for foster children. SCDSS was appropriated recurring state general funds in state fiscal years 2008 and 2010 to offset the loss of federal Medicaid funds resulting from federal interpretations concerning the use of Institutions for Mental Disease (IMD). These funds are part of the department’s expenditures for Group Homes and Therapeutic Foster Care. Since FY 14, the agency’s state-funded costs associated with making these board payments to providers has greatly exceeded the amounts originally appropriated, with the shortfall increasing significantly each year, which has forced SCDSS to use other general funds appropriations in order to meet the needs of foster children receiving these services.

SCDSS has a responsibility to care for the children in its custody and to provide the appropriate level of service, and has included in this budget plan funding required to offset the anticipated annual shortfall. The agency also requests resources required to fill budget shortfalls attributed to child welfare’s significant reliance on TANF funding, leaving insufficient funds in the TANF grant for necessary services under that program.

SCDSS is also requesting resources necessary to establish a Title IV-E Guardianship Assistance program, which provides guardianship assistance payments to relatives who have assumed legal guardianship of eligible children for whom they previously cared as foster parents. Unlike Title IV-E foster care and adoption assistance, the Title IV-E Guardianship Assistance program is an optional program for state agencies. Federal funding is contingent upon an approved Title IV-E plan to administer or supervise the administration of the program. The initial cost for this program is estimated for 50 children at a rate of \$425 per month, which is 85% percent of the increased foster care rate. This estimate is based upon similar policies in other states.

2020	Requested Funds	State Funds	Federal Funds
<b>Contracts</b>	\$ 5,000,000	\$ 4,087,849	\$ 912,151
<b>Payments(Rates/Guardianship)</b>	\$ 20,944,632	\$ 19,013,034	\$ 1,931,598

- **2021:** A request for a 5% increase in the kinship navigator program is anticipated.

An increase of 6% was applied to the foster care population, which is the average increase over the past 4 years for SCDSS. With the increased foster care board payment rate and the increased foster care population, the cost will increase this year.

Our methodology proposes a decrease of 6% in the congregate care population beginning in 2021 in order to reduce the number of children placed in congregate care settings with the goal of more placements in less-restrictive, family settings such as foster family or kinship placements. This decrease in congregate care placements will not result in any new costs incurred this year. SCDSS believes that by the year 2021, the Family First Prevention Services Act (FFPSA) will be fully

implemented. FFPSA limits Title IV-E funding of congregate care to only those children who are required to be placed as a result of an explicit case plan. SCDSS anticipates many changes in the requirements for group homes in order to meet the requirements outlined in Families First.

Additional increases to the SCDSS base budget are requested to continue offsetting the significant funding gaps associated with the EMD program and TANF fund reliance.

A request for a 20% increase to the Title IV-E Guardianship Assistance program is anticipated.

A request for a 50% increase for an expanded community-based array of evidence-based services and supports is anticipated.

2021	Requested Funds	State Funds	Federal Funds
<b>Contracts</b>	\$ 1,125,000	\$ 1,101,250	\$ 23,750
<b>Payments(Rates/Guardianship)</b>	\$ 14,798,977	\$ 14,571,826	\$ 227,151

- 2022:** A request for a 5% increase in the kinship navigator program is anticipated to assist kin caregivers in understanding and accessing programs, services and support available to them. This program will also create a safe and supportive home environment for children, including assisting with identification of needs for additional services such as educational and/or behavioral health services.

An increase of 6% was applied to the foster care population, which is the average increase over the past 4 years for SCDSS.

An additional decrease of 6% in the congregate care population was also considered in estimating resource needs for 2022.

Additional increases to the SCDSS base budget are requested to continue offsetting the significant funding gaps associated with the EMD program and TANF fund reliance.

Funding required for an additional 20% increase to the Title IV-E Guardianship Assistance program is also anticipated.

Funding required for an additional 50% increase for an expanded community-based array of evidence-based services and supports is also anticipated.

2022	Requested Funds	State Funds	Federal Funds
<b>Contracts</b>	\$ 1,631,250	\$ 1,606,313	\$ 24,938
<b>Payments(Rates/Guardianship)</b>	\$ 14,854,055	\$ 14,609,726	\$ 244,329

- 2023:** A request for a 5% increase in the kinship navigator program is anticipated.

An increase of 6% was applied to the foster care population, which is the average increase over the past 4 years for SCDSS. With the increased foster care board payment rate and the increased foster care population, the cost will increase this year.

An additional decrease of 6% in the congregate care population was also considered in estimating resource needs for 2023.



Additional increases to the SCDSS base budget are requested to continue offsetting the significant funding gaps associated with the EMD program and TANF fund reliance.

Funding required for an additional 20% increase to the Title IV-E Guardianship Assistance program is also anticipated.

Funding required for an additional 50% increase for an expanded community-based array of evidence-based services and supports is also anticipated.

2023	Requested Funds	State Funds	Federal Funds
<b>Contracts</b>	\$ 2,387,813	\$ 2,361,628	\$ 26,184
<b>Payments(Rates/Guardianship)</b>	\$ 14,964,292	\$ 14,687,440	\$ 276,852

**VII. Design of an Infrastructure for Tracking and Delivery of Health and Mental Health Services for Children in Foster Care**

To address the performance targets as part of the healthcare and mental health implementation plan, SCDSS anticipates the following costs in each of the five fiscal years outlined below. SCDSS anticipates that many of the costs required as part of the healthcare and mental health implementation plan will be absorbed through the South Carolina Department of Health and Human Services (DHHS) budget and DHHS’s managed care contract (MCO) for children in foster care.

- **2019:** Health care consultants will provide the agency with support as the health care and mental health infrastructure is further developed and refined.

2019	Requested Funds	State Funds	Federal Funds
<b>Staff</b>	\$ -	\$ -	\$ -
<b>Contracts</b>	\$ 90,000	\$ 90,000	\$ -
<b>Total Funding Needed</b>	<b>\$ 90,000</b>	<b>\$ 90,000</b>	
<i>2019 Requested Budget</i>	\$ -	\$ -	\$ -

- **2020:** SCDSS anticipates requesting additional funding required for hiring Office of Wellbeing staff (10), Clinical Specialists (4), and a Wellbeing Team (5). These positions will be necessary for purposes of implementing the Healthcare plan under the Settlement Agreement.

These positions will be responsible for monitoring and disseminating data to regions and counties on monthly initial screening reports, psychotropic medication reports, and gaps in care reports. They will also track other measures such as vision and hearing screenings. The additional staff will also provide technical assistance, training, and coaching to regions and counties on psychotropic medication issues and gaps in care, and assist with implementation of new policies, procedures and practices.

Finally, SCDSS anticipates that the additional staff will identify gaps in service array, work with the MCO to communicate those gaps, develop standards for preferred providers, educate providers on best practices for children in foster care, identify paid and unpaid resources for families and children

that are underutilized in communities, and recruit providers when those providers are outside of the purview of the MCO's network development goals.

The current Healthcare Plan contemplates using a standardized tool for assessing a child's level of care and entry into more intense care coordination. Training on a tool such as the CASII (Child and Adolescent Services Intensity Instrument) or the CANS (Child and Adolescent Needs and Strengths) would take approximately two days, and include the cost of materials and expenses for the trainer to come to South Carolina.

2020	Requested Funds	State Funds	Federal Funds
<b>Staff</b>	\$ 2,360,582	\$ 1,912,072	\$ 448,511
<b>Contracts</b>	\$ 30,000	\$ 24,300	\$ 5,700

- **2021:** A 5% salary increase will be requested for all staff hired in 2020.

SCDSS anticipates continuing training for new staff on the assessment tool which will be implemented in 2020.

2021	Requested Funds	State Funds	Federal Funds
<b>Staff</b>	\$ 73,031	\$ 59,155	\$ 13,876
<b>Contracts</b>	\$ 3,000	\$ 2,430	\$ 570

- **2022:** SCDSS anticipates no additional funding will need to be added to its base budget for the Health and Mental Health Services components related to the Settlement Agreement, assuming all requests for recurring funds in prior years are approved.

2022	Requested Funds	State Funds	Federal Funds
<b>Staff</b>	\$ -	\$ -	\$ -
<b>Contracts</b>	\$ -	\$ -	\$ -

- **2023:** A 5% salary increase will be requested for all recurring staff.

2023	Requested Funds	State Funds	Federal Funds
<b>Staff</b>	\$ 76,757	\$ 62,173	\$ 14,584
<b>Contracts</b>	\$ -	\$ -	\$ -