

BOONE COUNTY CHILDREN'S SERVICES BOARD FUNDING POLICY

(Revised on February 9th, 2017)

BACKGROUND:

On November 6, 2012, the citizens of Boone County passed County of Boone Proposition 1, which created a Children's Services Fund for children and youth nineteen years of age or less in Boone County. The Boone County Children's Services Board (Board) has been appointed by the County Commission and entrusted to oversee this Fund. The Fund is created pursuant to RSMo §67.1775, RSMo §210.861, and the ballot language presented to the voters on November 6, 2012. RSMo §210.861 specifies the types of services that may be funded by the Board. These policies have been adopted to provide guidance and structure to the Board in making decisions about funding programs and services consistent with its mission and the public trust. By statute, funds may be invested to address the following needs:

- up to thirty days of temporary shelter for abused, neglected, runaway, homeless or emotionally disturbed youth
- respite care services
- unmarried parent services
- outpatient chemical dependency and psychiatric treatment programs
- counseling and related services as a part of transitional living programs
- home-based and community-based family intervention programs
- prevention programs which promote healthy lifestyles among children and youth and strengthen families
- crisis intervention services, inclusive of telephone hotlines
- individual, group, or family professional counseling and therapy services
- psychological evaluations
- mental health screenings.

Revenues collected and deposited in the community children's services fund **may not** be expended for inpatient medical, psychiatric, and chemical dependency services, or for transportation services.

BENEFICIARIES OF THE CHILDREN'S SERVICES FUND:

In order to orient funding decisions, the Board believes it is important to identify the beneficiaries of the Fund. All funding decisions should be made with these beneficiaries in mind and with the purpose of serving one or more of these beneficiaries:

1. Boone County children and youth nineteen years of age or less and their families.
2. The taxpayers of Boone County, who expect and deserve a return on their investment in the form of better outcomes for Boone County youth.

3. Other funding providers that serve these same children, youth and families, especially other government funding providers, who provide the Board with an opportunity to match funding sources in order to provide a multiple effect in terms of services provided to our shared, Boone County children and youth nineteen years of age or less and their families.

It is important to note that service providers are not direct beneficiaries of the Fund, but they are important stakeholders. Service providers in the community who are able to provide effective services will be often chosen by children, youth and families to provide those services.

BENEFICIARIES AND OUTCOMES:

The Board believes that for each funding decision, the following three items must be identified *in advance*:

1. Identify the beneficiaries;
2. Identify the outcomes the Board is trying to achieve;
3. Identify how the Board will measure the effectiveness in achieving the desired outcomes.

These three items should be determined in an intentional, transparent way with an emphasis on the deployment of evidence-based practices to achieve the desired outcomes. These three items should also form the basis of an outcomes-based budgetary planning process for services to be purchased.

FAIR AND EQUITABLE TREATMENT:

The Board must also ensure that funding decisions for children, youth and families are made in a fair and equitable way. Application of this principle should inform budgeted dollar amounts for programming efforts, the need for a wait-list program when appropriate, and fair protocols to address imminent safety concerns or other exigent circumstances of those children, youth and families.

FUNDING GOALS:

The Board believes that it should invest in meaningful services to children, youth and families in a way that utilizes multiple effective strategies. To that end, the Board intends to invest its funding *appropriated for services* in the following general categories:

- Purchase of services programs
- Strategic Innovation Opportunities

- Pilot programs that provide innovative services
- Pursue match funding opportunities
- Programs that improve expertise
- Contingency reserve to support programs in exigent circumstances

These funding goals should be evaluated and revised as appropriate on a defined, annual basis. The Board should receive input from stakeholders on the stated funding goals and appropriate percentages as part of its annual budget creation process.

FUNDING CLASSIFICATIONS:

The Board envisions that the application of the principles expressed in these policies could lead to the appropriate funding of a variety of programs. Care should be taken with program initiatives to ensure that the Board is not simply supplanting funding from existing funding sources. Instead, the Board is creating a greater amount of resources to serve children, youth, and families such that, whenever possible, existing funding sources maintain their previous efforts to serve those children, youth, and families. These types of programs include, but are not limited to the following:

1. **Purchase of Service (POS) programs:** These programs would utilize definitions for existing services, outcomes, and effectiveness measures to expand quality services to reach more children, youth, and families. They should also:
 - a. Empower non-conflicted individuals (referrals from outside the provider agencies) to identify potential children, youth, and families.
 - b. Have provider-choice as an essential component so that the children and their families get to choose to receive services from similarly-qualified service providers. Provider choice is important as it will give a “quality push” to providers and foster an atmosphere of accountability amount service providers.
 - c. Have well-defined, evidence-based services.
 - d. Have multiple, qualified providers to perform said services.
 - e. Have established units of service.
 - f. Have established costs per unit of service.
 - g. Have effective evaluation mechanisms to ensure quality and outcome measurement.

2. **Strategic Innovation Opportunities:** The Strategic Innovation Opportunities Fund may be utilized to improve expertise, pilot innovative programs, or as match funds to secure funding from other payer sources. Funds are available for any new or different method, situation, or opportunity that could not have been anticipated, is consistent with, and

further the Boone County Children's Services Board's mission and priorities. These funds are intended to be one-time funding.

- a. Pilot programs: Pilot programs may involve the creation of definitions for a class of children, youth and families, the creation of definitions for evidence-based services, and the creation of techniques to evaluate effectiveness. This may be a collaborative effort with other stakeholders to provide services that can make a meaningful impact on children that are not currently being provided. These programs could include funding to build capacity among appropriate service providers to provide these new, evidence-based practices. Pilot programs could be proposed by service providers or by others who have insight into what a potential class of children, youth, and families need to improve their outcomes.
 - b. Match funding programs: These programs would involve a partnership with another funding source to provide match funding for the procurement of services. This could be done either as a pilot program or to leverage resources to purchase services that have already been defined by alternative funding sources. Match programs should provide an incentive for others to bring match dollar program ideas to the Board for funding part of a match. In this way, the Board should seek to leverage the smart, capable, and imaginative talent in Boone County to maximize its ability to reach children in need.
 - c. Programs to Improve Expertise: These programs may utilize experts to provide training, seminars, or workshops to bring new evidence-based practices, research, or awareness to providers and the community or to further the knowledge and skills of providers and the community.
3. **Contingency Fund**: The Board acknowledges there may be situations which require non-recurring capital or service contingencies resulting from conditions beyond their control. These funds may be utilized to assist organizations encountering an exigent circumstance. An exigent circumstance is a circumstance that requires immediate attention.

MAXIMIZATION OF FUNDING:

To the greatest extent possible, agencies are required to maximize funding from all other sources. Other funding sources may include, but are not limited to: commercial, federal and state insurers, other federal and state funds, city funds and funding from schools, courts, not-for-profit organizations, private organizations, and other direct support. Proposal review

processes and contracts for services and programs will specify procedures to monitor good faith efforts to comply with this policy.

GUIDELINES FOR FUNDING:

Unit Price and Service Rates: Organizations should limit their rates, when appropriate, to an established public funding unit price or rate, such as the Missouri Department of Mental Health or other publicly available established amounts. The Board will consider funding a program with a unit price or rate not consistent with a publicly available established unit price or rate provided a justification and rationale is given for charging a different amount.

Indirect Expenses: For programs and services funded by the Children's Services Fund, indirect expenses must be limited to a maximum of 15% of salary expense only (salary expense does not include benefits). Indirect expenses include general organizational expenses such as management time, finance, human resources or other support services effort, liability insurance, facility rent/lease, postage, telephone, utilities, etc.

Development/Start-Up Expenses: The Board will consider funding a new program or service, on a one-time basis, for purchases or funding necessary for development or start-up costs in order to deliver contracted services.