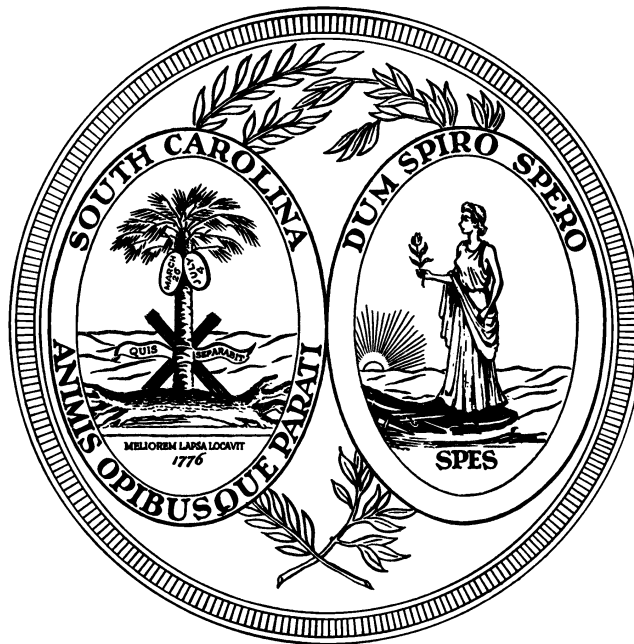


South Carolina Department of Social Services

**Annual Accountability Report
Fiscal Year 2005 – 2006**



September 2006

**Kim S. Aydlette
State Director**

Accountability Report Transmittal Form

Agency Name: South Carolina Department of Social Services
Date of Submission: September 2006
Agency Director: Kim S. Aydlette
Agency Contact Person: Tom Bardin
Agency Contact's Telephone: (803) 898-7496

Table of Contents

Section I – Executive Summary.....	2
Section II – Organizational Profile	7
Section III – Baldrige Criteria.....	15
Category 1: Leadership	15
Category 2: Strategic Planning	19
Category 3: Customer Focus.....	22
Category 4: Measurement, Analysis and Knowledge Management	25
Category 5: Human Resource Focus	27
Category 6: Process Management.....	29
Category 7: Business Results.....	30
Appendix A – Operation Locations	53
Appendix B – Organization Chart	55

Section I: Executive Summary

DSS began FY 2005-06 with new challenges, as well as with on-going staff shortages and federally-required improvements in child welfare. As a result of legislative support regarding the need for increased staff, 350 new positions were funded in child welfare services. In the next fiscal year, this additional staff will enable employees to manage work loads and will more closely align staffing ratios to national averages. Where possible, staff performing dual roles in child welfare and adult protective services will be assigned a specific program area to better meet agency goals and requirements. Additionally, 38 new temporary grant positions in the Family Independence program will assist in meeting the mandates of amended federal requirements of the Temporary Assistance for Needy Families (TANF) program, reauthorized as part of the Deficit Reduction Act of 2005.

I.1. Mission and Values:

The mission of the South Carolina Department of Social Services is to ensure the health, and safety of children and adults who cannot protect themselves, and to assist families to achieve stability through food assistance, child care, child support, and temporary benefits while transitioning into employment.

Programs:

Child Welfare	The program administered to ensure the safety and health of children. This system of services includes Child Protective Services, Foster Care and Managed Treatment, and Adoption Services.
Adult Protection	The program administered to ensure the safety and health of vulnerable adults.
Temporary Assistance for Needy Families	The program that assists those in need of temporary financial and employment-related assistance.
Family Nutrition	A network of food assistance programs that improves the health and well-being of children and adults who cannot provide adequate nutrition for themselves.
Child Care Services	The program administered to increase the availability, affordability, and/or quality and safety of child care. It includes the federal Child Care Development Fund, federal Social Services Block Grant and Child Care Regulatory and Licensing.
Child Support Enforcement	The program that establishes and enforces orders for child support, establishes paternity for children when paternity is an issue, provides locate services when whereabouts are unknown, and collects and distributes child support payments.

1.2 Major Achievements

Major Achievements - Human Services

Child Welfare Services

1. DSS requested and was successful in obtaining 350 child welfare positions to enable the agency to alleviate high caseloads in many counties.
2. The Program Improvement Plan (PIP), implemented in 2004 to bring us into compliance with the federal review of our child welfare program, technically ended in June 2006. As of that time child welfare services was considered compliant with all the national standards and had completed twenty of twenty-three objectives with a one year time extension to complete these objectives.
3. Finalized adoptions increased. For FY 05-06, 485 children were placed adoptively and 449 adoptions had thus far finalized.
4. At the request of the Governor's Office, the Independent Living Program submitted a proposal to the National Governor's Association Center for Best Practices and was one of six states selected in April 2006 to participate in a one year NGA *Policy Academy on Youth Transitioning Out of Foster Care*. The purpose of the Academy is to improve outcomes for youth transitioning out of foster care.

Adult Services and Domestic Violence

1. Adult Services partnered with DHHS, DDSN, DHEC, DMH, The State Long Term Care Ombudsman and Protection and Advocacy to develop and implement guidelines for agencies to assist in relocating residents when Community Residential Care Facilities (CRCF) are forced to close. The guidelines were developed to enhance communication, to provide a coordinated response in relocation situations and to outline the duties and responsibilities of agencies in meeting the needs of vulnerable adults.
2. Child care owners and operators statewide are receiving Domestic Violence Training made available by DSS in partnership with the South Carolina Coalition Against Domestic Violence and Sexual Assault. DSS provides child care vouchers for women living in shelters or receiving services from a state-funded domestic violence program; the vouchers provide child care for up to one year.
3. DSS previously approved uniform standards for treatment programs provided to batterers in domestic violence cases. During this past fiscal year, DSS began monitoring approved providers for compliance and continued to review new providers for approval. The standards and approved providers are listed on the DSS Website.

Major Achievements – Temporary Assistance for Needy Families, Family Nutrition and Child Care

1. The Temporary Assistance for Needy Families program (TANF) obtained more than 11,000 jobs for employable clients. These jobs paid an average of nearly \$7 per hour.
2. Hunger in low-income families was reduced by increasing food stamp participation among eligible households. South Carolina currently serves 86% of eligible households in SC (of those at or below 100% of poverty).
3. The number of seniors participating in the Food Stamp program increased by 31% through the Elderly Simplified Application Project (ESAP).

4. DSS received national recognition from USDA for the Food Stamp Program's low negative error rate.
5. The Commodity Supplemental Food Program was implemented, providing monthly food assistance to 4,000 seniors age 60 and older in 5 counties.

Major Achievements - Child Support Enforcement

1. The Child Support Enforcement Division successfully completed a review and update of the Child Support Guidelines, which are used to calculate and review child support order amounts. The Guidelines were passed by the General Assembly, and signed into law in June 2006.
2. The child support program has exceeded federal benchmarks for establishing child support orders by 42%, exceeded paternity establishment standards by 69%, current support payments by 19%, arrears cases paid by 35%, and cost effectiveness standards by 280%.
3. DSS has taken an important first step in obtaining a certified child support enforcement automated system. An RFP for systems development has been approved which will allow a qualified vendor to be hired for the project.
4. The program collected \$7.00 in child support last fiscal year for every \$1 of expenditures.

Major Achievements – Administration and Planning

1. DSS Information Systems installed new computers state-wide, replacing outdated computer hardware through a lease arrangement with a contract supplier.
2. The Human Resources Management (HRM) Division implemented an automated employee leave system during the past year replacing a paper process, which has resulted in substantial efficiency and savings. The Division also automated the agency's human resources policies to allow more efficient access to this important information. HRM also revised the agency's classification and compensation plan towards enhancing the recruiting process.
3. The Division of Individual and Provider Rights expanded HABLA services to better meet client needs, improved outreach to the deaf community by obtaining a contract to enable DSS workers to use their computers as telecommunication devices to communicate by phone, and worked with USC to expand the number of qualified Spanish/English interpreters in the state.
4. In 2005-06, the agency's fully-operational planning division provided statewide management data to determine where caseloads are high, where required functions are not being performed in a timely manner, and where children need prompt attention. Monthly program outcome data is produced for counties and management to facilitate performance assessment and improvement.

1.3 Key Strategic Goals

A. Child Welfare Goals:

1. To meet or exceed the objectives in the DSS Strategic Outcomes
2. To provide child welfare services that meet or exceed the goals outlined in the state's five year Child and Family Services Plan (CFSP), annually updated as the Annual Progress and Services Report (APSR).
3. To increase adoptions by 3% from the previous state fiscal year.

B. Adult Welfare Goals

1. To meet or exceed the objectives in the DSS Strategic Outcomes.

C. Temporary Assistance for Needy Families Goals

1. To meet or exceed the objectives in the DSS Strategic Outcomes.

1. To implement new mandates of the congressional reauthorization of TANF.
2. To expedite FI services to eligible children and families.
3. To maximize the number of clients placed in employment.

D. Family Nutrition

1. To meet or exceed the objectives in the DSS Strategic Outcomes
2. To maximize eligible families' access to the Food Stamp program.
3. To maximize participation of eligible children and adults in the Emergency Food Assistance Program, Commodity Supplemental Food Program, Seniors Farmers Market Program, Child and Adult Care Food Program, After-school Snack Program, Emergency Shelter Food Program, and Summer Food Service Program.

E. Child Support Enforcement Goals

1. To meet or exceed the objectives in the DSS Strategic Outcomes.
2. To work to develop and implement a certified Child Support System.
3. To establish paternity for children born out of wedlock.
4. To ensure that children with one or both parents absent from the home receive adequate financial support from the non-custodial parent(s).
5. To establish medical insurance coverage whenever such coverage is available at reasonable cost through the non-custodial parent's or custodial parent's employer.

F. Administrative Goals

1. To support program staff in meeting or exceeding DSS Strategic Outcomes objectives.
2. To implement a training plan for staff to meet the requirements of the PIP (program improvement plan for CPS) as well as for agency outcomes.
3. To continue implementation of the plan to reduce staff turnover in child welfare.
4. To smoothly transition service delivery during departure of retiring and TERI staff.
5. To provide all limited English proficient and/or sensory impaired clients equal access to services and benefits.
6. To qualify a sufficient number of Spanish/English interpreters to meet the needs of all DSS offices.
7. To implement an automated recruiting and application process when the Budget and Control Board's Office of Human Resources provides the program to state agencies.
8. To continue to improve communication, coordination, and accountability throughout DSS using the comprehensive planning process.
9. To complete implementation of the agency's technology plan.
10. To train and allocate 350 child welfare positions.
11. To develop, in conjunction with HHS, a unified eligibility system for Medicaid, TANF, and family nutrition programs.

1.4 Opportunities and Barriers

Opportunities – Human Services (Child Welfare, Adult Protective Services)

1. Recent statutory modifications allow the agency to maintain and review past investigations of child abuse and/or neglect, increasing agency capacity to make more informed assessments of safety and risk for children.
2. Collaboration with other state agencies has led to a protocol for intervention when a child is found exposed to Methamphetamine labs, an increasing problem in SC.

3. Joint training for county supervisors and staff was provided to enhance the effectiveness of safety and risk assessments.
4. A pilot was initiated in six counties involving cross training of county directors, staff and attorneys along with judges and solicitors to develop protocols for expedited handling of child welfare cases that are also involved in criminal court.
5. Individual county recruitment plans for foster and adoptive families have been developed through collaboration of county, MTS and Adoption offices. Participation is continuing in the national recruitment campaign "AdoptUSKids" to recruit adoptive and foster families.
6. Collaboration for Foster Care youth 16 to 21 years old to include educational and vocational assessment and provision of job skills services.
7. Recruit and hire an Adult Protective Services director.

Opportunities – Family Assistance (TANF, Family Nutrition, Child Care)

1. Federal funding provided for the Seniors Farmer's Market Program has increased.
2. The September 2005 evacuation of the gulf coast region is providing DSS the opportunity to assist relocated families with access to jobs and to regain self-sufficiency through the Family Independence program.

Opportunities – Child Support

The Child Support Enforcement Division will participate in the design of the new statewide automated system, and continue to try to increase overall child support collections.

Barriers – Human Services (Child Welfare, Adult Protective Services)?

1. The loss of skilled and experienced child protection staff through TERI and retirements continues to be a great concern.
2. Additional bilingual staff is needed to address the needs of the growing Hispanic population.
3. An increase in reported incidents of Methamphetamine labs and the exposure of children to this dangerous drug create a challenge to the child protection system.
4. Over the past five years, the number of teens (13-18 year olds) in foster care has increased over 13% and teens are now 43% of the total foster care population.
5. Increasing numbers of young adults are coming to the attention of APS, many of whom suffer from mental, physical or developmental disabilities. Few resources are available to meet the needs of this population, and nursing home placement of young vulnerable adults may not meet social and other emotional needs.
6. In the adult protective services program, the increased number of financial exploitation cases is time-consuming, and once the victim's resources are exploited, it is difficult to find programs/ resources to meet the victim's needs.
7. In the adult protective services program, the number of self-neglect cases requiring costly institutional placement has increased, and only approximately 50% of the clients are initially eligible for Medicaid.

Barriers – Family Assistance (TANF, Family Nutrition, Child Care)

1. Transportation for TANF clients continues to be of concern - given the increase in gasoline prices and in anticipation of increased participation under TANF reauthorization.

2. The FSP caseload has grown by 70% since 2000, and the agency will examine innovative ways to streamline the processing of applications and the handling of ongoing cases.

Barriers – Child Support Enforcement

1. Caseloads in the Child Support Enforcement Division remain high. The caseload per FTE is six hundred eighty-five (685) per worker.
2. The passage of the Deficit Reduction Act (DRA) poses threats to child support funding. Most immediately, this fiscal year, the federal match rate for genetic testing will decrease from ninety (90) percent to sixty-six (66) percent. In FFY 05-06, genetic testing costs amounted to \$220,468. At the new rate, the match rate would have come only \$161,676, a reduction of \$58,800. A further cut, effective next fiscal year, precludes the use of incentive funding for matching federal dollars.
3. Because of the way the paternity establishment goal is set each year, the child support enforcement division is in danger of not meeting its federal goal of paternities established this year which could result in financial penalties against TANF funding.

1.5 How is the accountability report used to improve organizational performance?

Programs and administrative systems are continuously analyzed and reviewed against the strategic goals of the agency, with a goal of continuous improvement and increased efficiencies. Baldrige techniques have led to improvements in work processes and more effective service delivery. Division directors, deputy directors and county operations directors meet with the agency director quarterly to review, discuss and problem-solve critical issues facing the agency and progress towards performance goals. These meetings result in action plans and staff assignments, and staff are accountable for reporting their progress at the next meeting. At DSS, the philosophy of continuous improvement is practiced, and managers must prepare program improvement plans and report their progress when critical issues are uncovered.

Section II: Business Overview

At SCDSS, we serve customers of all ages and from all walks of life. We have customers who want our services, customers who need our services such as children at risk and vulnerable adults, and customers who need but do not necessarily want our services. Because of our diverse customer base, we must be a flexible and agile organization - ready to serve when and where the need arises. Again, in 2005-06, we met this challenge, successfully serving thousands of South Carolinians.

1. **Major Products and Services and the Primary Methods of Service Delivery** - The products and services provided by our agency impact people's lives. Our objective is to deliver services in a way that can be most meaningful and least intrusive. The following are major products and services:

Human Services (Child Welfare, Adult Protective Services)

The primary product and service of child and adult welfare services is *case management services* which are routinely best delivered by face to face contact with clients. Major products and services:

- Identification of adults and children at risk of abuse and neglect and their families, addressing safety of adults and children in danger of serious harm, appropriate interventions, linkage to rehabilitative services and preventive services.
- Recruiting, training and licensing foster care homes and group facilities for children.
- Recruiting and training adoptive families; adoption subsidy program; and direct services to adoptive families and adoptees.
- Services to Foster Care Youth to facilitate self-sufficiency.

Family Assistance (TANF, Family Nutrition, Child Care)

- Temporary Assistance for Needy Families (TANF) provides low-income children and families with cash assistance, counseling, case management, and support services including child care, transportation, employment and education training, job placement, life skills training, vocational training, and job search assistance. This includes enhanced case management for families dealing with severe disability issues.
- The Food Stamp Program permits eligible households to eat more nutritiously, through normal channels of trade, by increasing food purchasing power for needy households, including the elderly and disabled, and to those transitioning from welfare to work.
- Other Food and Nutrition Services programs include Food Stamp Outreach, Temporary Emergency Food Assistance, At-Risk After School Snack, Summer Food Service, Child & Adult Care Food Program, Emergency Shelters Food Program, and Seniors Farmers' Market Nutrition Program. Nutrition education is also provided to program participants.
- The Food Stamp Employment and Training Program provides opportunities for education, training, and job search assistance to Food Stamp Program recipients.
- The Refugee Program provides intensive case management, cash assistance and services to eligible refugees.
- The Community Adolescent Pregnancy Prevention Program provides out-of-wedlock pregnancy prevention initiatives for adolescents.
- The ABC Child Care Program provides vouchers for families receiving TANF, children with special needs, low-income working families, foster children of working foster parents, children receiving child protective services and other designated populations.
- Child Care Services manages a statewide system of providers and contracts to ensure the availability of child care at all quality levels by providing technical assistance, training and monitoring compliance with program standards and regulations.

Child Support Enforcement

- The Child Support Enforcement Division, working through administrative process and the family court system, establishes orders for paternity, financial support, and medical coverage when available. Also, in addition to the judicial remedies used by the family courts, like wage garnishment and contempt hearings, the Division offers locate services, tax offset, license revocation and liens as tools of enforcement, when needed.

2. Key Customer Segments and Key Requirements/expectations

DSS touches the lives of South Carolinians in a variety of ways, at many different levels. Historically, we have been viewed as an agency that serves only low resource families. In reality, we are a potential service provider for any individual in the state. Our key customers are:

Human Services (Child Welfare, Adult Protective Services)

- Children at risk for abuse/neglect and their families
- Foster children and foster parents
- Custodial and non-custodial parents
- Adoptive families, adoptees, and birth families
- Youth at risk for parenting or already parenting
- Vulnerable adults and frail elderly individuals living alone
- Individuals age 60 and over
- Batterer Treatment Programs
- Shelter Providers

Family Assistance (TANF, Family Nutrition, Child Care)

- Low-income children, families, seniors age 60 and older and other adults that are functionally impaired
- Families dealing with disability issues that prevent or inhibit self-sufficiency
- Elderly individuals on fixed income
- Hispanic customers and others with language barriers
- After school and summer program youth living in low income areas
- Public and private sector employers
- Education and training providers
- Refugees
- Children in child care facilities and emergency shelters and parents of children in child care
- Child care providers including after school, summer and pre-K programs
- Youth at risk for parenting or already parenting

Child Support Enforcement

- Family Assistance families
- Custodial and non-custodial parents

The key requirements and expectations of our customers are:

- To be treated with dignity and respect,
- That staff will follow all applicable laws, policies and regulations in providing responsive, timely and thorough assistance and referrals,
- To receive services that promote safe and stable families, and
- That the protection and well-being of children and families will - first and foremost - guide the services provided by this agency.
- DSS services promote safe and stable families.

3. Key Stakeholders (other than customers)

Key stakeholders other than customers include: parents, prospective adoptive and foster parents, extended families, childcare providers, faith-based organizations, the Family Court, residential facilities, foster care and citizen review panels, and the general public. Local farmers, grocery stores, nonprofit agencies, county clerks of court are also among our key stakeholders.

4. Key Suppliers and Partners

In serving children and families, it is critical that we maximize opportunities to partner with individuals, agencies, and organizations that can assist in meeting customer needs. Our key suppliers and partners include the following:

- Community partners providing services to children and families including schools, law enforcement, employers, legislature (statute), and attorneys.
- Foster parents, group providers, and adoptive parents.
- State Agencies including Health and Human Services, Vocational Rehabilitation, Mental Health, Alcohol and Other Drug Abuse Services, Governor's Office, State Tech Board, Employment Security Commission, Commerce, Education, Clemson University and Extension, University of SC, SC State University, Corrections, Health and Environmental Control, Council on Aging, State Department of Agriculture, and Disabilities and Special Needs.
- Federal Government including Department of Agriculture, Department of Health and Human Services – (Center for Medicare and Medicaid Services, Administration for Children and Families, Social Security Administration – all part of DHHS), Department of Commerce, and Department of Labor.
- Local Governments including county administrators and school districts.
- Private for-profit and private nonprofit individuals and groups desiring to operate adult care centers, child care centers, home day care, after school programs, and food pantries in South Carolina.
- Faith-based organizations.
- The Family Court.

5. Operation Locations

See Appendix A.

6. Number of employees segmented by employee category (classified, unclassified, contract, etc.)

	Classified	Unclassified
FTE's	3,385	5
Temporary grant employees	168	0
Temporary hourly employees	47	0
Total employees	3,600	5

7. The regulatory environment under which your organization operates.

The dominant influences for DSS are federal statutes and regulations that establish conditions for the receipt of federal funds in support of its programs. A body of state statutes and regulations also apply, such as the Children's Code and the Family Independence Act. DSS' administrative functions (procurement, human resources, fiscal, for example) are also subject to state and federal requirements.

8. Your key strategic challenges

Key strategic challenge #1: Implement the agency's plan to allocate the newly established positions for case workers in child welfare, and train them efficiently, to provide responsive services which provide child protection according to law, policy and regulation. Retain experienced and effective supervisors and caseworkers to the extent possible in all programs.

Key strategic challenge #2: Meet national, state and agency standards for child and adult welfare services. Increase compliance with the child welfare PIP (program improvement plan) from meeting 20 of 23, to meeting all 23 outcomes in FY'06/'07. In addition, meet recommendations of the May 2006 Legislative Audit Council audit of child protective services.

Key strategic challenge #3: Increase the number of fit and healthful foster homes statewide, and provide adequate educational, residential and treatment resources for foster children.

Key strategic challenge #4: Implement TANF (Temporary Assistance to Needy Families) reauthorization while protecting and/or contributing to the well-being of needy clients and their families, without incurring penalties.

Key strategic challenge #5: Maintain the food stamp error rates to below national averages.

Key strategic challenge #6: Implementing new and/or improved automated systems – including child protective services (CAPSS), reauthorized TANF (PATS), child support enforcement (SCES - certified system) and administrative systems (such as personnel services) is the focus of many ongoing work groups and considerable expense and effort in the agency.

9. Your performance management system

The Human Resources Management Division is responsible for administering the state employee performance evaluation process for the agency.

10. Organizational Structure

Our agency is organized into functional areas that provide for clearly delineated roles and responsibilities, open communication and ease in collaborating across program lines. The following are the major functions within DSS:

- DSS State Director
- General Counsel
- Planning & Quality Assurance
- Policy & Operations
- Administration & Program Support

(See **Appendix B** for the organization chart.)

11. Expenditures/ Appropriations Charts

Accountability Report Appropriations/Expenditures Chart						
Base Budget Expenditures and Appropriations						
	FY 04-05 Actual Expenditures		FY 05-06 Actual Expenditures		FY 06-07 Appropriations Act	
Major Budget Categories	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$106,633,034	\$22,086,303	\$113,793,752	\$29,472,448	\$157,578,741	\$34,526,294
Other Operating	\$80,895,962	\$10,060,286	\$91,842,350	\$12,482,579	\$119,359,865	\$7,351,510
Special Items	\$18,660,841	\$1,431,676	\$2,217,676	\$2,131,676	\$1,631,676	\$1,631,676
Permanent Improvements						
Case Services	\$772,013,798	\$38,242,297	\$821,682,677	\$45,875,470	\$832,372,886	\$53,947,139
Distributions to Subdivisions	\$11,826,400	\$121,200	\$13,103,073		\$15,851,191	\$1,693,333
Fringe Benefits	\$34,493,100	\$8,180,395	\$35,841,755	\$10,258,686	\$42,569,380	\$12,416,108
Non-recurring						
Total	\$1,024,523,136	\$80,122,157	\$1,078,481,283	\$100,220,858	\$1,169,363,739	\$111,566,060

Other Expenditures		
Sources of Funds	FY 04-05 Actual Expenditures	FY 05-06 Actual Expenditures
Supplemental Bills	\$19,705,418	\$700,000
Capital Reserve Funds		\$11,586,000
Bonds		

12. Major Program Areas Chart

Major Program Areas				
Program Number and Title	Major Program Area Purpose (Brief)	FY 04-05 Budget Expenditures	FY 05-06 Budget Expenditures	Key Cross References for Financial Results*
I.A,B,C,D,E.4,II.E.1.,G.1,2; III	Food Stamps-- EBT Issuance and Administration	State: 12,365,232.00 Federal: 568,870,816.00 Other: 9,946,077.00 Total: 591,182,125.00 % of Total Budget: 58%	State: 18,604,126.00 Federal: 600,903,354.00 Other: 5,786,305.00 Total: 625,293,785.00 % of Total Budget: 58%	
I.A,B,C,D,E.1 II.A.2,B.1,2,3; III	Foster Care Program	State: 18,843,621.00 Federal: 35,880,587.00 Other: 30,050,216.00 Total: 84,774,424.00 % of Total Budget: 8%	State: 25,466,179.00 Federal: 43,765,851.00 Other: 27,478,243.00 Total: 96,710,273.00 % of Total Budget: 9%	
I.A,B,C,D,E.1,3,4; II.E.1,2,3,L; III	Family Independence	State: 21,465,947.00 Federal: 58,750,655.00 Other: 8,979,384.00 Total: 89,195,986.00 % of Total Budget: 9%	State: 22,048,908.00 Federal: 53,228,940.00 Other: 16,260,509.00 Total: 91,538,357.00 % of Total Budget: 9%	
I.A,B,E.1; II.E.1,N; III	Child Care Development	State: 7,912,820.00 Federal: 66,651,495.00 Other: 4,484,956.00 Total: 79,049,271.00 % of Total Budget: 8%	State: 8,172,512.00 Federal: 69,761,541.00 Other: 3,407,573.00 Total: 81,341,626.00 % of Total Budget: 7%	
I.A,B,C,D; II.F; III	Child Support Enforcement	State: 3,886,535.00 Federal: 20,258,326.00 Other: 20,454,562.00 Total: 44,599,423.00 % of Total Budget: 4%	State: 6,661,839.00 Federal: 23,795,115.00 Other: 14,277,879.00 Total: 44,734,833.00 % of Total Budget: 4%	

Below: List any programs not included above and show the remainder of expenditures by source of funds.			
Adoption Services, Adult Protective Services, Child Protective & Preventive Services, Homemaker Services, Battered Spouse/Family Violence, Child & Adult Food Services, Summer Food Services, Emergency Food Assistance, and Special Items.			
	Remainder of Expenditures:	State: 15,648,002.00 Federal: 106,136,865.00 Other: 13,937,040.00 Total: 135,721,907.00 % of Total Budget: 13%	State: 19,267,294.00 Federal: 110,639,087.00 Other: 8,956,028.00 Total: 138,862,409.00 % of Total Budget: 13%
* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.			

Section III: Elements of Malcolm Baldrige Award Criteria

1.0 Leadership

DSS State Director, Kim Aydlette, and the Executive staff recognize that an important part of their role is to provide purpose, direction, and motivation to influence others to accomplish the organization's mission. Together they work to create an environment where organizational goals are "owned" by all employees. Senior leaders understand DSS employees are the essence of the agency. In order to capture the corporate intellect and facilitate the advancement of agency goals, we must work to foster employee participation in the process and support and encourage their individual and professional development.

1.1 How do senior leaders set, deploy, and ensure two-way communication for: a) short and long term direction and organizational priorities; b) performance expectations; c) organizational values; d) empowerment and innovation; e) organizational and employee learning; and, f) ethical behavior?

(a-f) Management has met with key staff throughout all programs and counties to define the core mission of the agency and to establish outcomes that meet the agency's mission. In this manner, action plans and strategies have been produced. Management has created an optimal organizational structure to efficiently and effectively implement the action plans. Senior leaders use workload indicators and outcome measurement data, designed around key strategic goals, to determine trends and anomalies, and to set organizational priorities.

Management also examines all programs and major administrative processes in order to make difficult decisions concerning the allocation of resources. Priorities are communicated through meetings and presentations with staff and community partners, in the agency's on-line newsletter, and through the DSS website.

The agency's Business plan can be accessed on the DSS homepage for all staff and the public to review. The Deputy Director for Policy and Operations conducts regular teleconferences with all county directors and central staff to communicate expectations regarding values, empowerment, and ethical behavior. The agency has restructured and communicated the roles and responsibilities of central office staff and the expectations to respond to county needs in a timely manner.

1.2 How do senior leaders establish and promote a focus on customers and other stakeholders?

Customer service is a priority of the state director. In an ongoing effort to enhance customer service, the SCDSS established a Customer Service Task Force in 2005 to explore strategies to improve customer service, including but not limited to, training, office policy, disciplinary actions, incentives, and evaluation. Senior leaders stress public responsibility and citizenship. Local offices and administrative support services are engaged to focus on client outcomes and to continuously improve performance by analyzing data and making programmatic process changes. Scarce resources have driven cost reduction efforts. This administration has taken great efforts to avoid the reduction of service-delivery staff.

1.3 How does the organization address the current and potential impact on the public of its products, programs, services, facilities and operations, including associated risks?

Local staff and key stakeholders are the eyes and ears of DSS. County directors, case managers, and other county staff interact with and receive feedback from our customers, the

community, and the general public on a daily basis. This feedback is discussed and considered as we work to continuously refine and improve policies, processes, and operating practices. Other input is obtained through tracking constituent calls, analyzing customer questions and concerns.

1.4 *How do senior managers maintain fiscal, legal and regulatory accountability?*

The agency undergoes a detailed legislative audit every two years, a state financial audit annually, and regular federal reviews. Review staff is responsible for ensuring that programs comply with state and federal regulations, and legal staff provides advice and recommendations for ensuring compliance with various legal concerns. (See also response to 7.5 regarding key measures of regulatory/legal compliance)

1.5 *What key performance measures are regularly reviewed by your senior leaders?*

Each of our key program areas has outcome measures that are tracked and reviewed monthly by senior leaders and by staff at all levels. The following are key outcomes.

I. Child Welfare

Safety

S1 Outcome - Children are, first and foremost, protected from abuse and neglect.

S2 Outcome - Children are safely maintained in their own homes whenever possible and appropriate.

Permanency

P1 Outcome - Children have permanency and stability in their living situations.

P2 Outcome - The continuity of family relationships and connections are preserved for children. (In-home and Out-of-home services)

Child and Family Well-Being (In-home and Out-of-home)

WB1 Outcome - Families have enhanced capacity to provide for their children's needs.

WB2 Outcome - Children receive appropriate services to meet their educational needs.

WB3 Outcome - Children receive adequate services to meet their physical and mental health needs.

II. Adult Protection Outcomes

APS1 Outcome - Reduce recurrence of abuse/neglect, self-neglect, and exploitation of vulnerable adults (persons 18 or older who are either subjected to or at risk of abuse, neglect or exploitation).

APS2 Outcome - Safely maintain vulnerable adults (persons 18 or older who are either subjected to or at risk of abuse, neglect or exploitation) in the least restrictive environment.

III. Family Assistance

- FA1 **Outcome** - Eligible families receive Family Independence services in a timely and effective manner.
- FA2 **Outcome** - Families that are receiving FI services achieve a level of competence that is commensurate with their abilities while improving family functioning and self-reliance.
- FA3 **Outcome** - Children in families receiving Family Independence do not become recipients as adults.

IV. Child Care Outcomes and Measures

A. Child Care Services

- CC1 **Outcome** - Quality, affordability, and/or availability of childcare is expanded throughout SC to help meet the needs of working families.

B. Child Care Licensing and Regulatory Services

- CC2 **Outcome** - Children's health and safety will be protected in child care settings and the quality of child care facilities will be improved.

V. Family Nutrition

- FN1 **Outcome** - Maximize eligible households' access to Food and Nutrition Programs.

VI. Child Support Enforcement

- CSE1 **Outcome** - Children who are born out of wedlock have paternity established.
- CSE2 **Outcome** - Children with one or both parents absent from the home receive adequate financial support from the non-custodial parent(s).
- CSE3 **Outcome** - Children receive medical insurance coverage whenever such coverage is available through the non-custodial parent's or custodial parent's employer at reasonable cost.
- CSE4 – **Outcome** - Funds expended by the program produce a reasonable rate of return in child support collected for the benefit of the dependent children.

1.6 How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization? How do their personal actions reflect a commitment to the organizational values?

Performance measures and employee feedback are critical elements in our ongoing efforts to improve the quality of programs and services we provide to our customers. Senior leaders meet frequently to discuss current data, trends and outcome measures, and how to implement needed improvements. They use performance data to assist counties in determining areas with high levels of performance as well as areas needing improvement, and discuss how to improve outcomes.

Periodically, a cross-section of agency staff is brought together to discuss a specific area of agency operations, identifying strengths and weaknesses, and generating ideas for improvement. The Deputy State Director for Policy and Operations has a policy to respond to issues immediately and directly.

Efforts are made to ensure that all interested parties are brought to the table, ideas are discussed openly and are welcomed, and decisions are made in a supportive environment. Also, responsibilities are assigned and staff works together for the common good of the agency and the clients we serve, reflecting personal commitment to organizational values.

1.8 How do senior leaders promote and personally participate in succession planning the development of future organizational leaders?

In 2005, DSS, instituted a ‘knowledge transfer’ program. Managers were trained to develop systems to document the work of employees who had specific and technical knowledge critical to agency operations. The goal of this program is to provide for work continuation due to turnover in specialized or critical agency positions.

1.9 How do senior leaders create an environment for performance improvement, accomplishment of strategic objectives, and innovation?

Senior leaders have engaged in a series of meetings to plan strategies to reward staff and counties that exceed performance measures and provide outstanding customer service. The agency is examining the use of financial incentives for staff who exceed measurable productivity and program performance goals.

1.10 How does senior leadership actively support and strengthen the communities in which your agency operates? Include how senior leaders and employees contribute to improving these communities.

While we are indeed accountable for the health and well-being of the children and families we serve, we recognize that we must work with community partners to not only address the issues at hand but also to alleviate root causes.

The agency has made a commitment to staff a community development effort. Through a faith-based community development effort, staff help create opportunities for County directors and staff to get the community involved. Senior leadership attends local churches, faith institutions, and community functions to promote community development efforts, as well as to hear about the social service needs and/or successes in our local communities.

A specific area on the agency web site provides information regarding our faith-based/community initiative and a computer-based resource inventory provides statewide access and information regarding local partnerships. Many faith and community individuals and organizations have volunteered time and resources to address local needs. Periodically, the state director meets with outside stakeholders to discuss critical issues facing our community.

Category 2 – Strategic Planning

2.0 Strategic Planning

We view strategic planning as the process by which we analyze the mission and goals of our organization and determine what conditions must exist to best accomplish those goals. We then initiate a sequence of events that will create those conditions including the cost-efficient allocation of resources. The effectiveness of our strategic plan is measured periodically by comparing goals and objectives to actual results.

2.1 *What is your Strategic Planning process, including KEY participants, and how does it address: a) Your organization's strengths, weaknesses, opportunities, and threats; b) Financial, regulatory, societal, and other potential risks; c) Shifts in technology or the regulatory environment; d) Human resource capabilities and needs; e) The opportunities and barriers you described in the Executive Summary (question 4) f) Business continuity in emergencies; and g) Your ability to execute the strategic plan.*

DSS implemented an agency-wide strategic programmatic planning process in 2003. That process has evolved to one in which a strategic plan incorporating administrative and support services, in addition to program areas, has been developed for 2006-07.

Strategic planning is the process by which we analyze the mission and goals of our organization and determine what conditions must exist to best accomplish those goals. We then initiate a sequence of events that will create those conditions including the cost-efficient allocation of resources. The effectiveness of our strategic plan is measured periodically by comparing goals and objectives to actual results. While further refinements and improvements are being studied, this year's process has been productive, and incorporated the ideas and input of the agency's key staff, including direct service workers, supervisors, County Directors and administrative staff.

Additionally, in child protection services, the agency is required by the DHHS Administration for Children and Families (ACF) to develop a Child and Family Service Plan (CFSP) every five years and submit annual progress reports (APSRs). Periodic federal reviews by DHHS ACF determine state compliance with national standards in child welfare, prompting a program improvement plan that includes development and monitoring of additional goals and outcomes for child welfare. The agency incorporates any unfinished objectives into the annual update of the CFSP. The agency's child welfare program improvement plan implemented in June 2004 ended in June 2006. A Child Welfare Advisory Committee comprised of our community stakeholders and partners meets quarterly to receive updated information from SCDSS and to offer feedback and input on our planning processes. Multiple citizen review entities, collaborations and partnerships throughout the state focus on and assess our child welfare activities, which require our ongoing attention and response.

How does your Strategic Plan address:

a) Your organization's strengths, weaknesses, opportunities, and threats

We include detailed performance measures and agency goals in our strategic plan, for all major programs in the agency. In formulating the strategic plan, managers and staff have been provided training in SWOT (strengths, weaknesses, opportunities and threats) analyses and are knowledgeable in strategies for compiling a strategic plan that accurately

accounts for goals and measures that can be achieved, and also, which address weaknesses and threats.

b) Financial, regulatory, societal and other potential risks?

We consider where communities would be without quality DSS services and whether benefits gained by families are worth the resources we expend to achieve those gains.

c) Shifts in technology or the regulatory environment

DSS has requested the assistance of the Budget and Control Board's Chief Information Officer to assist the agency in long-range information technology planning. Staffs of DSS and the CIO's office have met with federal officials to determine future technology needs.

d) Human resource capabilities and needs?

We realize our employees are our greatest resource. With our financial resources stretched to the limit, staff has been required to do more with less. In 2005-06, the agency examined staffing and caseload sizes and obtained additional resources to more effectively process child welfare cases. We currently have a contractual relationship with the Budget and Control Board's Office of Human Resource Management to evaluate caseworker salaries, and factors to increase retention.

e) The opportunities and barriers described in the Executive Summary

See a) above.

f) Business continuity in emergencies

DSS has detailed plans for the continuity of services due to catastrophes caused by hurricanes, earthquakes, or other natural disasters. Staff has been provided training in disaster response, procedures have been updated and disseminated as relates to evacuation plans for our client families and those at risk, and information is routinely updated for staff in terms of accessing instructions in times of need. In addition, DSS staff must assist in staffing shelters opened to serve citizens displaced during a disaster.

g) Your ability to execute the strategic plan

Staff meets frequently to assess progress in executing the agency's business plan. Issues that limit staff from executing the plan are discussed, and staffing concerns that cause the agency to miss important outcome measures are analyzed. Each program has an experienced director who oversees the agency's strategic goals.

2.2 What are your key strategic objectives?

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 05-06 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures (see Section 7)
Food Stamps I.A,B,C,D, E.4.; II.E.1.; G.1.; G.2., III.	The goal of the food stamp program is to promote the general welfare and safeguard the health and well-being of the state's low-income citizens by providing benefits to help recipients purchase food.	Decrease poverty by providing low-income citizens resources to buy food and to provide employment and training to recipients who are able to work.	Charts 21 – 24
Family Independence I.A,B,C,D, E.3.,4.; II.E.1,2,3., G.1, L.; III	The goal is to provide assistance to families while they are transitioning into employment so that they will become self-sufficient.	Increase opportunities for employment by providing necessary supports.	Table 4; Charts 15 – 20
Foster Care I.A,B,C,D, E.1, III; II.A.2.,B.1,2,3.,I,Q.1,2; III.	Children will be provided a safe environment in which to live and the agency will provide a permanent living arrangement.	Ensure timely and effective services to ensure children have permanency.	Tables 1, 2; Charts 4 – 13
Child Protective and Preventative Services I.A,B,C,D, E.1;II.A.1,2,3,B.2,I.,O.,Q.1,2; III.	Children will be able to remain safely in their own home when possible.	Ensure timely and effective intervention services when safety is compromised in the home or facility environment.	Tables 1, 2; Charts 1 – 3
Adult Protective Services and Domestic Violence	Vulnerable/ elderly adults will have needs met in the least restrictive environment	Ensure timely and effective intervention and support services.	Table 3; Charts 14, 15
Child Support Enforcement I.A,B,C,D; II.F; III.	Children receive needed financial support from the non-custodial parent.	Increase child support collections.	Table 5; Chart 25

2.3 *How do you develop and track action plans that address your key strategic objectives? (Include how you allocate resources to ensure accomplishment of action plans.)*

Outcomes, developed jointly by program, planning, and operations staff, establish the major policy and procedural revisions. (Regarding the tracking of action plans, see 2.8 below).

2.4 *What are your key action plans/initiatives?*

See Strategic Planning Chart

2.5 *How do you communicate and deploy strategic objectives, action plans, and related performance measures?*

The agency's program and planning staff developed a number of strategies that are designed to achieve agency goals. The strategic planning chart presents the key agency strategies.

2.6 *How do you measure progress on your action plans?*

Data is aggregated and analyzed to determine how well individual counties are progressing on individual variables, how they compare to other counties in the state, how each county compares to the statewide average, and how all compare in terms of meeting, or not meeting, outlined objectives.

2.7 *How do your strategic objectives address the strategic challenges you identified in your organizational profile?*

Strategic objectives mirror our challenges outlined in this report.

2.8 *If the agency's strategic plan is available to the public through the agency's internet homepage, please provide an address for that plan on the website.*

The agency reviews program goals and outcomes on a periodic basis. The agency's strategic plan contains program and administrative outcomes, goals, objectives, and strategies. This document is posted on the agency website, and results of each outcome measure are e-mailed to all county and state office managers each month. A link to the agency's strategic plan can be found on the agency's homepage at <http://www.state.sc.us/dss/>.

Category 3 – Customer Focus

3.0 Customer Focus (External Only)

Knowing and fully understanding the needs of current and future customers help us to meet basic customer expectations and then go beyond to exceed their expectations. To ensure our success, we must research customer needs, communicate those needs throughout the agency, strive to meet those needs, and measure customer satisfaction on an ongoing basis.

3.1 *How do you determine who your customers are and what their key requirements are?*

Human Services (Child Welfare, Adult Protective Services)

Children at risk of child abuse and neglect and their families are identified by community members, through other programs and agencies, and by direct reports to the agency. State statutes define child abuse and neglect, thus defining who these customers are once they are reported. Key requirements, determined by way of direct feedback from customers, county workers, community members and staff from other agencies, are accurate and timely individualized assessments, timely referral/acceptance to services appropriate to needs, and

treatment with dignity and respect. Foster parents apply or are recruited. We provide training, staff support, and follow-up. Feedback from foster parents, focus groups, and task forces continually helps redefine key requirements.

Refugees in need of social services are generally referred by the agencies resettling them in the state. Eligibility is determined by criteria mandated by law. We provide financial assistance, medical services, and educational services to those eligible.

Abused, neglected, or exploited adults who are unable to provide for their own care and protection are identified by law enforcement, neighbors, churches and other agencies and organizations. Key requirements are safety and having their needs met in the least restrictive way.

Family Assistance (TANF, Family Nutrition, Child Care)

Low-income families are generally identified when they seek services, are referred by other agencies or through outreach efforts. Their eligibility is determined by criteria mandated by law, policy, and regulations. Key program requirements are typically determined by caseworkers through needs assessment and include income supplements, help with food, childcare assistance, health insurance and case management to include financial management. Youth at risk for parenting or already parenting are identified primarily by referral from or eligibility for other programs. Their key requirements are educational and counseling services in pregnancy prevention, family planning, and/or parenting skills.

For the Food Stamp Program, low-income customers are generally identified when they seek services, are referred by other agencies or through Food Stamp Outreach Program efforts. Their eligibility is determined by rules and regulations which are federally mandated by the Food and Nutrition Service of the US Department of Agriculture. Family Nutrition Programs' customers are identified when they request food assistance or become participants in programs operated by service providers. Eligibility requirements are mandated by federal regulations. Key requirements are financial assistance to obtain nutritional food, transportation and nutrition education. Agency customers include retail grocery stores that provide food for food stamp recipients, food banks, and homeless shelters.

Elderly citizens age 60 and older are recruited for the Seniors Farmers Market Nutrition Program through local agencies like senior centers, Councils on Aging and the United Way. Eligibility is determined by criteria mandated by law. Key requirements are financial assistance to obtain nutritional food, transportation and nutrition education. Agency customers include retail grocery stores that provide food for food stamp recipients, food banks, and homeless shelters.

The ABC Child Care Program provides vouchers for children from birth to age 13 years of age, or to 19 years of age if they have special needs. In order to be eligible for a voucher, the parent must be working, or attending school or training, must have a gross monthly income less than 150% of poverty, and must meet one of the designated target populations, i.e. receiving TANF, children with special needs in Foster Care, or receiving child protective services. Eligibility requirements are determined by federal regulations and state policy. Other customers are child care providers that apply to be regulated as required by state statute and

parents of children attending child care facilities. Key requirements are specified in state statutes and regulations.

Youth at risk for parenting or already parenting are identified primarily by referral form or eligibility for other programs. Their key requirements are educational and counseling services in pregnancy prevention, family planning, and/or parenting skills.

Child Support Enforcement

Courts, employers, and Family Independence case managers refer customers. In addition, child support enforcement serves any citizen in need of services, regardless of income.

3.2 *How do you keep your listening/learning methods current with changing customer/business needs and expectations?*

We have established a Customer Service Task Force to assess current efforts and recommend enhancements to our services in meeting customer needs. The task force is comprised of agency staff and community partners.

We are continuing a qualitative review process to assist local county offices in identifying best child welfare practices and in developing plans to address areas needing improvement. As a part of our listening/learning methods, we also seek and receive direct feedback from agency customers and businesses through such vehicles as community and professional meetings, exchange of information among professional entities, research and professional information on national trends, employer focus groups, participation in community and economic development organizations, conferences, surveys, the foster care hot line, constituent services, indirect feedback through supervisors and workers, and Foster Care Review Board reports on performance.

3.3 *How do you use information from customers/stakeholders to improve services or programs?*

We use feedback from customers, community leaders, employers, staff, and others, in concert with local, state, and national data, to plan and/or modify programs, policies, and procedures to be consistent with good practice, statutes and federal regulations. We also use employer feedback, labor market data, and economic data (such as hiring trends, jobs in demand, job announcements, plant closures and layoffs) in planning our approach to helping customers prepare for and secure employment. We seek to identify resources to address gaps in current services or to augment current services.

3.4 *How do you measure customer/stakeholder satisfaction and dissatisfaction, and use this information to improve?*

The following are examples:

- Outside review groups including the Foster Care Review Board, Foster Parents' Association, Citizen Review Panel, Children's Health and Safety Councils, the Children's Justice Act (CJA) Task Force, and S.C. Fair Share provide regular reports that allow us to measure stakeholder satisfaction. In addition, we meet with service providers to discuss issues or concerns.
- Feedback from frontline workers also provides valuable information on customer satisfaction.
- Meeting with state and local faith and community-based leaders and organizations.

3.5 *How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between different customer groups?*

We believe the key to building positive relationships with customers, partners, and employers is through one-on-one contacts. We actively seek out and build mutually beneficial partnerships with customers and stakeholders. DSS has three core programs, each with distinct and separate stakeholders and customers and some that serve mutual customers.

A number of faith-based and community organizations assist DSS in serving children and families in need of food, clothing, and other basic necessities of life. We have a staff person designated to building relationships with nonprofit organizations, state agencies, and churches.

Agency staff, including the Director, meets with groups of stakeholders such as Foster Parent Associations, non-profit organizations, faith-based organizations, and service providers from other agencies to discuss common concerns. Customers and stakeholders are also incorporated into the agency's planning process.

Category 4 – Measurement, Analysis, and Knowledge Management

4.1 *How do you decide which operations, processes and systems to measure for tracking financial and operational performance, including progress relative to strategic objectives and action plans?*

We are required by federal and state laws and regulations to achieve designated performance levels relative to most aspects of the services we are mandated to provide. The main agency program areas with mandated performance levels include: Child Welfare, Adult Protective Services, Family Assistance, Child Support Enforcement, and Family Nutrition. Federal and state law, and our strategic goals, objectives, and priorities, determine which data we collect, what we measure and how we measure. We focus on data which describe policy trends that have the greatest impact on client benefits and services, and on data which help assess compliance with federal and state requirements and on good practice standards.

4.2 *How do you use data/information analysis to provide effective support for decision making throughout your organization?*

The Office of Planning and Quality Assurance was created to collect, analyze and report management information and performance information on a regular basis. The Office works with data maintained by other agencies such as the Budget and Control Board Office of Research and Statistics, Employment Security Commission, Department of Labor, and the US Census. Along with state and federal auditors, we audit our data to determine its reliability.

Workload indicators and outcome measures data are reviewed on an ongoing basis and play a critical role in decision-making. These data permit identification and analysis of trends in program use, for example, and in comparative analysis of county performance. Identifying the weaker performers among the counties allows us to concentrate resources, technical assistance, training, and other needed services to those counties in an effort to raise performance. The data identify which systems need to improve statewide and which counties have specific needs.

Qualitative reviews of county services are also conducted to assist in the agency's quality improvement process. County reviews assess compliance with casework standards, determine

the accuracy of data input into the data management system, and assess supervisory effectiveness. Qualitative reviews may lead to the identification of recurring issues, and to revisions of policy and/or procedures.

4.3 *What are your key measures, how do you review them, and how do you keep them current with business needs and direction?*

Key measures can be found in Section 7, category 1. Review of key measures is mandated by our federal and state requirements, and in many cases, failure to meet key performance measures results in penalties.

4.4 *How do you select and use key comparative data and information to support operational and strategic decision making and innovation?*

We strive to use reliable, verifiable information to make data-based decisions in a timely manner. These data are critical to decision-making that will positively impact our overall effectiveness. Most of the operations of the agency are documented according to federal and state requirements, and program effectiveness is measured against those criteria and against performance over time.

4.5 *How do you ensure data integrity, timeliness, accuracy, security and availability for decision making?*

Much of our data collection is defined by federal and state laws and regulations, and must meet rigorous standards for integrity, timeliness, accuracy and security. Data from other social services agencies can be compared for trends to indicate effectiveness of services and to assess customer needs. The Budget and Control Board's Division of Research and Statistics also provides the agency with crucial data analysis and cross-compilation of data from other sources, important in developing policy, determining if services are being delivered as planned and determining if services are meeting goals. We also use labor market hiring trends and other workforce data as we refine strategies for workforce development.

4.6 *How do you translate organizational performance review findings into priorities for continuous improvement?*

We continuously collect and monitor data and performance and meet with key managers to assess ways to improve performance.

4.7 *How do you collect, transfer, and maintain organizational and employee knowledge (your knowledge assets)? How do you identify and share best practices?*

The Deputy State Director for Policy and Operations holds regular meetings on conference call with all county directors, providing excellent opportunities for in-depth discussion and sharing of knowledge assets and best practices. In addition, as stated above, the agency instituted a knowledge transfer program designed to document the duties of key technical staff so that there will not be a disruption of services when these employees leave the agency.

5.0 Human Resource Focus

DSS employees and their deep commitment to serving our customers are a testament to the character of our agency. Involvement from employees at all levels helps develop a team spirit that motivates staff to help realize the agency's mission. This ownership of mission enables our leaders to capitalize on the collective knowledge and experience of our staff and encourage them to better serve our customers.

5.1 *How do you organize and manage work: to enable employees to develop and utilize their full potential, aligned with the organization’s objectives, strategies, and action plans; and to promote cooperation, initiative, empowerment, innovation and your desired organizational culture?*

The agency is organized by similar programs and functions with experienced managers to oversee and monitor work. Each county has a director and the state office has deputy directors to manage work. Workers participate in work design and program changes, and are encouraged to develop innovative ways to improve performance.

5.2 *How do you evaluate and improve your organization’s human resource related processes?*

The human resources-related processes are evaluated through the analysis and required responses of reports provided by audit findings, Insurance Services reports, payroll reports, the Office of Human Resources, and the Retirement System. Additionally, an agency Human Resources Advisory Committee is being established to provide important feedback and input for personnel administration.

5.3 *How do you identify and address key developmental and training needs, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation and safety training? How do you evaluate the effectiveness of this education and training? How do you encourage on the job use of the new knowledge and skills?*

Employees are provided a variety of training opportunities. The agency implemented the “DSS Academy” which provides interested participants a complete overview of the agency with the hopes of introducing them to all of the agency programs and services, so they can see that DSS offers a variety of career opportunities.

Training priorities are tied to the agency’s mission, values and strategic goals, as well as to federal and state mandates. Each program area has specific basic and developmental training requirements to ensure that staff has the necessary skills and competencies to provide quality services to our clients. We identify key developmental and training needs by various means, including data from performance management reports across programs, quality review data from regional and county offices that identifies strengths/weaknesses, program quality assurance data, county follow-up on new hires, formal training evaluations, and employee exit surveys. Regional and county managers also request technical assistance and/or training for specific needs they identify among their staff.

Areas of focus include assessment, visitation, preserving family connections, foster care, domestic violence and legal processes.

5.4 *How does your employee performance management system, including feedback to and from employees, support high performance and contribute to the achievement of your action plans? How do you motivate your employees to develop and utilize their full potential?*

Every supervisor and employee in DSS works together to develop a planning stage for the EPMS (employee personnel management system) that includes critical job functions and outlines the success criteria for each job function. At yearly evaluations, employees receive meaningful feedback on their job functions, and also, if needed, they receive guidance in areas needing improvement. This process supports high performance and the realization of the

agency action plan. DSS also offers a broad array of training opportunities and is working to improve the career ladder for case workers. The agency is currently setting up a learning management system, which will offer online training, readily available transcripts for all employees, and social worker certification classes, among other opportunities.

In addition, the state director has requested funding for employee performance-based salary increases. In addition, we are training managers to not only monitor performance but also to seek feedback from their employees.

5.5 *How do you motivate your employees to develop and utilize their full potential?*

Employees are provided a variety of training opportunities in order to develop their full potential. The agency implemented the “DSS Academy” which provides interested participants a complete overview of the agency with the hopes of introducing them to all of the agency programs and services, so they can see that DSS offers a variety of career opportunities.

5.6 *What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction, and motivation? How do you use other measures such as employee retention and grievances? How do you determine priorities for improvement?*

Employee “Exit Evaluations” are sent to departing employees’ home addresses for feedback. This information is gathered, reviewed and shared with their respective Deputy Directors monthly. Turnover information is prepared quarterly and areas that reflect substantial turnover is reviewed, often in conjunction with the exit interview information to determine the reasons. Grievance information is reviewed periodically for the purpose of determining the reasons for disciplinary actions and whether there are patterns that require attention. Improvement priorities are based on employee feedback from the exit interviews, management input and review of collected turnover data. The Human Resources Advisory Committee will be used in this key area of assessing employee needs, human resources processes or systems for the purpose of providing improvement guidance and input.

5.7. *How do you maintain a safe, secure, and healthy work environment? (Include your workplace preparedness for emergencies and disasters.)*

We recognize our employees are our greatest assets. To enhance the safety and well-being of staff we installed electronic entry security systems at both state office buildings, installed cameras on top of the buildings so that guards can monitor key areas including parking and, installed public address systems that can be accessed from anywhere in the buildings via telephone. A DSS committee is dedicated to examining state and county office conditions and employee practices. Their purpose is to develop cost effective measures to improve safety and security throughout the agency.

Our wellness organization continues to work on expanding its efforts including hosting health and community related programs. Through our “brown bag lunch” programs, we conducted seminars on such topics as domestic violence and stress management.

During any disaster that may affect the state, SCDSS offices must be prepared to staff county American Red Cross (ARC) and Special Medical Needs (SMNS) emergency shelters. All available DSS county staffs, and MTS, Adoptions, CSE, and Day Care staff, are subject to

shelter duty. This staff is to be brought in during the first 72 hours of shelter activation. After the initial 72 hours, the County DSS Director may request relief workers from the State Office to be deployed to his/her supervision.

Category 6 – Process Management

We use a process approach to achieve desired results around our mission and goals and to manage and allocate our resources. These processes are the building blocks of our systems approach to management that identifies, plans, implements and manages interrelated processes that contribute to our overall, responsive delivery of services to customers.

6.1 *What are your key processes that produce, create or add value for your customers and your organization? How do you ensure that these processes are used?*

Our targeted client groups are served by categorically funded, policy-based program designs including all programs in human services, family assistance and child support enforcement. Federal funding sources, state statutes and regulations define acceptable service processes and products for each program. For example, a state law requires making initial contact within 24 hours of receiving a report that a parent or guardian has harmed a child.

Service delivery processes then vary with client needs, but may include numerous forms of intervention that may be delivered directly by DSS or purchased from other providers. Good practice also requires ongoing case monitoring (quality review) and outcome evaluation (results checking) until discharge (services termination).

In addition, we conduct internal reviews and external audits are used to assess how these processes work.

6.2 *How do you incorporate organizational knowledge, new technology, changing customer and mission-related requirements, cost controls, and other efficiency and effectiveness factors such as cycle time into process design and delivery?*

The agency measures how well we perform all key services. We measure implementation of human service treatment plans, food stamp error rates, child support collections, paternity establishment, the time it takes to process applications, the provision of relevant support services for customers, and many other key processes to ensure efficient and effective delivery of services.

6.3 *How does your day-to-day operation of these processes ensure meeting key performance requirements?*

Executive staff, state level staff and county staff continuously make decisions that will improve agency performance. Key support functions include Information Resources, and Staff Development and Training. The Office of General Counsel provides legal guidance and interpretation and the Office of Planning and Quality Assurance provides data analysis, data monitoring, and reporting.

6.4 *How do you systematically evaluate and improve your key product and service related processes?*

The agency uses internal and external audits and reviews to ensure that products and services are improved. We continually meet to evaluate service delivery and improve our management processes.

6.5 *What are your key support processes, and how do you improve and update these processes to achieve better performance?*

Key support processes are listed above, in 6.3. Improvement strategy is discussed above, in 6.4.

Category 7 - Results

7.1 *What are your performance levels and trends for the key measures of mission accomplishment?*

The US Department of Agriculture monitors the accuracy of food stamp processing.

The US Department of Health and Human Services monitors the performance of our child support enforcement division.

The US Department of Health and Human Services, Administration for Children and Families (ACF) initiated a review of South Carolina's child welfare programs in 2003. South Carolina met all six standards by the close of the Program Improvement Plan which ended in June 2006.

Table 1 indicates South Carolina's performance during the past three years for those areas reviewed by ACF. The federal data has not been posted for all states since FY '04.

Category 7
Table 1
Child and Family Services Review Data Indicators

Data Indicator	National Standard (1999)	South Carolina Data (2002)	South Carolina Data (2003)	South Carolina Data (2004) **	Definition of Indicator
Recurrence of Maltreatment	6.1% or less	3.4%*	2.9%*	2.2%	Of all children who were victims of substantiated or indicated child abuse and/or neglect, during the first 6 months of the reporting period, what percentage had another substantiated or indicated report within a 6 month period?
Incidence of Child abuse and/or neglect in Foster Care	0.57% or less	0.51%*	0.33%*	0.44%	Of all children in foster care during period under review, what percentage were the subjects of substantiated or indicated maltreatment by a foster parent or facility staff?
Foster Care Re-entries	8.6% or less	6.6%*	7.4%*	7.9%	Of all children who entered care during year under review, what percentage re-entered within 12 months of a prior foster care episode?
Stability of Foster Care Placements	86.7% or more	76%	86.63%	81.5%	Of all the children who have been in foster care less than 12 months from the time of the latest removal from home, what percentage had no more than two placement settings?
Length of time to Achieve Reunification	76.2% or more	82.1%*	81.9%*	78.9%	Of all the children who were reunified with their parents or caretaker, at the time of discharge from foster care, what percentage were reunified in less than 12 months from the time of the latest removal from home?
Length of time to Achieve Adoption	32.0% or more	14%	15.4%	20.3%	Of all children who exited from foster care during the year under review to finalized adoption, what percentage exited care in less than 24 months from the time of the latest removal from home?

*South Carolina met national standard

** 2005 data is not yet available from the federal government, as of 9/9/2006

DSS Strategic Plan Outcome Measures

The Department of Social Services developed and published agency strategic plan outcome measures which have been updated each year. The information in the most recent strategic

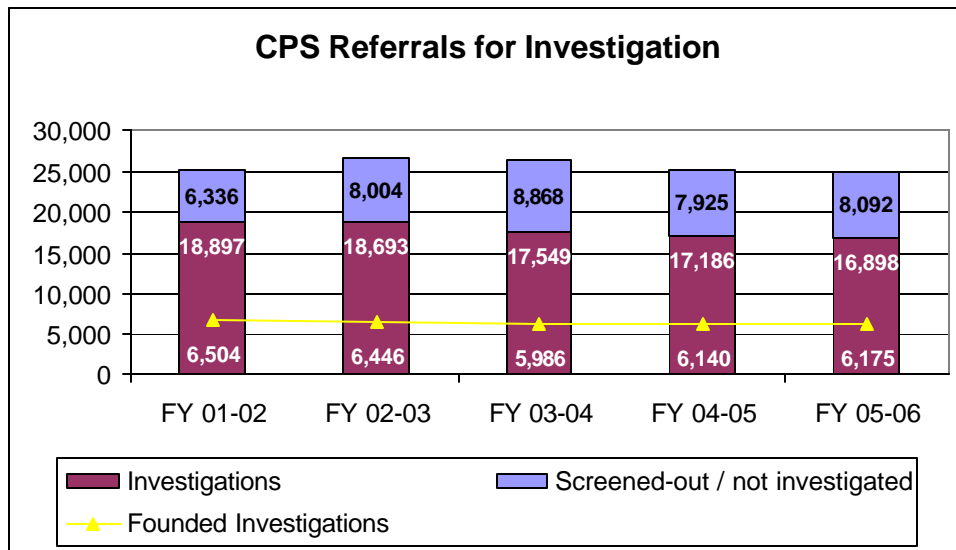
planning document is being used to plan the agency’s work for the 2006-2007 fiscal year. Management reports on most of the outcome measures have been produced and disseminated monthly by the Planning and Quality Assurance.

Outcome Measures for FY ‘05/’06 fiscal year are as follows, (except where data is collected by federal fiscal year and is not yet available):

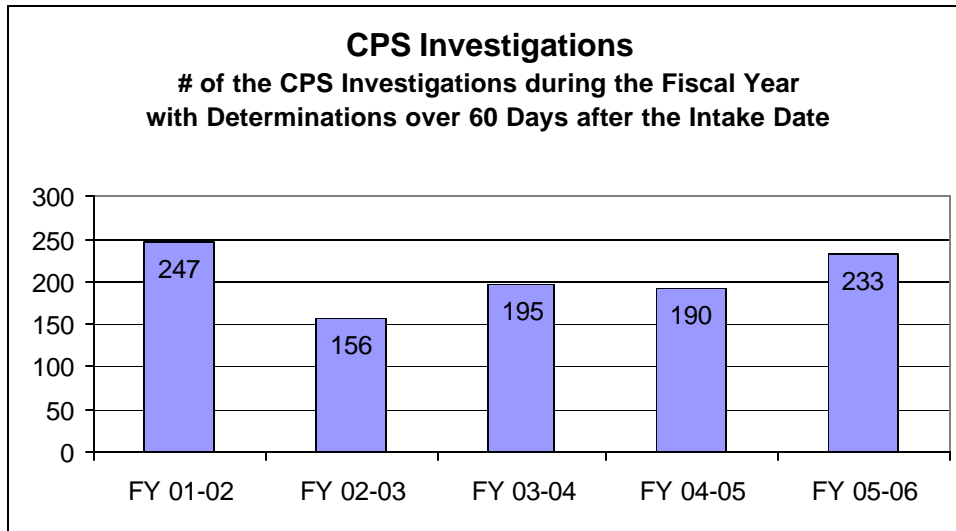
Child Welfare Outcome S1 - Children are, first and foremost, protected from abuse and neglect.

Chart 1 shows that during this past fiscal year, DSS investigated just under 17,000 reports of suspected child abuse and/or neglect involving families. Of those reports, more than one third were found to be cases where abuse, neglect or some other type of child maltreatment likely occurred. Chart 2 indicates that the case decision took longer than 60 days in 233 of those investigations.

Category 7
Chart 1



Category 7
Chart 2



Out-of-Home Abuse and Neglect Unit (OHAN)

OHAN is part of the Child Protective Services program and is responsible for investigating allegations of abuse and neglect in childcare facilities, such as foster homes, day care facilities, and some institutional settings. Table 2 shows that DSS received 817 referrals of suspected abuse and/or neglect in out-of-home placements during FY 05-06.

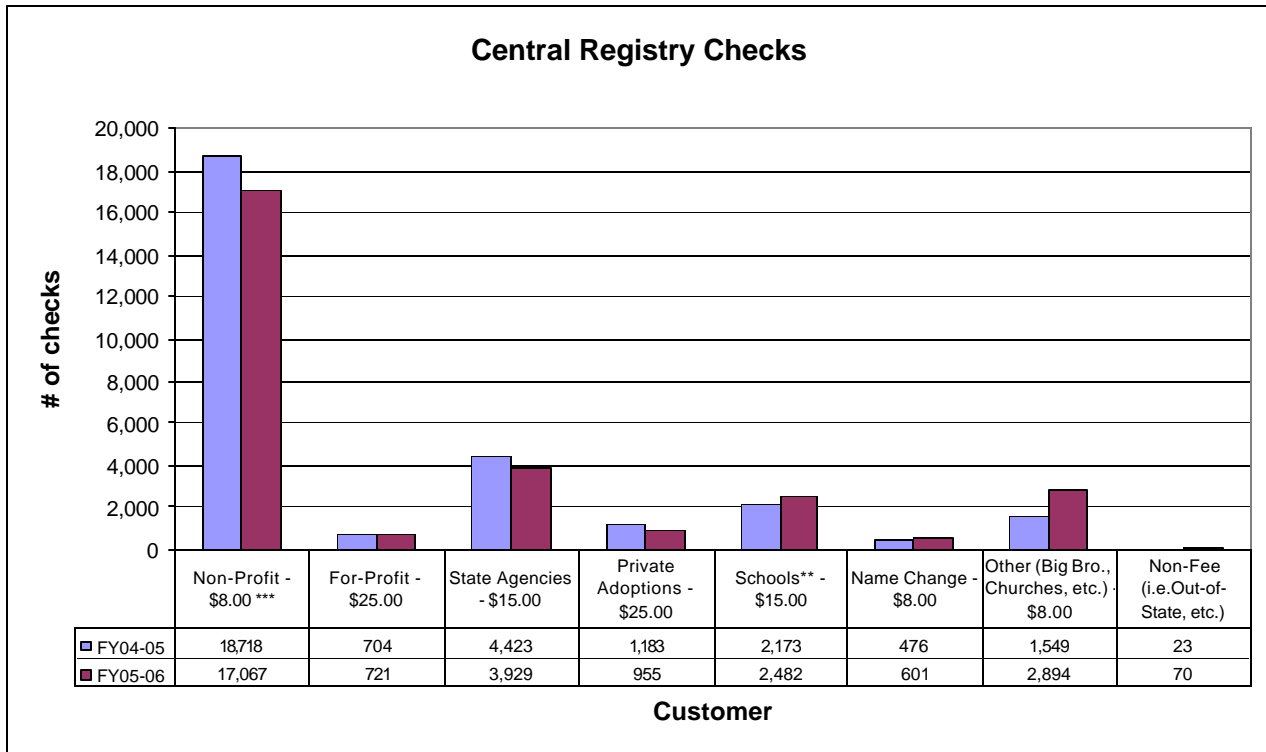
Category 7
Table 2

OHAN	FY 01-02		FY 02-03		FY 03-04		FY 04-05		FY 05-06	
Total # of Reports	730		1,009		700		788		817	
	# Reports		# Reports		# Reports		# Reports		# Reports	
	Accepted	Indicated	Accepted	Indicated	Accepted	Indicated	Accepted	Indicated	Accepted	Indicated
Foster Homes	148	28	160	12	121	17	134	25	201	29
Institution/Group Homes	291	20	160	19	94	26	113	25	142	18
Day Care Facilities	N/A	N/A	96	10	76	15	104	24	96	13

Central Registry

The Central Registry is a statewide database that maintains records of confirmed incidents of abuse and neglect in South Carolina. DSS acts as a clearinghouse for agencies and business throughout the state to determine if prospective or current employees have a record of abuse and/or neglect. Chart 3 shows the number of Central Registry checks during the past 12 months.

Category 7
Chart 3

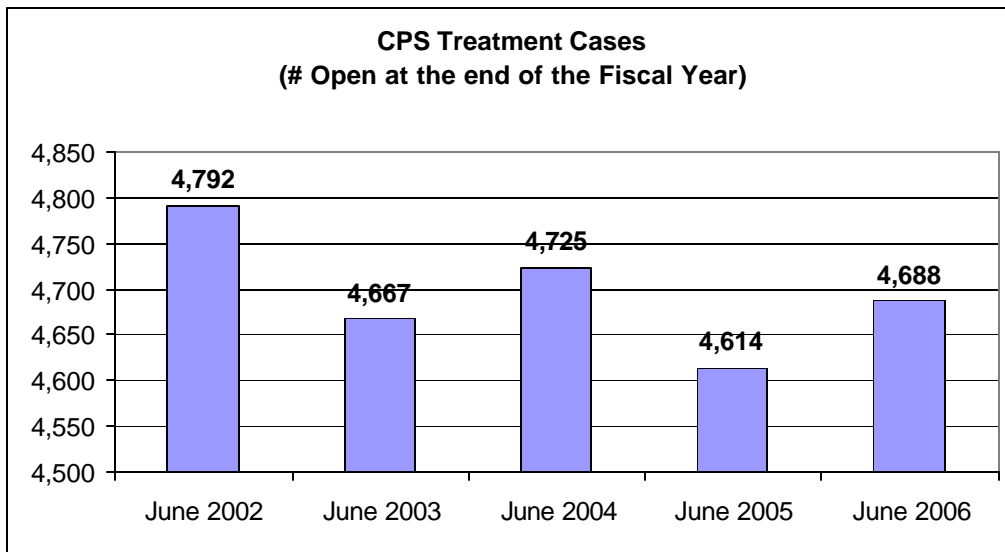


- Non-Profit includes group homes, child placing agencies, etc. Most are non-profit, although a few are for profit.
- ** This includes new teachers and volunteers for schools.
- *** Began charging fees on September 20, 2004.

Child Welfare Outcome S2 - Children are safely maintained in their own homes whenever possible and appropriate.

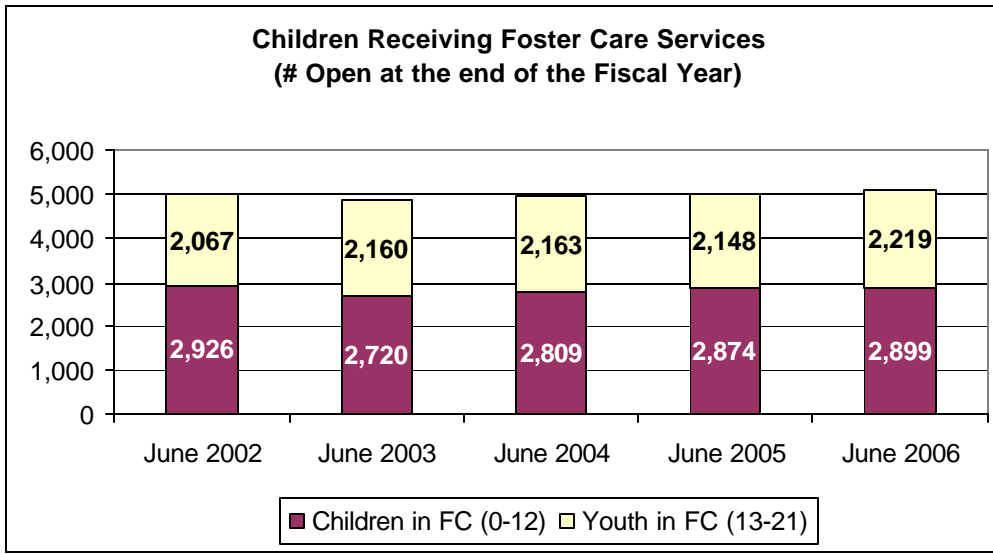
Chart 4 reflects the number of child welfare cases at the end of each fiscal year where children were receiving services in their own homes. Chart 5 reflects the number of children receiving foster care services at the end of each fiscal year.

Category 7
Chart 4



Agency policy requires caseworkers to conduct a monthly home visit for each child in a child protective services (CPS) case. Home visits help the agency to assess the safety and well being of children who were the victims of abuse or neglect. A recent legislative audit recommended that DSS include in the accountability report the percentage of children in child protective services cases who have not been seen every 30 days. We concur with this recommendation and have developed reports to identify children who have not had a monthly visit. The statewide computer system has been updated to include a new data code to track visitation with children. The agency is testing the new report to include possible data verification and training of staff on the new code and reports. DSS is confident that the percentage of children in CPS cases who did not have a monthly visit can be accurately reported in the 2006-07 Accountability Report.

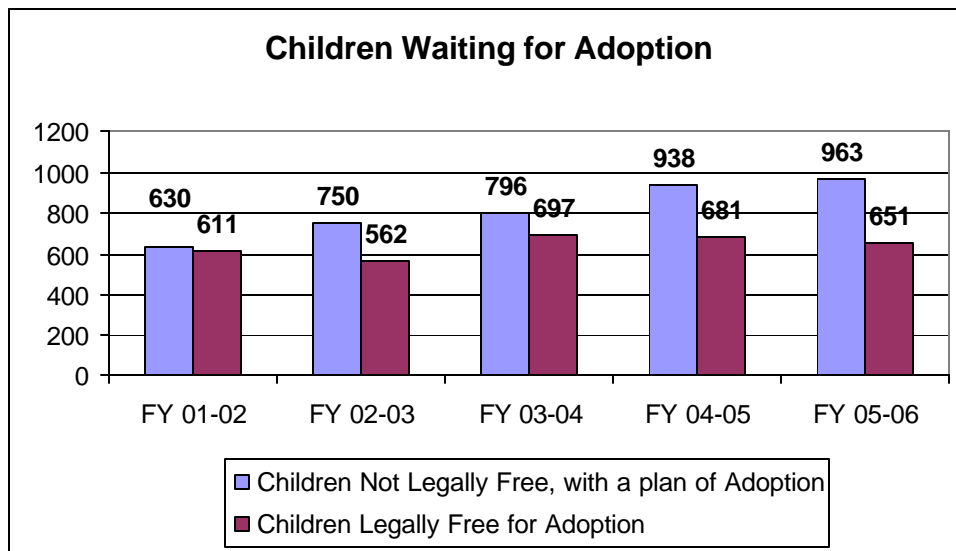
Category 7
Chart 5



Child Welfare Outcome P1 - Children have permanency and stability in their living situations.

Charts 6 and 7 indicate the numbers of children waiting to be adopted and the numbers adopted. The number of children adopted increased by 17.8% in this past fiscal year.

Category 7
Chart 6



Category 7
Chart 7

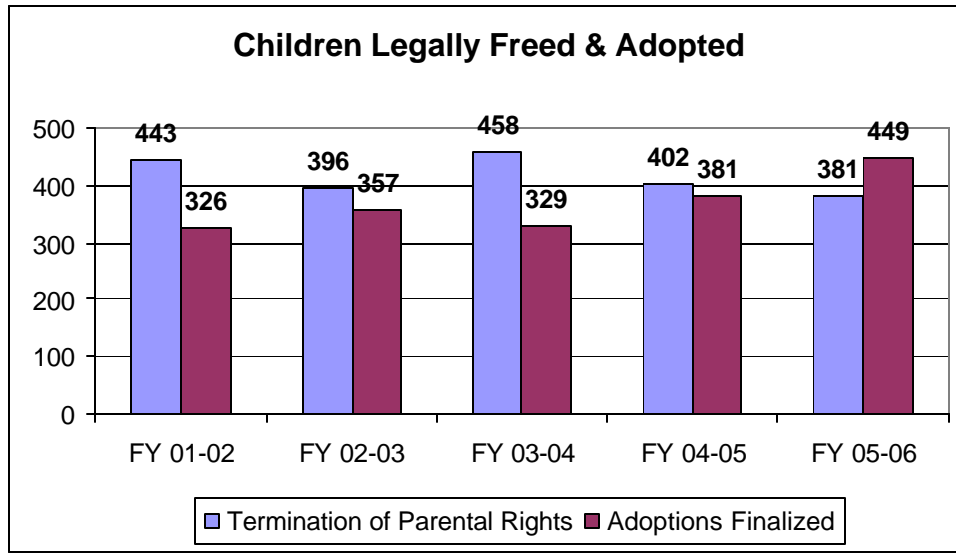


Chart 8 indicates that the average number of months it takes for a child to be adopted increased this past fiscal year. Part of the reason for this was the agency’s push to finalize adoption for children ages 12 to 17 who had been in the agency’s care for extended periods of time. Nearly 15% of FY’06 finalizations were for children ages 12 to 17. For FY’04 (the last FY posted), federal data reflects that the national average months in care for children awaiting adoption was 43.8 months.

Category 7
Chart 8

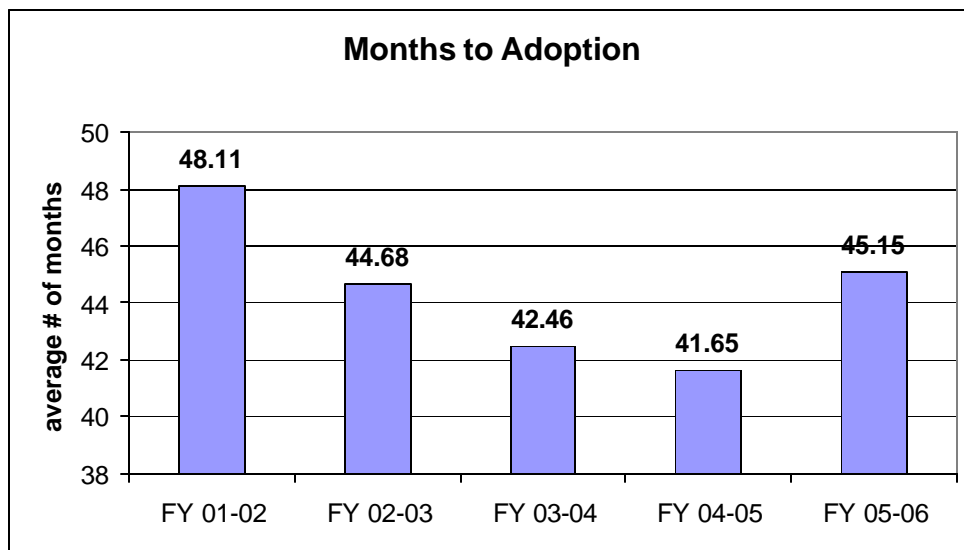
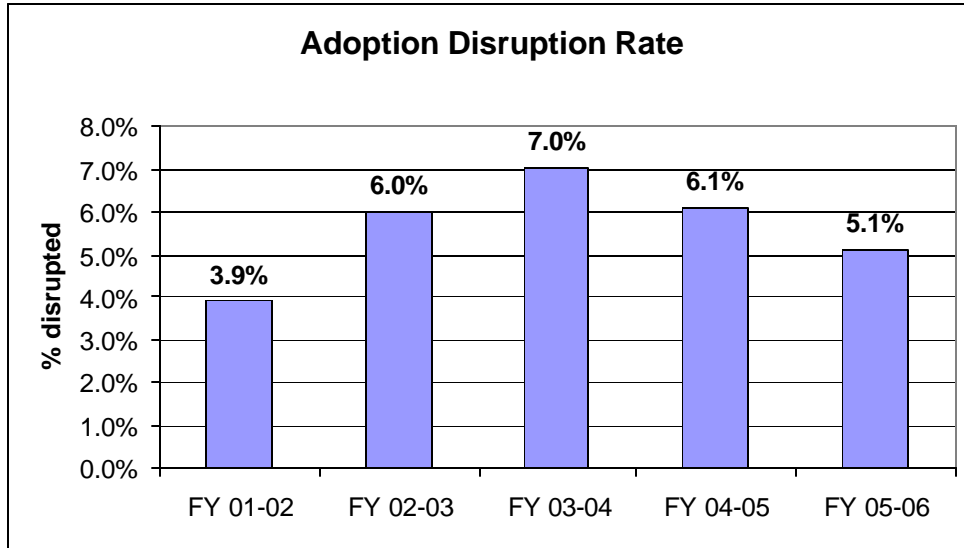


Chart 9 shows another decrease in the department’s disruption rate this past fiscal year. The national disruption rate is 10-12%. A disruption is defined as an adoptive placement that is not finalized because the child has to be moved.

Category 7
Chart 9



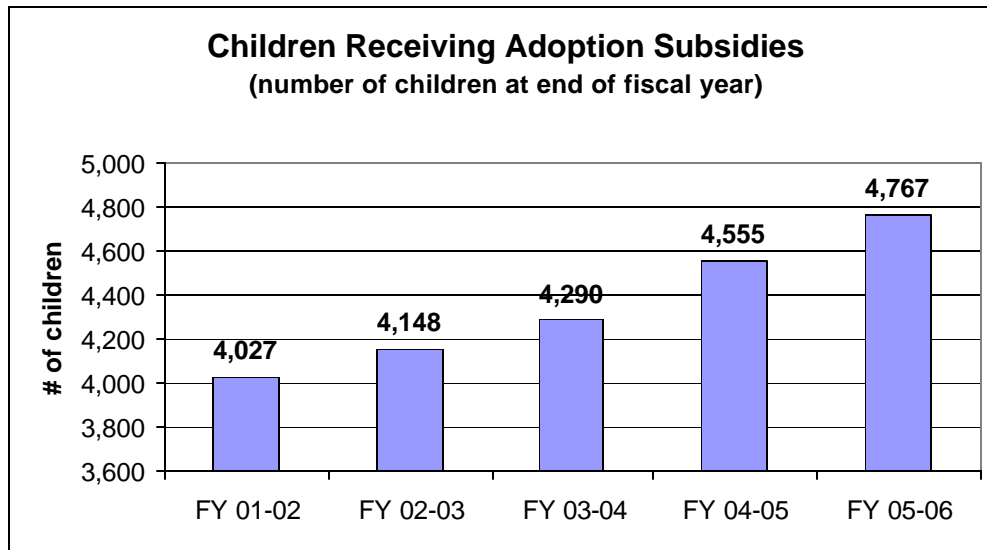
Child Welfare Outcome P2 - The continuity of family relationships and connections are preserved for children.

DSS has been tracking the proximity of foster care placements monthly. The outcome measure is as follows: Of all foster children (excluding those receiving specialized MTS services) what percentage are placed within their home county? As of May 2006, DSS was placing 63.96% of foster children within their home county. The statewide objective is 70%. DSS has also begun tracking placement with siblings for foster children, placements with a relative, visitation with parents and siblings in foster care, and relationships of children in care with birth parents.

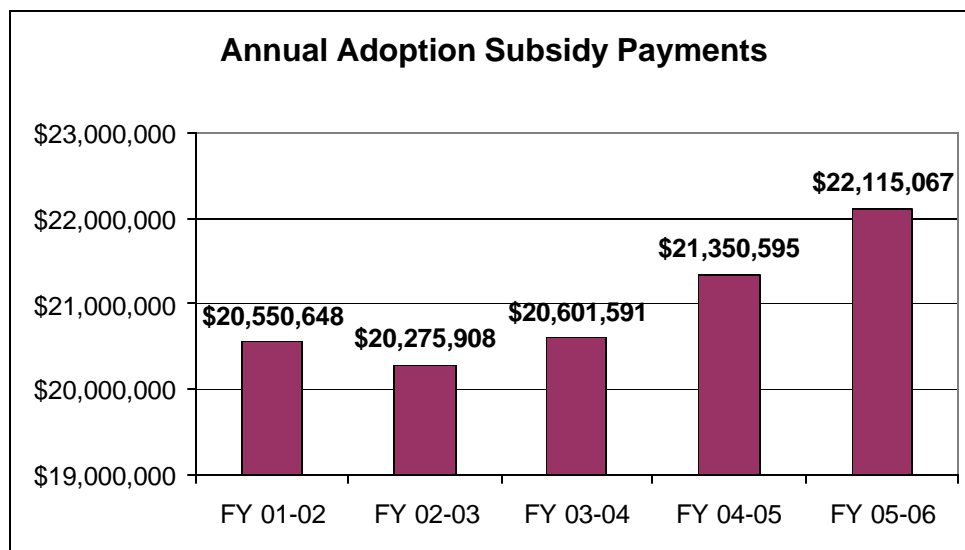
Child Welfare Outcome WB1 - Families have enhanced capacity to provide for their children’s needs.

At the end of fiscal year 2005-2006, DSS was paying adoption subsidies to 4,767 children. The total adoption subsidies paid for the year was \$22,115,067. See Charts 10 and 11.

Category 7
Chart 10



Category 7
Chart 11

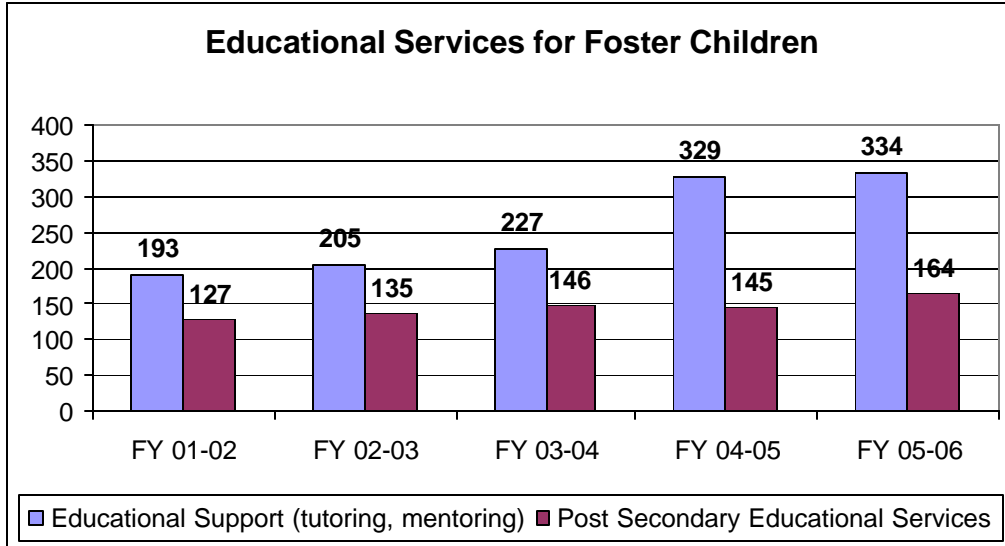


Child Welfare Outcome WB2 - Children receive appropriate services to meet their educational needs.

During this past fiscal year, 164 foster children have received services to attend post-secondary education, which includes technical schools and colleges. In addition, when foster children are having difficulties in elementary, middle, and high schools and the appropriate services are not

available from the school system, DSS will purchase services such as tutoring. During the last fiscal year, DSS purchased educational support services for 334 foster children.

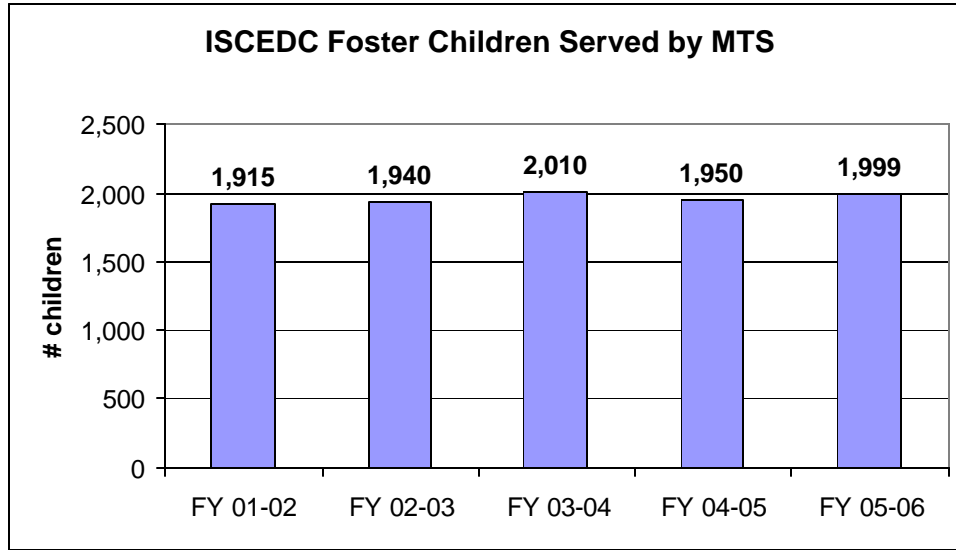
Category 7
Chart 12



Child Welfare Outcome WB3 - Children receive adequate services to meet their physical and mental health needs.

Managed Treatment Services (MTS) provides intensive case management, as well as financial management or contract support for children in DSS custody (Foster Care) who require therapeutic placement. This service is for children who have emotional problems so severe they cannot function effectively at home or adjust in regular foster care. Chart 13 shows the number of children receiving these services.

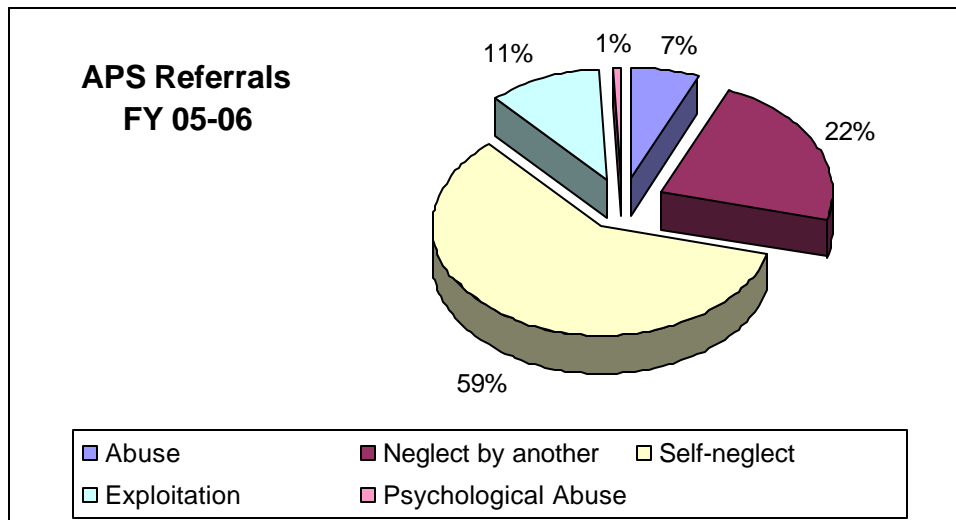
Category 7
Chart 13



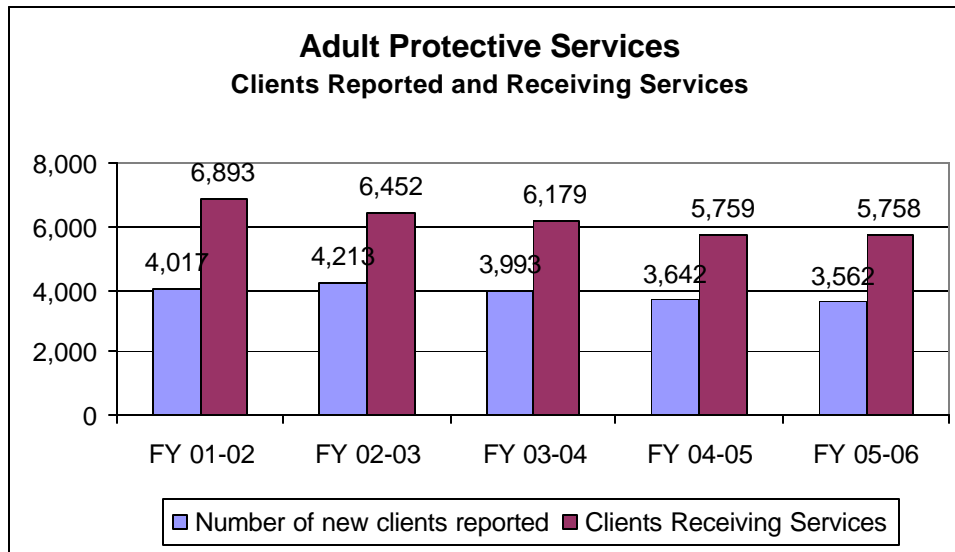
Adult Protection Outcome APS1 - Reduce recurrence of abuse/neglect, self-neglect, and exploitation of vulnerable adults (person 18 or older who is either subjected to or at risk of abuse, neglect or exploitation).

Adult Protection Outcome APS2 - Safely maintain vulnerable adults (persons 18 or older who are either subjected to or at risk of abuse, neglect or exploitation) in the least restrictive environment.

Category 7
Chart 14



Category 7
Chart 15



Domestic Violence

The SC DSS Domestic Violence Program Plan is guided by the principle that community resources will work together to assure quality services and to promote healthy lives for families' experiencing domestic violence. Domestic Violence Coordinating Councils with their Response Teams are implemented statewide. These councils bridge the gap between services providers, creating and maintaining partnerships, and identifying resources for families. The goal of the Response Teams is to provide access to services which support the healing of children and their families exposed to domestic violence.

The focus of the Batterer Intervention Program is to eliminate domestic violence by providing services to batterers while supporting safety and justice for victims. Program treatment services are based on quality standards, which are utilized for intervention with clients who have been identified as perpetrators of domestic violence. Currently 25 programs have been approved statewide; of which seven are funded through DSS managed grants.

The Battered Spouse and Family Violence Prevention Act Program goal is to prevent and/or reduce the incidence of family violence and to ensure accessible emergency shelter and related assistance to those in need of services for the prevention of spouse abuse and family violence. Our Department uses State Battered Spouse and Family Violence Prevention and Services Act funds to contract with non-profit community based agencies to:

- Improve access to services by funding a regionally based network of emergency shelters; each shelter is required to provide locally based services for residents of its assigned service area, including but not limited to locally based individual crisis counseling, legal and/or client advocacy; and to locally based support group counseling for each county in the entity's service area;

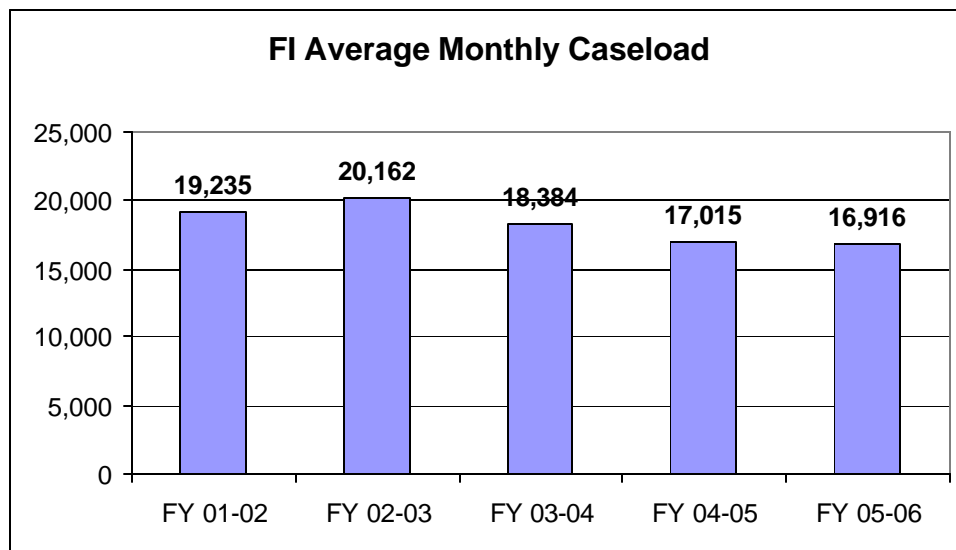
- Coordinate intervention by requiring that contractors establish cooperative agreements with law enforcement and other disciplines providing intervention services for victims and families; and,
- Increase public awareness about domestic violence and its impact on the community by requiring contractors to promote community education by sponsoring workshops, public speaking with local civic and private organizations, and contacts with local media.

Category 7
Table 3

Domestic Violence					
	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06
Number emergency shelters funded	12	12	13	13	13
Number offender intervention centers funded	7	6	8	7	7
Number individuals receiving emergency shelter	4,208	3,943	3,417	3,674	3,270
Number women/children receiving counseling services	14,261	15,316	11,198	9,663	12,419
Number offenders receiving counseling services (funded centers)	1,992	1,763	2,274	5,170	7,731

Family Assistance Outcome FA1 - Eligible families receive Family Independence services in a timely and effective manner.

Category 7
Chart 16

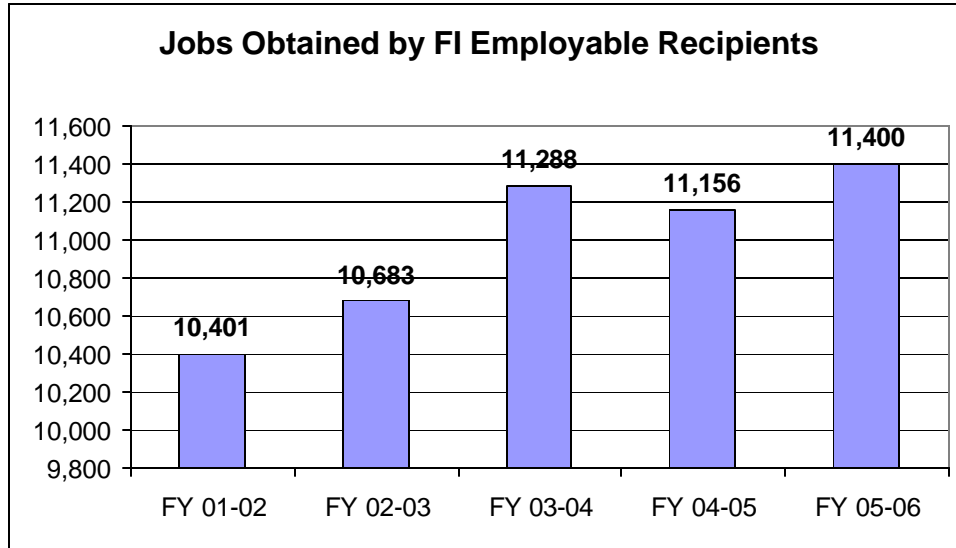


Family Assistance Outcome FA2 - Families receiving FI services achieve a level of competence that is commensurate with their abilities while improving family functioning and self-reliance.

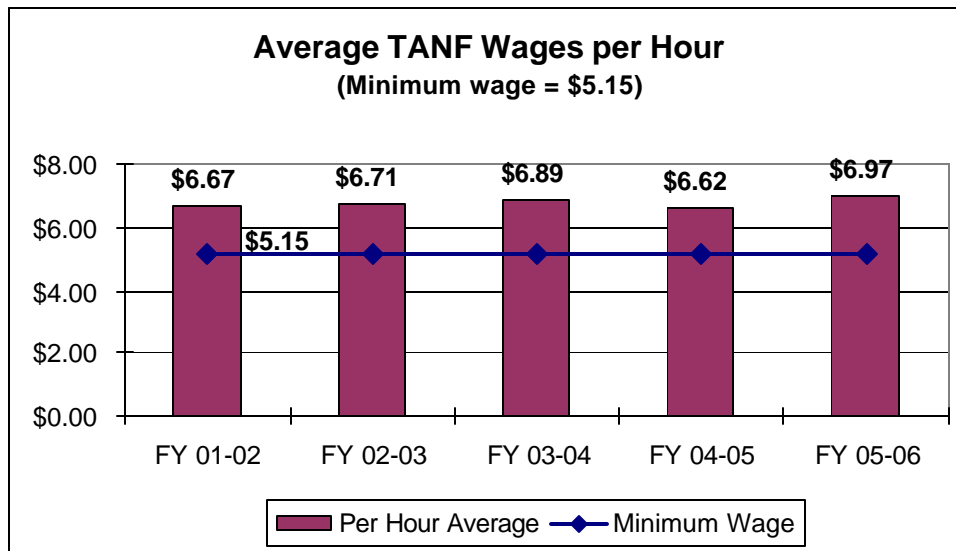
One of the primary objectives of the Family Assistance program (TANF) is to assist families to become independent of state financial assistance when the families have members capable of

employment. Last fiscal year, through education and employment training programs, DSS assisted employable recipients in finding more than 11,000 jobs. The average wage for those employed through DSS programs was nearly \$7 an hour, significantly above the minimum wage.

Category 7
Chart 17



Category 7
Chart 18



Family Assistance Outcome FA3 Outcome - Children in families receiving Family Assistance do not become recipients as adults.

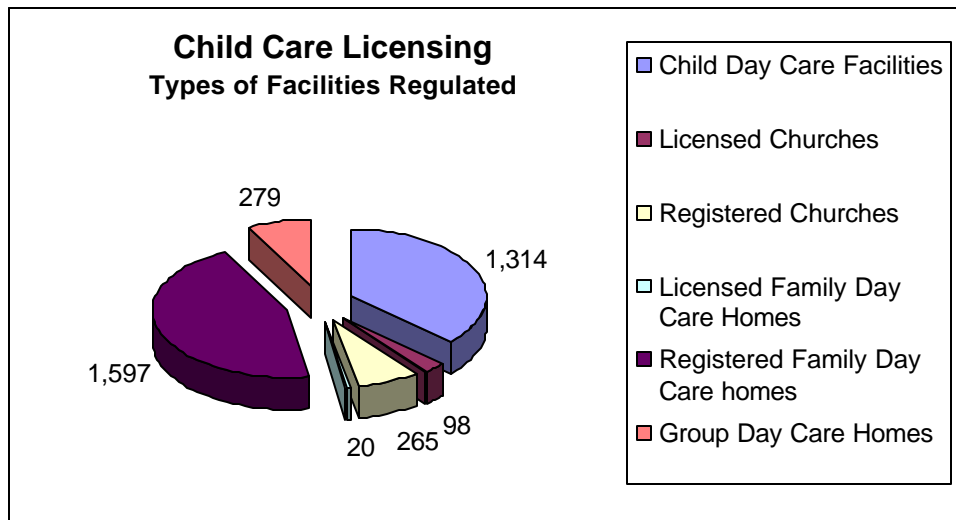
DSS is currently conducting a study with the assistance of ORS to track cohorts of children from the earliest automated benefit files (FY'93/'94), to see if these children have become adult recipients. Results will be reported in FY'06-'07.

Child Care Outcome CC1 - Quality, affordability, and/or availability of childcare are expanded throughout SC to help meet the needs of working families.

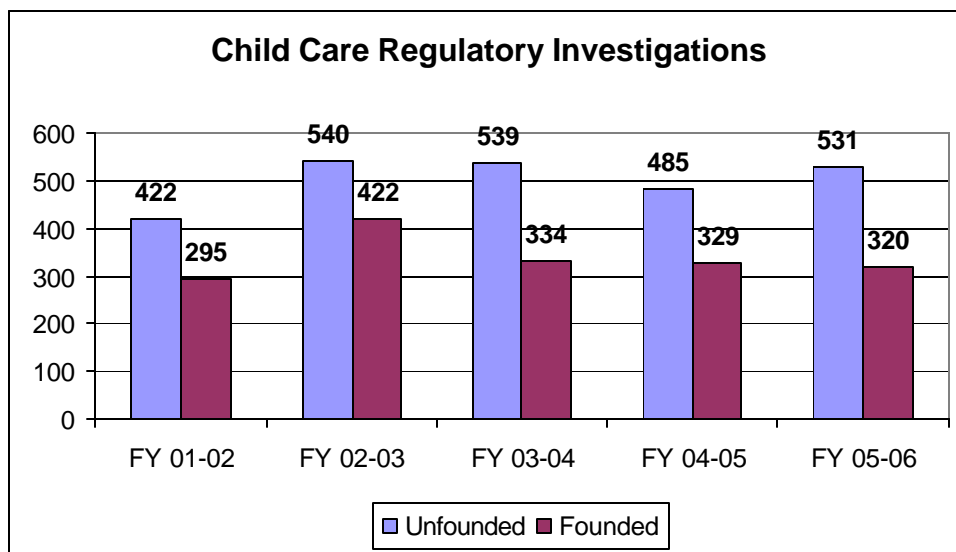
Child Care Outcome CC2 - Children’s health and safety will be protected in child care settings and the quality of child care facilities will be improved.

Complaint Investigation is only a portion of the total visits made. These numbers do not include other regulatory visits such as supervisory and license renewal visits.

Category 7
Chart 19



Category 7
Chart 20



Category 7
Table 4

Office of Investigations - Background Checks Conducted			
Type of Check	Background Checks Conducted in FY 03-04	Background Checks Conducted in FY 04-05	Background Checks Conducted in FY 05-06
Foster Care Providers: SLED Background Check	23,799	21, 261	23,425
Foster Care Providers: FBI Fingerprint Cards	3,426	4, 504	4,189
Day Care Workers: SLED Checks	6,540	6, 246	8,143
Day Care Workers: FBI Checks	6,036	7, 468	7,950

Family Nutrition Outcome FN1 - Maximize eligible households’ access to the Food and Nutrition Programs

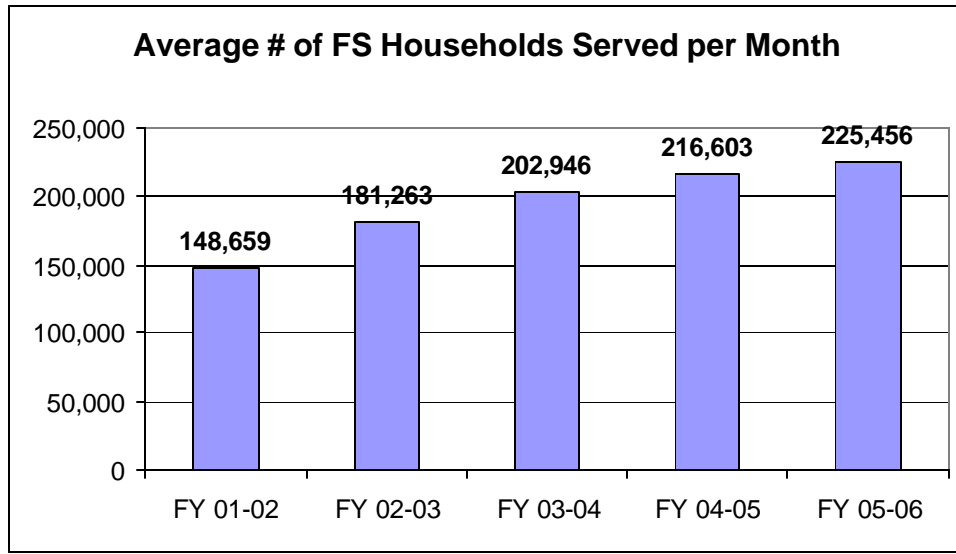
DSS administers a number of programs to help maximize the eligible households’ access to the food and nutrition programs. The following is a list of programs we use to assist in achieving this outcome:

- Food Stamp Program
- Food Stamp Outreach Program
- Food Stamp Nutrition Education Program
- Child and Adult Care Food Program (CACFP)
- Summer Food Service Program
- Emergency Shelters Food Program
- After-school Snack Program
- Emergency Food Assistance Program (TEFAP)
- Seniors Farmers’ Market Nutrition Program
- Commodity Supplemental Food Program (CSFP)

The following two charts, charts 21 and 22, indicate there has been a significant increase in families receiving food stamps in South Carolina last year. More than an average of 225,000 households received food stamps in each month of the last fiscal year.

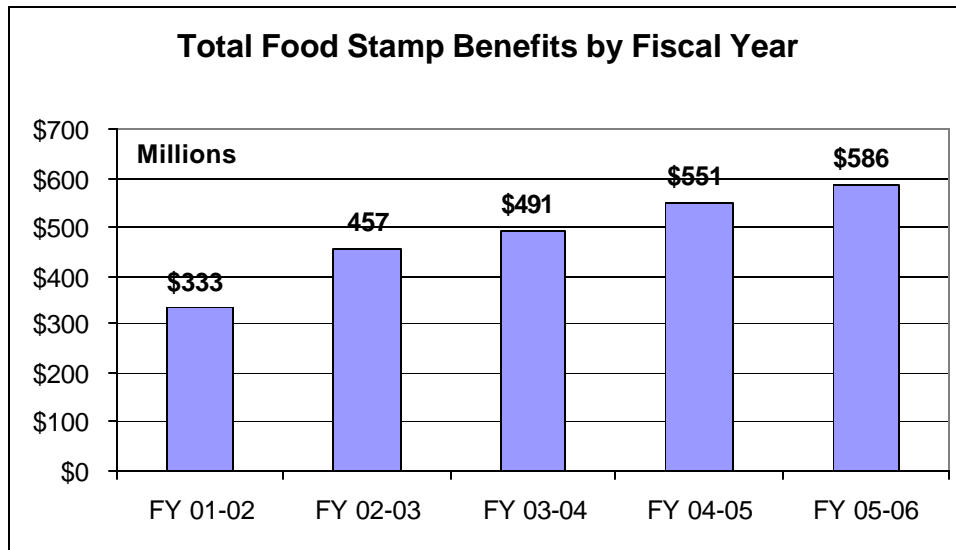
|

Category 7
Chart 21



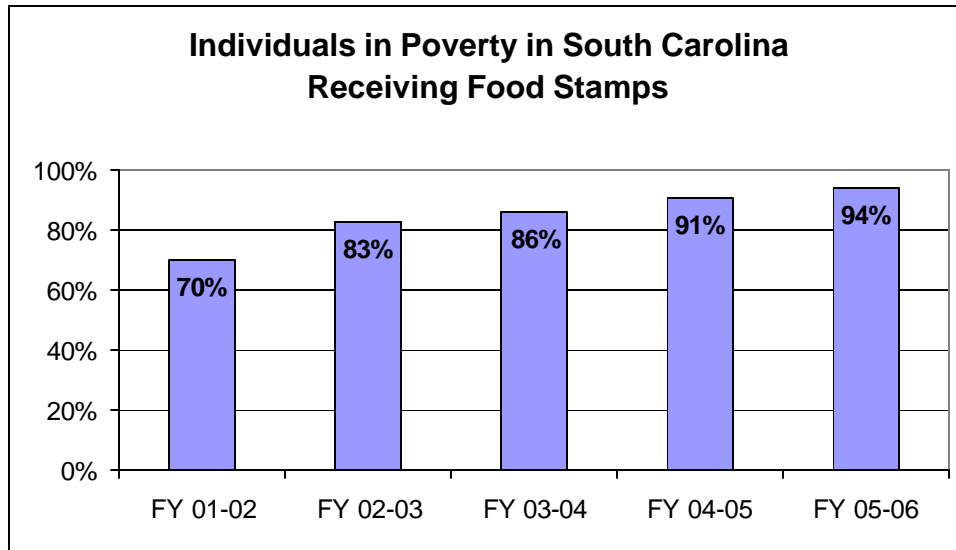
More than \$580 million in food stamp benefits were issued.

Category 7
Chart 22

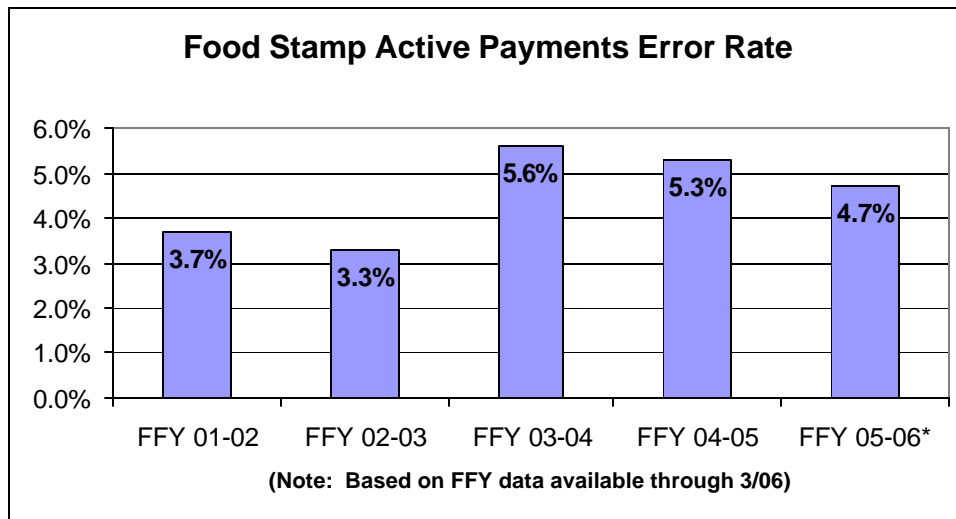


DSS's efforts to maximize the eligible persons receiving food stamps in South Carolina have been very effective. Chart 23 indicates that approximately 94% of the South Carolinians in poverty are receiving food stamps. Chart 24 shows that payments have been made with increasing accuracy.

Category 7
Chart 23



Category 7
Chart 24



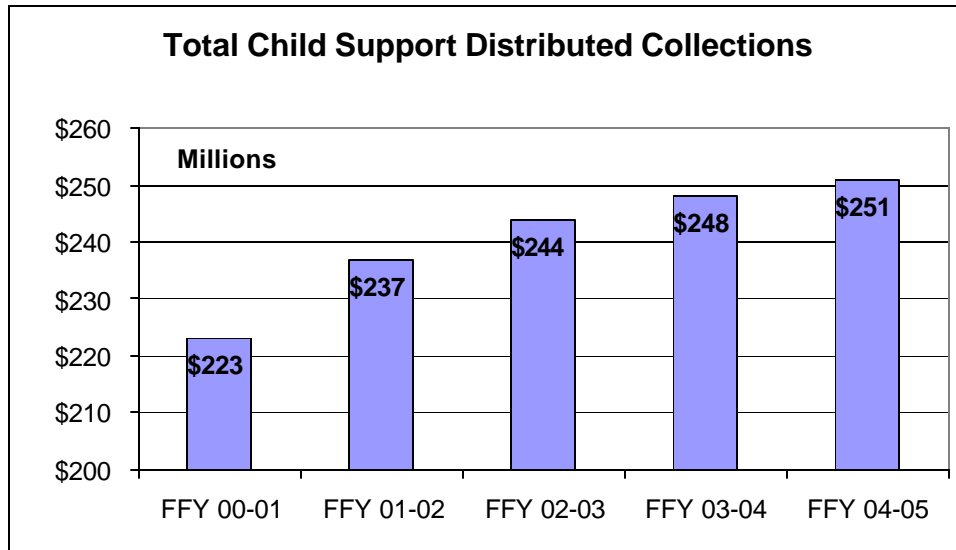
Child Support Enforcement Outcome CSE1 - Children who are born out of wedlock have paternity established.

DSS's Child Support Enforcement Division (CSED) had an objective this past fiscal year to maintain the number of cases where paternity is established or acknowledged by an absent parent to the rate of at least 84.28% to avoid penalties. This past fiscal year we met this standard, with 84.67% of the department's child support cases having paternity established - an increase of 2.39% from the previous year.

Child Support Enforcement Outcome CSE2 - Children with one or both parents absent from the home receive adequate financial support from the non-custodial parent(s).

In addition, Table 5, below, shows that the Division of Child Support exceeded federal standards by collecting over 47% of support owed; the federal standard is at least 40%. In addition, nearly 54% of arrearages were paid; the federal standard is at least 40%. *(Please note that the CSE Program operates on the Federal Fiscal year, and FFY'06 data is not yet available.)*

Category 7
Chart 25



Child Support Enforcement Outcome CSE3 - Children receive medical insurance coverage whenever such coverage is available through the non-custodial parent’s or custodial parent’s employer at reasonable cost.

Child Support Enforcement Outcome CSE4 - Funds expended by the program produce a reasonable rate of return in child support collected for the benefit of the dependent children.

The South Carolina OCSE collected \$7.10 in child support last fiscal year for every \$1 of expenditures. Table 5 shows performance objectives of the OCSE during federal fiscal year 2004.

Category 7
Table 5

Performance Criteria	Objective	FFY 2003	FFY 2004	FFY 2005
Support Orders Issued	At least 50%	70.7%	71.2%	71.2%
Paternity Established or acknowledged	At least 50%	78.8%	82.3%	84.7%
Current Support Paid	At least 40%	49.1%	48.4%	47.4%
Arrears Cases Paid	At least 40%	51.3%	49.2%	53.8%
Cost Effectiveness (Collections/Expenditures)	At least \$2.00	\$6.30	\$7.00	\$7.10

7.2 What are your performance levels and trends for the key measures of customer satisfaction?

Customer Service Task Force: In an ongoing effort to enhance customer service, the SCDSS established a Customer Service Task Force in 2005 to explore strategies to improve customer service, including but not limited to, training, office policy, disciplinary actions, incentives, and evaluation. The recommendations of the Task Force are currently being implemented. The Task Force consisted of local, regional, and state DSS staff, as well as the following external entities:

- South Carolina Appleseed, LJC
- South Carolina Foster Parent Association
- Harvest Hope Food Bank
- South Carolina Fair Share
- South Carolina Department of Health and Human Services

Senior leaders convene focus groups or retreats with key stakeholders, client advocates, and agency staff in order to look at ways to improve services to customers. Information and data obtained from these discussions are then linked to our performance management system in areas where program modification or service delivery redesign needs to take place. Regional and county offices conduct customer satisfaction surveys, helping to build and enhance customer relations. Staff also incorporates survey data when considering service delivery process changes and improvements. Finally, a statewide advisory committee of former foster youth meets regularly with staff to make suggestions on improving the foster care program.

Tracking complaints: DSS Constituent Services is implementing a new log system to track complaints by program area, county, and employee. This system will allow us to ensure complaints are addressed and resolved, and reports will be generated in specific program areas and possibly by worker. This systematic information will be used by county directors, program managers, and state office management to determine where improvements are needed, by program area. It will also allow us to determine whether a contact is really a complaint; if the service action taken on a case is correct but the customer disagrees with the policy; or if an issue is a personnel matter. This system can be used to track letters, calls and face-to-face visits.

7.3 What are your performance levels and trends for the key measures of financial performance?

Financial performance levels are determined based on the preparation and analysis of the department's budget during the annual zero-based budgeting process and the monitoring of the budget.

Budget Development

The zero-based budget process is designed to ensure that financial resources are allocated and used to meet strategic objectives, that budgeted operations are within available funding, and that the agency derives maximum benefit from all available funding sources. The budget process requires the analysis of resource allocation and funding needed for budgeted operations, and includes a review of necessary budgeted expenditures from the cost center manager through the senior management levels. The zero-based budget is a key indicator for the Agency's budget initiatives addressed during the annual budget process. Key measures of financial performance used during the preparation, review and monitoring of the budget include maximizing non-state

revenue sources and the cost containment of administrative support type costs. This process is headed by executive management with support from senior staff and the budget office.

Each division is required to submit a detailed budget plan that includes a requested budget with documentation to support and justify the request. The division budget plans are reviewed by a budget review team comprised of executive and senior managers. Budget meetings are scheduled with division directors if necessary. The budget review team prepares and submits a proposed agency budget to the State Director for approval.

Budget Monitoring

Divisions are required to monitor their budgets and expenditures on a monthly basis. Divisions may request internal budget transfers to address critical needs that may arise during the year. Divisions may also request additional funds to address critical needs that cannot be covered by internal transfers. These requests are reviewed by the budget office and submitted to executive staff for approval. Divisions are also required to complete a mid-year budget review and affirm that they are operating within their approved budget. The budget office monitors the agency budget and expenditures on a monthly basis, provides assistance to the divisions in resolving any budget-related issues, and reports critical issues to executive management for resolution.

Post Audit Review

The budget office compiles historical budget and expenditure information for use in the zero-based budget development process. While this information is not used to establish budgets directly, it is helpful in analyzing division budget requests.

Additionally, the department expects our suppliers, contractors, and partners to deliver quality customer services that adhere to the same performance levels as our county offices. The department works with suppliers, contractors, and partners to establish client outcome expectations to include allowing service deliverers the freedom to develop approved approaches to service delivery to achieve these outcomes. Regional and county offices and suppliers of external products and services must collect, report on data in an effort to continually improve on delivery of services to clients served by the department.

7.4 What are your performance levels and trends for the key measures of Human Resource Results?

We conduct exit interviews with employees leaving the agency. Approximately 80% of respondents provided favorable comments about their previous employment at DSS and indicated they would consider returning to work with the agency.

7.5 What are your performance levels and trends for the key measures of regulatory/legal compliance and citizenship? Note: For a governmental agency, this question would apply to compliance with laws and regulations other than the agency's central legal mandate. Results of the agency's legal mandate or mission should be addressed in question 7.2.

The Division of Audit Services conducts examinations of the Department's fiscal operations, program management and program support activities and reports findings and recommendations to management and the State Director. Audits include 1) financial and compliance; 2) economy and efficiency; 3) program results; and, 4) performance. Other duties include providing technical assistance to the county offices in accounting for their local and client funds, reviewing independent audit reports submitted by providers of service in accordance with the

Office of Management and Budget Circular A-133 (Audits of States, Local Governments and Nonprofit Organizations) and preparation of year-end financial statements for the county offices.

FY 2005-06, the DAS staff performed 171 audits of the Department and providers of service. Also, DAS prepared the County Financial Statements which included in excess of \$34 million in receipts and expenditures for submission to the Comptroller General to be included in the Statewide Financial Statements. Also, 41 independent audit reports were reviewed in accordance with OMB Circular A-133. In addition, technical assistance was provided to the 46 county offices in the operation and maintenance of their local accounting systems.

Appendix A

DSS Operation Locations

Abbeville DSS - Main Site - Human Services Bldg.

Aiken DSS - Main Site / North Augusta B T C / MTSC

Allendale DSS - Main Site - Agriculture Bldg. / Site 2 McSweeney Bldg. / McSweeney Annex

Anderson DSS Office Building / MTSC

Bamberg DSS - Main Site / MTSC / MTSC (2nd Site)

Barnwell DSS - Main Site / FIA

Beaufort DSS - Main Site / Hilton Head / MTSC

Berkeley DSS - Main Site / FIA

Calhoun DSS - Main Site / FIA and Region III

Charleston DSS - Main Site - PQA Chicora Center / FIA - Quality Assurance / MTSC / Child Support Enforcement / Adoption Office Chicora Center / Adoption Region VI-Day Care / Trident One-Stop Career Center / Record Storage

Cherokee DSS - Main Site

Chester DSS - Main Site

Chesterfield DSS - Main Site

Clarendon DSS - Main Site

Colleton DSS - Main Site – Bernard Warshaw / FIA

Darlington DSS James P. Mazingo Bldg. / Robert L. Grooms Bldg. / Society Hill Neighborhood Ctr. / Government Outreach / FIA

Dillon DSS - Main Site

Dorchester DSS - Main Site / St. George

Edgefield DSS - Main Site

Fairfield DSS - Main Site

Florence DSS - Main Site / Lake City / Adoption Services Region IV / MTSC

Georgetown DSS - Main Site

Greenville DSS - Main Site / MTSC / FIA / Child Support Enforcement / Adoption Services Region II

Greenwood DSS - Main Site / MTSC

Hampton DSS - Main Site / FIA

Horry DSS - Main Site / Loris / Myrtle Beach Complex / Myrtle Beach MTSC

Jasper DSS - Main Site / FIA
Kershaw DSS - Main Site – United Way Holstein Ctr.
Lancaster DSS - Main Site / FIA / Kershaw
Laurens DSS Main Site - Human Services Complex
Lee DSS - Main Site / FIA
Lexington DSS – Main Site / Adoptions Region V / Maxway Bldg.
McCormick DSS - Main Site
Marion DSS - Main Site / Site 2 Multi-Purpose Bldg.
Marlboro DSS - Main Site / Annex / Bennettsville MTSC
Newberry DSS - Main Site
Oconee DSS - Main Site / FIA
Orangeburg DSS - Main Site
Pickens DSS - Main Site
Richland DSS - Main Site / Eastover Office / FIA
SCDSS Central Office - North Towers Complex / State Office MTSC / Staff Dev. and Training / Records Storage / PQA – Investigations – SACWIS / Central Receiving and Issuance Center/ Midlands MTSC / Region II (CSE) / Child Support Enforcement Region I / CSE
Saluda DSS - Main Site
Spartanburg DSS - Evans Bldg. - Main Site / Montgomery Bldg. / MTSC / Children's Shelter / Teen Shelter
Sumter DSS - Main Site / MTSC
Union DSS - Main Site
Williamsburg DSS – Main Site
York DSS - Main Site / Rock Hill Satellite / Satellite - Apple Tree Center / Rock Hill Adoption Services Region I

Appendix B – SCDSS Organization Chart

