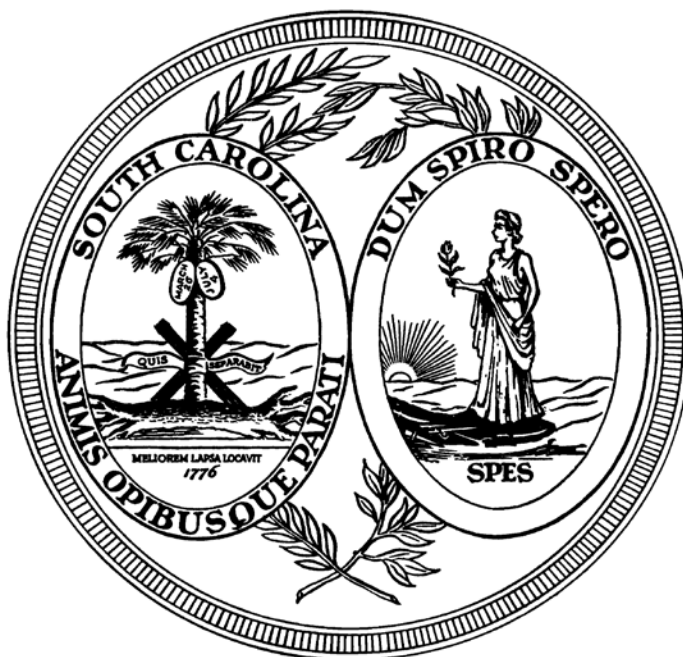# South Carolina Department of Social Services

Annual Accountability Report
July 1, 2011 – June 30, 2012
Fiscal Year 2011 – 2012

September 2012

Lillian B. Koller
State Director

Accountability Report Transmittal Form

Agency Name: South Carolina Department of Social Services
Date of Submission: September 2012
Agency Director: Lillian B. Koller
Agency Director's E-mail   Lillian.B.Koller@dss.sc.gov
Agency Contact Person: Diana Tester
Agency Contact's E-mail   Diana.tester@dss.sc.gov
Agency Contact's Telephone: (803) 898-7512

Table of Contents

South Carolina Department of Social Services
FY 2011 – 2012 (July 1, 2011 – June 30, 2012) Annual Accountability Report

Section I: Executive Summary

The Department of Social Services (DSS) continues to serve over 875,000 of South Carolina's neediest citizens. Under the continued leadership of Director Lillian B. Koller, DSS is building upon the numerous successes of fiscal year 2011-12, and clarifying the core values, establishing new and measureable goals, and focusing on close, energizing teamwork to achieve better outcomes.

In addition to the many other necessary functions performed by DSS staff, DSS Director Koller established the following Vision, Mission, and Wildly Important Goals (WIGs) for fiscal year 2012:

DSS Vision
- Jobs for parents and other adults living in poverty.
- Safe and thriving children with life-long families.

DSS Mission
To effectively and efficiently serve the citizens of South Carolina by ensuring the safety of children and adults who cannot protect themselves and helping families achieve stability through child support, child care, financial and other temporary benefits while transitioning into employment.

Wildly Important Goals (WIGs) for fiscal year 2012
- **Increase "positive closures for families on welfare" 100% better than FY 2010 by June 30, 2012.** "Positive closures" mean families become ineligible for welfare due to increased household income, primarily by getting jobs.

  This goal doubled last year's 10-month total of 5,060 positive closures, to 10,120. DSS successfully completed the goal of 10,120 positive closures with a total of 10,594 as of June 30, 2012. That represents 105% above the goal.

  To continue the efforts put forth in fiscal year 2012, DSS Director Koller has extended the positive closure goal to achieve an additional 4,054 positive closures by December 31, 2012. These 4,054 closures represent 50-70% of work eligible parents who are receiving welfare benefits as of July 2012. Actual percentage increases for each county are based on caseload size.

  To further sustain families and bring those families out of poverty, DSS Director Koller has set a new second goal focusing on full-time employment. The goal is to add an additional 411 full-time employments for welfare recipients by December 31, 2012.

- **Reduce the number of children who experience maltreatment within six months of an unfounded investigation of abuse and neglect from 700 to no more than 446 by September 30, 2012.** While DSS is meeting or exceeding all of the child safety measures imposed by the federal government, there is real cause for concern in an area the federal government does not measure. By adopting this child safety measure, South Carolina is now leading the nation in this area.

- **Increase positive permanency for children in foster care 17 months or more by 50% better than last year (FY 2010) by June 30, 2012.** Positive permanency is defined as increased reunifications, adoptions, and legal guardianships for children in foster care who have waited the longest for life-long families.

  When DSS Director Koller arrived, DSS had the highest percentage in three federal fiscal years of children in long-term foster care 17 months or more (on average "waiting" 3.5 years for a family).

  In FY 2010, 789 children in foster care 17 months or more exited to positive permanency. A goal of 50% increased this number by an additional 395 children, for a total of 1,184 children reaching positive permanency. DSS exceeded this Wildly Important Goal during Fiscal Year 2012.

  Continuing this important work, DSS Director Koller has set by December 31, 2012 the goal to either increase positive permanency (excluding adoptions) or file for the termination of parental rights (TPR) for 50% of the children who, as of July 1, 2012, have a current plan of reunification and have been in foster care for 12 months or more. This equates to 209 foster children.

- **Increase adoptions by 50% better than FY 2010 by June 30, 2012.**
  When DSS Director Koller arrived, approximately 615 children in foster care are legally free and had not yet been adopted. Only 53.5% of children who are legally free become adopted less than 12 months from termination of parental rights.

  In FY 2010, 533 children were adopted. The WIG increased this number by 50%, resulting in the successful completion of an additional 266 children being adopted, for a total of 799. DSS exceeded this goal with 833 adoptions during the fiscal year.

  To continue this work, DSS Director Koller set a goal by December 31, 2012 to complete adoptions for 75% of foster children who are legally free to adopt with a plan of adoptions and are already placed with a pre-adoptive or adoptive family as of July 1, 2012. This equates to 56 foster children.

DSS continues to be guided by this powerful definition of accountability, borrowed from *The Oz Principle: Getting Results through Individual and Organizational Accountability*: "A personal choice to rise above one's circumstances and demonstrate the ownership necessary for achieving desired results."

I.1   Purpose, Mission, Vision and Values
The mission of the South Carolina Department of Social Services is to efficiently and effectively serve the citizens of South Carolina by ensuring the safety of children and adults who cannot protect themselves and helping families achieve stability through child support, child care, financial and other temporary benefits while gaining employment.

Programs

Child Welfare

Child Welfare Programs ensure the safety and health of children. This system of services includes Child Protective Services, Foster Care, Intensive Foster Care and Clinical Services, and Adoption Services.

Adult Protection and Domestic Violence Services

The Adult Protective Services Program protects the health and welfare of elderly and disabled adults. Services are provided to meet the adults' basic needs and to ensure their safety.

Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of community based/nonprofit service providers. Programs are designed to provide crisis intervention and prevention services.

Public Assistance

The Temporary Assistance for Needy Families (TANF) program assists those in need of temporary financial and employment-related assistance.

The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to low-income individuals and families so they can purchase food. The Family Nutrition Program consists of a network of food assistance programs that improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.

Child Care Services

The Department of Child Care Services increases the availability, affordability, accessibility, quality and safety of child care throughout the State. It includes Child Care Licensing, the state's child care voucher program, the Quality Improvement System (QIS), and the Center for Child Care Career Development (CCCCD).

Child Support Enforcement

The Child Support Enforcement Program establishes and enforces orders for child support, establishes paternity for children when paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support payments.

1.2 Major Achievements

Human Services (Child Welfare, Adult Protective Services and Domestic Violence)
In addition to successfully completely the Wildly Important Goals for June 30 2012, the DSS Human Services Division accomplished the following:

1. On September 4, 2011, 30.45% of cases were overdue for a Permanency Plan Hearing (PPH) at the 12-month standard. On June 10, 2012, only 2.02% of cases were overdue for PPH at the new standard of nine months.

2. On May 29, 2011, the number of statewide investigations pending over 60 days was 211 cases. On June 10, 2012, the number of statewide investigations over 60 days was only nine cases.

3. For FFY 2011, there were a total of 3,797 children in foster care. For FFY 2012, there were a total of 3,255 children in foster care, a 14.3% reduction.

4. While the number of children in foster care has been steadily dropping since 2007, the market share of foster care providers has remained the same at 24% for congregate care (group homes).

5. DSS maintained high performance on the Federal child safety standard for "Absence of Maltreatment Recurrence." Specifically:
   - During the most recent 12 months reported to the Federal government (June 1, 2011-May 31, 2012), DSS performance has greatly exceeded the Federal child safety standard that 94.6% of children who have been maltreated will not experience a recurrence of maltreatment within 6 months.
   - DSS performed at 96.6% which is 2.0% better than this Federal child safety standard requires.

6. 31.3% of foster children will no longer "age out" of foster care without a family when they turn 18 years old because they got permanent families.

7. DSS continues to improve monthly face-to-face contacts between CPS workers and their assigned foster children in Active Foster Care Cases. Specifically, DSS improved by 2.0% from 96% in June 2008 to 98% in June 2012.

8. The number of In-Home/Treatment Cases with no face-to-face contact was 1,327 in January 2012. By August 2012, this number was reduced by 27% to 968.

9. Child safety improvements in FY2011-12 also resulted in an increase in the rate at which child abuse and neglect investigations are substantiated (also called "indicated" or "founded"); as of April 1, 2012, the substantiated rate was at 50%, compared to 38% a year ago.

10. The number of Family Group Conferences (FGC) held in the 18 months prior to June 30, 2011 was 265 families. The number of Family Group Conferences held from June 30, 2011 to mid-June 2012 was 740 families (1,040 children).

11. DSS finalized adoptions for 833 children - exceeding the previous fiscal year for the fifth consecutive time.

12. Following the on-site Child and Family Services Review (CFSR) conducted by the federal Administration for Children and Families (ACF), DSS continues to implement strategies as part of its Program Improvement Plan (PIP) in conjunction with continuous program

improvement efforts already in process. Four innovation counties were selected to implement the State's PIP: Greenville, Oconee, Aiken and Spartanburg. Each Innovation County has a set of specific strategies to be implemented. Once the strategies are refined in each of the Innovation Counties, they will be shared with all other Counties for statewide implementation. Strategies outlined in the PIP build upon four major themes:

    a. Improve capacity of supervision based on the SCCWS Practice Model for Child Welfare;
    b. Improve the ability of staff to identify and critically assess the risk and safety of children;
    c. Improve the overall engagement of families in the child welfare process;
    d. Improve the permanency of children in the foster care system.

13. DSS has worked with the National Resource Center for Child Protection Services (NRC-CPS) to develop an Appropriate Response system for assessment of all child abuse and neglect referrals. At the heart of this model is an automated Safety and Risk Matrix that is used at intake to guide, as objectively as possible, the intake decision to produce the appropriate response to the report. DSS practitioners and the community providers were trained in this matrix. This training was comprised of recognizing the difference between safety and risk and training on the philosophy, development, and implementation of the intake tool. This is an evidence-based tool which has been successfully implemented and validated in other states. NRC-CPS also helped DSS design a comprehensive safety and risk assessment. This assessment includes components from the Connected Families "Signs of Safety" training. Appropriate response began in January 2012 starting in DSS Region 1 (Upstate Counties), and was implemented statewide on May 21, 2012.

14. DSS continues to contract with the University of South Carolina's Children's Law Center to provide training to mandated reporters. The Children's Law Center provides the mandated reporter training through a retired State Law Enforcement Division (SLED) officer who specialized in child abuse investigations and later trained at the State Criminal Justice Academy on child abuse investigations. This trainer has trained close to 20,000 mandated reporters over the past five years. The sessions included school teachers, school nurses and guidance counselors, law enforcement, medical personnel, nursing and social work college students, childcare staff, clergy, and church school classes.

15. Child Welfare Services continues to implement the joint Child Protective Services, Foster Care, and Intensive Foster Care and Clinical Services initiative to improve safety and risk assessment through comprehensive family assessments and service plans and the evaluation of progress through an integrated process. For the past six years, DSS has collaborated with the National Resource Centers for Child Protective Services and Family Centered Practice and Permanency. Collaboration with the National Center on Substance Abuse and Child Welfare was added specifically to help improve policies and procedures related to the handling of child protection cases where substance abuse is an issue. During FY10-11, the assessment and planning tool was incorporated into the agency's SACWIS system (CAPSS) to simplify the process and make the system more user-friendly. Work with the National Resource Center for CPS and Permanency Planning will continue during the PIP period. The agency has requested that the Center review and assess the child protective services policy for the safety framework to enhance the risk and safety assessment process. Additionally, the Center for CPS will work with the four Innovation Counties starting with Aiken County on guided supervision. Technical assistance from the National Resource Centers involved direct mentoring and

consultation on cases to build critical thinking skills and help program supervisors and state office staff gain confidence in applying policy and best practice guidelines to different situations. Implementation of the guided supervision model will assist the counties in preparing for the safety roundtables. Safety roundtables will be facilitated and supported by Casey Family Programs.

16. DSS continues its implementation of Family Group Conferencing (FGC). Family Group Conferencing (FGC) and Family Group Decision-Making (FGDM) are intervention tools for all child protection families to keep children safely in their own home and increase responsibility of the family for their child and at other critical decision points throughout the time the family is involved in the child welfare system. Casey Family Programs and Federal matching funds provide the financial resources to deploy FGC throughout the state and more intensively in the 10-county Upstate region and recently added Aiken County. These funds enable DSS to begin making a cultural, philosophical and practice model shift in how the agency engages and collaborates with family members in the assessment, planning and service delivery to it children.

17. The Fetal Alcohol Spectrum Disorder (FASD) Workgroup consisting of state and private organizations was organized in May 2010 to address concerns about infant injury and death due to maternal alcohol use and to develop strategies to combat the problem. Four goals were identified. The SCFASD Collaborative completed the State FASD strategic plan in September 2010. The Strategic Plan involves prevention, intervention, knowledge/ awareness, and mobilization. These goals involve community partnership and advocacy to decrease alcohol exposed pregnancies within South Carolina. The project is currently training professionals and parents with the assistance of a consultant provided by FASD Center for Excellence to be FASD trainers of trainers. A host of events are also scheduled to raise FASD awareness for professionals and the public.

18. The agency continues to collaborate with the Urban League's Summer Leadership Institute which serves Foster Care and TANF youth. Participants are prepared with introductory employment skills before beginning six weeks of summer employment. Youth continue in the leadership program throughout the year to prepare further for job readiness.

19. The South Carolina Heart Gallery, managed by the Foster Care Review Board and operated in collaboration with DSS, continues to be used as a statewide recruitment tool connecting waiting children with adoptive families. The Gallery features professional quality photographs of children at venues around the State such as public libraries, art galleries, performing art centers, stores and other sites. The Heart Gallery also maintains a web site featuring available children for adoption. The agency also collaborates with Children Unlimited, which manages the "Wendy's Wonderful Kids" through the Dave Thomas Foundation.

20. The agency continues to collaborate with the SC Immigrant Victim Network (SCIVN). SCIVN, a program of the SC Victim Assistance Network (SCVAN), serves as a collaborative network of dedicated partners working together to better help immigrant victims of crime by finding culturally and linguistically competent resources and providing direct legal assistance. Through this collaboration, the agency is developing revised policy to ensure that the needs and services of those immigrant families are provided for in a culturally competent and professional manner.

21. DSS continues its collaboration with the Center for Fathers and Families on expanding services to non-resident fathers and/or parents whose children are receiving child welfare services. This public private partnership has worked on several key strategies under the state's Program Improvement Plan. The agencies developed a Memorandum of Understanding, protocol for child welfare staff on how to engage fathers, a father friendly curriculum and training. Additionally, Greenville County, one of four innovation counties for the PIP, has a close working relationship with its local Fatherhood organization. Staff from the Fatherhood organization is involved in the family engagement strategy of the family meetings and family group conferencing. Fathers are located and referred to the local organizations for services such as employment, counseling and enhanced visitation with the children.

22. Recommended by Oconee County leadership, DSS adopted the National Child Welfare Workforce Institute Leadership Model and related Leadership Academy for Supervisors (LAS) on-line training curriculum as platforms for building supervisory core competencies. One of the core competencies includes a focus on the quality of caseworker visits as well as the overall wellbeing of children in child welfare.

23. An innovative demonstration project, Connecting for Kids continues to help DSS engage families, build on their strengths, provide resources for families and relatives, and ensure that all children have a permanent connection with kin or fictive kin as they get older. The project, funded by the US Department of Health and Human Services Children's Bureau, continues through September 2012. The SC Guardian Ad Litem Program is providing family finding (locator) services to increase relative/fictive kin connections by initially targeting youth who are in danger of aging out of foster care without a supportive adult. The eleven intervention Counties for the family finding (locator) services are Aiken, Bamberg, Barnwell, Calhoun, Dorchester, Greenville, Greenwood, Newberry, Oconee, Orangeburg, and Spartanburg. The SC Association of Children's Home and Family Services contracts with providers in six counties to locate relative/fictive kin caregivers of children diverted from foster care. Services are available for up to three months. The six intervention Counties for the navigator component are Aiken, Berkeley, Calhoun, Charleston Dorchester, and Greenville. The USC Center for Child and Family Studies and its subcontractors are developing and delivering specific training/learning opportunities for kin caregivers. The United Way of SC expanded the 211 system statewide during the first year of the grant and is receiving funds to support maintenance of the 211 system through September 2012. The grant also funds an evaluation of the grant components to be completed by the Center for Child and Family Services at the University of South Carolina.

24. DSS continues its long-term partnership with the South Carolina Court Administration. Representatives from South Carolina Court Administration along with the Family Court Judges participated in the CFSR process and regularly attend the Child Welfare Advisory Committee quarterly meetings. Agency representatives meet to discuss systemic permanency issues which include legal administration issues and/or training for legal staff. As a result, the following initiatives were developed: development and issuance of the court report (monthly report on overdue merits and permanency planning hearings issued to legal and judicial staff); shared program requirements for child abuse and neglect cases in the Family Court Case Management System under Title IV-D; application of the Court Improvement Grant for the agency legal case management system; discussion of the findings from the CFRS and other local programmatic issues impacting permanency; and the development of the joint judicial

and legal summit on permanency. Additionally, the State convenes the Bench-Bar Committee which includes Family Court Judges, private attorneys, DSS attorneys, Guardian ad Litem and the Foster Care Review Board and is co-chaired by the State Director for DSS and a Family Court Judge. One major initiative from the Bench-Bar was the development of the Best Legal Practice Guide. This guide includes practice recommendations for the legal system in child abuse and neglect cases. The Supreme Court has endorsed the Best Legal Practice Guide. Best practices related to permanency will be included in the state's Program Improvement Plan.

25. Child care owners and operators statewide are receiving Domestic Violence Training made available by a contractual agreement with the University of South Carolina's College of Social Work, Center for Child and Family Studies. DSS provides child care vouchers for victims living in shelters or receiving services from a state-funded domestic violence program.

26. Domestic Violence Programs continue to monitor a statewide regional network of 13 domestic violence programs with 18 actual emergency shelters and 38 batterer intervention programs – eight of which are funded. Some programs have established satellite locations, which offer advocacy and counseling services. Batterer Intervention Programs are located within all 46 counties. Recipients of domestic violence services must be victims of domestic violence, their children, or batterers. These providers are listed on the DSS Website and are updated to reflect any provider changes.

27. Adult Services implemented a Quality Case Management process for Adult Protective Services cases to include a comprehensive approach in documenting service provision in the activity notes, assessments and case planning to individualize clients' needs. All counties have been trained on the new process. The development of a review tool to correlate with our initiative was developed as well. The objective is to provide assistance with activities of daily living in an alternative, less restrictive, home-like setting for elderly and physically disabled adults who wish to live in the community but who do not have other viable housing options due to physical, emotional, developmental or mental impairments. The service can be provided for a limited or indefinite time period based upon the needs of the client.

28. Adult Service Program reviewed and requested upgrades on CAPSS to improve the integrity of our data, by ensuring that the correct date is the driving force for data collection.

29. Adult Services Program also attended a training session to make available a resource to track and locate nursing home beds to assist our Technical Assistant staff and local county staff in identifying appropriate placement within close proximity to the client's community. The program developed a new process to track and ensure that all clients have access to Medicaid for proper health care services.

30. Domestic Violence Programs, SC Department of Education and the South Carolina Coalition against Domestic Violence and Sexual Assault collaborated on continuing education for domestic violence. Domestic Violence staff reviewed the curricula for approval. Implementation of the materials by the SC Department of Education began in January 2011.

31. Adult Services continues to collaborate with the Department of Health and Human Services in the development of a pilot program that provides placements (Adult Family Homes) for young disabled vulnerable adults. This collaboration resulted in the SCDHHS Community Long Term Care (CLTC) Program for Adult Care Home Services and DSS APS Program - implemented in August 2010. The objective is to provide assistance with activities of daily

living in an alternative, less restrictive, home-like setting for elderly and physically disabled adults who wish to live in the community but who do not have other viable housing options due to physical, emotional, developmental or mental impairments. The service can be provided for a limited or indefinite time period based upon the needs of the participant.

Temporary Assistance for Needy Families, Family Nutrition/SNAP, and Child Care
In addition to successfully completely the Wildly Important Goals for June 30 2012, the DSS Economic Services Division accomplished the following:

1. DSS implemented a new mandatory Employment and Training program to assist Able-Bodied Adults without Dependents (ABAWDs) in the Supplemental Nutrition Assistance Program (SNAP) Program through two partnerships: Goodwill of South Carolina and the South Carolina Department of Employment and Workforce (DEW). These partnerships are designed to assist ABAWDS in securing employment in an effort to reduce unemployment, maximize resources, and develop community relations. Starting in in March 2012, Goodwill began serving Berkeley, Charleston, Dorchester, Lexington, and Richland counties. DSS expanded that partnership to include DEW in the following counties: Anderson, Beaufort, Cherokee, Darlington, Dorchester, Georgetown, Greenville, Greenwood, Lancaster, Orangeburg, Richland, and Sumter.

2. In March 2012, DSS began planning for the implementation of an exciting new DSS initiative -- Jobs Upfront Mean More Pay (JUMMP). The goal of JUMMP is to help people start on the job path immediately upon application for TANF. JUMMP is a new and additional service that DSS will be providing to Family Independence (FI) applicants statewide. Two contractors divided by DSS region provide during the short, upfront period (up to four months after referral) JUMMP services. If, after four months, the TANF clients remain unemployed, the TANF clients are transferred to existing DSS offices for continuing employment services and case management. ResCare provides services for DSS Regions 1, 2, and 4 while MAXIMUS provides for DSS Region 3. The contractors are responsible for JUMMP Service Centers and satellite offices to cover each of the DSS Regions. These JUMMP Centers house the contractor staff providing upfront job orientation, job readiness and job search services to assist TANF applicants in obtaining employment. Contractors began JUMMP services in larger Counties starting in June 2012 with the remaining Counties to be implemented by July 23, 2012.

3. Over the past three years, DSS has experienced a rapid increase in the number of people receiving food assistance. Our caseload has grown from 250,000 families to more than 450,000. This increase in clients has placed a dramatic strain on staff working to assist these families. In an effort to better serve families without hiring additional staff, DSS has revised the way we process food benefits. Beginning July 1, 2012, the process the agency uses to generate and manage benefits for South Carolina's needy will be regionalized by task. *Regional Specialized Workload* (RSW) will be implemented in all 46 Counties to assist in workload management and improve work flow and timelines. One specific certification function is assigned to each of the four DSS regions within the State. This means cases are equally distributed to workers who specialize by function and case type in a team environment. Tasks are separated by DSS region instead of each local office performing all tasks on each case. One DSS region handles interviews only for new applications and for re-certifications. Another DSS region processes the new applications while the two remaining DSS regions process the re-certifications. Additionally, the change also includes an

arrangement to partner with community organizations and other government agencies to provide additional access points to apply for services and assistance with the application process. These changes are expected to result in more timely benefits, improved accuracy, and better customer service. The biggest change is in the way mandatory interviews are conducted. Clients were provided a toll-free number to call for an interview at the caller's convenience. The call is answered by a SNAP/FI eligibility specialist and the interview is conducted at that time. If additional information is needed to complete the application process, the client is notified of the information needed, the timeframe in which to return the requested information along with directions on how to provide the information to DSS. The regional processing center concept will result in more efficient use of staff and help DSS better manage the distribution of workload, thus ensuring more timely delivery of benefits to needy citizens.

4. DSS continues to implement "Project Hope" – a five-year, $10 million dollar grant designed to provide job training for health care occupations to eligible TANF recipients, SNAP recipients, youth aging out of Foster Care, and other low-income individuals. This statewide program consists of five phases: recruitment/ selection, boot camp, introduction to health care, healthcare career preparation, and employment readiness and placement. One of its unique components is the development of a "boot camp", a four-week course of intensive academic and hands-on health science training that includes the development of individual career education plans, mentor pairings and an assessment for supportive services. Project HOPE supportive services include case management services, healthcare professional mentors, and assistance with transportation, childcare, housing and food vouchers during boot camp for lodgers.

5. Beginning in December 2011, in an effort to improve service delivery to our Supplemental Nutrition Assistance Program (SNAP) and Family Independence (FI) applicants/recipients, DSS outsourced the current Benefit Services Call Center functions to the United Way Association of South Carolina. The call center services, called DSS Connect, serves clients by responding to general program inquiries, case status inquiries, EBT card issues, and by accepting reported changes.

6. South Carolina's Nutrition Education program continues to target low-income children, adults, and the elderly. During the past fiscal year, nutrition education was offered to low income families in 13 Counties. Adult SNAP participants were offered nutrition education classes at local DSS offices in nine counties. Elderly participants received SNAP-Ed at local community centers and meal sites. SNAP program staff also provided nutrition education to children at Kid Cafés, Head Start Centers and public schools where at least 50 percent of the students received free or reduced meals. South Carolina Department of Health and Environmental Control (DHEC) and the Clemson Youth Learning Institute have implemented the "It's Your Health: Take Charge and Zest Quest" curriculum throughout South Carolina. Indirect nutrition education has also been offered through public events, the DHEC nutrition website, pamphlets, and Educational Television (ETV). Pre and post nutrition questionnaires are used to gauge the effectiveness of the child, adult, and elderly classes that are offered. Results have shown a significant gain in the knowledge of healthy eating, calorie expenditure, and physical activity. The nutrition education program has also made great strides in collecting and reporting required demographic data.

7. Child Care services streamlined several payment processes. After implementing a system that allows child care providers to request and receive payment online, the number of providers

participating in this process has increased significantly. Currently 80% of ABC providers are enrolled. This reduced payment turnaround from six-eight days to three-four days. An online payment system for payments of Child Care Licensing fees was implemented allowing providers to pay a variety of fees associated with licensing requirements.

Also, SC partnered with Georgia and Virginia to build an interactive website that features resources for families of young children, infant/toddler care teachers, and those who provide professional development services. This allows for expansion of resources and shared administrative costs.

In order to ensure accountability and to measure program data, the ORS data warehouse linked data available on child care providers and children receiving services. The linked data has made it possible to analyze relationships among quality intervention supports to child well-being and parental outcomes, as well as inform policy on the impact of services received by children.

8. Child Care - - Streamlining Program, Policy and Procedures:
    As a safety measure for children, Sex Offender checks and Central Registry (child abuse/neglect) checks are now required for Family, Friend, and Neighbor (FFN)/In-home care providers who apply to enroll in the ABC Child Care Program.

    In order to promote consistency and streamline the eligibility process, this function was centralized to the State Office. This allows for a more efficient use of resources and increased training opportunities for staff.

    The Child Care Services QIS program in partnership with DHEC addressed the growing problem of childhood obesity by implementing preventive programs that include standards promoting good nutrition and physical activity. Results will be studied through a grant with the Robert Woods Johnson Foundation.

    In an attempt to ensure safety for children and provide assistance to small businesses, Child Care Services implemented a grant initiative to assist child care providers in purchasing cribs that are compliant with new federal safety standards. Beginning December 28, 2012 any crib used by child care facilities and family child care homes must meet the new standards.

    Child Care Services partnered with the USC College of Education, South Carolina Child Care Resource and Referral Network (SC CCRRN) to manage the state's four regional child care resource and referral agencies. The SC CCRRN is designed to ensure delivery of strong consistent services and assist child care providers to meet licensing requirements and improve the quality of their services by providing technical assistance, training, community outreach, and consumer education to the child care providers.

    In an effort to strengthen and streamline services to special needs children, SC CCRRN is consolidating services into the inclusion collaborative. Child Care Services is partnering with the USC College of Education to provide developmental assessments for children and provide training and technical assistance to child care providers to better serve the families of South Carolina.

9. Child Care - - Training, Technical Assistance and Resource and Referral:
    Professional Development is considered key to the provision of quality child care services. Child Care Services Career Development Center (CCCCD) has provided to date 3,916 courses to 38,535 early childhood professionals.

As a means to encourage college classes and college degrees to child care staff who work with children, Child Care Services Child Care Career Development (CCCCD) worked with technical colleges across the state to provide support in maintaining articulation agreements between technical and four year colleges. Approximately 88% of the State's technical colleges achieved the national accreditation for their early childhood departments, through these combined efforts.

More opportunities were created to educate child care providers by revisions to the SC Early Care and Education Credentialing System. The new system consists of three credential levels: Level 1 (The Early Childhood Credential and the School-Age Care Credential); Levels 2 and 3 (The Preschool, Special Needs, Director, Infant/Toddler and Family Child Care Credentials). From January 2012 through June 30, 2012, CCCCD issued 501 Level 1 Credentials.

Child Care services worked with NACCRRA and the US Air Force to provide quality enhanced respite child care for active duty Air Force families. The multi-disciplinary state team of military and child care leaders of the Give Army Parents A Break (GAPAB) project implemented a system to ensure that geographically dispersed and deployed Army Guard, Reserve, Accessions and ROTC Cadre families have access to child care and other services.

South Carolina now has the third largest number of certified graduates from the Program for Infant-Toddler Care (PITC) nationwide. During this period, the SC PITC network had 7 infant-toddler specialists to provide intensive training and technical assistance to child care programs to improve the quality of care for infants and toddlers served in child care facilities throughout the state.

Child Support Enforcement
1. In Federal Fiscal Year 2010-2011, Child Support Enforcement (CSED) continued to exceed federal outcome measures in the five congressionally mandated performance measures: paternity establishment, support order establishment, current support collections, arrears collections, and cost effectiveness.

2. Child support collections stayed steady over the period, despite the continued downturn in the economy. Increases in unemployment compensation intercepts greatly contributed to maintaining the current level of collections.

3. DSS has secured a national vendor, Hewlett-Packard (HP), and is fully engaged in developing a certified, automated Child Support Enforcement system (CSES). Once fully operational, DSS will be able to serve more clients, serve them more efficiently, and meet federal certification requirements. The certified system will be more responsive to employers and is designed to facilitate payments to parents whose children need support. South Carolina has been struggling to procure and develop this system since 1998. With certification, federal child support enforcement system penalties will cease for the State.

4. DSS has contracted with ACS, A Xerox Company, to develop and staff a Statewide Disbursement Unit (SDU) which, when fully operational, will collect, process, and distribute all child support collections in the state. The SDU will be brought online concurrently with the new Child Support Enforcement system and will include an expanded full service call center to handle customer inquiries on child support matters. This will privatize the collection of child support in South Carolina.

5. CSED continues to partner with Policy Studies, Inc. (PSI) to administer the South Carolina Parenting Opportunity Program (SCPOP) and increase awareness of voluntary paternity acknowledgements. SCPOP is an important program as approximately 50 percent of all births in South Carolina are to unmarried parents and the paternity establishment rate is the most difficult to achieve of the five federal performance criteria. SCPOP helps hospitals to evaluate their in-hospital paternity acknowledgment program's effectiveness, helps them identify potential obstacles to success, and suggests creative solutions to those obstacles.

    Those goals are accomplished through annual site visits, annual training conferences, sharing of Best Practices, providing educational materials such as brochures, flyers, an informational DVD for parents, and posters, creating Quarterly Newsletters to provide encouragement and information to practitioners, providing information about the low cost DNA testing services provided by CSED, and statistical monitoring to track performance.

    In addition, SCPOP seeks to increase awareness and education about paternity establishment to unmarried parents prior to birth so that they can be better educated and make the best choice for their child. To accomplish this, CSED reaches out to OBGYN offices, WIC, Medicaid, County Health Departments, Fatherhood Programs, Crisis Pregnancy Centers, Vital Records offices, and maternity fairs. Air time for public service announcements is requested twice a year in all major South Carolina radio markets. As a result of these efforts, in-hospital paternity acknowledgments for unmarried births increased from 33 percent in FFY 2007 to 48 percent in FFY 2011.

6. CSED program collected $4.56 in child support for every $1 of expenditures in FFY 2011, despite increased CSES system development costs.

7. CSED collected $110,641.48 in FY2011 in delinquent child support through the Financial Institution Data Match (FIDM) program, an enforcement tool whereby the CSED initiates freeze and seize actions against the financial assets of a delinquent obligor. The obligor then has 30 days to object and request a hearing, or to consent to a levy of the assets and have them applied to his child support arrearage. Fewer than 25 hearings have been held since the inception of the program in 2000, all of which found in favor of the CSED. Often, CSED obtains not only a lump sum child support arrearage payment, but wage garnishment as well.

8. Similar to the FIDM Program, and in compliance with Section 7306 of the Deficit Reduction Act of 2005, CSED has been matching its delinquent obligors against information maintained by insurers concerning insurance claim settlements, awards, and payments. South Carolina began enforcing this law in FFY 2008. In FY 2011, CSED collected $400,454 through this program. As of September 2011, 561 insurers have given authorization to share their data with the CSED Insurance Match Program.

9. CSED has partnered with various fatherhood groups in the Alternative to Incarceration (ATI) program. ATI is offered in a limited number of counties where a local fatherhood program has taken on the task of assisting noncustodial parents with child support issues. The ATI worker attends child support contempt hearings and determines which noncustodial parents are eligible for the program. Once accepted into the program, the noncustodial parent must cooperate with the ATI program and its requirements, which include attending weekly fatherhood peer support classes, educational or employment training, and paying child support as ordered. If the parent fails to complete the program, a letter is sent to the court and the parent is placed back onto the regular enforcement track. ATI offers parents an opportunity to

get their lives back on track while avoiding incarceration. It also decreases incarceration costs and jail overcrowding.

10. The Access and Visitation Program (AV) is currently working with Child Protective Services (CPS) to see how CPS can utilize the services offered by the AV Program and serve CPS customers. The AV Program provides mediation services for parents to establish a plan for access and visitation so that the child will benefit from both parents taking an active role in his/her life. The AV Program also provides instruction to both parents on how to request help from the Family Court to enforce a visitation order.

11. In September 2011, CSED was awarded a one-year federal grant to study the effects of providing the services of the state's workforce agencies to non-custodial parents who are either unemployed or underemployed. We have been working with several partners, including the SC Center for Fathers and Families, the Upstate Fatherhood Coalition, Department of Employment and Workforce, and the Greenville Work Investment Area, and have conducted a small pilot program in the Upstate. Grant efforts are now winding down and a final report will be issued once all the data has been analyzed and findings have been evaluated.

12. CSED was also asked to participate in a grant secured by the SC Center for Fathers and Families to create a self-represented litigant modification packet for the South Carolina Family Courts. Work is ongoing but the first group has nearly completed the creation of the forms and scripts for use by parents seeking modification of a child support order. Later groups will come up with a training guide, conduct testing and evaluation, and promote the process through community outreach efforts.

Administration and Program Support

1. Information Technology continued to enhance the web-based portal for customers and clients to apply for SNAP and TANF benefits.

2. The statewide rollout for the agency's computer and infrastructure assets was completed successfully in this fiscal year.

3. The Human Resources Division sponsored numerous Wellness activities including mammogram screenings, the "Biggest Winner Weight Loss Contest", breast cancer walk/fitness programs, and other activities.

4. DSS successfully upgraded the agency's email to the latest Microsoft platform.

5. Internal Operations saved Greenville County DSS approximately $80,000 by utilizing approximately (40) surplus modular workstations that SC Dept. of Revenue was replacing. This allowed better use of existing office space and modernizing the office environment - accomplishing a renovation project that better accomplishes the agency's new initiative of Regional Specialized Workloads.

6. Internal Operations finalizing floor plans & specifications for a new Williamsburg DSS/DHHS building to be constructed in the new FY. It also finalized plans/specifications and coordinated purchase of new furniture for Georgetown DSS intake area.

7. To optimize existing space, Internal Operations coordinated rearrangements/reassignments to accommodate FI/FA, Human Services & Constituent Services within the State Office.

1.3   Key Strategic Present & Long Term Goals

Long term goals for DSS include:

- Continue to successfully implement the Wildly Important Goals or "WIGs". Those WIGS are the following:
  - By December 31, 2012, DSS has set a goal of 4,054 more positive closures (i.e., jobs) for families on welfare. "Positive closures" are defined as exits from cash assistance (welfare) due to employment.
  - Additionally DSS is to increase full-time employment for welfare recipients by 411 for that same period.
  - By December 31, 2012, complete adoptions for 75% of foster children who are legally free to adopt with a plan of adoption and already placed with a pre-adoptive or adoptive family as of July 1, 2012 (i.e. 56 foster children).
  - By December 31, 2012, either increase positive permanency (excluding adoptions) or file TPR for 50% of the children who, as of July 1, 2012, have a current plan of reunification and have been in foster care for 12 months or more (i.e. 209 foster children).
  - Reduce the number of children who experience maltreatment within six months of an unfounded investigation of abuse and neglect from 700 (4.3%) to no more than 446 (2.8% or less) by September 30, 2012.

- Continue to recruit foster and adoptive families to increase the net gain of foster parents.

- Continue to implement Families First Family Engagement to better serve families and communities.

- Continue to work with the HP Corporation to complete a certified child support enforcement automated system.

- Continue to work with ACS to establish a Child Support Enforcement State Distribution Unit (SDU) Call Center to process child support payments and respond to phone calls from clients by 2013.

- Increase jobs for work eligible SNAP recipients and ensure delivery of SNAP benefits in a timely and accurate manner.

- Continue to implement the Program Improvement Plan (PIP) for Child Welfare Services.

- Improve Technology and Data Capacity in Child Care Services.

- Continue to Streamline Program, Policy and Procedures in Child Care Services.

- Continue Statewide Training, Technical Assistance and Professional Development that benefits all children in child care.

1.4   Key Strategic Challenges

Human Services (Child Welfare, Adult Protective Services, and Domestic Violence)
1. DSS continues with its statewide marketing and recruitment plan for foster and adoptive families aimed at increasing placement resources for children statewide. These additional foster and adoptive families can aid DSS in its implementation of specific child level needs based plans.

2. DSS continues implementation of the agency's PIP for child welfare services based on the final report findings of the federal Child and Family Services Review (CFSR) because it is the right work and to avoid federal penalties.

3. Adult Services has developed in collaboration with Department of Health and Human Services, a pilot program to provide placement (Adult Family Homes) for young disabled and vulnerable adults, which will require continued effort.

4. Both an opportunity and a barrier is the loss of experienced child welfare staff to retirement or other jobs. The turnover provides an opportunity for the Department to reach out and attract dedicated young people to the profession. The barrier is the loss of years of experience, knowledge, and expertise, and the cost in training of new workers.

Family Assistance (TANF, Family Nutrition/SNAP, and Child Care)
1. The Temporary Assistance for Needy Families (TANF) program continues to face an unstable economy and many needy families. The challenge is to pair TANF clients with employment opportunities that meet their skill level and allows them to achieve self-sufficiency.

2. The number of families needing child care to obtain a job, maintain employment, and stabilize their families economically, continues to rise.

3. The current economic situation continues to impact child care providers, most of whom are small business owners. If these facilities are not accessible and affordable, parents may seek unregulated child care. Regulated providers have expressed concerns about the loss of business, which has forced some to close resulting in fewer choices for parents.

Child Support Enforcement
1. The Child Support Enforcement and Foster Care divisions are reviewing practices and procedures in an attempt to more quickly establish paternity and child support for children entering into agency custody (foster care). Establishment of paternity is especially important since it opens the other side of the child's family tree to the agency and increases the pool of potential placements or resources for the child. Additionally, child support payments may prevent the need for some children to enter into foster care if it allows the custodial parent to remedy the situation which caused the family to be brought to the attention of DSS.

2. The First Things First campaign is a campaign to increase the public's knowledge of the value of setting priorities in life at a very young age. The intended goal is to bring into focus the realities that children and young adults will have to face certain decisions in life, and now is the best time for children and parents to strive together to make responsible decisions. The First Things First message is: Get an education. Get a job. Get married. Then have a child. The program is divided into two levels. One level is geared toward children in grades 3-5. This presentation lasts approximately 30 to 45 minutes (depending on time allotment) and consists of a PowerPoint presentation and a question and answer period. The other level is geared toward young people in grades 6-12. This presentation lasts 45 to 90 minutes (depending on time allotment) and consists of a PowerPoint presentation, a video, a question and answer period, and skits. The presentations are filled with graphics, music and valuable information appropriate for each age group. The presentations are intended to confront issues such as decision-making, educational and employment choices, marriage, having children and goal-setting. These presentations provide frank but objective discussions of legal, financial

and emotional support. It remains a challenge to continue to provide the presentations due to funding and staffing issues. However, this campaign has a viable and timely message.

3. The downturn in the economy is increasing demand for child support services at the same time that noncustodial parents are less able to pay their child support. More and more noncustodial parents are requesting reviews for reductions. The increased demand for child support services from both custodial and noncustodial parents is straining the ability of the CSED to respond in a timely manner.

4. Until the completion of the automated system, federal penalties will continue.

5. Due to federal guidance issued in response to the Turner v Rogers Supreme Court decision, all judicial enforcement was suspended for the month of June 2012 to allow CSED and Court Administration time to study the guidance and determine how best to incorporate it into South Carolina's child support enforcement process. This has negatively affected child support collections for the year.

Administration and Planning
DSS continues to host a number of large systems on the mainframe running under outdated technologies. Due to the ever increasing risks and costs if the status quo is maintained, planning for the future transition of these remaining environments is underway.

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 assessments have led to improvements in work processes and more effective service delivery. Leadership throughout the agency meet regularly with the State Director and top leadership to review, discuss and problem-solve critical issues facing DSS and progress towards performance goals. The meetings result in action plans and staff assignments, and staff are accountable for reporting their progress at the next meeting. A philosophy of continuous improvement is practiced throughout DSS, and managers must prepare program improvement plans and report their progress when critical issues are uncovered.

Section II: Organizational Profile

DSS serves 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, the agency must be able to handle the urgent needs of citizens within complex state and federal guidelines.

II.1   Main 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, and Domestic Violence)
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 include:
- 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. These services may include therapeutic rehabilitative services such as batterer intervention services for Domestic Violence offenders.
- 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.

In Adult Protective Services, the overall goal is reducing harm and/or the risk of harm of abuse, neglect, exploitation or self-neglect. Major products and services include:
- Intake and Assessment
- Case Determination
- Referral and Coordination
- Case Planning
- Monitoring and Follow-up
- Case Evaluation

In addition, the Department invokes the authority of the Family Court as appropriate, assists with locating appropriate placements in the least restrictive environment, assists in obtaining medical care and applies for financial and other services. The Domestic Violence Program provides support and contract monitoring to Domestic Violence shelters and Batterer Intervention Programs (BIP).

Family Assistance (TANF, Family Nutrition/SNAP, and Child Care)
- Temporary Assistance for Needy Families (TANF) provides low-income children and families with cash assistance, case management, and other services such as transportation stipends, employment skills and education training, job placement, life skills training, vocational training, and job search assistance. Families dealing with severe disability issues receive enhanced case management services.

- The Supplemental Nutrition Assistance Program (SNAP), formerly the Food Stamp Program, increases food purchasing power for needy households, including the elderly and disabled, the working poor, and those transitioning from welfare to work.

- Other Food and Nutrition Services Programs include: SNAP Outreach, Temporary Emergency Food Assistance, At-Risk After School Snack, Summer Food Service, Child and Adult Care Food Program, Emergency Shelters Food Program, and Seniors Farmers' Market Nutrition Program. Nutrition education is also provided to program participants.

- The Nutrition Education Program targets SNAP program eligible participants while promoting healthy eating habits and a physically active lifestyle. It is used to prevent diet related chronic diseases and help postpone the onset of these diseases by establishing more physical activity and healthier eating habits. To improve the impact of nutrition education program, DSS focuses on the following behavioral outcomes: eating fruits and vegetables, whole grains, and fat-free or reduced fat milk products daily; being physically active daily; and balancing caloric intake from food and beverages with calories expended.

- The SNAP Employment & Training Program provides opportunities for education, training, and job search assistance to SNAP Program recipients.

- The Refugee Program provides intensive case management, cash assistance and services to eligible refugees.

- The Community Adolescent Pregnancy Prevention Program provides pregnancy prevention initiatives for adolescents. In addition, the program focuses on teaching teens how to build healthy relationships and focus on long-term life goals with the aim to delay pregnancy.

- Financial support is provided to eligible individuals to help access quality child care. Based on funding availability support is specifically made available to:
  - families receiving TANF
  - families transitioning off of TANF
  - children with special needs
  - low-income working families
  - foster children with working foster parents
  - children receiving child protective services
  - other designated populations

- In addition, Child Care Services works with, and provides support for, child care providers in meeting regulatory requirements and program standards through the Quality Improvement System.

- Child Care Services manages a statewide system of providers and contracts to ensure the availability, accessibility, and affordability of child care at all quality levels by providing technical assistance, training and monitoring for compliance with program standards and regulations.

Child Support Enforcement

The CSED, working through administrative process and the family court system, establishes orders for paternity, financial support, and medical support. When requested and when appropriate, paternity testing is provided at minimal cost. Once orders are established, cases are monitored for payment. If necessary, administrative enforcement remedies include locate services, tax refund and unemployment benefits offset, license revocation, passport denial, and filing of liens. In addition,

judicial remedies such as wage garnishment and contempt hearings are used by the family courts to enforce payment of child support.

II.2 Key Customer Groups and their Key Requirements/Expectations

DSS touches the lives of South Carolinians in a variety of ways, at many different levels. Key customers include:

Human Services (Child Welfare, Adult Protective Services, and Domestic Violence Services)
- Children at risk for abuse/neglect and their families
- Foster children and birth families (custodial and non-custodial parents)
- Foster families, adoptive families, and adoptees
- Youth at risk for parenting or already parenting
- Persons eighteen years of age or older who have a physical or mental condition which substantially impairs the person from adequately providing for his or her own care or protection. This includes persons disabled due to: infirmities of aging, but not limited to, organic brain damage, advanced age, and physical, mental, or emotional dysfunction.
- Frail elderly individuals living alone
- Undocumented Immigrants
- Domestic Violence emergency shelters, the Batterer Intervention Programs (BIP) and South Carolina Coalition Against Domestic Violence and Sexual Assault

Family Assistance (TANF, Family Nutrition/SNAP, and Child Care)
- Low-income children, families, seniors age 60 and older and adults with functional impairment(s)
- Families dealing with disability issues that prevent or inhibit self-sufficiency
- Elderly individuals on fixed income
- Customers with language barriers
- Public and private sector employers
- Education and training providers
- Refugees
- Children in child care facilities, emergency shelters, and their parents
- Child care providers, including after-school, summer and pre-K programs
- Youth at risk for parenting or already parenting
- Non-custodial parents

Child Support Enforcement
- Custodial and noncustodial parents, whether on assistance or not
- Children
- Judges and Family Court personnel
- Out-of-state and foreign child support agencies

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.

II.3 Key Stakeholders (other than customers)

DSS key stakeholders include a wide range of organizations and fall into several general categories such as providers, law enforcement, county clerks of court and the court system, State and Federal agencies, universities and colleges, and other organizations. Specific stakeholder groups are identified in the next section of this report.

II.4 Key Suppliers and Partners

In serving children and families, it is critical that DSS maximizes opportunities to collaborate with individuals, agencies, and organizations that can assist in meeting customer needs. Key suppliers and partners include:
- Community partners providing services to children and families, including schools, law enforcement, employers, attorneys, and child care providers.
- Foster parents, group providers, guardians ad litem, adoptive parents and their associations.
- The State Legislature.
- State Agencies (Departments of Health and Human Services, Vocational Rehabilitation, Mental Health, Alcohol and Other Drug Abuse Services, State Tech Board, Employment and Workforce, Commerce, Corrections, Health and Environmental Control, Agriculture, Juvenile Justice, and Education).
- Public Institutions, including the University of South Carolina, Clemson University and Extension, Winthrop University, and South Carolina State University.
- The Federal Departments of Agriculture, Health and Human Services, Commerce, Labor, and Justice, and the Social Security Administration.
- Local Governments (county administrators, school districts, solicitors and clerks of court).
- Private for-profit and nonprofit individuals and groups desiring to operate adult care centers; centers for prevention and treatment of child abuse and neglect, after school programs, child care providers, children, families, early care and education stakeholders, and food banks
- Faith-based organizations
- Family Court
- The Probate Court
- Batterer Treatment and Shelter Providers (private and non-profit)

II.5 Operation Locations

See Appendix A

II.6 Number of Employees Segmented by Employee Category (classified, unclassified, contract, etc.)

		Classified	Unclassified
FTE's		2,930	4
Temporary grant employees		294	0
Temporary hourly employees		164	0
Total employees		3,388	4

II.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 (e.g., procurement, human resources, and fiscal) are also subject to State and Federal requirements.

II.8   Your Performance Improvement System

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

II.9   Organizational Structure

DSS is organized into functional areas that provide for clearly delineated roles and responsibilities, open communication and ease in collaborating across program lines. Major functional areas within the Department include:

DSS State Director
- General Counsel
- Internal Audit
- Human Services
    - Child Welfare
    - Adult Protective Services
- Economic Services
    - Family Assistance
    - Child Care Services
    - Child Support Enforcement
- Accountability, Data, and Research
- Administration and Program Support (e.g., Human Resources, Information Technology, Financial Services)

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

II. 10 Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 10-11 Actual Expenditures		FY 11-12 Actual Expenditures		FY 12-13 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	$ 118,069,539	$ 32,794,559	$ 111,413,468	$ 34,435,984	$ 124,054,253	$ 31,313,868
Other Operating	$ 131,066,374	$ 13,882,747	$ 122,712,860	$ 11,446,430	$ 157,973,170	$ 7,113,287
Special Items	$ 1,093,944	$ 1,093,944	$ 1,093,944	$ 1,093,944	$ 1,093,944	$ 1,093,944
Permanent Improvements						
Case Services	$ 1,640,332,687	$ 60,187,806	$ 1,773,237,685	$ 61,234,825	$ 1,801,364,464	$ 64,281,288
Distributions to Subdivisions	$ 15,513,568		$ 14,368,424		$ 10,005,090	$ 1,648,333
Fringe Benefits	$ 41,520,082	$ 12,157,485	$ 39,948,540	$ 11,706,173	$ 41,781,796	$ 14,445,114
Non-recurring						
Total	$ 1,947,596,194	$ 120,116,541	$ 2,062,774,921	$ 119,917,355	$ 2,136,272,717	$ 119,895,834

Other Expenditures

Sources of Funds	FY 10-11 Actual Expenditures	FY 11-12 Actual Expenditures
Supplemental Bills	$ 22,677,849	
Capital Reserve Funds		
Bonds		

II. 11 Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 10-11 Budget Expenditures		FY 11-12 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 Isuance and Administration	State:	14,844,668.00	State:	15,552,117.00	Charts 26-28
		Federal:	1,361,381,280.00	Federal:	1,388,599,971.00	
		Other:	6,152,210.00	Other:	7,990,999.00	
		Total:	1,382,378,158.00	Total:	1,412,143,087.00	
		% of Total Budget:	71%	% of Total Budget:	68%	
I.A,B,C,D,E.1,3,4;II.E.1,2,3,L;III	Family Independence	State:	8,554,927.00	State:	8,485,806.00	Charts 21-23
		Federal:	82,746,516.00	Federal:	68,252,575.00	
		Other:	45,390,582.00	Other:	124,894,901.00	
		Total:	136,692,025.00	Total:	201,633,282.00	
		% of Total Budget:	7%	% of Total Budget:	10%	
I.A,B,C,D,E.1;II.A.2,B.1,2,3;III	Foster Care Program	State:	51,491,392.00	State:	49,917,502.00	Charts 5-18
		Federal:	43,385,802.00	Federal:	41,045,320.00	
		Other:	14,362,517.00	Other:	9,798,347.00	
		Total:	109,239,711.00	Total:	100,761,169.00	
		% of Total Budget:	6%	% of Total Budget:	5%	
I.A,B,E.1;II.E.1,N;III	Child Care Development	State:	7,045,063.00	State:	7,035,258.00	Table 3 Charts 24-25
		Federal:	82,412,504.00	Federal:	64,540,481.00	
		Other:	5,532,917.00	Other:	9,130,120.00	
		Total:	94,990,484.00	Total:	80,705,859.00	
		% of Total Budget:	5%	% of Total Budget:	4%	
1.A,B,C,D;II.F;III	Child Support Enforcement	State:	4,016,915.00	State:	4,670,279.00	Table 4 Charts 29-30
		Federal:	36,417,055.00	Federal:	38,147,141.00	
		Other:	20,535,020.00	Other:	79,220,135.00	
		Total:	60,968,990.00	Total:	122,037,555.00	
		% of Total Budget:	3%	% of Total Budget:	6%	

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:	34,163,576.00	State:	34,256,393.00
	Federal:	125,644,707.00	Federal:	105,551,701.00
	Other:	3,518,543.00	Other:	5,685,875.00
	Total:	163,326,826.00	Total:	145,493,969.00
	% of Total Budget:	8%	% of Total Budget:	7%

* 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 Criteria

Category 1 - Senior Leadership, Governance, and Social Responsibility
The DSS State Director and 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, to serve children and families in South Carolina with excellence, leadership must work to foster employee participation.

1.1   How do senior leaders set, deploy, and ensure two-way communication throughout the organization and with customers and stakeholders, as appropriate for: a) short and long term organizational direction and priorities; b) performance expectations; c) organizational values; and d) ethical behavior?
Management meets with key staff throughout all programs and counties to define the core mission of the agency, and establish outcomes, action plans and strategies. The organizational structure is designed to efficiently and effectively implement the action plans with accountability. Senior leaders use workload indicators and outcome measurement data, designed around key strategic goals, to determine trends and anomalies and to set organizational priorities.

The executive management team 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 leadership staff and community partners, in the agency's on-line newsletters, and through the DSS intranet site.

The State Director and executive staff conduct regular meetings with county, regional, and central staff to communicate expectations regarding objectives, values, empowerment, and ethical behavior.

Senior leadership has employed a number of new strategies to create an environment where organizational goals are "owned" by all employees as way as engage customers and stakeholders. Some of these strategies have included weekly "Data Tuesday" meetings, monthly Palmetto Power (P2) meetings and weekly layered WIG huddle sessions. Data Tuesday meetings included not only state office leadership, county and regional leadership but also agency partners. These meetings were designed to review the key permanency data indicators in order to impact the state's Wildly Important Goals as well as focus on leadership and accountability training. The P2 meetings are designed to "energize" and "drive new behaviors" around the State's emerging imperatives. P2 is a culture change strategy that requires participants to act, speak, and create joint understanding through presenting data and information on specific outcomes, developing hypotheses and developing strategies. Layered WIG "huddle" sessions begin at the county level with teams around their scoreboards focusing on the Wildly Important Goals. These sessions occur at every level of leadership ending with the State Director and the Assistant Directors.

1.2   How do senior leaders establish and promote a focus on customers and other stakeholders?
Improving customer service is an agency priority. DSS continues to explore strategies to improve customer service, including improving training, implementing customer friendly policies, taking disciplinary action when poor service is provided, providing incentives for outstanding service, and

adding a section concerning customer service to employee performance evaluations. Leadership emphasizes personal accountability, public responsibility and citizenship. County, regional, and state office staff are responsible for dealing with customer inquiries and concerns.

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

County and regional directors, case managers, and other county and regional staff interact with and receive feedback from customers, the community, and the public on a daily basis. This feedback is discussed and considered as the agency continuously refines and improves policies, processes, and operating practices. Other input is obtained through tracking constituent calls*,* and analyzing customer questions and concerns.

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

The Department undergoes a detailed legislative audit of Family Independence every two years, a State financial audit annually, and regular federal reviews of all federally mandated programs. DSS 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)*.* DSS also has implemented a Budget Council which includes senior managers to review budgetary issues.

1.5 *What performance measures do senior leaders regularly review to inform them on needed actions?*

Each of DSS' major program areas has performance measures that are tracked and reviewed monthly or more frequently by senior leaders and by staff at all levels. Key outcomes include:

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 & Domestic Violence Services
- **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.

DV1 **Outcome** - Reduce or prevent the incidences of Domestic Violence before it occurs. Increase the community awareness of the harm and underlying causes of Domestic Violence and enhance the awareness of the dynamics and indicator of a healthy family.

DV2 **Outcome** - Ensure service provision to the underserved populations in South Carolina.

III. Family Assistance

FA1 **Outcome** - Eligible families receive Family Independence (FI) services.

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

CC1 **Outcome** - Quality, affordability, accessibility and availability of child care is expanded throughout SC to help meet the needs of working families.

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 noncustodial parent(s).

CSE3 **Outcome** - Children receive medical insurance coverage whenever such coverage is available through the noncustodial 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. Leadership meets regularly to discuss current data, trends, outcome measures, and explore implementation of needed improvements. Senior leaders and regional leadership use performance data to assist counties and regional offices in identifying areas with high levels of performance as well as areas needing improvement, and discuss how to improve outcomes. This is particularly evident in the use of information for performance management of the Wildly Important Goals.

A cross-section of agency staff and the DSS senior managers are periodically brought together to discuss specific areas of agency operations, identifying strengths and weaknesses, and generating

ideas for improvement. The emphasis for the administration is to be highly responsive to concerns raised by staff. 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 team environment where appropriate.

1.7 How do senior leaders promote and personally participate in succession planning and 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.

Additionally in 2009, DSS established the Leadership Development Institute, a competency-based case study approach to leadership development with the ultimate goal of building leadership capacities in individual DSS employees and fostering professional development and growth within the organization. Participants from within DSS go through a six-month case study regimen followed by six months of being partnered with a DSS mentor.

1.8 How do senior leaders create an environment for performance improvement and the accomplishment of strategic objectives?

Senior leaders have engaged in a series of meetings to plan strategies to incorporate staff input, reward staff and expand communication. The agency is examining implementation of lead worker programs and career ladders to recognize experienced, high performing employees. Emphasis by management is to recognize staff and offices that are excelling in providing quality customer service and performance to outcomes.

1.9 How do senior leaders create an environment for organizational and workforce learning?

The health and well-being of the children and families is the responsibility of many agencies and citizens. DSS recognizes that it must work closely with community partners to not only address the issues at hand but also to alleviate root causes of problems faced by citizens who need DSS services.

The agency has made a commitment to staff a community development effort. Through a faith-based community development effort, staff helps to create opportunities for county and regional directors and other staff to get their communities involved. Senior leadership works with faith-based organizations and community institutions to promote community development efforts, as well as to learn about the social service needs and/or successes in local communities.

The Department's web site provides information regarding faith-based/community initiatives and partnerships. Many faith and community individuals and organizations have volunteered time and resources to address local needs.

1.10 How do senior leaders engage, empower, and motivate the entire workforce throughout the organization? How do senior leaders take an active role in reward and recognition processes to reinforce high performance throughout the organization?

Senior leaders communicate with, engage, empower, and motivate the workforce through a number of avenues. DSS daily issues an intranet-deployed newsletter that provides key memorandums and system information. DSS provides the "One Voice" electronic newsletter, highlighting best

practices amongst DSS county and State programs. The State Director regularly comments on key improvements in performance indicators to county and State leadership in order to continuously engage and motivate that leadership. Where possible, reward and recognition ceremonies are held for employees who have made their careers with DSS or have provided extraordinary services.

1.11 *How do senior leaders actively support and strengthen the communities in which your organization operates?*

Senior leaders actively support and strengthen the surrounding communities by not only creating new but also continuing to strengthen existing community partnerships. Furthermore, at the individual level, many DSS employees including senior leaders have volunteered their time and resources to address local needs in the community and participate in many professional associations at the local and national levels.

Category 2 – 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 accomplish best 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 and customer preferences; d) Workforce capabilities and needs; e) Organizational continuity in emergencies and f) Your ability to execute the strategic plan.*

DSS implemented an agency-wide strategic programmatic planning process in 2003. That process continues to evolve with the organization.

DSS begins with senior leadership and expands the planning process to other leadership throughout the agency including County Directors, Division Directors, and local level supervisors to discuss issues and needs that are unique to individual counties and ideas and/or issues that affect the agency. The agency engages in various leadership meetings or forums with state and local partners, such as the Palmetto Power community forums. Decisions made by leadership filter back to the other levels via the structure described above thereby completing a feedback loop. In addition, information is conveyed to DSS staff statewide through daily intranet newsletter and the "One Voice" web-based newsletter.

2.2 *How does your Strategic Plan address:*
a) *Your organization's strengths, weaknesses, opportunities, and threats*

   Detailed performance measures and goals for all major programs are included in the agency-wide 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 plan that accurately accounts for goals and measures that can be achieved, and addresses weaknesses and threats. DSS leadership completed training on Stephen Covey's Four Disciplines of Execution and are expected to train their key staff.

b) *Financial, regulatory, societal and other potential risks*
   Executive management meets regularly to assess risks made known to the agency. Offices that are not fully complying with laws or agency policies concerning child welfare or family assistance programs, or potential financial penalties that might be imposed due to noncompliance, strategies to reduce risks are assessed.

c) *Shifts in technology and customer preferences*
   DSS continues to utilize the assistance of the Budget and Control Board to assist the agency in long-range information technology planning. Staffs of DSS and the Budget and Control Board office have met with Federal officials to determine future technology.

d) *Workforce capabilities and needs*
   DSS staff are continuously required to "do more with less" until additional financial resources can be provided. Executive management examines staffing and caseload sizes on a regular basis to determine if resources need to be reallocated.

e) *Organizational continuity in emergencies*
   DSS has detailed plans for the continuity of services due to catastrophes caused by hurricanes, earthquakes, or other natural disasters. Staff are trained 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, 2,700 DSS employees are trained to serve as the primary staff to shelters opened by the Red Cross to serve citizens displaced during a disaster.

f) *Your ability to execute the strategic plan*
   Staff meets weekly to assess progress in executing DSS' Wildly Important Goals for the agency. 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.

2.3 What are your key strategic objectives? How do your strategic objectives address the strategic challenges you identified in your Executive Summary?
See table on next page.

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 10-11 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures (see Section 7)
Supplemental Nutrition Assistance Program (SNAP) I.A,B,C,D, E.4.; II.E.1.; G.1.; G.2., III.	The goal of the SNAP 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 26 – 28
Family Independence I.A,B,C,D, E.3.,4.; II.E.1,2,3., G.1, L.; III	The goal is to assist families while they are transitioning into employment so that they will become self-sufficient.	Increase opportunities for employment by providing job development and placement and necessary supports for employment retention.	Charts 21 – 23
Foster Care and Adoptions 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.	Charts 5 – 18
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.	Table 1; Charts 1 – 4
Adult Protective Services and Domestic Violence	Vulnerable/young disabled or elderly adults will have needs met in the least restrictive environment. Victims of Domestic Violence and their children seeking services will receive emergency shelter/and or counseling and assistance with community resources. Abusers who are seeking services and/or court ordered will receive counseling/services to promote healthy relationships.	Ensure timely and effective intervention and support services.	Table 2; Charts 19-20
Child Support Enforcement I.A,B,C,D; II.F; III.	Children receive needed financial support from the noncustodial parent.	Increase child support collections.	Table 4; Charts 29-30

Strategic objectives mirror many of our challenges outlined in this report.

2.4   How do you develop and track action plans that address your key strategic objectives, and how do you allocate resources to ensure the accomplishment of your action plans?

Outcomes, developed jointly by program, planning, and operations staff, establish the major policy and procedural revisions.

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 specific 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 you evaluate and improve your strategic planning process?

Management examines the results of key outcomes to determine if the agency's planning process is delivering the desired results. Results are scrutinized and annual plans are revised to better ensure that the needs of the agency and its customers are met.

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 DSS strategic goals contain program and administrative outcomes, goals, objectives, and strategies. Key outcomes and measures are posted on the agency website and/or intranet, and results of each outcome measure are e-mailed to all county and State office managers each month.

Category 3 – Customer Focus

Understanding the needs of current and future external customers helps DSS meet and exceed customer 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, and Domestic Violence)

Children at risk of 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, include accurate and timely individualized assessments, timely referral/acceptance to services that are appropriate to the needs of the family, and treatment with dignity and respect. Foster and adoptive parents apply or are recruited. DSS provides training, staff support, and follow-up. Feedback from foster and adoptive 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 in Federal law. DSS provides 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.

Domestic violence victims and their children are generally referred to local programs by law enforcement, victim advocates, friends, family, neighbors, churches and other agencies and organizations. Many victims also self-refer when they learn about a program. Key requirements are safety, needs assessments, and assistance and referrals with community agencies.

Family and Criminal Courts generally refer perpetrators of domestic violence, or the perpetrator may seek services voluntarily.

Family Assistance (TANF, Family Nutrition/SNAP, and 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, child care assistance, health insurance, and case management (including 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 SNAP Program, low-income customers are generally identified when they seek services, or are referred by other agencies or through SNAP Outreach Program efforts. South Carolina offers two simplified application projects to provide access to disabled individuals and elderly citizens over 60. Eligibility is determined by rules and regulations mandated by the of the US Department of Agriculture's Food and Nutrition Service (FNS). Family Nutrition Program 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 SNAP 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 SNAP recipients, food banks, and homeless shelters.

Child Care Services works to increase the availability, affordability, and accessibility of quality child care to low-income families. The Child Care Development Fund (CCDF) is used to provide child care subsidies for families receiving TANF, transitioning off of TANF, children with developmental disabilities/delays, low-income working families, foster children of working foster

parents, children receiving child protective services and other designated populations. CCDF is used to support ongoing oversight of all regulated child care facilities to ensure compliance with the state's health and safety requirements. In addition, the Child Care Quality Improvement System provides opportunities for child care providers who voluntarily meet quality program standards. These initiatives work to improve the quality of care for all children. Eligibility requirements are determined by federal Law and state policies.

Child Support Enforcement
Courts, employers, and Family Independence case managers refer customers. In addition, CSED serves any citizen in need of services, regardless of income. Requirements are determined based on the level of service requested. Family Independence customers are required to assist CSED in establishing a child support order. Non-assistance customers may request locate-only services, paternity establishment, support order establishment, support order modification review, or any combination of the above, along with enforcement of existing support orders.

3.2 How do you keep your listening/learning methods current with changing customer/ business needs and expectations?
The DSS Constituent Services Division investigates concerns and complaints from the public, customers, legislators, and anyone with concerns about the agency.

We are continuing a qualitative review process to assist local county offices in identifying best child welfare practices and 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 and feedback from the State's Citizen Review Panels.

3.3 What are your key customer access mechanisms, and how do these access mechanisms enable customers to seek information, conduct business, and make complaints?
(see 3.4)

3.4 How do you measure customer/stakeholder satisfaction and dissatisfaction, and use this information to improve?
Examples for Questions 3.3 and 3.4 include:
- 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.
- Meet with State and local faith and community-based leaders and organizations.
- Child Care Services has toll-free numbers and website contact information for comments and/or complaints. Staff publicizes direct telephone numbers so that all citizens have immediate access to program staff and administrators. Staff works directly with child care providers and conducts reviews at least annually. Child Care Services conducts a Market Rate

Survey every two years to determine fair market pricing. Program data is reviewed regularly to determine the need for improvements in program policies and processes.

3.5   How do you use information and feedback from customers/stakeholders to keep services and programs relevant and provide for continuous improvement?

DSS uses 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. Employer feedback, labor market data, and economic data (such as hiring trends, jobs in demand, job announcements, plant closures and layoffs) is used for planning purposes to help customers prepare for and secure employment.

3.6   How do you build positive relationships with customers and stakeholders to meet and exceed their expectations? Indicate any key distinctions between different customer and stakeholder groups?

DSS believes the key to building positive a relationship with customers, partners, and employers is through one-on-one contacts. Staff 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, parenting skills and other necessities of life. Staff person(s) are designated to foster and maintain collaborative working relationships with nonprofit organizations, state agencies, and churches.

Agency staff, including the State Director, meet with groups of stakeholders such as foster care youth, foster parent associations, group home associations, non-profit organizations, faith-based organizations, and service providers from other agencies to discuss common concerns. Customers and stakeholders also are 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?

DSS is required by federal and state laws and regulations to achieve designated performance levels relative to most aspects of the services provided by the Department. Major 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 the Department's strategic goals, objectives, and priorities, determine which data are collected and measured. Focus is directed on data that describes those policy trends having the greatest impact on client benefits and services, as well as data that helps assess compliance with federal and state requirements and identify good practice standards.

4.2   How do you select, collect, align, and integrate data/information for analysis to provide effective support for decision-making and innovation throughout your organization?

The Accountability, Data, and Research Division was created to collect, analyze and report management information and performance information on a regular basis. The Division works with data maintained by other agencies such as the Budget and Control Board Office of Research and

Statistics, Commerce Department, the Department of Employment & Workforce, the Department of Labor, and the US Census.

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 offices or counties that need assistance allows DSS 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 conducted to assist in the 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 organizational service needs and directions?

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

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

DSS strives 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 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, reliability, timeliness, accuracy, security and availability for decision-making?

Much of DSS' 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 Office 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. The agency also uses labor market hiring trends and other workforce data to refine strategies for workforce development. Processes such as user input and program quality assurance reviews help to ensure the reliability of the data.

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

DSS continuously collects and monitors data and performance and senior leaders meet regularly with key managers to assess ways to improve performance.

4.7 How do you collect, transfer, and maintain organizational and workforce knowledge (knowledge assets)? How do you identify, share and implement best practices, as appropriate?

DSS continues to focus on best practices for ongoing improvement in the quality of services provided. Information regarding best practices is routed to key managers utilizing various methods. For example, in senior management meetings, staff who have had outstanding practices and outcomes have presented their practices to other managers. Staff is encouraged to communicate with experienced managers who have proven results. DSS collaborates with University of South Carolina's Center for Child and Family Studies and other universities to provide best practice information on a number of policy areas, which are then shared with staff.

Category 5 - Workforce Focus

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

5.1 How does management organize and measure work to enable your workforce to: 1) develop to their full potential, aligned with the organization's objectives, strategies, and action plans; and 2) promote cooperation, initiative, empowerment, teamwork, innovation and your organizational culture?

Supervisor and employees in DSS work together to develop a planning stage for the EPMS (Employee Performance 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, 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's learning management system offers a resource library, instructor led classes as well as online training, readily available transcripts for all employees, and social worker certification classes. To promote initiative and innovation, employees are encouraged to submit their initiatives and innovative ideas to improve performance via our Employee Innovation System program.

5.2 How do you achieve effective communication and knowledge/skill/best practice sharing across departments, jobs, and locations? Give examples.

The DSS employee newsletter, published daily, provides agency-related news and events and is available to all employees on the DSS intranet. The agency also has an electronic newsletter entitled "One Voice" that is published monthly which highlights county, division, and community information. Weekly Executive Staff meetings achieve communication across program areas.

5.3 How does management recruit, hire, place, and retain new employees? Describe any barriers that you may encounter.

Recruitment of employees is a joint effort between the central Human Resources Office and the counties and divisions. DSS implemented an e-recruitment process that enables the agency to respond more quickly to filling vacancies and allows for broader outreach to applicants. The agency uses the www.sc.jobs.com website operated by the Office of Human Resources, Budget &

Control Board, as its main recruiting site. The Human Resources Management staff attends targeted job fairs throughout the state in an effort to recruit applicants who have a true desire to work in the social services field in an effort to reduce turnover. Although several measures have been implemented to recruit employees, a major barrier to recruitment is the lack of competitive compensation. The salaries of the majority of positions in DSS lag behind most agencies and the private sector. A major barrier to retention is the high stress level, high caseloads and lack of competitive compensation.

5.4   How do you assess your workforce capability and capacity needs, including skills, competencies, and staffing levels?
Workforce capability, skills and competencies are assessed using the Employee Performance Management System (EPMS). Job duties and standards are defined and measured for each position. If an employee falls below acceptable standards, a work improvement plan is implemented to help the employee better their job performance and capabilities. Capacity needs and staffing levels are assessed by upper management to meet the needs of the agency.

Staff undergoes extensive training when hired, and training is constantly provided so that employees understand changes in expectations, outcome measures, and federal programs. Specialized training is offered regularly, and staff is trained to meet goals outlined in our strategic plan. Training priorities are designed to meet the agency's mission, values and strategic goals, as well as federal and state mandates. Child welfare and economic services programs have specific basic training requirements to ensure staff meets the skills and competency levels needed to provide quality and timely services to customers.

5.5   How does your workforce performance management system, including feedback to and from individual members of the workforce, support high performance work and contribute to the achievement of your action plans?
All staff receives performance evaluations at least annually. The information included on the EPMS is developed from the position description and outlines the performance criteria that the employee is expected to meet. This process supports high performance and the realization of the agency action plan. DSS also offers a broad array of training opportunities. The agency's learning management system offers a resource library, instructor led classes as well as online training, readily available transcripts for all employees, and social worker certification classes.

5.6   How does your development and learning system for leaders address the following: a) development of personal leadership attributes; b) development of organizational knowledge; c) ethical practices; and d) your core competencies; strategic challenges, and accomplishment of action plans?
DSS implemented a Leadership Development Institute (LDI) to provide career growth and professional development opportunities for DSS employees with potential leadership abilities. The LDI is part of a career growth package offered to build/improve leadership capacities in individual DSS employees, to create opportunities for leaders to emerge, and to foster and enhance the abilities of those who may be entrusted as future DSS leaders. This leadership program has been developed within a competency-based leadership framework. During the first six months, sessions are intended to focus on such issues as internal and external relations, capacity building, ethics, leadership, and building support and public value. In the second half of this yearlong process, the participants are paired with a trained DSS mentor. Additionally the participants are divided into

groups with each group working on a group project that is presented to the agency electronically and presented in person to the Executive Management Team for possible implementation.

5.7 *How do you identify and address key developmental training needs for your workforce, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation, and safety training?*

Key developmental and training needs are identified by various methods, including data from performance management reports, case reviews conducted by county and state office staff, program quality assurance and technical assistance reviews, written tests during training, formal training evaluations and follow-up and employee exit surveys. Regional and county managers also identify specific areas for development and training based on direct staff observations.

The effectiveness of training is measured by written tests, trainee performance on simulated casework and trainer observation during training sessions and periodic contact with supervisors concerning worker performance in the county office. Pre and post-test evaluations through Survey Monkey are administered to CWS new hires.

The contract with the University of South Carolina, College of Social Work is now the primary vehicle for providing training to Department staff.

5.8 *How do you encourage on-the-job use of new knowledge and skills?*

Managers and supervisors are integral to the education and training of staff. They take an active role in explaining to the employee how an employee's position affects the overall mission of the agency. Employees are encouraged not only to use the new knowledge and skills that they receive through training, but are encouraged to share that information with other staff. We remind and reward staff through a variety of recognition programs. Our State Director uses an intranet newsletter and leadership meetings to communicate her vision and concerns to staff, as well as to praise staff or address specific issues. The EPMS is used to fairly review and document an employee's performance, as well as to give him/her clear guidelines on expectations. Within budgetary limitations, staff is provided necessary training to accomplish their tasks.

5.9 *How does employee training contribute to the achievement of your action plans?*

Our training is targeted towards performing the essential functions of a job. To the extent that job performance is a function of training, the more effective the training, the more the agency accomplishes its action plan.

5.10 *How do you evaluate the effectiveness of your workforce and leader training and development systems?*

Effectiveness of workforce development and training is evaluated at the individual, unit, and organizational levels through performance management approaches including: employee performance plans; competency assessment; learning and knowledge outcomes. Evaluation is an ongoing and multifaceted process.

5.11 *How do you motivate your workforce to develop and utilize their full potential?*

Most recently, DSS developed its own Leadership Development Institute with 39 graduates in its inaugural class. Supervisory training was reinstated with a focus toward training new managers on the technical aspects of supervision, such as, completing employee performance evaluations, preparing position descriptions, and FLMA responsibilities, disciplinary policy and other functions.

Each county conducts its own an Outstanding Employee Program with various incentives. The information is reported and published throughout the agency via the agency's "One Voice" electronic newsletter.

During State Government Employee Appreciation Week, activities are sponsored and planned throughout the state to show appreciation to the agency workforce including lunches and prizes all sponsored by a third party entity.

To promote initiative and innovation, employees are encouraged to submit their initiatives and innovative ideas to improve performance via our Employee Innovation System program.

5.12   *What formal and/or informal assessment methods and measures do you use to obtain information on workforce well-being, satisfaction, and motivation? How do you use other measures such as employee retention and grievances?*

Employee "Exit Evaluations" are sent to departing employees' home addresses for feedback. This information is gathered, reviewed and shared with their respective Deputy State Directors. 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.

County and division directors meet weekly, bi-weekly and monthly with their senior leaders and supervisors to discuss issues that arise and to receive feedback from staff. The State Director meets regularly with Deputy Directors and senior managers, along with County and Division Directors, to provide and receive feedback on various concerns. Human Resources liaisons/managers provide information they receive to their respective directors regarding employee issues. Grievances are investigated and action taken consistent with the agency's policies.

5.13   *How do you manage effective career progression and effective succession planning for your entire workforce throughout the organization?*

Managers are encouraged to develop their second tier employees to function in the absence of the manager. Promotional opportunities are posted for all employees to review and employees are encouraged to seek promotional opportunities. Regular staff meetings serve to keep employees aware of issues and agency directions. Training for promotion is made available as budgetary constraints allow.

The agency's Leadership Development Institute (LDI) provides career growth and professional development opportunities for DSS employees with potential leadership abilities. The LDI is part of a career growth package offered to build/improve leadership capacities in individual DSS employees, to create opportunities for leaders to emerge, and to foster and enhance the abilities of those who may be entrusted as future DSS leaders.

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

DSS promotes workplace and individual health by providing education, safety and health tips, and preventive health screenings such as mammography sessions that promote healthy lifestyles. Our wellness organization continues to work on expanding its efforts including hosting health and community related programs such smoking cessation programs, spring and summer wellness walks during lunch breaks, and aerobic dance classes which are offered weekly. 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.

During any disaster that may affect the state, DSS offices must be prepared to staff county American Red Cross (ARC) and Special Medical Needs (SMNS) emergency shelters. All available DSS county staffs, Intensive Foster Care and Clinical Services (IFCCS), Adoptions, Child Support Enforcement (CSE), and Day Care staff, are subject to shelter duty. Also, they are 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 or regional offices to be deployed to his/her supervision.

DSS also participates in the Fire Prevention, Emergency Action, and Homeland Security Plans.

Category 6 – Process Management

The Agency uses a process approach to achieve desired results and to manage and allocate resources. These processes are the building blocks of an overall management approach; one that identifies, plans, implements and manage interrelated processes in order to contribute to the responsive delivery of services to customers.

6.1   How do you determine and what are your organization's core competencies, and how do they relate to your mission, competitive environment, and action plans?

The agency has had a team of professionals from DSS as well as from the university and college system in South Carolina to review and refine core competencies.

6.2   How do you determine and what are your key work processes that produce, create or add value for your customers and your organization and how do they relate to your core competencies? How do you ensure that these processes are used?

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).

6.3 How do you incorporate organizational knowledge, new technology, cost controls, and other efficiency and effectiveness factors such as cycle time into process design and delivery?

The Agency measures implementation of human service treatment plans, SNAP 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.

6.4 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 Professional Development & Leadership. The Office of General Counsel provides legal guidance and interpretation and the Accountability, Data, and Research Division provides data analysis, data monitoring, and reporting.

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

DSS uses internal and external audits and reviews to ensure that products and services are improved. Staff meet regularly to evaluate service delivery and improve management processes.

6.6 What are your key support processes, and how do you evaluate, 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. Evaluation is provided through data analysis, data monitoring, and reporting.

Category 7 – Key Results

Note: Current fiscal year results are based on data that is available as of August 1, 2012 through October 1, 2012. Those numbers will change as court orders, appeals, and other legal processes are completed and entered into DSS information systems. They will be finalized in next year's report.

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

DSS has established systems to provide management and direct service staff frequent feedback on performance. During Fiscal Year 10-11 the agency began using Franklin Covey software as well as county based scoreboards to monitor the implementation of the agency's newly developed Wildly Important Goals. Additionally the agency has two separate Dashboard reports, one for Family Assistance and another for Child Welfare. These management tools provide detailed and summary information for measures that management have determined critical to improve performance throughout the State. DSS has also developed other reports to target additional criteria for accountability and improvement.

The following are select measures that the agency monitors as indications of workload and performance:

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 nearly 16,000 reports of suspected child abuse and/or neglect involving families. In January 2012 the Department implemented two alternate options for CPS intakes (Family Strengthening Services and Voluntary Case Management) for reports appearing to involve less risk to the children, and began using the Appropriate Response tool. This tool guides intake staff through an assessment of safety and risk of all the children in the report and helps staff make referrals to services that best meet the needs of the children and family.

Category 7
Chart 1

CPS Referrals for Investigation

	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12*
Screened-Out / Not Investigated	9,013	9,893	9,912	10,347	8,621
Family Strengthening Services					1,565
Voluntary Case Management					1,488
Investigations Accepted	18,560	17,621	18,801	17,764	15,803
Founded Investigations	7,216	6,812	6,952	6,843	6,897

Legend:
- Investigations Accepted
- Voluntary Case Management
- Family Stregthening Services
- Screened-Out / Not Investigated
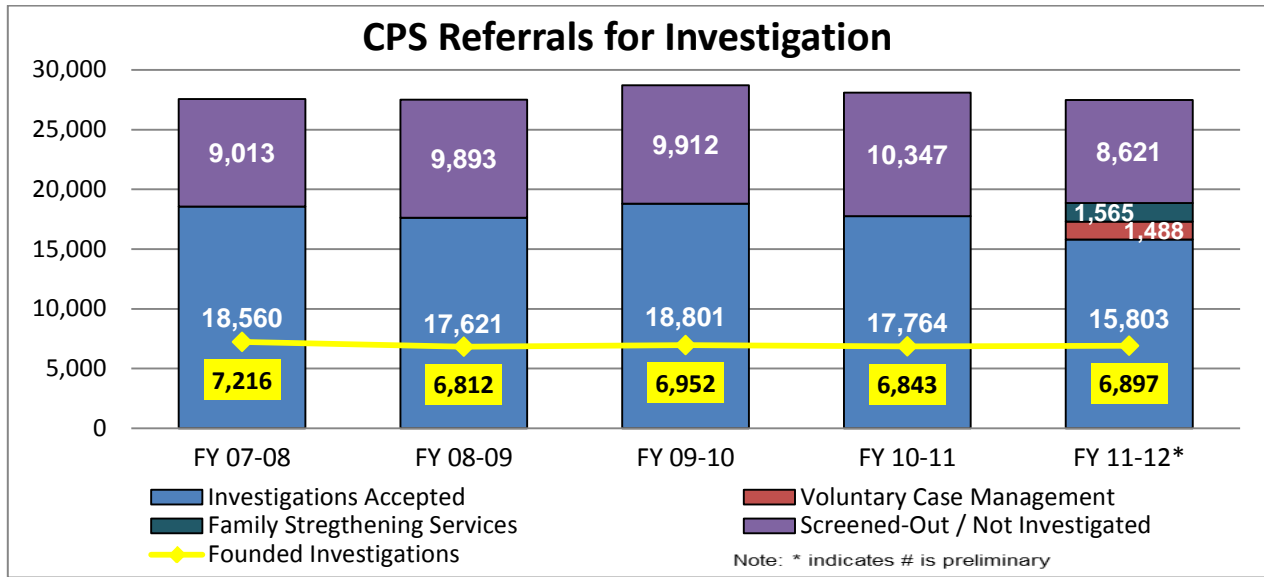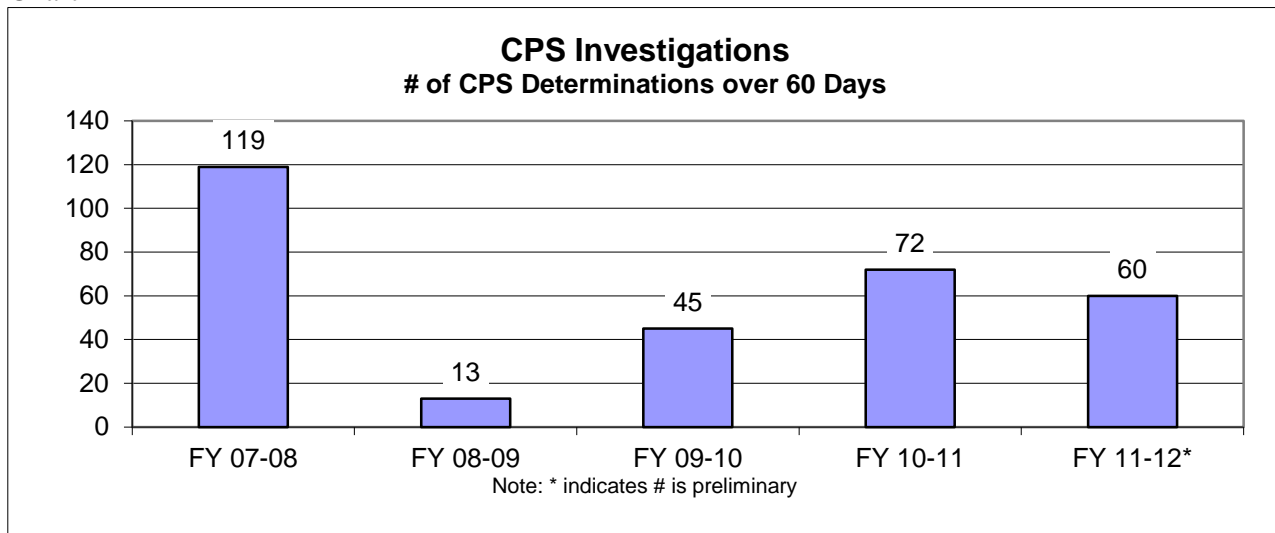- Founded Investigations

Note: * indicates # is preliminary

Chart 2 indicates that the investigation / case decision took longer than 60 days in 60 of them.

Category 7
Chart 2

CPS Investigations
# of CPS Determinations over 60 Days

FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12*
119	13	45	72	60

Note: * indicates # is preliminary

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 child care facilities, such as foster homes, day care facilities, and some institutional settings. Table 1 shows that DSS received just over 700 referrals of suspected abuse and/or neglect in out-of-home child care facilities, 80 less than the previous year.

In January 2010, as a means to manage budget reductions, the Department reduced the number of staff in the OHAN unit and transferred the responsibility of investigating family Foster Homes from OHAN to the county offices.

Category 7
Table 1

OHAN	FY 07-08		FY 08-09		FY 09-10		FY 10-11		FY 11-12*	
Total # of Referrals	**834**		**968**		**990**		**784**		**704**	
Investigation Type	A	I	A	I	A	I	A	I	A	I
Day Care	146	15	162	22	190	17	85	14	78	11
Foster Home	178	14	253	18	111	5	115	23	129	30
Group Home / Institution	106	5	122	11	132	7	71	4	79	16
State Total	**430**	**34**	**537**	**51**	**433**	**29**	**271**	**41**	**286**	**57**
Indication Rate		**7.9%**		**9.5%**		**6.7%**		**15.1%**		**19.9%**

A = Accepted   I = Indicated
*Indicates preliminary information

The Central Registry is a statewide database that maintains records of perpetrators of confirmed abuse and neglect in South Carolina. DSS acts as a statewide clearinghouse for agencies and businesses inquiring if prospective or current employees have a record of abuse and/or neglect.

Category 7
Chart 3

Requests for Central Registry Checks
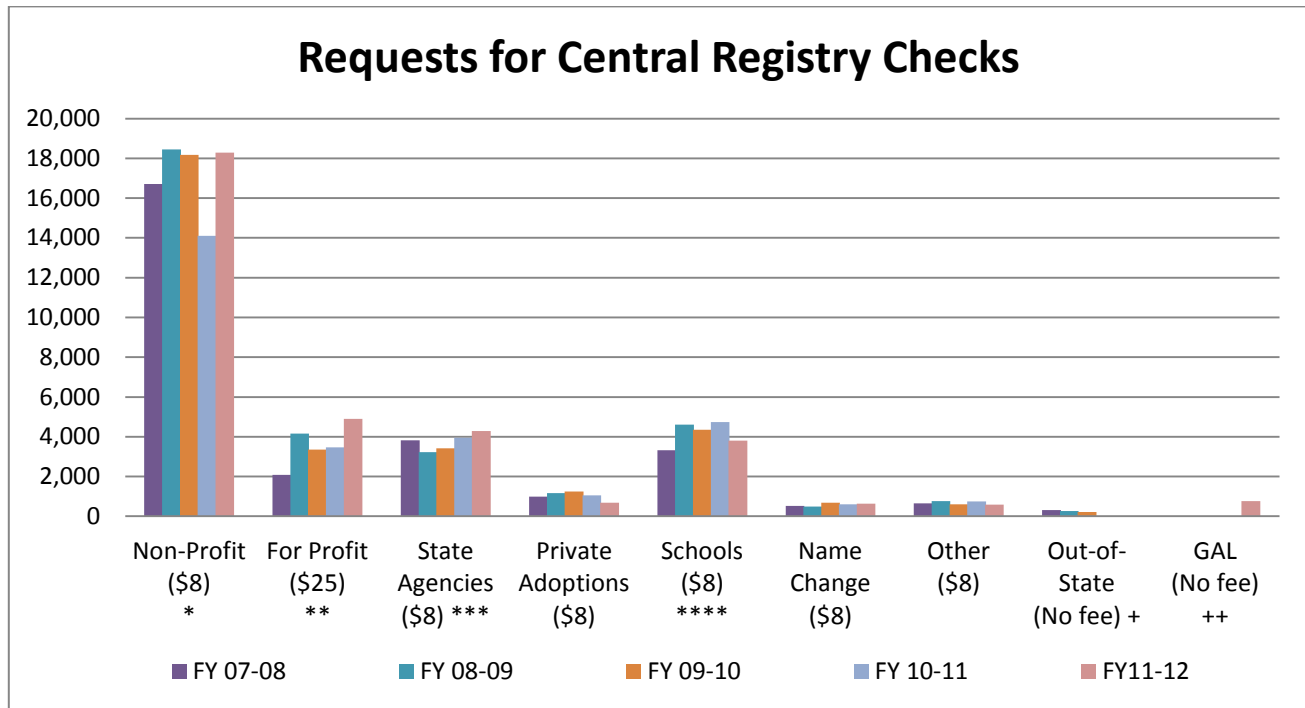
Fiscal Year	Non-Profit $8.00	For-Profit $25.00	State Agencies $8.00 (includes DSS)	Private Adoptions $8.00	Schools** $8.00	Name Change $8.00	Other (e.g., Churches) $8.00	Non-Fee (i.e. Out-of-state, etc.)	GAL (no charge)
FY 07-08	16,704	2,088	3,826	987	3,322	516	648	307	previously included in "non-profits"
FY 08-09	18,449	4,151	3,227	1,168	4,601	491	758	267	
FY 09-10	18,171	3,361	3,424	1,244	4,356	681	609	210	
FY 10-11	14,103	3,471	3,957	1,052	4,734	604	740	not pulled out separately	
FY 11-12	18,285	4,892	4,280	688	3,799	629	578		763

*   "Non-Profit" includes group homes, child placing agencies (most are non-profit, although a few are for profit), and GAL (until pulled out FY 11-12)
**   "For Profit" includes business and some child placing agencies.
*** "State Agencies" includes DSS as well as all other State Agencies
**** "Schools" includes requests for teachers as well as volunteers; began charging fees 9/20/2004, with fee change effective 7/1/2008, per State Budget.
+   "Out-of-State" were not calculated as separate group during FY 10-11 and FY 11-12.
++   "GAL" (Guardian ad Litem) was not counted as a separate group until FY 11-12; up until then, they were included in the count for "Non-Profits."

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

Chart 4 reflects the number of child welfare "Treatment" cases - where families were receiving services in their own homes at the end of each fiscal year in an attempt to avoid removing the children from the home.

Category 7
Chart 4

CPS Treatment Cases
(# Open at the end of the Fiscal Year)

	June 2008	June 2009	June 2010	June 2011	June 2012*
	5,471	5,075	4,931	4,374	4,473

Note: * indicates # is preliminary
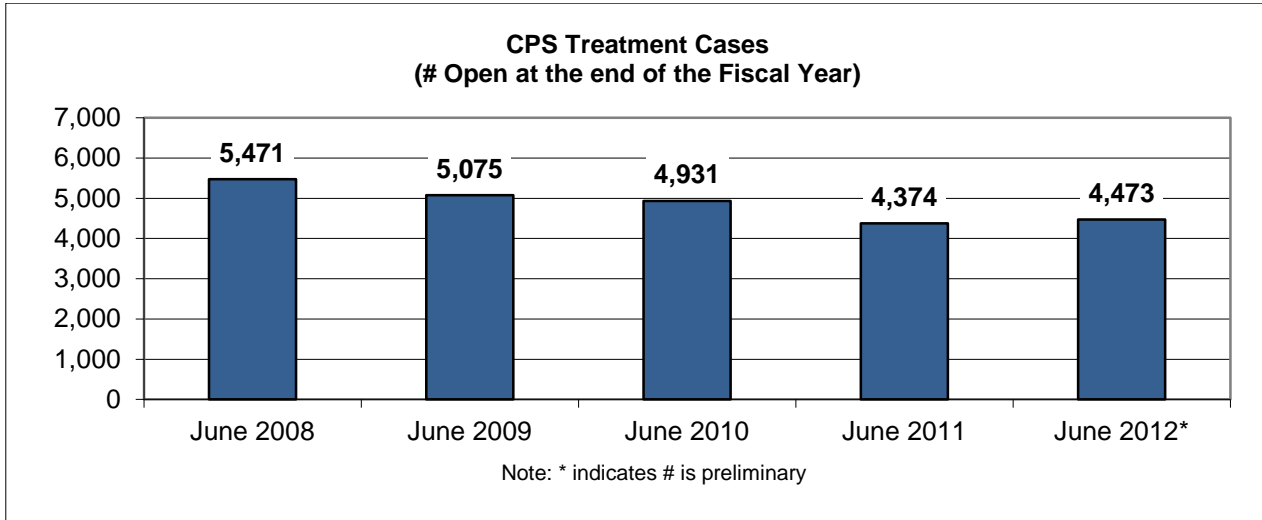
Chart 5 reflects the number of children receiving foster care services at the end of each fiscal year. The Department of Social Services, along with the Administration for Children and Families of the U.S. Department of Health and Human Services, has goals to safely reduce the number of children in foster care. Consequently, on June 30, 2012, the Department had the fewest children in foster care when compared to the last nine years.

Category 7
Chart 5

Children Receiving Foster Care Services
(# Open Services at the End of the Fiscal Year)

	June 2008	June 2008	June 2010	June 2011	June 2012*
Youth in FC (13-21)	2098	2000	1832	1641	1361
Children in FC (0-12)	3304	3369	3026	2673	2012

Note: * indicates # is preliminary

■ Children in FC (0-12)   ■ Youth in FC (13-21)
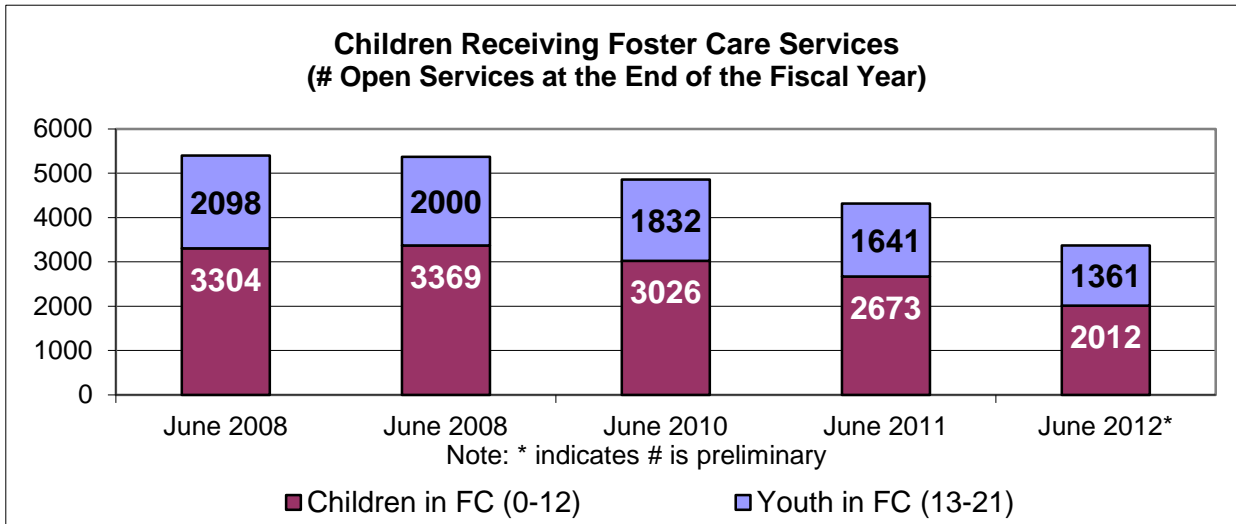
Agency policy requires caseworkers to conduct a monthly home visit for each child in a child protective services (CPS) case. As recommended by the Legislative Audit Council (LAC) report in 2006, DSS includes in the accountability report the percentage of children in child protective services treatment cases who have not been seen every 30 days. After a significant improvement in face-to-face contact (from 62% in August 2006 to over 88% in June 2010), a 6% decrease was seen this year, bringing the percent to its lowest point since June 2007.

Category 7
Chart 6

% of Children in an open CPS Treatment Service for the Entire Month that had a Face-to-Face Visit by a Caseworker

Y-axis: % With a Face-to-Face Contact by Worker During the Month

Month of Reported Visit	Percentage
Jun 2007	81.1%
Jun 2008	86.7%
Jun 2009	87.9%
Jun 2010	86.5%
Jun 2011	88.3%
Jun 2012*	82.2%

Note: * indicates # is preliminary
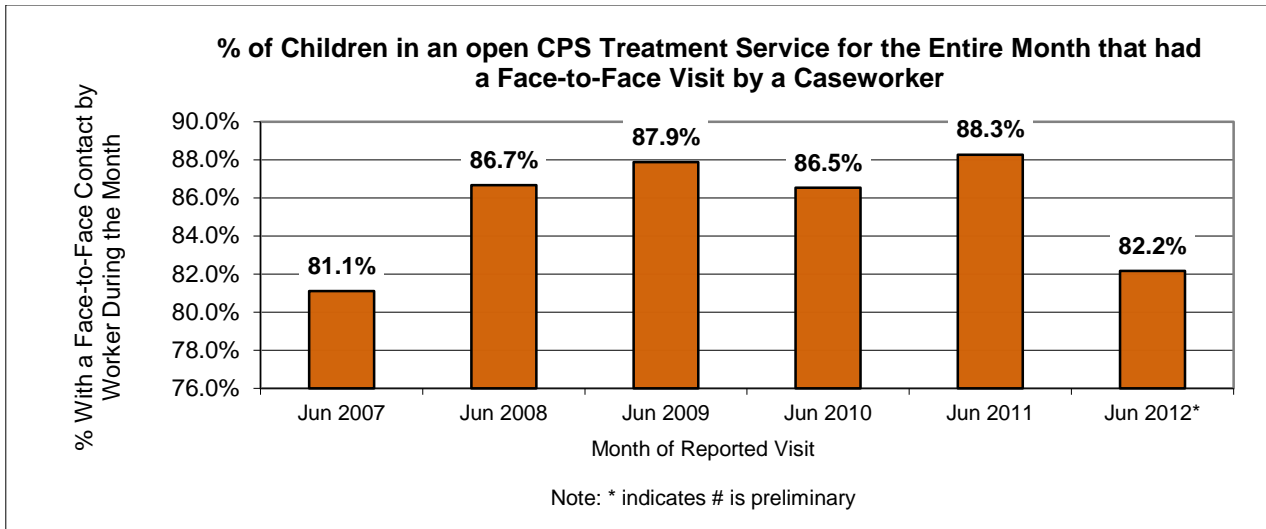
Child Welfare Outcome P1 - Children have permanency and stability in their living situations.

Chart 7 shows the average length of stay in care for children who left foster care during the fiscal year. The average number of months a child spends in foster care continued to increase in SFY 12. This is due in part to the statewide emphasis on finding positive permanency for the children who had been in foster care for 17 months or more.

Category 7
Chart 7

Foster Care - Average Months in Care for Children Who Left Foster Care During Fiscal Year

Y-axis: Average Months in Foster Care

	Average Months
sfy08	17.8
sfy09	17.4
sfy10	17.1
sfy11	18.5
sfy12*	20.2

Note: * indicates # is preliminary
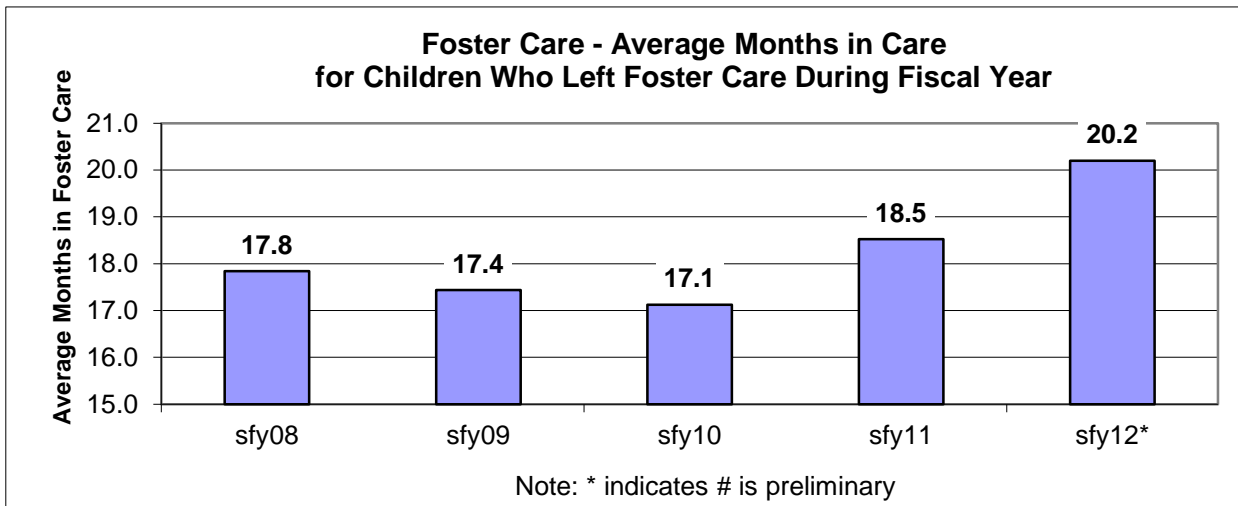
Chart 8 indicates the number of children waiting for adoption. Of the 1,325 children still waiting on June 30, 2012, for their "forever family," almost 38% already are legally free for adoption (i.e., both parents have already had their parental rights terminated).

Category 7
Chart 8

Children Waiting for Adoption

Note: * indicates the number is preliminary

Legend: Not ALL parents have rights terminated | ALL parents have parental rights terminated
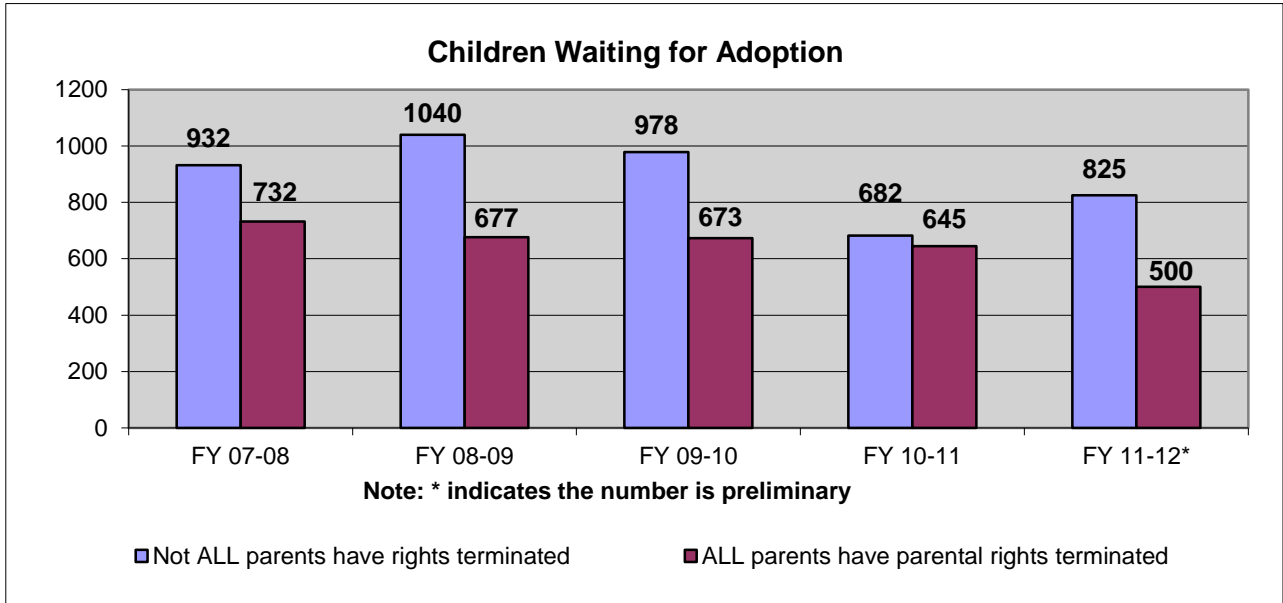
For the fifth consecutive year, the number of adoptions has increased, with a total of 833 finalized adoptions in FY 11-12. DSS exceeded its Wildly Important Goal of a 50% increase over the number of adoptions finalized in FY 09-10.

Category 7
Chart 9

Children Legally Freed and Adopted

Note: * indicates number is preliminary

Legend: Children with Parental Rights Terminated for All Parents | Adoptions Finalized
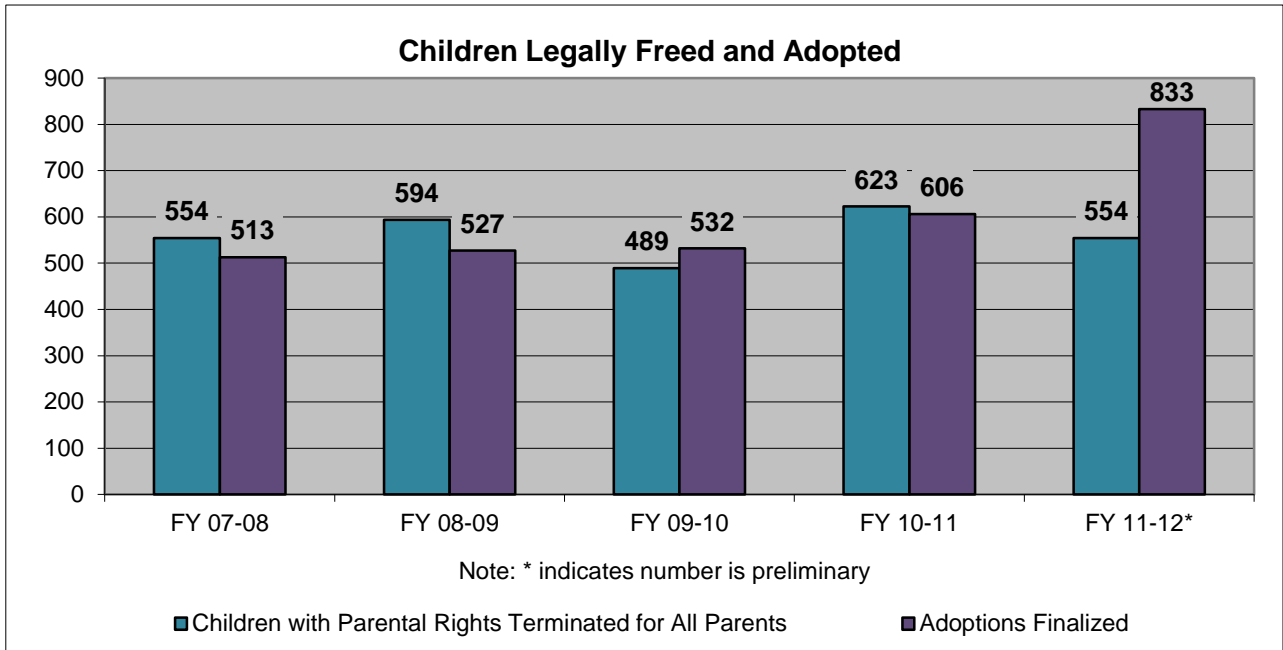
Chart 10 indicates that the average number of months it takes for a child to be adopted has decreased significantly since fiscal year 2007-08. There was a slight increase in the number of months a child was in foster care before being adopted this year, probably due to a concentrated effort being given to finding home for children who had been waiting for an adoptive home for several years. A continued emphasis on speeding up the adoption process can been seen by the fact that, for the second year in a row, approximately 50 percent more children were adopted within 24 months than during the previous fiscal year.

Category 7
Chart 10

Chart 11 shows another decline in the Department's disruption rate this past fiscal year, putting South Carolina far below the national average of 10-12 percent. A disruption is defined as an adoptive placement that that does not result in a finalized adoption because the child has to be moved.

Category 7
Chart 11

The Department began issuing a report in May 2008 on foster care removal and permanency hearings not completed timely. Hearings that are convened but not completed are not 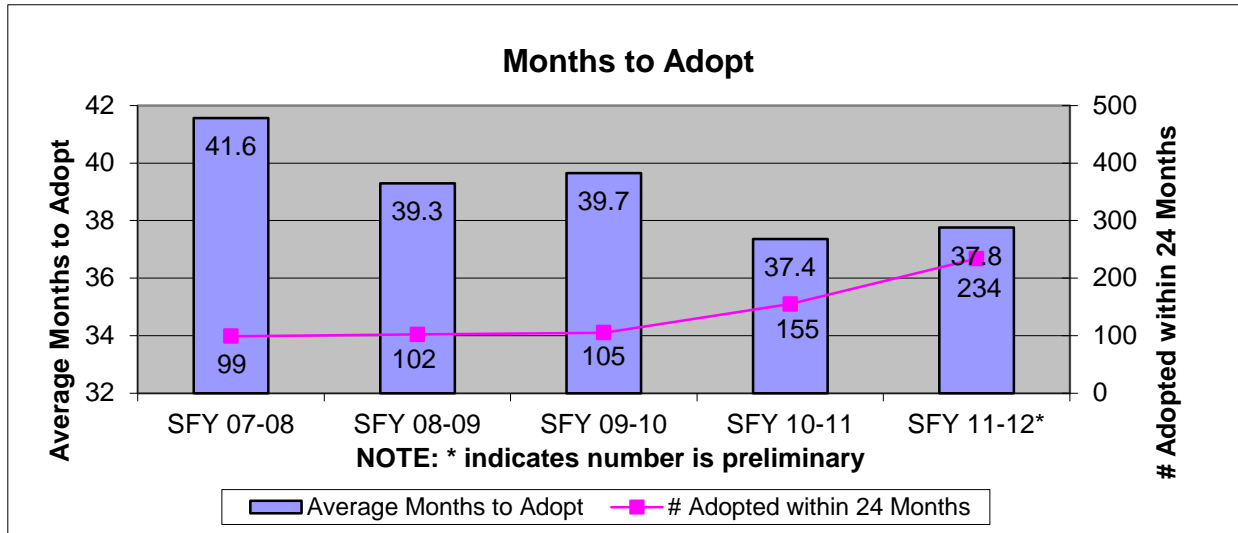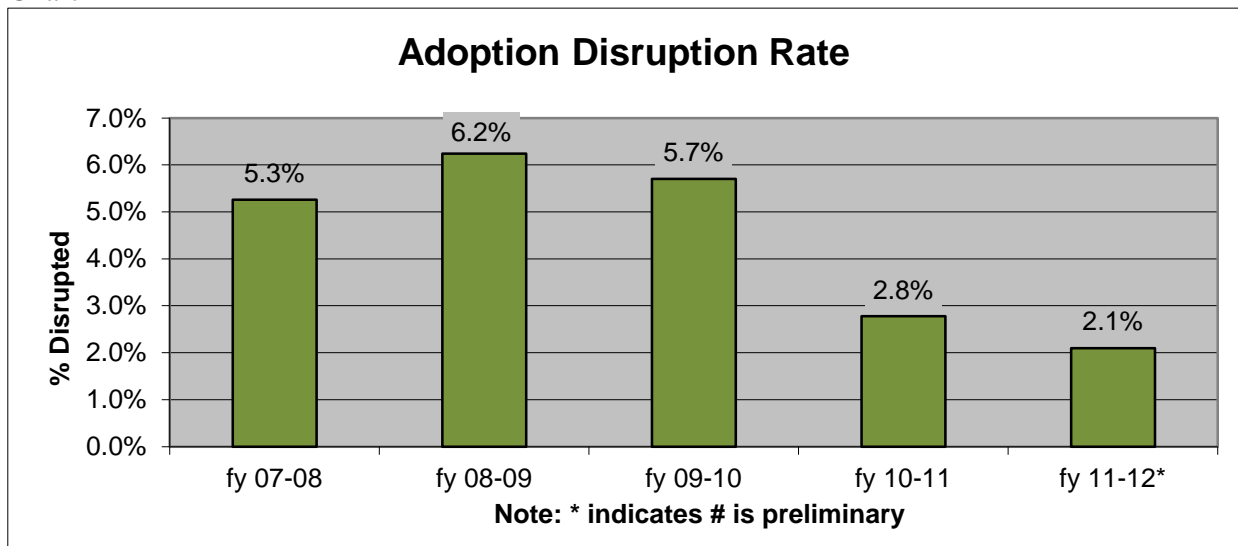considered timely in the report. Since refocusing the agency's attention on completing timely foster care hearings, DSS initially saw a 32 percent reduction in overdue removal hearings and a 43 percent reduction in overdue permanency hearings. Although the trend reversed itself during the past two fiscal years, a significant decrease in overdue hearings was seen again this year in both types of hearings. As part of this effort to improve performance in the child welfare judicial processes, the Department began implementing a new legal case management system. That system closely tracks legal processes, automates notices of hearings to our clients and partners, and has helped standardize practice throughout the State.

Category 7
Chart 12

South Carolina Dept. of Social Services
Foster Children with Overdue Merits / Removal Hearings

Source: CAPSS data
Accountability, Data, and Research / effective July 1, 2012

Category 7
Chart 13

South Carolina Dept. of Social Services
Foster Children with Overdue Permanency Hearings

Source: CAPSS data / Accountability, Data, and Research / effective July 1, 2012
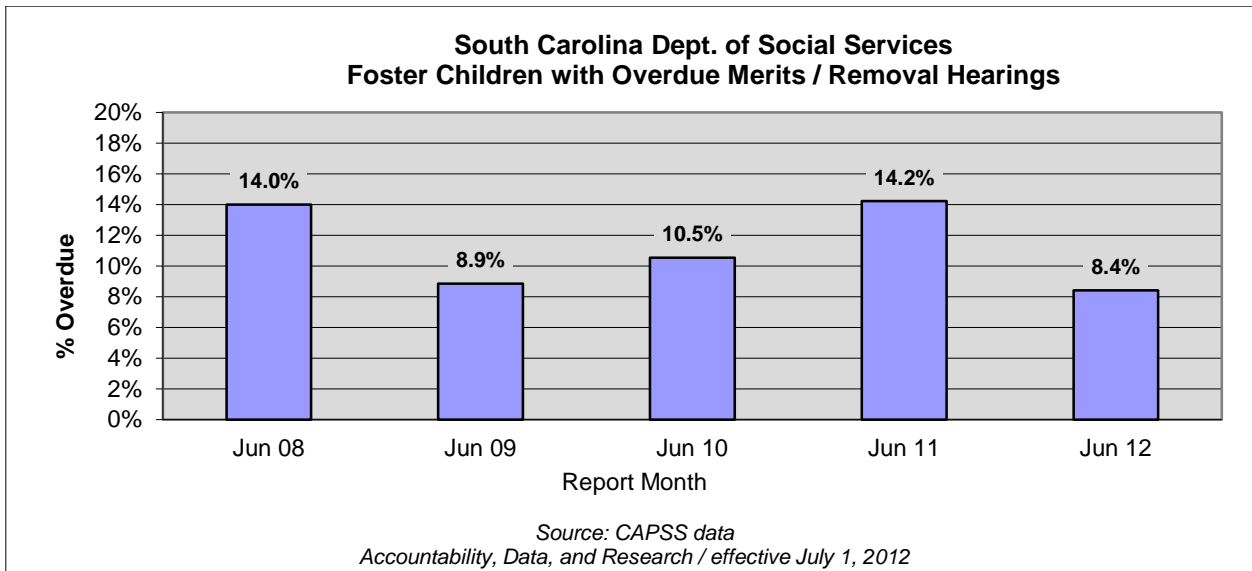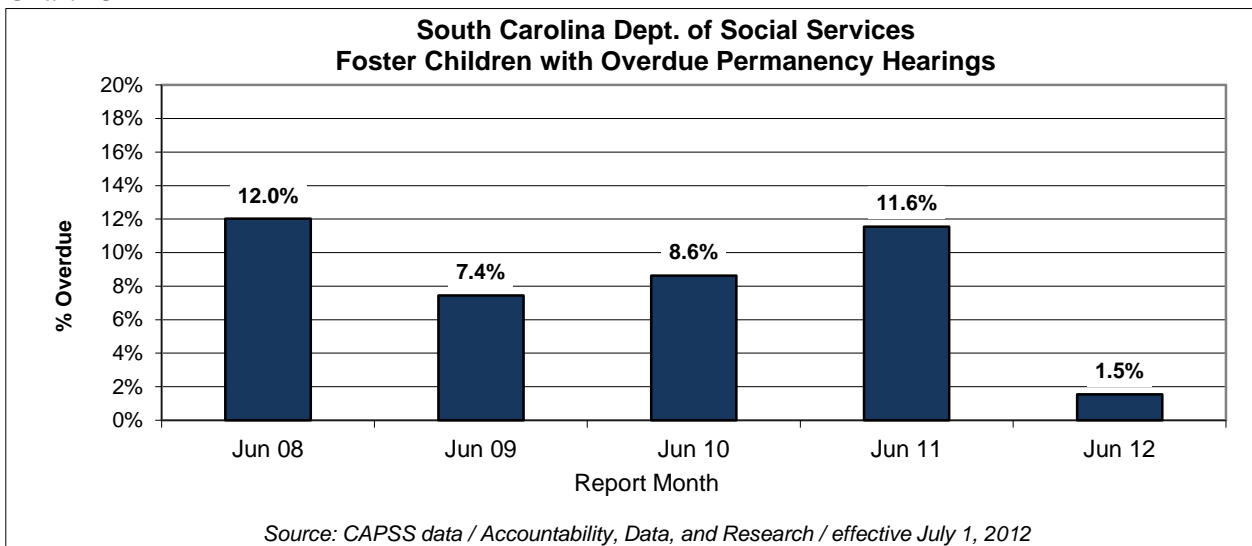
Child Welfare Outcome P2 - The continuity of family relationships and connections are preserved for children.

DSS tracks the proximity of foster care placements monthly. The outcome measure is defined as follows: Of all foster children (excluding those being case managed by Intensive Foster Care and Clinical Services or Adoption Services) what percentage are placed within their home county? DSS continues to place high percentages of foster children within their home county with a statewide objective of 70 percent. The state average for the 12-month SFY 2012 period was 67%.

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

At the end of FY 11-12, DSS was paying adoption subsidies to 6,293 children, reaching a total of more than $25 million dollars spent in adoption subsidies paid this year, nearly $1 million more than last year. See Charts 14 and 15.

Category 7
Chart 14

Children Receiving Adoption Subsidies

Note: * indicates # is preliminary

Category 7
Chart 15

Annual Adoption Subsidy Payments

Note: * indicates # is preliminary
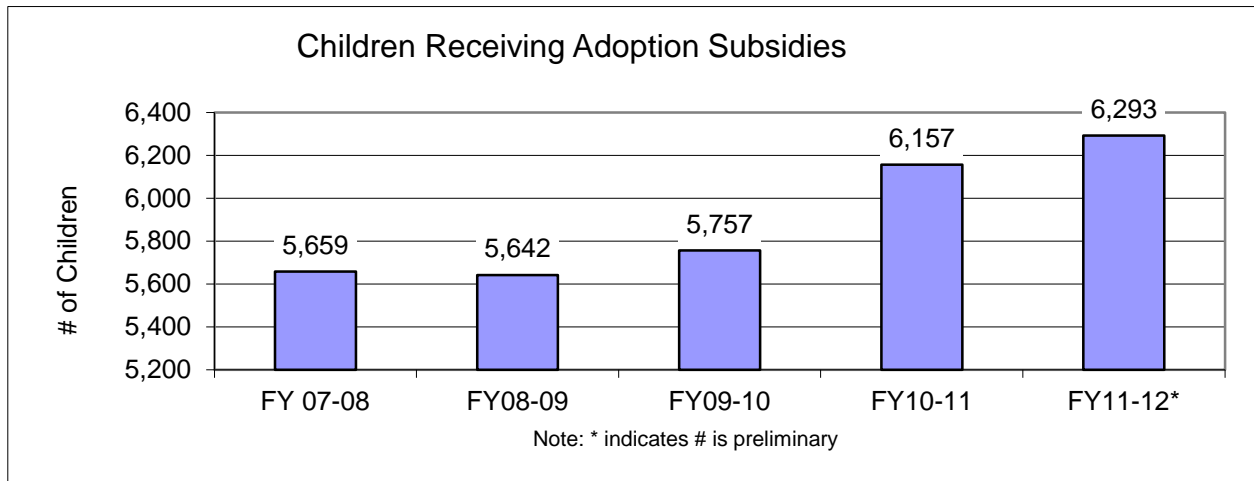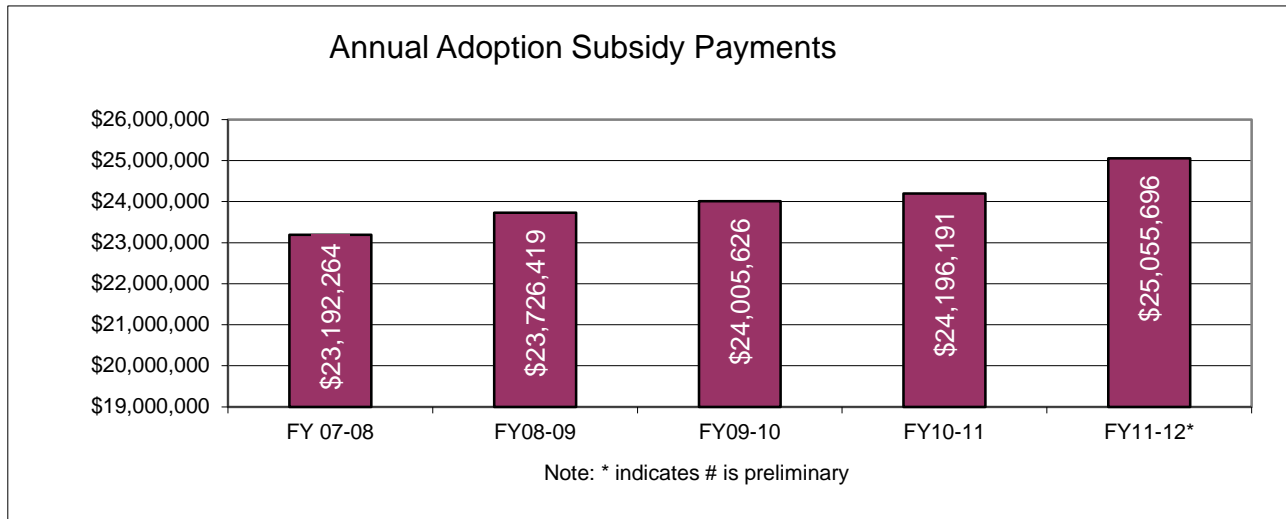
Child Welfare Outcome WB2 - Children receive appropriate services to meet their educational needs.

In FY 11-12, 83 youth received Education and Training Voucher (ETV) Assistance for post-secondary education programs (totaling $481,996.67). Over one-half of these ETV Awards were new. Additionally, 9 Chafee Awards (totaling $7,552.51) were distributed. ETV assistance includes college tuition, deposits, room and board, books, computers, lab and equipment fees, and parking fees. Chafee assistance includes support for vocational training programs not covered by ETV such as barbering or other certificate programs. The Chafee Program also provided employment supportive services to 272 youth (in addition to services provided by program partners).

Five hundred four (504) youth received education services in the following categories: (1) educational supports, such as tutorial services, summer school and adult education; (2) senior items, such as graduation invitations and packets, SAT/ACT fees and college application fees; (3) special recognition, such as attendance at youth conferences, ROTC and/or school related sports uniforms and equipment, honor/award travel expenses, governor's school tuition, and/or conference presentations; and (4) transportation assistance to school to complete GED or to college or vocational school. Program partners provided additional educational services. Interim college housing assistance totaling $5,685.00 helped seven youth.

Category 7
Chart 16
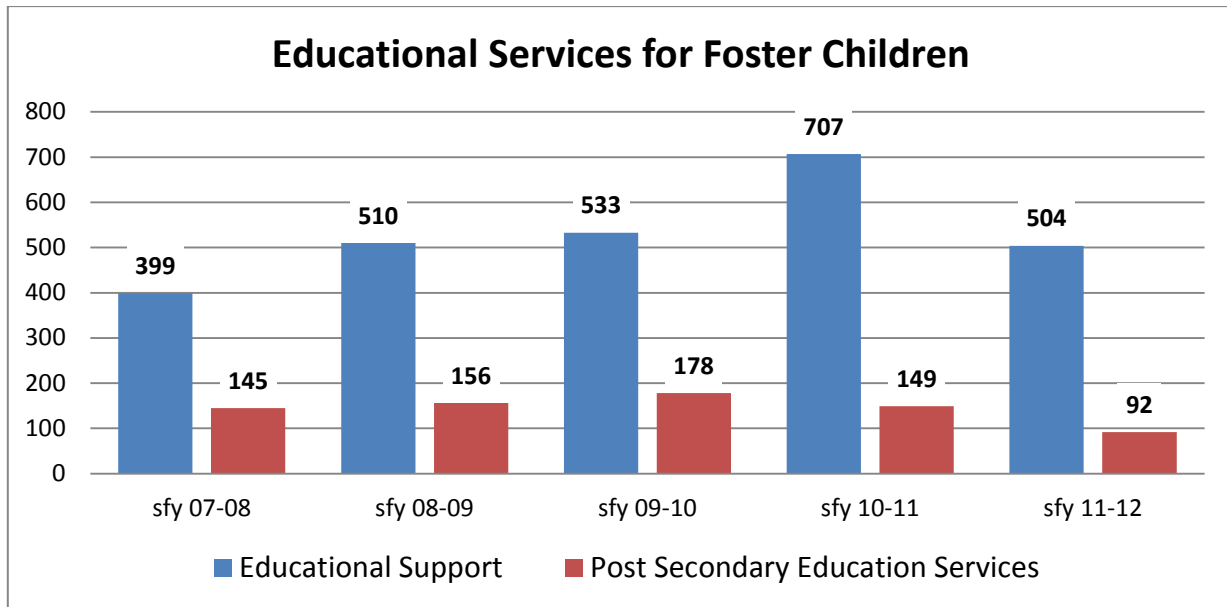
Please note: Post-Secondary Education Services includes both ETV and Chafee Awards

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

Intensive Foster Care and Clinical Services (IFCCS) 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 17 shows the numbers and types of therapeutic placements for children receiving these services during FY 11-12.

Category 7
Chart 17

Intensive Foster Care and Clinical Services (IFCCS)
Placements by Levels of Care for Fiscal Year 11-12

- Residential Treatment Facilities
- High Management Group Homes
- Moderate Management Group Homes
- Therapeutic Foster Homes Level 1
- Therapeutic Foster Homes Level 2
- Therapeutic Foster Homes Level 3
- Supervised Independent Living
- Specialized Foster Care
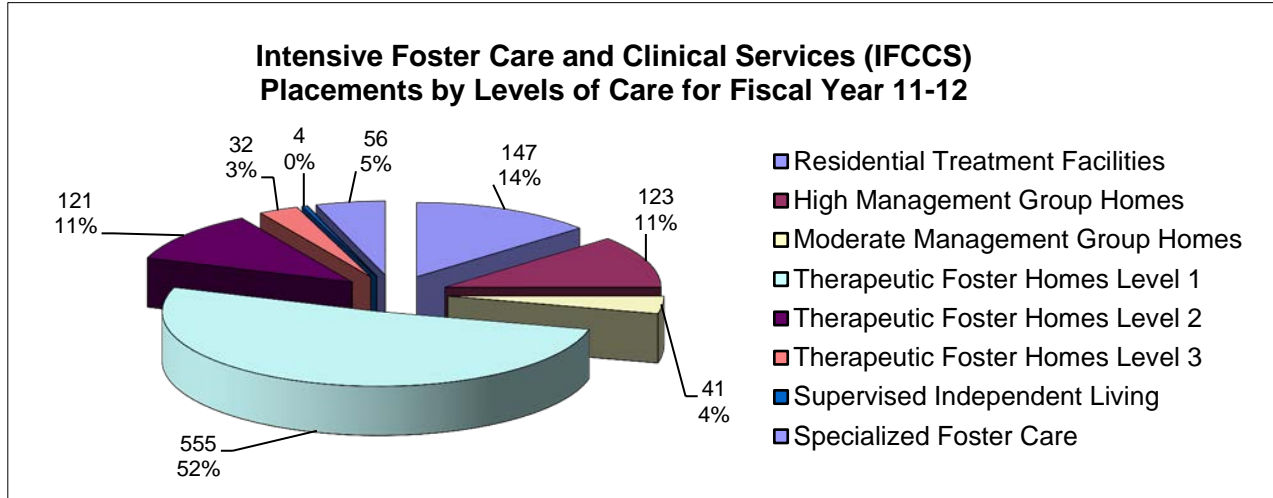
Local interagency staffing teams are responsible for identifying those foster children who are emotionally or behaviorally disturbed and in need of a therapeutic placement (i.e. ISCEDC eligible). The large drop of almost 300 children parallels the drop in total number of children in foster care between FY 10-11 (7195) and FY 11-12 (1759). In FY 2012, 24.4% of foster children were ISCEDC eligible (slightly lower than in FY 2011, when the corresponding rate was 25.5%).

Category 7
Chart 18

Emotionally or Behaviorally Disturbed Children Deemed ISCEDC Eligible and in Need of a Therapeutic Placement
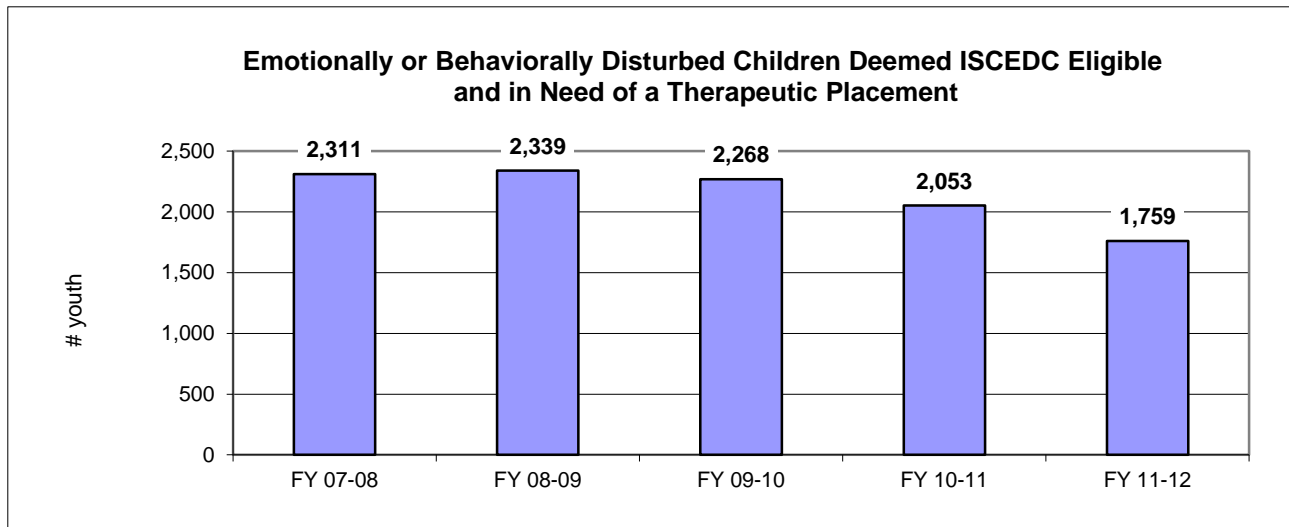
Adult Protection Outcome APS1 - Reduce recurrence of abuse/neglect, self-neglect, and exploitation of vulnerable adults (persons 18 or older who are either subjected to or at risk of abuse, neglect or exploitation).

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 19

Substantiated APS Maltreatments by Typology for SFY 11-12

0%
6%
7%
10%
28%
49%

- Abuse
- Neglect by another
- Self-neglect
- Exploitation
- Psychological Abuse
- Other

Category 7
Chart 20

Adult Protective Services
Clients Reported and Receiving Services

	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12*
Number of new clients reported	3,240	3,358	3,254	3,482	3,496
Clients Receiving Services	4,552	4,634	4,574	4,318	3,991

Note: * indicates # is preliminary

- Number of new clients reported
- Clients Receiving Services

Domestic Violence Outcome DV1 - Reduce or prevent the incidences of Domestic Violence before it occurs. Increase the community awareness of the harm and underlying causes of Domestic Violence and enhance the awareness of the dynamics and indicator of a healthy family.

Domestic Violence Outcome DV2 - Ensure service provision to the underserved populations in SC.
During SFY 2011-2012, 13 Domestic Violence Shelter Programs (with a total of 18 shelters) provided Emergency Shelter to 3,048 unduplicated women, children, and men. Of those 3,048, shelter was provided to 1,156 duplicated women, children, and men (individuals may have sought shelter more than one time during the year). During the fiscal year, 20,062 women, children, and men received non-residential services including (but not limited to) individual counseling, support groups, legal services, housing and other advocacy. Programs provided 1,660 presentations to their communities - reaching 50,423 adults and youth throughout the state.

During the SFY 2011-2012 The Domestic Violence Batterers Intervention program served a total of 3314 men and women who were identified as being perpetrators of Criminal Domestic Violence. Services were available to the victims of these crimes by the respective service providers.

Category 7
Table 2

Reporting Classifications	FY 07-08	Reporting Classifications (revised from prior categories in FY 08-09)	FY 08-09	FY 09-10	FY 10-11	FY 11-12
Emergency shelters funded	13	Emergency shelters*	18	18	18	18
Batterer intervention centers funded	13	Approved Batterer intervention Programs	37	39	38	35
Individuals receiving emergency shelter	3,045	Individuals receiving emergency shelter**	6,481	2,969	3,192	3,048
Women/children receiving counseling services	3,164	Women/men/ children receiving counseling services***	9,702	17,438	19,850	20,062
Batterers receiving counseling services	8,888	Batterers receiving counseling services****	3,900	3,295	3,446	3,314

*13 Programs with a total of 18 Emergency Shelters.
** Reflects the number of unduplicated clients served by providers. (Unduplicated=individuals).
The FY08-09 data combined two different reporting forms because of a change in reporting requirements. FY08-09 data is larger because it represents duplicated numbers. Unduplicated numbers were previously not separated.
*** Residential and Non-Residential Counseling provided services, and combines individual and group counseling sessions. Additionally, this number includes men receiving counseling services. (Federal Requirements do not separate it out). The numbers starting for FY 09-10 are considered a more accurate reflection of services provided as outlined by Federal Requirements.
1) The new Federal guidelines ensure better accuracy in data collection and reporting from providers.
2) This data reflects the number of unduplicated clients served by providers.
3) SCDSS funds Batterers' Intervention programs in 13 regions throughout the state.

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

Category 7
Chart 21

FI Average Monthly Caseload

FY	Caseload
FY 06-07	16,566
FY 07-08	14,677
FY 08-09	16,991
FY 09-10	20,095
FY 10-11	20,342
FY 11-12	17,618
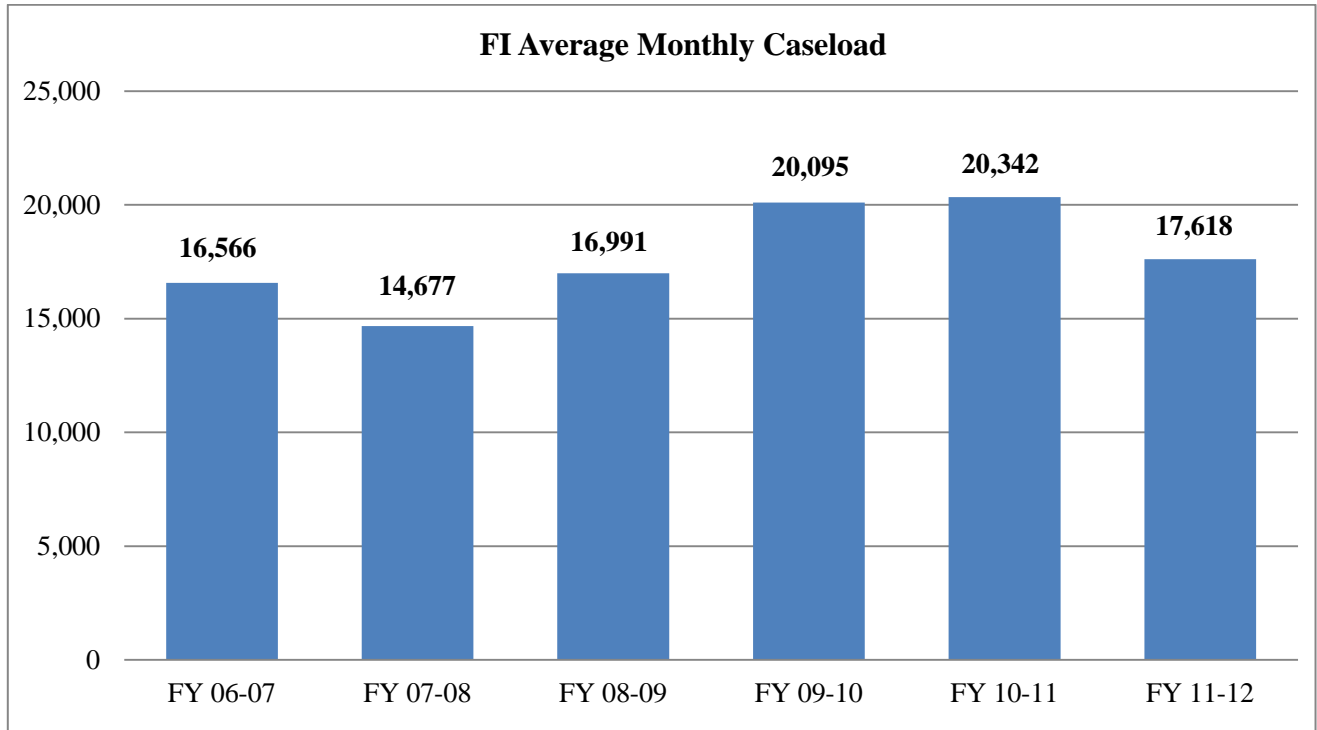
Family Assistance Outcome FA2 - Families receiving FI services achieve a level of competence that is commensurate with their abilities while improving family functioning and self-reliance.
The primary objective of the Family Assistance Program (TANF) is to assist families to become independent of state financial assistance when the families have members capable of employment. Last fiscal year, DSS helped employable FI recipients find over 11, 000 jobs. The average wage for those employed was approximately $7.98 an hour. The higher hourly wages may be due in part to encouragement from TANF Program to the Job Developers to assist in finding jobs above minimum wage. Other explanations include training programs, placement activity with employers, and assistance with transportation and child care.

Category 7
Chart 22

Jobs Obtained by FI Employable Recipients

FY	Jobs
FY 04-05	11,156
FY 05-06	11,400
FY 06-07	10,059
FY 07-08	11,583
FY 08-09	11,100
FY 09-10	10,394
FY 10-11	10,468
FY 11-12	11,841
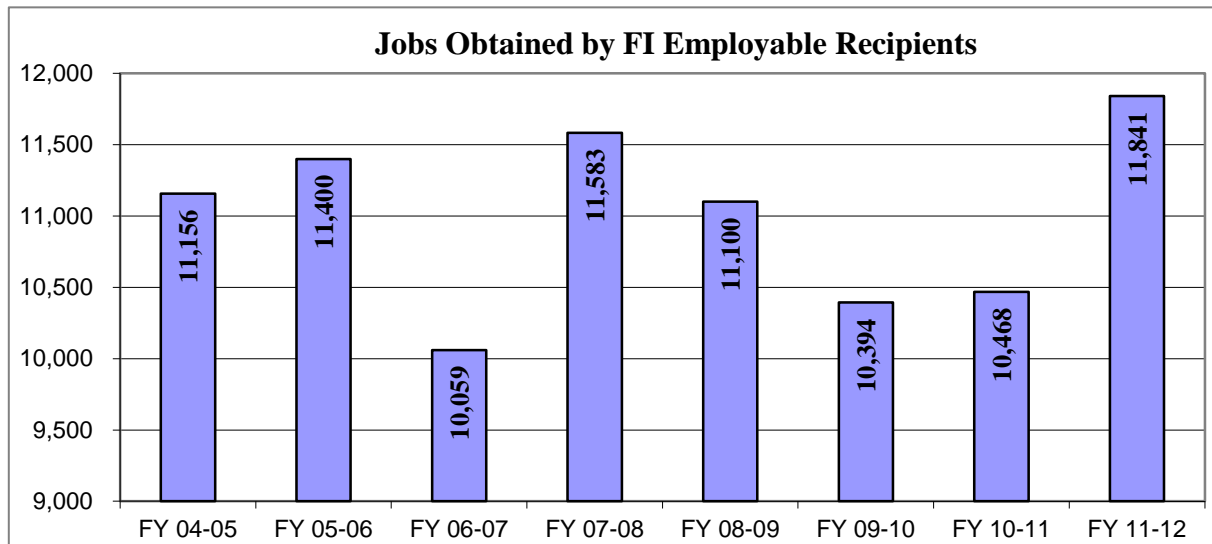
Source: Information obtained from PATS 402 Reports /July 2011-June 2012

Category 7
Chart 23

Average TANF Wages Per Hour

FY	Average TANF Wages	Minimum Wage
FY 04-05	$6.62	$5.15
FY 05-06	$6.97	$5.15
FY 06-07	$6.73	$5.85
FY 07-08	$7.81	$5.85
FY 08-09	$7.44	$6.55
FY 09-10	$8.11	$7.25
FY 10-11	$7.82	$7.25
FY 11-12	$7.98	$7.25
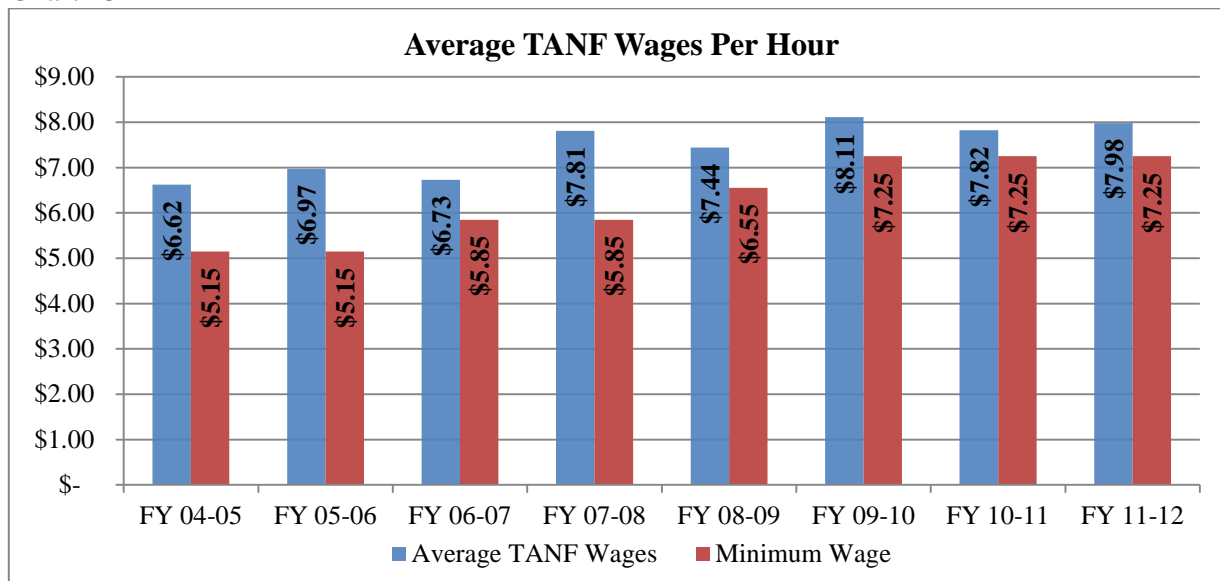
Source: Information obtained from PATS 402 Reports /July 2011-June 2012.

Child Care Outcome CC1 - Quality, affordability, accessibility, and availability of child care are expanded throughout SC to help meet the needs of working families.

- 33,527 children (averaging 17,073/month) in eligible low-income families received vouchers. Child care providers who voluntarily met higher performance standards served 61% of these children.
- Of the total number of child care facilities in the QIS Program, Level A+/A centers represent 10%, Level B+ centers represented 28%, and Level B centers represented 62%.

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

- In 2012, there were 3,142 regulated child care facilities meeting health and safety requirements.
- Child Care Licensing developed 43 new system generated reports that will ensure accuracy of data into the CCL database, provide data for trend analysis, and allow targeted training.
- Training sessions were conducted on regulatory compliance and emergency preparedness.

Category 7
Chart 24

Regulated Child Care Facilities by Type FY 2011-2012

- Licensed Centers — 1062, 34%
- Approved Centers — 316, 10%
- Registered Centers — 215, 7%
- Licensed Group Homes — 157, 5%
- Licensed Family Homes — 18, 0%
- Registered Family Homes — 1374, 44%

Category 7
Chart 25

Child Care Licensing Complaints, FY 2011 - 2012

Legend: Unfounded, Founded

Categories: 04-05, 05-06, 06-07, 07-08, 08-09, 09-10, 10-11, 11-12
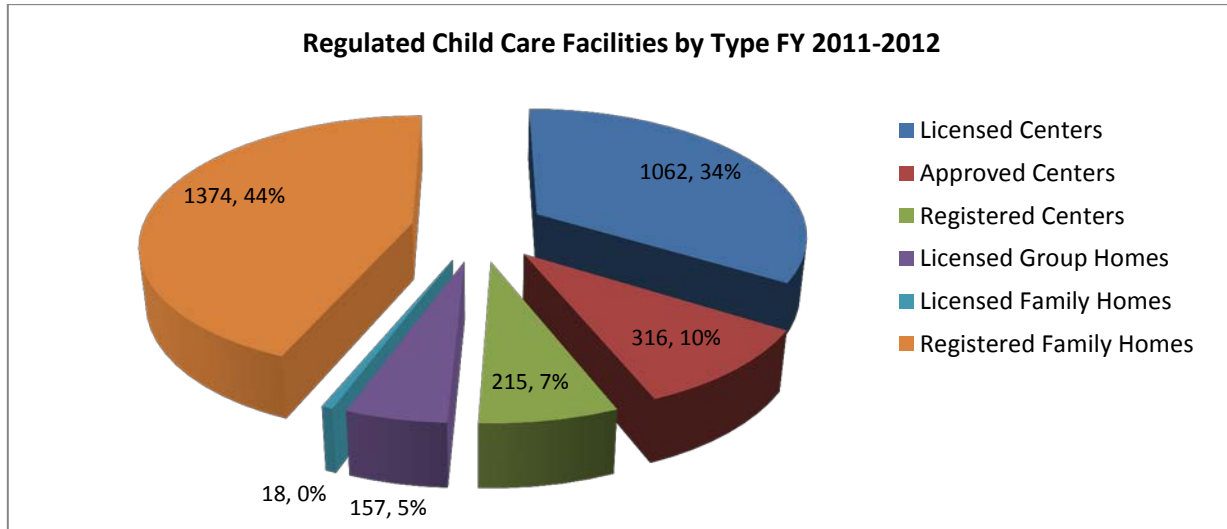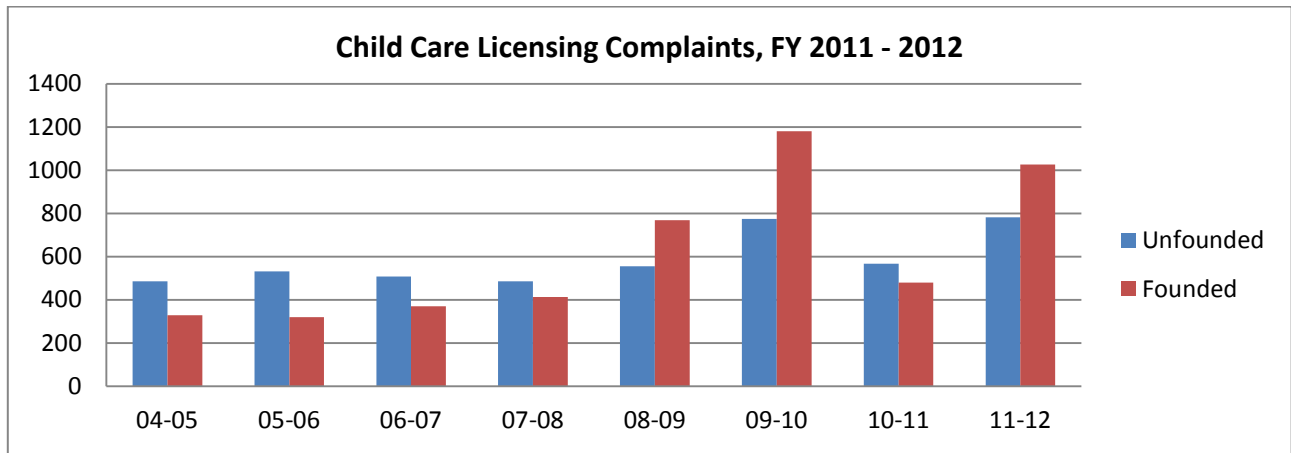
Category 7
Table 3

	Division of Investigation Background Checks Conducted					
Type of Check	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11
Foster Care Providers & Adoption Applicants: SLED Background Checks	23,425	23,761	23,141	23,627	24,480	20,308
Foster Care Providers & Adoption Applicants: SLED Fingerprint Checks	4,112	4,280	5307	5,498	4,955	4,320
Foster Care Providers & Adoption Applicants: FBI Fingerprint / Background Checks	3,977	3,892	5,320	5,414	4,789	4,223
Child Care Workers: SLED Fingerprint / Background Checks	8,143	8,848	11,314	10,116	8,646	9,075
Child Care Workers: FBI Fingerprint / Background Checks	7,950	8,723	11,002	10,008	8,561	8,871

* Prior to April 2005, State background checks were not fingerprint based and were processed only by DSS.

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:

- Supplemental Nutrition Assistance Program (SNAP)
- SNAP Outreach
- SNAP 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)

As of Oct. 1, 2008, Supplemental Nutrition Assistance Program (SNAP) became the new name for the Federal Food Stamp Program. The following two charts, Charts 26 and 27, indicate families receiving SNAP assistance continue to increase. South Carolina averaged over 444,000 households receiving SNAP benefits during the last fiscal year.

Category 7
Chart 26

Average Number of SNAP Households Served per Month

	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
	231,053	248,314	287,867	346,807	384,936	444,268
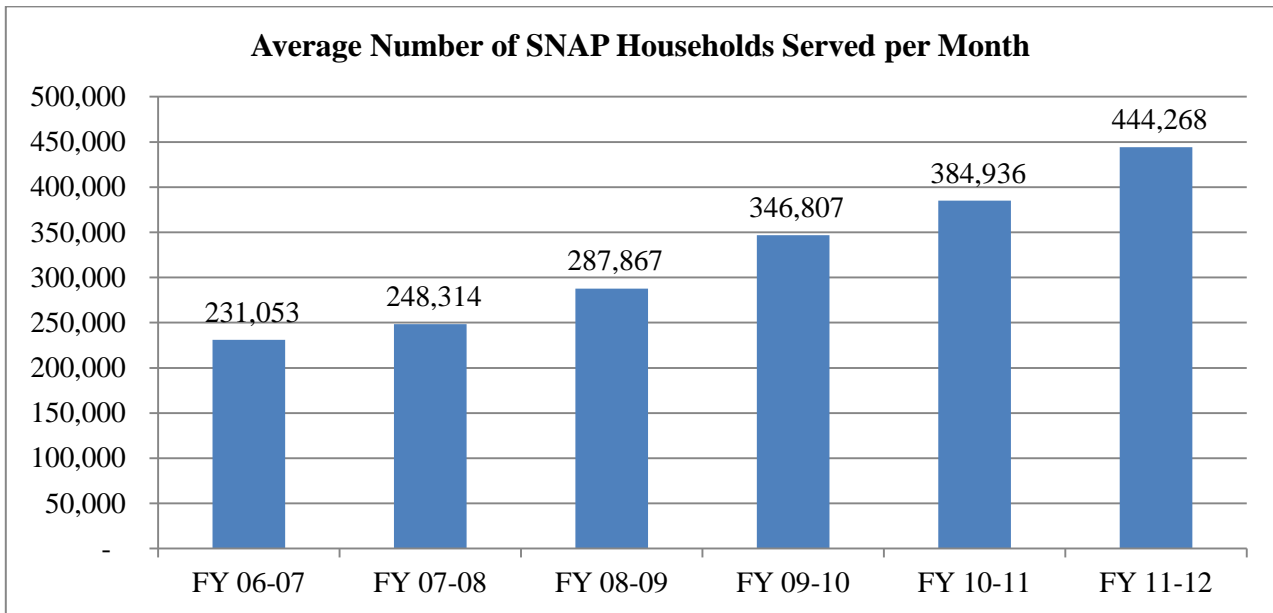
Over $1.3 billion in SNAP benefits were issued in FY 11-12 representing the lingering effects of the economic recession.

Category 7
Chart 27

Total SNAP Benefits Issued (in Millions)

	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
	$612	$682	$900	$1,218	$1,330	$1,371

Category 7
Chart 28

Supplemental Nutrition Assistance Program (SNAP)
Active Payments Error Rate

FFY 05-06	FFY 06-07	FFY 07-08	FFY 08-09	FFY 09-10	FFY 10-11
6.21%	5.41%	6.27%	4.56%	5.14%	3.14%
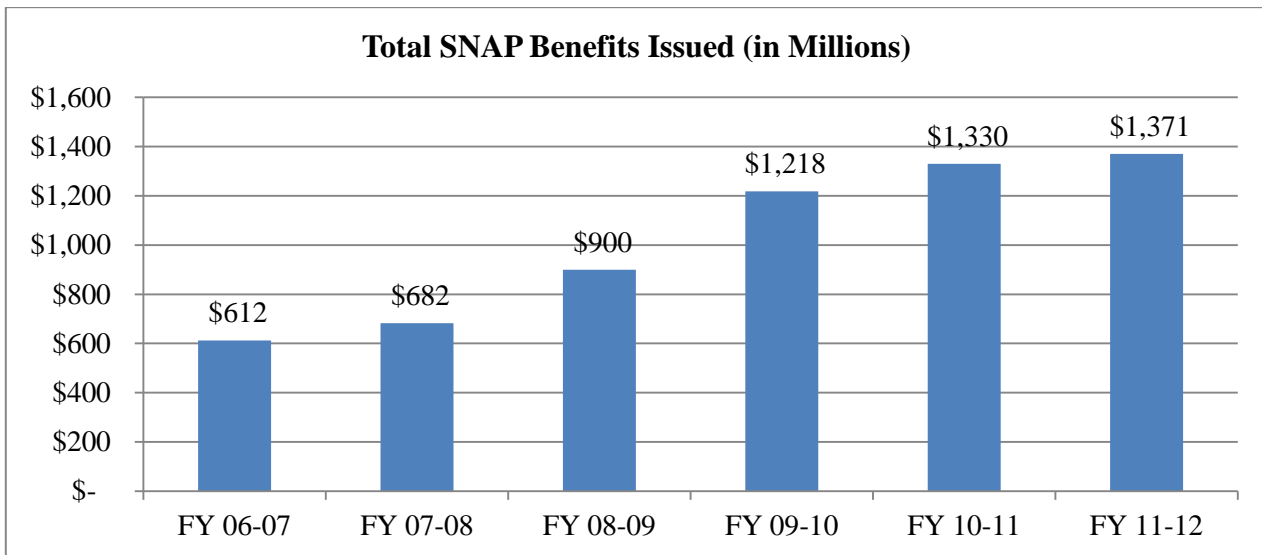
Child Support Enforcement Outcome CSE1 - Children who are born out of wedlock have paternity established.
In Federal Fiscal Year 2011, Child Support Enforcement Division (CSED) established paternity or had fathers acknowledge paternity in 92.9 percent of the department's child support cases.

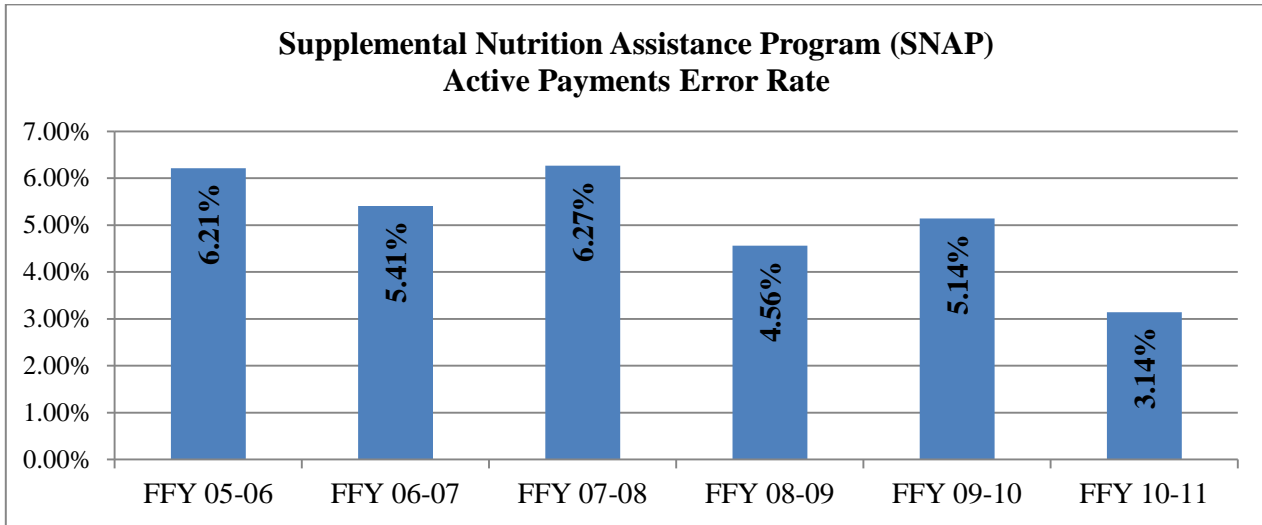**Child Support Enforcement Outcome CSE2 - Children with one or both parents absent from the home receive adequate financial support from the noncustodial parent(s).**
Table 4 shows that, in Federal Fiscal Year 2011, the Division of Child Support exceeded federal standards by collecting over 52 percent of support owed; the federal standard is at least 40 percent. In addition, nearly 54 percent of cases with arrearages received payments; the federal standard is at least 40 percent.

Category 7
Chart 29

Total Child Support Collections (in millions)

$ in Millions

FFY 04-05	FFY 05-06	FFY 06-07	FFY 07-08	FFY 08-09	FFY 09-10	FFY 10-11
251	254	254	261	255	259	262
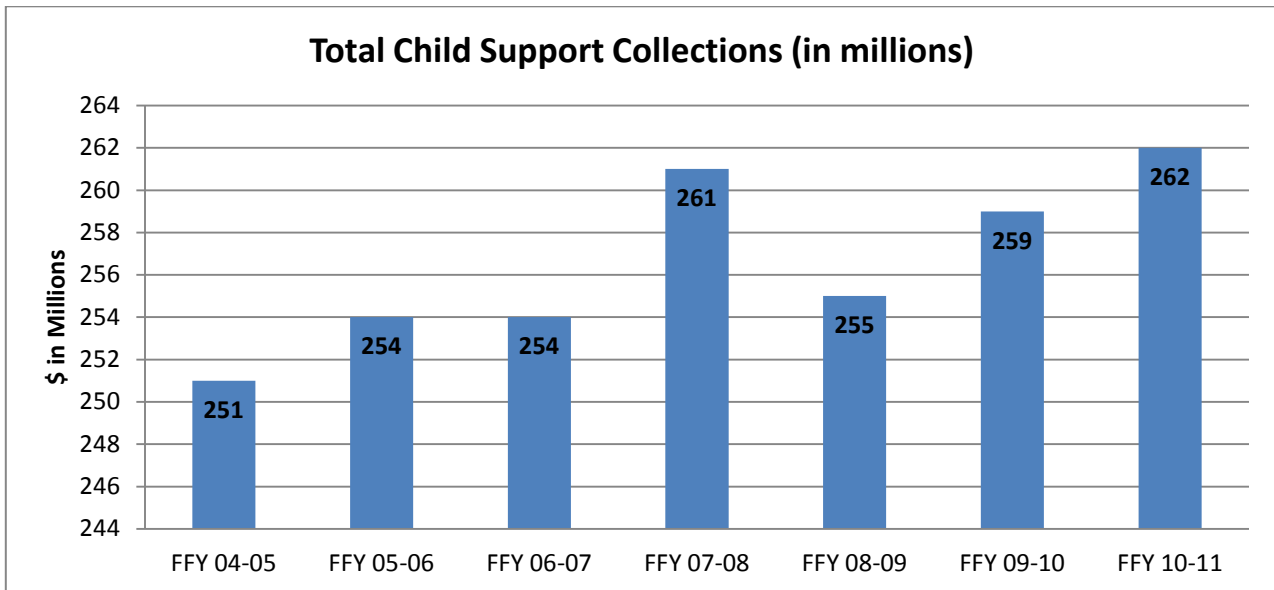
Child Support Enforcement Outcome CSE3 - Children receive medical insurance coverage whenever such coverage is available through the noncustodial or custodial parent's employer at reasonable cost.
This performance criterion was added in federal fiscal 2005-06 for informational purposes only. With the passage this year of the federal health care reform bill, we expect this criterion to change and are awaiting instructions from the Federal Office of Child Support Enforcement.

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 $4.56 in child support last fiscal year for every $1 of expenditures. Although cost effectiveness has decreased due to increased development costs for the new child support enforcement computer system, we are still well above the federal minimum requirement of $2.00. Table 4 shows performance objectives of the OCSE during the past five federal fiscal years.

Category 7
Table 4

Performance Criteria	Objective	FFY 2007	FFY 2008	FFY 2009	FFY 2010	FFY 2011
Support Orders Issued	At least 50%	63.3%	61.8%	67.2%	66.8%	71.3%
Paternity Established or acknowledged	At least 50%	88.9%	89.3%	89.2%	90.5%	92.91%
Current Support Paid	At least 40%	51.4%	51.2%	51.3%	51.9%	52.26%
Arrears Cases Paid	At least 40%	55.7%	55.1%	53.3%	54.0%	53.83%
Cost Effectiveness (Collections/Expenditures)	At least $2.00	$6.87	$5.59	$4.83	$4.80	$4.56

Caseloads in the CSED remain the highest in the nation with 1001 cases per FTE. The national average is 280 cases per FTE, according to the FFY 2010 Preliminary Report issued by the Federal Office of Child Support. Chart 30 tracks average national and South Carolina caseloads per FTE since 2000. Despite this, also according to the Preliminary Report, collections in FFY 2011 per FTE in South Carolina were $1,174,182, an 18.8% increase over the previous year.

Category 7
Chart 30

Average Caseload per FTE
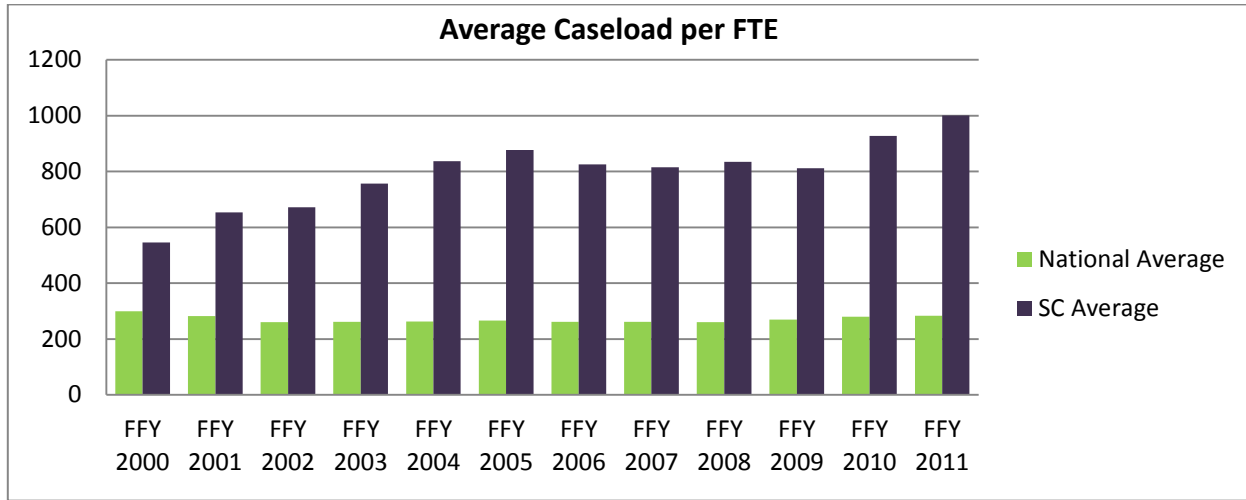
7.2 *What are your performance levels and trends for the key measures on customer satisfaction and dissatisfaction? How do your results compare to those of comparable organizations?*

In an ongoing effort to enhance customer service, DSS 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 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.

DSS Constituent Services track complaints by program area, county, and employee ensuring that complaints are addressed and resolved. County directors, program managers, and State office management use this information to help determine where improvements are needed. It also assists DSS in determining 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 on financial
        performance, including measures of cost containment, as appropriate?
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 Department'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 its suppliers, contractors, and partners to deliver quality customer services that adhere to the same performance levels as the DSS 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 your key measures of workforce engagement, workforce satisfaction, the development of your workforce, including leaders, workforce retention, and workforce climate including workplace health, safety, and security?

DSS conducts exit interviews with employees leaving the agency. Approximately 80 percent of respondents provided favorable comments about their previous employment 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 organizational effectiveness/operational efficiency, and work system performance (these could include measures related to the following: product, service, and work system innovation rates and improvement results; improvements to cycle time; supplier and partner performance; and results related to emergency drills or exercises)?

The Department tracks its performance through the use of performance reviews and monthly reports to the executive management team, regional and county management, and program staff.

7.6   What are your performance levels and trends for the key measures of regulatory/legal compliance and community support? 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 7.1.

The Internal Audit Division (IAD) conducts examinations of the Department's fiscal operations, program management, and program support activities and reports their findings and recommendations to management and the State Director. Audits types 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.

In FY 2011-12 the IAD staff performed 118 audits of the Department and providers of service. Additionally, IAD prepared the County Financial Statements which totaled in excess of $30 million in receipts and expenditures for submission to the Comptroller General and to be included in the Statewide Financial Statements. Sixty-three (63) independent audit reports were reviewed in accordance with OMB Circular A-133. Technical assistance was provided to the 46 county offices in the operation and maintenance of their local accounting systems.

The Internal Audit Division continues to place an enhanced emphasis on fraud prevention and detection both within the Department and with providers of service to the Department. Internal Audit is also working closely with the Inspector General appointed by the Governor. The IAD will continue to conduct unannounced Internal Control Reviews of the Agency's financial system.

Appendix A

DSS County Operation Locations

Abbeville DSS (Main Office)
903 West Greenwood Street
Abbeville, SC 29620
Telephone: 864-366-5481

Aiken DSS (Main Office)
1410 Park Avenue, SE
Aiken, SC 29802
Telephone: 803-649-1111

Allendale DSS (Main Office)
521 Barnwell Highway
Allendale, SC 29810
Telephone: 803-584-7048

Anderson DSS (Main Office)
224 McGee Road
Anderson, SC 29625
Telephone: 864-260-4100

Bamberg DSS (Main Office)
374 Log Branch Road
Bamberg, SC 29003
Telephone: 803-245-3930

Barnwell DSS (Main Office)
10913 Ellenton Street
Barnwell, SC 29812
Telephone: 803-541-1200

Beaufort DSS (Main Office)
1905 Duke Street
Beaufort, SC 29902
Telephone: 843-255-6080

Berkeley DSS (Main Office)
2 Belt Drive
Moncks Corner, SC 29461
Telephone: 843-761-8044

Calhoun DSS (Main Office)
2831 Old Belleville Road
St. Matthews, SC 29135
Telephone: 803-874-3384

Berkeley County DSS
Food Stamps & Family Independence
105 Gulledge Street
Moncks Corner, SC 29461

Charleston DSS (Main Office)
3366 Rivers Avenue
North Charleston, SC 29405
Telephone: 843-953-9400

Cherokee DSS (Main Office)
1434 N. Limestone Street
Gaffney, SC 29342
Telephone: 864-487-2704

Chester DSS (Main Office)
115 Reedy Street
Chester, SC 29706
Telephone: 803-377-8131

Chesterfield DSS (Main Office)
201 N. Page Street
Chesterfield, SC 29709
Telephone: 843-623-2147

Clarendon DSS (Main Office)
3 S. Church Street
Manning, SC 29102
Telephone: 803-435-4303

Colleton DSS (Main Office)
215 S. Lemacks Street
Walterboro, SC 29488
Telephone: 843-549-1894

Darlington DSS (Main Office)
130 E. Camden Avenue
Hartsville, SC 29551
Telephone: 843-332-2231

Dorchester DSS (Main Office)
216 Orangeburg Road
Summerville, SC 29483
Telephone: 843-821-0444

St. George Branch Office
201 Johnston Street
St. George, SC 29477
Telephone: 843-563-9524

Florence DSS (Main Office)
2685 S. Irby Street, Box A
Florence, SC 29505
Telephone: 843-669-3354

Greenville DSS (Main Office)
301 University Ridge
Greenville, SC 29603
Telephone: 864-467-7700

Hampton DSS (Main Office)
102 Ginn Altman Avenue, Suite A
Hampton, SC 29924
Telephone: 803-943-3641

Jasper DSS (Main Office)
204 N. Jacob Smart Boulevard
Ridgeland, SC 29936
Telephone: 843-726-7747

Lancaster DSS (Main Office)
1837 Pageland Highway
Lancaster, SC 29721
Telephone: 803-286-6914

Lee DSS (Main Office)
820 Brown Street
Bishopville, SC 29010
Telephone: 803-484-5376

Dillon DSS (Main Office)
1211 Highway 34 West
Dillon, SC 29536
Telephone: 843-774-8284

Edgefield DSS (Main Office)
120 W.A. Reel Drive
Edgefield, SC 29824
Telephone: 803-637-4040

Fairfield DSS (Main Office)
321 By-Pass & Kicaid Bridge Road
Winnsboro, SC 29180
Telephone: 803-635-5502

Georgetown DSS (Main Office)
330 Dozier Street
Georgetown, SC 29440
Telephone: 843-546-5134

Greenwood DSS (Main Office)
1118 Phoenix Street
Greenwood, SC 29648
Telephone: 864-229-5258

Horry DSS (Main Office)
1951 Industrial Park Road
Conway, SC 29526
Telephone: 843-915-4700

Kershaw DSS (Main Office)
110 E. Dekalb Street
Camden, SC 29020
Telephone: 803-432-7676

Laurens DSS (Main Office)
93 Human Services Road
Laurens, SC 29325
Telephone: 864-833-0100

Lexington DSS (Main Office)
1070 S. Lake Drive, Suite A
Lexington, SC 29073
Telephone: 803-785-7333

McCormick DSS (Main Office)
215 N. Mine Street, Hwy 28 N.
McCormick, SC 29835
Telephone: 864-465-2140

Marlboro DSS (Main Office)
714 S. Parsonage Street
Bennettsville, SC 29512
Telephone: 843-479-7181

Oconee DSS (Main Office)
223A Kenneth Street
Walhalla, SC 29691
Telephone: 864-638-4400

Pickens DSS (Main Office)
212 McDaniel Avenue
Pickens, SC 29671
Telephone: 864-898-5810

Saluda DSS (Main Office)
613 Newberry Highway
Saluda, SC 29138
Telephone: 864-445-2139

Spartanburg DSS (Main Office)
142 S. Dean Street
Spartanburg, SC 29304
Telephone: 864-596-3001

Union DSS (Main Office)
200 S. Mountain Street
Union, SC 29379
Telephone: 864-429-1660

York DSS (Main Office)
933 Heckle Boulevard
Rock Hill, SC 29732
Telephone: 803-684-2315

Marion DSS (Main Office)
137 Airport Court, Suite A
Mullins, SC 29574
Telephone: 843-423-4623

Newberry DSS (Main Office)
2107 Wilson Road
Newberry, SC 29108
Telephone: 803-321-2155

Orangeburg DSS (Main Office)
2570 St. Matthews Road
Orangeburg, SC 29118
Telephone: 803-531-3101

Richland DSS (Main Office)
3220 Two Notch Road
Columbia, SC 29204
Telephone: 803-714-7300

Eastover Branch Office (Richland)
120 Clarkson Street
Eastover, SC 29044

Sumter DSS (Main Office)
105 N. Magnolia Street
Sumter, SC 29151
Telephone: 803-773-5531

Williamsburg DSS (Main Office)
831 Eastland Avenue
Kingstree, SC 29556
Telephone: 843-355-5411

DSS Regional Operation Locations for Child Support Enforcement

Region I - Columbia
Child Support Enforcement
Columbia Regional Office
P.O. Box 1270
3150 Harden Street Extension
Columbia, SC 29202
Telephone: 803-898-9282
Fax: 803-898-9465
(Aiken, Bamberg, Barnwell, Calhoun, Chester, Edgefield, Fairfield, Kershaw, Lancaster, Lexington, McCormick, Newberry, Orangeburg, Richland, Saluda, Union, York)

Region II – Charleston
Child Support Enforcement
Charleston Regional Office
3346 Rivers Avenue, Suite E
North Charleston, SC 29405
Telephone: 843-953-9700
Fax: 843-953-9155
(Allendale, Beaufort, Berkeley, Charleston, Colleton, Dorchester, Hampton, Jasper)

Region III – Florence
Child Support Enforcement
Florence Regional Office
2120 Jody Street, Suite 4
Florence, SC 29501
Telephone: 843-661-4750
Fax: 843-413-6512 or 843-413-6513
(Chesterfield, Clarendon, Darlington, Dillon, Florence, Georgetown, Horry, Lee, Marion, Marlboro, Sumter, Williamsburg)

Region IV – Greenville
Child Support Enforcement
Greenville Regional Office
714 N. Pleasantburg Drive - Suite 200
Greenville, SC 29607
Telephone: 864-282-4650
Fax: 864-282-4634
(Abbeville, Anderson, Cherokee, Greenville, Greenwood, Laurens, Oconee, Pickens, Spartanburg)

Adoption Services: Region I County DSS
714 N. Pleasantburg Drive
Greenville, SC 29615
Telephone: 864-282-4730

Adoption Services: Region II County DSS
2638 Two Notch Road, Suite 200
Columbia, SC 29204
Telephone: 803-898-8980

Adoption Services: Region III County DSS
3346 Rivers Avenue, Suite F
N. Charleston, SC 29405
Telephone: 843-953-9750

Adoption Services: Region IV County DSS
181 East Evans Street
Florence Business and Technology Center - 112
Florence, SC 29506
Telephone: 843-661-2495

Tax Intercept and Special Collections Unit
Child Support Enforcement Division
Special Collections Unit
P.O. Box 1469
Columbia, SC 29202
Telephone: 1-800-922-0852 or 803-898-9314

New Hire Reporting Program
Child Support Enforcement Division
New Hire Reporting Program
P.O. Box 1469
Columbia, SC 29202
Telephone: 1-888-454-5294 or 803-898-9235

Voluntary Paternity Acknowledgments
SC Parenting Opportunity Program
P.O. Box 1469
Columbia, SC 29202
Telephone: 1-866-914-8786 or 803-898-9137

Central Parent Locate
Child Support Enforcement Division
Central Parent Locate
P.O. Box 1469
Columbia, SC 29202
Telephone: 1-800-768-5858 or 803-898-9210

Financial Institution Data Match Program
Child Support Enforcement Division
Financial Institution Data Match Program
P.O. Box 1469
Columbia, SC 29202
Telephone: 1-800-768-5858 or 803-898-9210

Appendix B

SOUTH CAROLINA DEPARTMENT OF SOCIAL SERVICES

GOVERNOR

STATE DIRECTOR
*LILLIAN KOLLER

ADMIN COORD
*LINDA STILLINGER

INTERNAL AUDIT
*JOHNNY STRAIT, III

ACCOUNTABILITY, DATA AND RESEARCH
*AMBER GILLUM

INDIVIDUAL AND PROVIDER RIGHTS
LYNN MCLENDON

MEPA AND CIVIL RIGHTS
VACANT

MEDIA RELATIONS/ CONSTITUENT SERVICES
MARILYN MATHEUS

OMBUDSMAN
BRADLEY LEAKE

DEPUTY STATE DIRECTOR ECONOMIC SERVICES
*LINDA MARTIN

FAMILY ASSISTANCE
*ALYCE PLAYER

CHILD CARE SERVICES
*LEIGH BOLICK

CHILD SUPPORT ENFORCEMENT
*LARRY J. MCKEOWN

REGION I
**Q & A TEAM LEADER
VACANT POSITION

REGION II
**Q & A TEAM LEADER
*RONALD SMITH

REGION III
**Q & A TEAM LEADER
*ODESSA WILLIAMS

REGION IV
**Q & A TEAM LEADER
*DEBRA BARTHOLOMA-PUES

DEPUTY STATE DIRECTOR HUMAN SERVICES
*ISABEL BLANCO

COUNTY ATTORNEYS

CHILD WELFARE
JESSICA HANAK-COULTER

ADULT PROTECTIVE SERVICES
MILDRED WASHINGTON

KNOWLEDGE MANAGEMENT AND PRACTICE STANDARDS
SUE O'TOOLE

PROGRAM DEVELOPMENT
*MARK BARCUS

SAFETY AND PERMANENCY MANAGEMENT
*MARY HOBBS

REGION I **Q & A TEAM LEADER
*ELAINE BAILEY

REGION II **Q & A TEAM LEADER
*LENORA REESE

REGION III **Q & A TEAM LEADER
*ROBERT BRIMMER

REGION IV **Q & A TEAM LEADER
*SANDRA STURKIE

REGION V **Q & A TEAM LEADER
*S. MALIK WHITAKER

46 COUNTY DIRECTORS

CHIEF
***CSES PROJECT
*KATIE MORGAN

***CSES PROJECT MANAGER
ROGER BRYANT

CHIEF OF FISCAL AND GOVERNMENTAL AFFAIRS
*WILLIAM F. BRAY, JR.

FINANCIAL SERVICES
SCOTT LUDLAM

GENERAL COUNSEL
*VIRGINIA E. WILLIAMSON

ASSISTANT GENERAL COUNSEL
KATHY GETTYS

ASSISTANT GENERAL COUNSEL
GWENDOLYN V. BABB

ASSISTANT GENERAL COUNSEL
DOROTHY KILLIAN

INTERNAL OPERATIONS

DIVISION OF INVESTIGATIONS

COUNTY ATTORNEYS

PROCUREMENT AND CONTRACT MANAGEMENT
MICHELE MAHON

GENERAL SUPPORT
*KARL LONG

HUMAN RESOURCES MANAGEMENT
*FUNNEASER "NEISIE" JACOBS

CLASSIFICATION & COMPENSATION
BRIAN FRANKLIN

EMPLOYMENT & EMPLOYEE RELATIONS
ANNETTE LANCE

INFORMATION SYSTEMS AGENCY CHIEF INFORMATION OFFICER
*DAVID "RIC" LAWSON

NETWORK & COMMUNICATIONS
TIM SMITH

SYSTEMS APPLICATIONS
DENNIS YONGUE

LEGAL CASE MGMT SYSTEM
*RUTH KIRKLAND

TEST & BUSINESS DESIGN
ANN BURNS

*(BOLD) EXEMPT FROM STATE EMPLOYEE GRIEVANCE RIGHTS.

**QUALITY AND ACCOUNTABILITY TEAM LEADERS

***CSES PROJECT INCLUDES CHILD SUPPORT ENFORCEMENT SYSTEM, FAMILY COURT CASE MANAGEMENT SYSTEM AND STATE DISBURSEMENT UNIT.

AUGUST 31, 2012