



**FY 2016-17 Budget Presentation**

**House Ways & Means Committee**

**Healthcare Subcommittee**

**V. Susan Alford, State Director**

**January 20, 2016**

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## **Summary of the FY 2014-15 Accountability Report**

### **Child Welfare Services**

The Child Welfare Services programs are targeted to improve the safety, permanency, and well-being outcomes for children and families who receive these services. In collaboration with the internal and external stakeholders, DSS developed and submitted to the Administration for Children and Families an assessment of the performance of the Child Welfare Services in South Carolina and an updated Child and Family Services Plan called the Annual Progress Services Report (APSR). The 2016 APSR was submitted on June 30, 2015. Many of the Goals, Strategies, and Objectives indicated in the Accountability Report reflect the updated SC Child and Family Services Plan in the APSR.

DSS analyzed staff turnover data for the Agency and obtained feedback from the DSS County Offices. Causes of this turnover for South Carolina, and for Child Welfare caseworkers across the nation, included low wages, high workload and insufficient supervision. To address these issues, DSS developed multiple strategies to increase staff retention. These strategies include: increase in salary for frontline workers to remain competitive with other states, development of a career ladder to provide opportunity for advancement, 2<sup>nd</sup> and 3<sup>rd</sup> shift pilots to distribute workload and strategies to address caseloads, and Guided Supervision of staff. The ability to hire these new caseworkers and supervisors, and the renewed staff retention efforts, are major factors for improving the Objectives' performance outcome measures in the Accountability Report and the 2015-2019 CFSP.

### **Adult Protective Services**

The Adult Protective Services (APS) division continued work on a new initiative called Personal Care Assistant which will provide support services to counties when a vulnerable adult requires temporary care and supervision until a long term placement is arranged. The Personal Care Assistant is available to all counties in need of this service. Additionally, APS is working to help eligible clients establish and maintain Medicaid coverage.

### **Economic Services**

The Economic Services division continued efforts to ensure that clients receive benefits accurately and timely according to federal regulations, and partnered with the South Carolina Attorney General's Office in a pilot grant through the USDA Food and Nutrition Service to prosecute SNAP fraud.

The SNAP and FI divisions successfully implemented Business Process Improvements (BPI's) to facilitate the timely and accurate processing of SNAP and FI benefits and improve service delivery to applicants and participating households.

The Division of Early Care and Education embarked on a broad based consumer and community awareness campaign about quality child care. Parents were provided information on how to judge the quality of available child care choices and communities are made aware of quality programs in their town or county.

### **Child Support Services**

In 2015, Child Support Services continued implementation of new workflow processes between the Agency and the 46 county Clerks of Court. Partnerships with the Center for Fathers and Families and the South Carolina Coalition Against Domestic Violence and Sexual Assault were expanded to include a pilot program to study whether providing employment and fatherhood services results in parents who are able to pay more child support more consistently.

## Major Program Areas

<b>Child Welfare</b>	
Child Protective Services	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statute. Services are provided to strengthen families; to enable children to remain safe in the home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child.
Foster Care	These programs provide within the framework of federal and state mandates, substitute care and to support out-of-home services that are child centered and family focused; to contribute to the protection of children and promote their well-being, and to effectively serve children who are in need of therapeutic placements.
Adoptions	The purpose of this program is to provide services to children, birth parents, and adoptive families, to suitably and permanently place children; and to provide post-legal services to adult adoptees, birth families, and adoptive families.
Family Preservation	This program prevents the unnecessary separation of children from their families, improve the quality of care and services to children and their families, and ensure permanency for children by reuniting them with their parents, by adoption or by another permanent living arrangement.
<b>Adult Advocacy Division</b>	
Adult Advocacy Division	The purpose of this program is to investigate reports of abuse, neglect or exploitation of vulnerable adults that are senile; mentally retarded, developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for their own care and protection, and to provide protective services to these adults in the least restrictive environment.

<b>Economic Services</b>	
SNAP (Food Stamps)	<p>The federal Supplement Nutrition Assistance Program (SNAP) provides cash assistance to low-income individuals and families so they can purchase food.</p> <p>The SNAP 2 Work program provides employment-related services. The Family Nutrition Program consists of a network of food assistance programs that improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.</p>
Family Independence (TANF)	Family Independence provides assistance to welfare recipients to maximize their strengths and abilities to become fully employed; to become socially and economically independent.
Child & Adult Food Services	The Food Services Program consists of a network of food assistance programs that improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.
Early Care and Education Services	The primary focus of the Division of Early Care and Education (DECE), formerly called Child Care Services, remains to increase the availability, affordability, accessibility, quality and safety of child care throughout the State.
<b>Child Support Services</b>	
Child Support Services	The Child Support Services Division (CSSD), and the Child Support Enforcement Project, establishes and enforces orders for child support, establishes paternity for children when paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support payments. CSSD also provides enhanced fatherhood initiatives and new linkages to child welfare services and employment-related services to improve the capability of both custodial and non-custodial parents to provide their children with the financial, physical and emotional support they deserve and need to be safe and to thrive.

## **Key Result Areas**

The Department of Social Services established a series of goals, strategies, objectives, and performance measures as detailed in the Accountability Report. These key result areas were developed in line with three goals:

1. Effectively and efficiently serve the citizens of South Carolina by ensuring the safety of children and adults who cannot protect themselves.
2. Effectively and efficiently serve the citizens of South Carolina by helping families achieve stability through financial and other temporary benefits while transitioning into employment.
3. Help families achieve stability by increasing the frequency and reliability of child support payments and by providing non-custodial parents with the tools they need to be able to support and engage with their children.

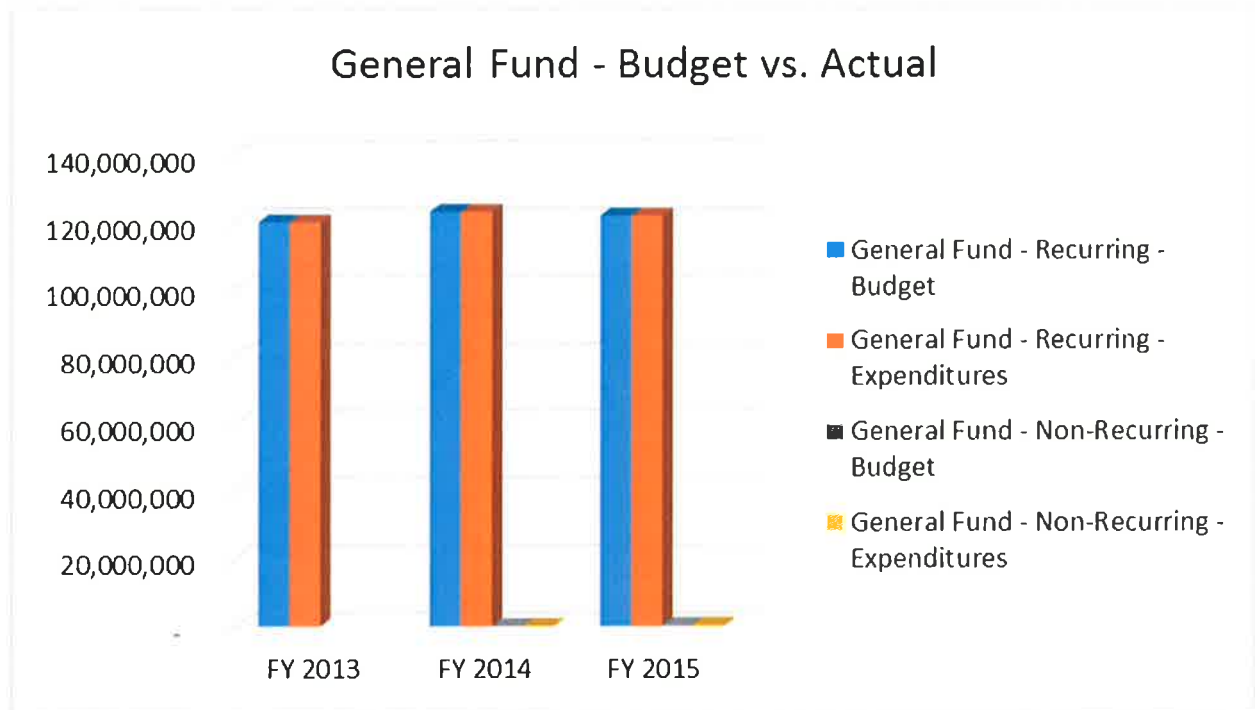
Each goal is accompanied by a series of strategies for achieving the goal. One of the strategies for goal #1, for instance, is that children will be safe and thriving in foster care. Specific, measurable objectives were developed for each strategy. In this example, the objectives tied to this strategy include:

- Monthly visits with children in foster care
- Increased stability of foster care placements
- Established permanency goals for all children in foster care
- Recruitment of quality foster homes

Other strategies and objectives in the Accountability Report focus on:

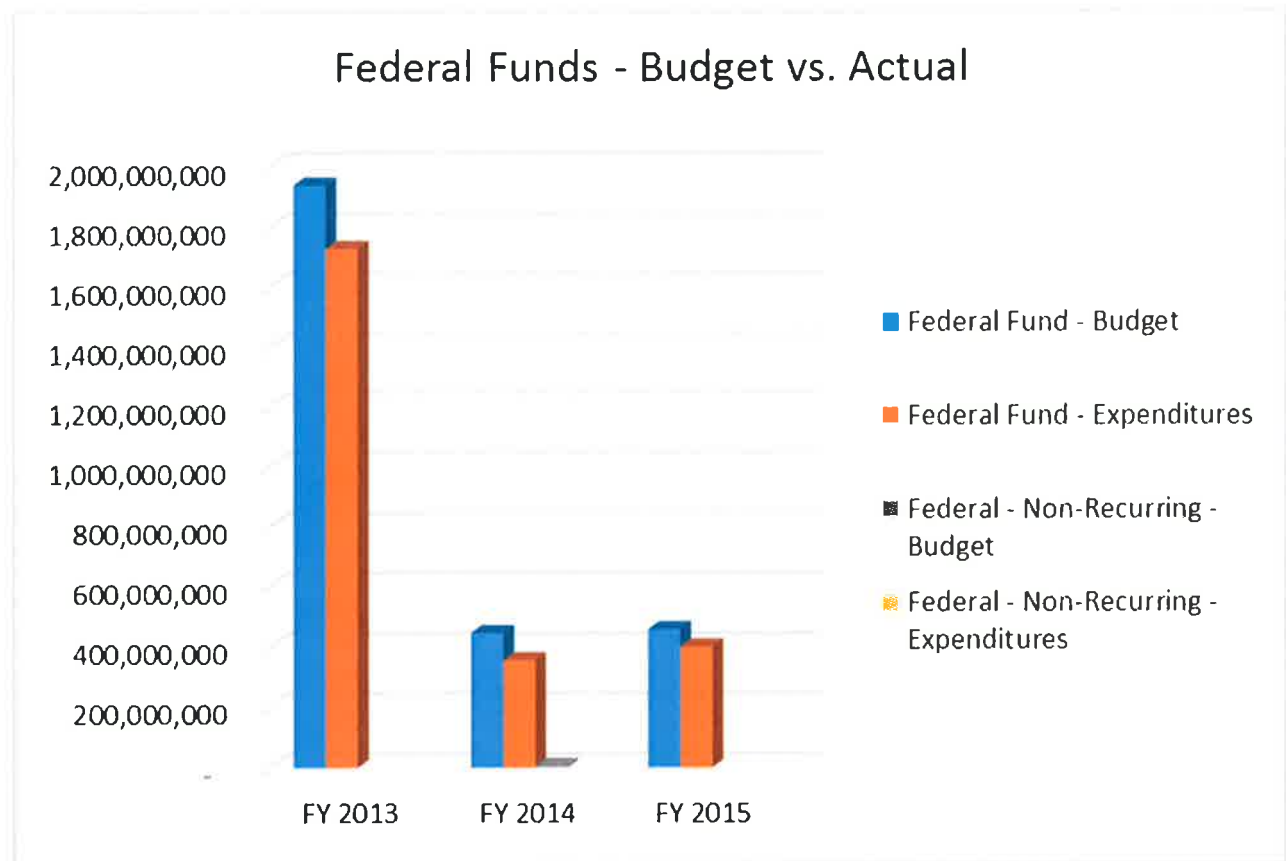
- Initiating and completing CPS investigations timely
- Improving the quality of the Adult Protective Services program
- Issuing means-tested benefits such as SNAP and FI with timeliness and accuracy
- Inspecting child care centers and registered family child care homes
- Increasing the number of child support orders established and enforced
- Improving services to citizens by increasing partnerships with other state agencies and organizations

**Comparison of Appropriations to Expenditures  
FY 2012-13 through FY 2014-15**



<u>Year</u>	<u>General Fund Budget</u>	<u>General Fund Expenses</u>	<u>General Fund - Non-Recurring Budget</u>	<u>General Fund - Non-Recurring Budget Expenditures</u>
FY 2013	119,962,124	119,962,124	-	-
FY 2014	123,040,625	123,040,625	150,000	150,000
FY 2015	121,890,369	123,190,625	425,000	425,000
<b>Grand Total</b>	<b>\$ 364,893,119</b>	<b>\$ 366,193,374</b>	<b>\$ 575,000</b>	<b>\$ 575,000</b>

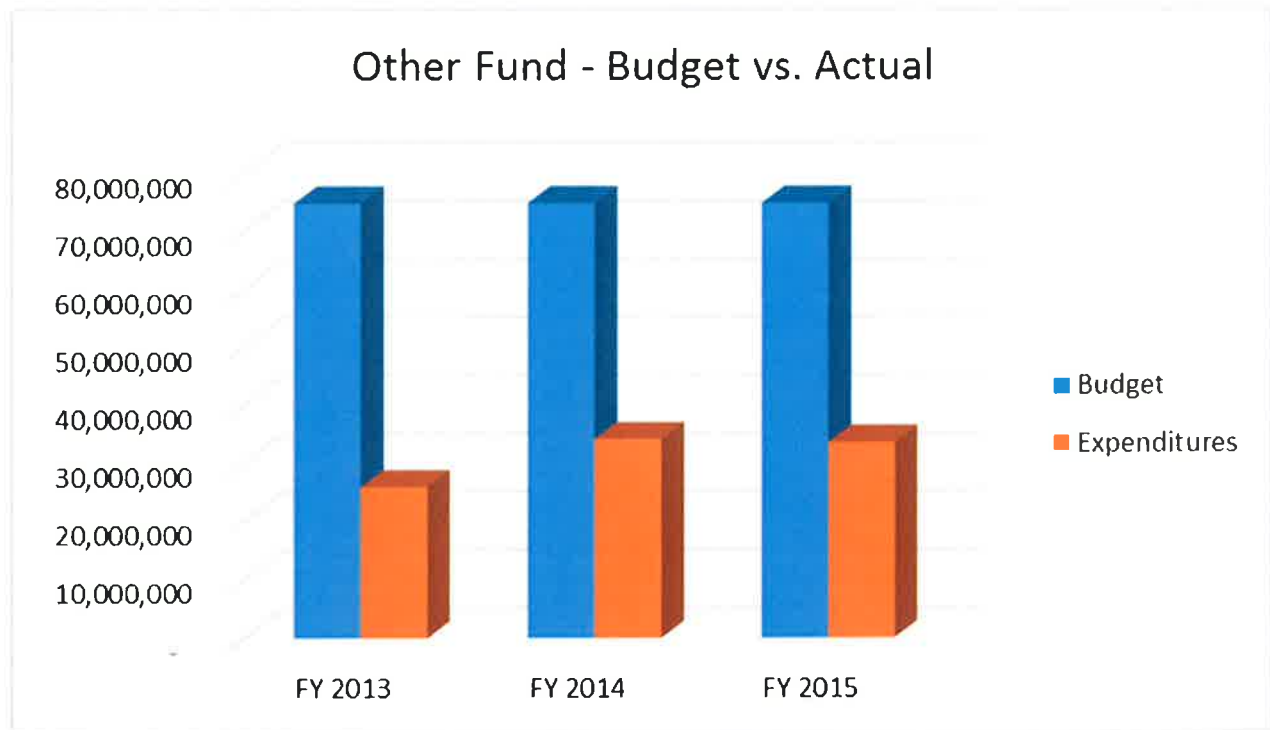
**Comparison of Appropriations to Expenditures  
FY 2012-13 through FY 2014-15**



Year	Federal Fund Budget	Federal Fund Expenditures	Federal Fund - Non-Recurring Budget	Federal Fund - Non-Recurring Budget Expenditures
FY 2013	1,940,691,746 *	1,729,300,685	-	-
FY 2014	447,865,259	358,205,869	6,234,733	-
FY 2015	460,063,803	402,338,154	-	-
<b>Grand Total</b>	<b>\$ 2,848,620,808</b>	<b>\$ 2,489,844,709</b>	<b>\$ 6,234,733</b>	<b>\$ -</b>

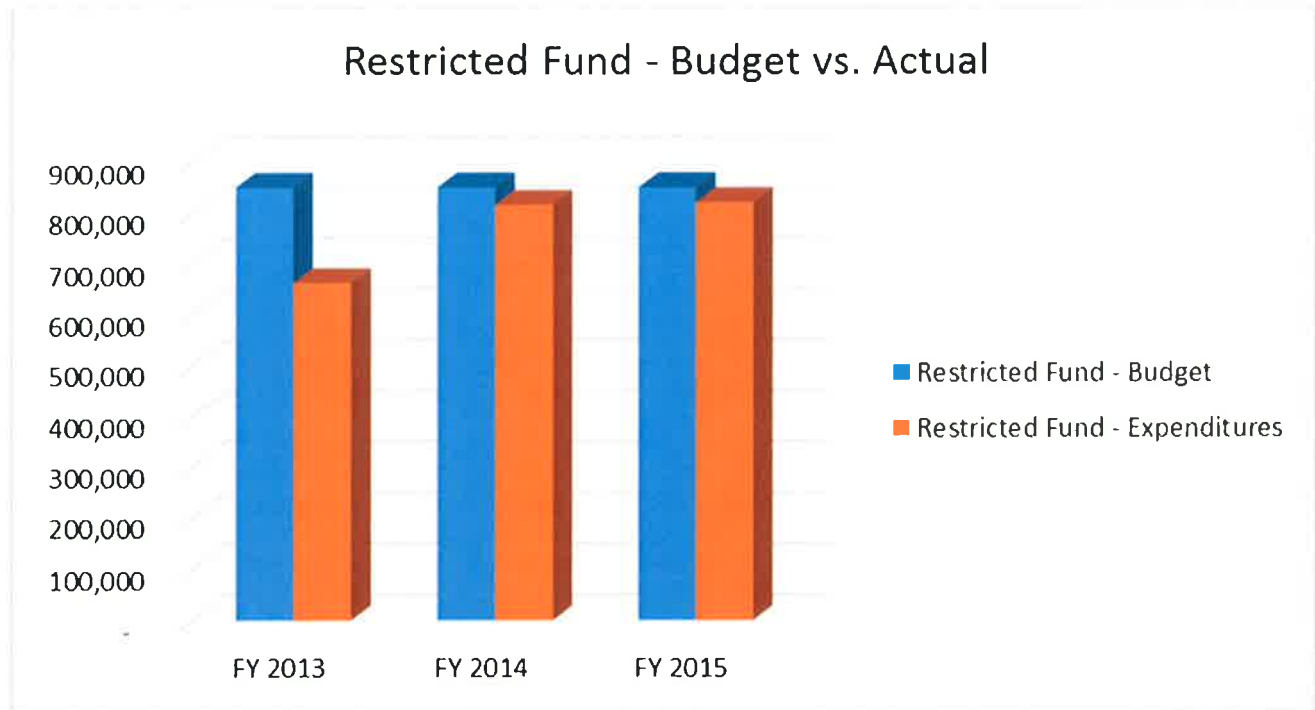
(\*SNAP Benefits moved from budgeted to unbudgeted in FY 2014)

**Comparison of Appropriations to Expenditures  
FY 2012-13 through FY 2014-15**



<u>Year</u>	<u>Other Funds Budget</u>	<u>Other Funds Expenditures</u>
FY 2013	74,835,191	25,999,997
FY 2014	74,835,151	34,192,185
FY 2015	74,804,634	33,616,833
<b>Grand Total</b>	<b>\$ 230,760,198</b>	<b>\$ 96,005,108</b>

**Comparison of Appropriations to Expenditures  
FY 2012-13 through FY 2014-15**



<u>Year</u>	<u>Restricted Fund Budget</u>	<u>Restricted Fund Expenditures</u>
FY 2013	849,986	662,630
FY 2014	849,986	815,834
FY 2015	849,986	820,646
<b>Grand Total</b>	<b>\$ 2,549,958</b>	<b>\$ 2,303,317</b>

## Carry-Forward Funds

General Funds carried-forward from FY 2014-15:

Special Carry-forward for Teen Pregnancy	\$164,660
Special Carry-forward for CSES	\$3,000,000
General Carry-forward	<u>\$5,868,704</u>
<b>Total Carry-forward</b>	<b><u>\$9,033,364</u></b>

# CFS Project

SOUTH CAROLINA DEPARTMENT OF SOCIAL SERVICES  
HOUSE WAYS AND MEANS HEALTHCARE SUBCOMMITTEE  
JANUARY 20, 2016



# PACSS\* System Update

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- Transitioning from initial planning phase of project to tasks that will drive design and development
- Making progress on multiple fronts (completing plans, data conversion, project infrastructure, change management, system interfaces)
- Focused on 4 year timeline

\* System named Palmetto Automated Child Support System (PACSS)

# PACSS System Update

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- Project Schedule:
  - Xerox submitted 3 versions of project schedule; State could not approve
  - Approved a schedule for work through February 2016
  - Expect to approve and baseline overall schedule in February 2016
- Key Project Plans – Submitted by Xerox; State reviewed and provided initial comments:
  - Software Development Plan
  - Configuration Management Plan
  - Requirements Management Plan
  - Data Conversion Plan
  - Project Management Plan – Approved in December

# PACSS System Update

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## System Interfaces:

- Standard data sharing MOU and letters mailed to 16 partner agencies
- CFS staff now working with each of these agencies on MOUs and technical design

## Data Conversion:

Xerox has a central system extract and data extracts from 44 counties

- Provided Xerox with our mapping rules/programs to assist them in their efforts to stage, map and load data
- CFS staff continues to work with Xerox to share information and help them understand the scope and complexity of this task

# PACSS System Update

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## Project Infrastructure:

- Equipment at state datacenter used for initial computing environments
- All necessary hardware and software has been ordered and received
- Software installation and system configuration work complete for initial development and data conversion environments
- Remote access established for Xerox/Protech
- Security
  - No SC data leaving the state datacenter
  - No access outside of US to state datacenter
  - Encryption installed on all workstations and laptops – servers at datacenter

# PACSS System Update

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## Stakeholder Communication:

Working with Clerk of Court Committee to discuss their participation in design and development phases of the project

- County employees identified and have started working with us
- Orientation held
- Requested time on agenda at Spring Conference

# PACSS System Update

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## Requirements Management:

- All 5600+ system/functional requirements loaded in management system
- Requirements will be linked to design documentation, test scripts, software components
- Requirements validation sessions for NPA Case Intake (first system component) are completed – Reviewed and validated over 600 requirements
- Design documentation to be delivered beginning week of January 18 2016

# PACSS System Update

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## Organizational Change Management (OCM):

- “As Is” business processes associated with first phase of system completed
- “To Be” processes under development in parallel with system design
- Attending requirements meetings and reviewing deliverables/plans

# PACSS System Update

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## Key Upcoming Tasks:

- Complete review/approval of key project plans
- Approve and baseline overall schedule
- Review and approve technical design documentation
- Begin Coding/Development for first system components in late March 2016

# Budget

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- Recurring \$7,200,000
- Non-Recurring – There will be substantial non-recurring costs over the next four years for project and penalty costs not covered by the recurring funds request or the settlement.



# FY 2016-17 Budget Request

# Recruitment and Retention

## Recurring

## State Funds

■ In-band Increases/Equity Increases	\$597,428
■ Student Loan Repayment/Tuition Reimbursement Program	\$714,600
■ Training & Development (6 FTE's)	\$157,461
■ Pilot - 2 <sup>nd</sup> shift for 3 medium counties (14 counties/4 years) and 2 <sup>nd</sup> /3 <sup>rd</sup> shift for 3 large counties (8 counties/4 years) (51 FTE's)	\$1,336,304
■ Full Implementation Intake Hubs (52 FTE's)	\$1,330,172
■ 35 New Caseworkers	\$892,956

## New Initiatives

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### Recurring

- Establish Inspector General Position (1 FTE)
- Develop a Safety and Risk Management Section (2 FTE's)
- Class Action Lawsuit (3 FTE's)
- Office of General Counsel (1 Attorney/5 paralegals)

### State Funds

\$50,470

\$76,932

\$142,856

\$59,332



# Care for Children in Foster and Kinship Care

<u>Recurring</u>	<u>State Funds</u>
■ Increase Foster Home Rates	\$339,005
0 – 5 years                  Current - \$383                  New - \$404	
6 – 12 years                 Current - \$458                 New - \$469	
13+ years                    Current - \$518                 New - \$535	
■ Provide assistance to Kinship Care (Same rates as Foster Home rates/Approximately 1,247 children)	\$3,081,949
■ Regional Foster/Kinship Home Licensing/ Foster Home Family Services (19 FTE's)	\$453,503



# Child Support System Development\*

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## Recurring

## State Funds

- Maintenance/Licensing Costs, Personnel and Operating costs \$7,200,000

\*System named Palmetto Automated Child Support System (PACSS)

## Totals

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### Recurring

- Maintenance/Licensing Costs, Personnel and Operating costs
- Total FTE's Requested

### State Funds

\$16,433,268

175

## FTE Requests

<u>Recruitment and Retention</u>	<u>Total Fund FTE</u>
Intake Hub	
Caseworkers	48
Supervisors	<u>4</u>
	52
Regional Foster/Kinship care Home Licensing/Foster Home Family Services	
Coordinators	5
Caseworkers	7
Administrative	5
Supervisors	<u>2</u>
	19
New caseworkers for increased caseloads	
Caseworkers	35
Training & Development	
Supervisor	1
Trainers	<u>5</u>
	6
2 <sup>nd</sup> shift in 3 counties & 2 <sup>nd</sup> /3 <sup>rd</sup> shift in three additional counties	
Caseworkers	51

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### New Initiatives

Inspector General	
Risk Management & Compliance Mgr.	1
Employee Safety Officers	<u>2</u>
	3

Class Action Lawsuit	
Attorney	1
Monitor	1
Statistician	<u>1</u>
	3
General Counsel	
Attorney	1
Paralegal	<u>5</u>
	6
	<hr/>
TOTAL	175

## **FY 2016-17 Proviso Requests**

### **38.14 Family Foster Care Payments**

**Amend**

This proviso sets reimbursement rates for residential family foster care placements. The Executive Budget supports the department's efforts to recruit family and kinship foster care providers. The proviso must be amended to reflect this initiative.

### **38.25 Tuition Reimbursement/Student Loan Repayment**

**New**

This proviso established a program to incentivize the recruitment and retention of caseworkers and other critical need staff through funding for tuition reimbursement and enhanced student loan repayments.

#### Additional Proviso Changes included in Executive Budget

### **38.5 Court Examiner Service Exemption**

**Codify**

This proviso prohibits DSS employees fully or partially paid with federal funds from serving as court examiners, which could potentially jeopardize the state's ability to draw federal dollars for their efforts. Federal policies in this arena are unlikely to change for the foreseeable future; therefore, the proviso should be codify.

### **38.6 TANF Advance Funds**

**Codify**

This proviso authorizes the Department to use General Funds to advance payments to TANF recipients so that benefits are not interrupted while waiting for Federal Funds to materialize. This permits the Department to manage its cash flow in a manner that protects the beneficiaries of this program and should be codified.

### **38.9 TANF – Immunizations Certificates**

**Codify**

This proviso directs DSS to obtain proof that the children of TANF applicants and recipients have received age-appropriate immunizations. This language is important to promoting child welfare and should be incorporated into permanent law.

### **38.18 Child Care Voucher**

**Amend**

This proviso states that funds provided to the Department for child care vouchers must be used to enroll eligible children in facilities that meet the state's minimum licensing standards, but includes a passage allowing the Department to waive those quality standards on a case-by-case basis. The Department requests that this waiver be eliminated, so that State funds are not being used to place children in centers that fail to meet basic quality standards.

## **FY 2016-17 Proviso Requests**

### **38.19 Meals in Emergency Operations**

**Codify**

This proviso is necessary in order to provide meals for employees who are required to work at emergency shelters and other locations and are unable to leave their station and are not in a travel status. The Department is the Primary State Agency designated for coordinating Mass Care operations (ESF-6), and coordinating Food Services (ESF-11).

### **38.23 SNAP Coupons**

**Delete**

This proviso directed the Department to establish a program that it is now implementing in association with the Department of Health and Environmental Control.

### **Request the following Provisos to be continued unchanged**

- 38.1 Fee Retention
- 38.2 Recovered State Funds
- 38.3 Foster Children Burial
- 38.4 Battered Spouse Funds
- 38.7 Fee Schedule
- 38.8 Food Stamp Fraud
- 38.10 County Directors' Pay
- 38.11 Use of Funds Authorization
- 38.12 Use of Funds Authorization
- 38.13 Grant Authority
- 38.15 Penalty Assessment
- 38.16 Child Support Enforcement Automated System Carry Forward
- 38.17 Child Support Enforcement System
- 38.20 Day Care Facility Supervision Ratios
- 38.21 Foster Care Goals
- 38.22 Comprehensive Teen Pregnancy Prevention Funding
- 38.24 Local Child Fatality Review Committee