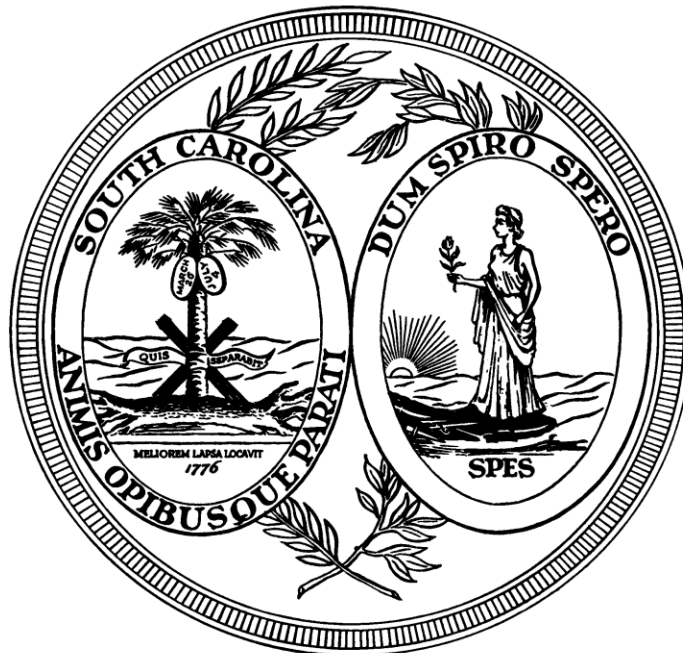


South Carolina Department of Social Services

**Annual Accountability Report
July 1, 2012 – June 30, 2013
Fiscal Year 2012 – 2013**



September 2013

**Lillian B. Koller
State Director**

Accountability Report Transmittal Form

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**South Carolina Department of Social Services
FY 2012 – 2013 (July 1, 2012 – June 30, 2013) 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 prior fiscal years, and continuing to clarify the core values, establishing new and measurable 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 Mission, Vision, and Wildly Important Goals for fiscal year 2013:

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.

DSS Vision

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

DSS Wildly Important Goals (WIGs)

During FY 2012-2013, DSS continued its important work towards the completion of the Wildly Important Goals set in 2012 while setting off towards new goals for 2013.

WIGs for 2013 (new goals)

These goals began in January 2013

- **Improve child safety** by increasing the quality of the decisions that control safety and manage risk ("Item 4 in Quality Assurance Reviews") from the statewide baseline of 64.7% to 75% by December 31, 2013.
- **Finalize adoptions** by December 31, 2013, for 43% of all children in foster care on January 1, 2013, who were already legally free for adoption or are soon to be legally free for adoption; specifically, finalize adoptions for 423 children in Foster Care by December 31, 2013.
- **Achieve positive permanency** or secure a pre-adoptive placement for 25% of all children in foster care on January 1, 2013, who are age 13 to 17 and have been waiting 24 months or longer.
- **Triple the number of work-eligible SNAP food stamp recipients ("ABAWDs") obtaining employment**; specifically, increase from 1,731 obtaining employment (for the 8-month period August 1, 2011 to March 31, 2012) to a total of 5,193 obtaining employment (for the 8-month period May 1, 2013 to December 31, 2013).

- **Improve SNAP timeliness**, without compromising accuracy, from 84% timely (December 2012 State Average) to 95% timely by December 31, 2013.

WIGs completed during FY 2012. These goals began in July 2012 and were completed December 2012.

- With a continued focus on helping clients obtain jobs and build upon previous successful efforts on TANF positive closures, DSS leadership increased the positive closure goal - adding an additional 4,054 positive closures from July 1 2012, to December 31 2012. Those 4,054 positive closures represented 50-70% of work-eligible parents who were receiving TANF welfare benefits as of July 2012. Actual percentage increases for each county were based on caseload size. “Positive closures” mean families become ineligible for welfare due to increased household income, primarily by getting jobs. DSS surpassed that goal with 4,075 positive closures.
- In October 2011, DSS set a goal to reduce the number of children who experience maltreatment within six months of an “unfounded” investigation of abuse or neglect from 918 to no more than 664 (254 fewer) by September 2012 and DSS exceeded this goal, with 310 fewer incidences of abuse and neglect. By adopting and achieving this additional child safety measure as our WIG, South Carolina is now leading the nation in this area.
- To achieve positive permanency for children in foster care and increase adoptions, DSS set the goal to, by the end of 2012, 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 equated to 209 children in Foster Care. DSS also set a goal to, by December 2012, to complete adoptions for 75% of children in Foster Care who are legally orphans who have a plan of adoption and are already placed with a pre-adoptive or adoptive family as of July 1 2012. This equated to 56 children in Foster Care. “Positive permanency” is defined as reunifications, adoptions, and legal guardianships for children in Foster Care. As of June 30, 2013, as many as 1,749 long-term children in Foster Care (cumulative) got life-long families, mostly through adoptions (1,040 adoptions and 709 reunifications with birth families). Additionally, 158 adoptions were achieved for children in Foster Care for less than 17 months.

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

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.

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	<p>The Adult Protective Services Program protects the health and welfare of elderly and disabled adults. Services are provided to meet the adults' basic needs including safety.</p> <p>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.</p>
Economic Services	<p>The federal Temporary Assistance for Needy Families (TANF) program provides case assistance and assists those in need of temporary financial and employment-related assistance. South Carolina's TANF program is known as Family Independence (FI).</p> <p>The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to low-income individuals and families so they can purchase food. The SNAP 2 Work program provides employment-related services. The Family Nutrition Program consists of a network of food assistance programs that improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.</p>
Early Care and Education Services	The primary focus of the Division of Early Care and Education (DECE), formerly called Child Care Services, remains to increase the availability, affordability, accessibility, quality and safety of child care throughout the State.
Integrated Child Support Services	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child Support Enforcement Project, establishes and enforces orders for child support, establishes paternity for children when paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support payments. ICSSD also provides enhanced fatherhood initiatives and new linkages to child welfare services and employment-related services to improve the capability of both custodial and non-custodial parents to provide their children with the financial, physical and emotional support they deserve and need to be safe and to thrive.

1.2 Major Achievements

Human Services (Child Welfare, Adult Protective Services and Domestic Violence)

In addition to successfully completing the Wildly Important Goals ending December 30 2012, Human Services accomplished the following:

1. Improving Child Safety In South Carolina

- In August 2013, for the first time, DSS successfully completed all federal performance improvement measures (from the Child and Family Services Reviews started in 2000) to improve child safety, permanency and well-being. As a result of this achievement, \$1.19 million in federal penalties were rescinded. Previously DSS had to pay \$2,388,358 in federal penalties for not meeting federal requirements in December 2007.
- Became the first State to adopt and meet a rigorous and potentially life-saving child safety standard that goes beyond what Federal government requires or even tracks. In October 2011, DSS set a goal to reduce the number of children who experience maltreatment within six months of an unfounded investigation of abuse or neglect from 918 to no more than 664 (254 fewer) by September 2012 and DSS exceeded this goal, with 310 fewer incidences of abuse and neglect.
- Implemented new Signs of Safety training and closer supervision and accountability for child safety, which is paying off with better detection and confirmation of abuse and neglect when reported to the agency (53% statewide in July 2013, up from 40% in December 2011).
- Since DSS started implementing new community-based prevention services to strengthen families statewide in 2012 to date, families served in South Carolina have increased by 148%. DSS joins its partner's prevention efforts by offering services and supports to build protective factors with the families to prevent harm or danger to children.
- Improved monthly face-to-face contacts between Child Protective Services (CPS) workers and their assigned children in Foster Care Cases. DSS increased from 85% in FFY 2008 to 91% in FFY 2012 (October 1, 2011 – September 30, 2012).
- Number of children in In-Home/Family Preservation Cases (formerly called Treatment Cases) with no face-to-face contact was 1,327 in January 2012. DSS reduced that number to 457 in June 2013.

2. Getting Children To Be Safe and Thriving With Life-Long Families sooner

- As of June 2012, more than 1,700 children in long-term Foster Care for 17 months or longer (on average waiting 3.5 years in Foster Care) got life-long families, mostly through adoptions (1,040 adoptions and 709 reunifications with birth families).
- Additionally, 158 children in Foster Care for less than 17 months were adopted.
- This increase in “positive permanency” for children in Foster Care is more than 50% better than in 2010.
- Collaborating with community prevention partners statewide to provide new “front end” family strengthening services, children can now safely remain in parental homes. In 2011, more than 22,000 families reported for child abuse and neglect per year did not receive any child abuse and neglect prevention services.
- Now helping adoptive families by providing financial aid comparable to what foster parents receive.

- Started an Adoption Finalization Incentive Program to shorten the waiting period from 90 days to just 30 days for final court hearings on adopting children with special needs.
 - Family Court can now waive the 90-day waiting period when step-parent or blood relative wants to adopt foster child and can hold hearings in alternative counties for convenience of families.
 - Finalizing adoptions faster by offering financial incentives to attorneys representing parents to ensure timely court hearings
 - All DSS attorneys are now required to use the DSS Legal Case Management System (LCMS) for tracking child abuse and neglect cases which is now a national model.
3. Improving Child Well-Being
- Implemented a new Foster Care Health Initiative in November 2012 (a collaboration between DSS and South Carolina Department of Health and Human Services) to improve health and well-being of children in foster care by improving interaction with primary care physicians, increasing preventive care, encouraging early intervention, and providing appropriate treatments.
 - For the first time, DSS hired a Medical Director in April 2013 (a child and adolescent psychiatrist) to improve mental health outcomes of children in foster care and implement new oversight of their psychotropic medications.
 - In 2011, DSS implemented more of the wide-ranging recommendations by the 2007 South Carolina Task Force on Children in Foster Care and Adoption Services compared to what was done from 2007 to 2010.
4. Continued use of Data Innovatively to Improve Practice
- DSS developed 12 weekly “Push” reports that are sent out through the agency’s email system on Sunday evenings. These reports provide current, actionable data to managers at all levels of the agency. Data sets include timeliness of initiating investigations and review of case decisions, face-to-face contacts with children and adults in CPS in-home Family Preservation cases, face-to-face contacts with children in foster care cases, timeliness of Permanency Planning Hearings, and status of TPR hearings. The data management system allows the information to be viewed from an aggregate level to a case management level. These reports are widely used by managers to assess performance and to address performance issues in a proactive manner. Use of the data contained in these reports has ensured continued focus on these critical activities and has facilitated analysis of resource issues and of management performance needing attention.
5. The Program Improvement Plan (PIP) strategies designed to achieve the performance improvement goals set by the federal Administration for Children and Families (ACF) were fully implemented in the four “innovation” Counties of Greenville, Spartanburg, Aiken, and Oconee. The overarching strategies were to: improve capacity of supervision based on the South Carolina Child Welfare Services Practice Model for Child Welfare; improve the ability of staff to identify and critically assess the risk and safety of children; improve the overall engagement of families in the child welfare process; and improve the permanency of children in the foster care system. During the Program Improvement Plan (PIP) reporting period, South Carolina reported attaining the improvement goals set by the ACF for CFSR federal review Items 1, 3, 4, 7, 10, 17, 18, 19 and 20. In August 2013, ACF notified Governor Haley that DSS had achieved all required PIP action steps, strategies and goals, for the first time in South Carolina’s child welfare history and ACF rescinded the \$1.19 million in federal penalties assessed against South Carolina in 2010 due to the failed CFSR federal review in 2009. Previously, DSS had to pay

\$2.4 million in federal penalties in the failing the first PIP. The next step, already underway, is the rollout of these successful strategies across the agency in all counties. DSS continues to rollout successful strategies statewide to improve practice and get better outcomes for children.

6. In partnership with the South Carolina Foster Care Review Board (FCRB), DSS has embarked on a statewide series of “Huddles.” These “Huddles” bring County, IFCCS, Adoptions, and State-level DSS staff to the table with the FCRB staff to evaluate data related to permanency for children. Meetings focus on strengths, trends, challenges, and systemic barriers to the goal of “safe and thriving children with forever families sooner.” Legal, supervisory, and management staff are required to participate because it is an opportunity to challenge leadership mindsets, which may contribute to poor performance outcomes. Leaders of DSS who struggle to demonstrate understanding of their data or who fail to demonstrate performance improvement or shifts in mindset are given tasks and brought back for continued conversations as part of the effort to build continuous quality improvement. Where “Bright spots” of practice are also identified, training is being developed to capture and analyze these practices so that others may benefit from this learning opportunity. Areas of concern noted by the FCRB continue to decrease as a result of the Huddles. In 2009 and 2010 combined, the FCRB cited the agency for violating policy or not adequately addressing permanency-related issues more than 29,000 times. In CY 2011, the agency received 9,089 cited areas of concern and in CY 2012, there were 7,448 – this is a 57% reduction in the areas of concern. As of August 2013, DSS continues to collaborate with the FCRB and has developed Huddle 2.0. The purpose of Huddle 2.0 is a collaborative effort to allow two Counties at a time in South Carolina to compare Foster Review Board data and to share lessons learned in order to provide a peer-to-peer adult learning process to improve outcomes for children.
7. DSS and its training partner, the University of South Carolina (“Center for Child and Family Studies”), continue to enhance training that supports new initiatives and strategies for performance improvement. The basic child welfare worker certification curriculum has been enhanced to incorporate family engagement, enhanced risk assessment and safety management, Signs of Safety, and other practice enhancements. The *Leadership Academy for Supervisors* is being rolled out across the State and complimentary curricula are being developed for new child welfare supervisors and middle managers. The *Learning to Lead* training has been developed for new supervisors who have less than 1 year of supervisory experience. Training on *Guided Supervision* and *Permanency Round Tables* are currently offered. To assist caseworker staff in developing a conceptual framework for practice, training is being delivered on *The Four Key Concepts: Safety, Risk, Behavior Change and Permanency*. Quality assurance training for supervisors is also provided to enhance supervisor skills in recognizing and delivering strong practice that is captured on performance measures on the federal CFSR Items. The dynamic collaborative relationship between the Center and DSS has resulted in this strong drive for continuous quality improvement. As training specific needs or practice deficits are identified, the Center continues to respond quickly by developing and piloting appropriate trainings as requested.
8. DSS entered into a contract with *Connected Families* to bring *Signs of Safety*, already introduced to DSS, to its internal and external stakeholders statewide. Additionally, there was an intense rollout of this practice in two regions of the State, with plans for future statewide expansion. Supervisory and frontline staff in these two areas (Regions I and IV) received additional training on the concepts and tools and participated in monthly coaching calls to

support the new approach. This strategy is designed to increase family involvement in decision-making regarding safety of children and to provide caseworkers with additional tools to assess and support protective capacity.

9. DSS continues to work to integrate best practices in trauma-informed care into the work of the agency. A contract was developed to begin October 2013 with the Dee Norton Lowcountry Children's Center to bring Project BEST (Bringing Evidence-Supported Treatments) to SC children and families' training to DSS staff and partners. The training will provide an opportunity for participants to learn about the availability and characteristics of evidence-based mental health treatments. These treatments have research to support their efficacy in reducing trauma symptoms in children served through child protection agencies such as DSS. An overarching goal of this training is to create a trauma-informed system of care for abused children and their families in South Carolina. For purposes of this proposal and training, DSS foster care and assessment workers are defined as "brokers" of services, specifically mental health services. In this role, brokers are professionals who identify abused children and their families, develop service or treatment plans, refer the child/family for appropriate mental health treatment, and provide case management services. The contract will also involve the Department of Mental Health clinicians to receive evidence-based treatment skill building training. Developers of the Safety Framework have seen the measured improvement in safety indicators in South Carolina and have begun discussions to conduct an evaluation of the practice in South Carolina of the implementation with model fidelity.
10. The Legal Case Management System Dashboard, which enhances management and county legal staff ability to track timeliness of hearings, trends, and performance at the individual attorney and aggregate levels, will be highlighted during Continued Legal Education. Staff are encouraged to use this tool to foster continuous improvements within key performance indicators. DSS is planning enhancements to the LCMS application; e.g., adhoc reporting capabilities and additional web client functionality.
11. To improve the timely movement of legal cases through the Family Courts, the *Court Liaison Initiative*, a partnership of DSS, Court Administration, and the Children's Law Center, has been established. Liaisons assist Family Courts and DSS in the legal processing of child protection and TPR cases. Court liaisons are being based in Judicial Circuits to assist with docket management, monitoring of cases, and resolution of issues that cause delayed hearings. Prior to hearings, the court liaison will review case files, prepare an information sheet for the Judge, follow-up on implementation of prior court orders, and ensure that all parties have received notice. Court liaisons also identify cases with overdue hearings and work with DSS to identify and resolve the reasons for delay. Court liaisons also track cases in which TPR is ordered to ensure that the complaint is filed and the hearing scheduled in accordance with statutory requirements. Court liaisons assist in identification of systematic issues such as lack of service and notice to absent parents; lack of available GALs to accept a case and thus cause delays in hearings; lack of language in court orders needed to establish criteria for IVE eligibility; conflicts of 608 Office of Indigent Defense Attorneys who handle multiple Counties in the State and assist with development of resolutions to the systematic issues. This initiative is being implemented in stages across the State, with Court liaisons currently in place in Richland, Charleston, Spartanburg, Cherokee, Florence, Marion, Berkeley, Horry, Lexington, Dorchester, and Greenville Counties. By mid- November, there are plans for a Court liaison in Circuit 8 which includes Newberry, Laurens, Greenwood and Abbeville Counties.

12. DSS continues to reduce barriers between the child welfare service divisions of DSS County offices, Intensive Foster Care and Clinical Services (IFCCS), and Adoptions to ensure that the expertise of DSS specialty divisions is made available to all children in the Foster Care system. In cooperation with Winthrop University, DSS has begun to co-locate “concurrent planning” staff who report to the Adoption offices. The goals for these staff are to become involved earlier in children’s case planning, to offer information to parents on the role of concurrent planning, and to support DSS County staff in making decisions about permanency. Integration of the IFCCS staff will allow County staff to access additional consultation and support for the clinical needs of children in support of children remaining in least restrictive settings. IFCCS staff are also being employed more widely to act as consultants on behavioral issues for children served in foster care by DSS County offices. On September 1, 2013, DSS implemented a team-based child welfare service delivery model. In support of our safety and well-being outcomes for children, the agency has reorganized the child welfare service divisions of DSS County offices, Intensive Foster Care Clinical Services (IFCCS), and Adoptions into five regional teams. This reorganization is designed to improve safety, well-being, and permanency outcomes.

13. Family engagement models – Family Finding, Family Team Meetings, and Family Group Conferencing (“Child Conferencing”) continue to grow as family engagement strategies. These family engagement models and intervention tools are appropriate and tailored for families involved in child welfare systems. Family engagement strategies were chosen and enhanced to involve families in the decision-making process to move toward child well-being and positive permanency. These strategies will increase the capacity of families to better care for their children in their homes or the homes of relatives and friends. These interventions are used to keep children safely in their own homes, expedite the child’s transition from foster care, and increase family participation in decision-making at other critical decision points throughout the time the family is involved in the child welfare system. These interventions also aid in expediting voluntary relinquishment of parental right and adoption or legal guardianships. In CY 2012, 1,092 family group conferencing sessions were facilitated for foster care and in-home treatment cases. To ensure the continuous productivity of these services, a Child Conferencing contract is being finalized to ensure services throughout the other regions of the State.

14. To address the critical role of child welfare supervisors, a series of “Supervisor Summits” have been implemented. These statewide meetings bring supervisors together for peer-to-peer learning and development of leadership competencies. This forum allows supervisors to interact with one another and directly with State-level administration. The intent of these summits is to build capacity and to support practice change while ensuring that the agency is hearing and responding to the needs and concerns of this level of leadership. Three full-day sessions were conducted in 2012 with plans to conduct at least that many sessions in 2013. Members have also been invited to assist in the development of core values or imperatives that form the foundation of child welfare supervisory practice:

- No one ever works well unsupervised or without support, including (fill in the blank with your name).
- Tools, forms, policies, or mandates never replace judgment and critical thinking.
- Others may be a problem, but that does not mean YOU are powerless.
- Transformative leaders must accept and give actionable feedback - do what is necessary to achieve the desired results.

15. The Palmetto Power (P2) effort continues to enhance practice. These State-level forums are open to agency staff, partners, and the community. P2 meetings are defined as: *The intersection of people and data, influenced by leadership and energized by imperatives (values)*. Performance data sets are presented that relate to DSS goals for child safety, permanency, and well-being. The hundreds of participants are challenged to formulate hypotheses about the data and, when applicable, to take ownership of the numbers by doing more analysis between sessions and presenting findings to the group. Members have also been invited to assist in the development of core values or imperatives that form the foundation of child welfare practice. To date, the following imperatives have been agreed upon:
- At all times, the child’s immediate and enduring safety and well-being must take precedence over the comfort of adults.
 - Children must never be left to protect or provide for themselves or others; that is the role of all responsible adults.
 - Children do not “disrupt.” Adults fail to provide the adequate level of response to meet the child (ren)’s needs.
 - Child safety will always improve when the adults who care for them work together and support each other.
 - Shared understanding and meaning always propels actions and drives results.
16. A series of six “Palmetto Power for Providers” (P3) meetings have been held across the State in collaboration with the Palmetto Association for Children and Families. These meetings featured in-depth analysis and presentation of real experiences of sample children in the foster care system as a means to identify strengths and challenges in the larger child welfare system. This learning, coupled with localized data from the child welfare system, has facilitated mutual understanding about the need for adults to work together in order to achieve desired outcomes for children and to focus on placement stability. Additionally, providers’ outcome reports will be used to drive practice conversations.
17. 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 Heart Gallery features professional quality photographs of children displayed at venues such as public libraries, art galleries, performing art centers, stores and other sites. In CY 2012, 273 children were featured in various locations across the State. The Heart Gallery also maintains a website featuring available children for adoption.
18. Domestic Violence Programs continue to monitor a statewide regional network of 12 domestic violence programs with 16 emergency shelters and 38 batterer intervention programs. Some programs have established satellite locations, which offer advocacy and counseling services. Batterer Intervention Programs are located within all 46 Counties. These providers are listed on the DSS Website and are updated as to reflect any provider changes.
19. Adult Protective Services is continuing implementation of the Quality Case Management process in APS cases to include a comprehensive approach in documenting service provision in the activity notes, assessments and case planning, referral and monitoring to individualize each client’s needs. All new case managers are being trained on the new process in Basic Certification Training.

Economic Services: TANF/ Family Independence (FI), Supplemental Nutrition Assistance Program (SNAP) & Family Nutrition, and Early Care and Education (DECE)

In addition to successfully completing the Wildly Important Goals for December 31 2012, Economic Services accomplished the following:

1. During FY 2011-2012, DSS began implementation of a new mandatory Employment and Training program (SNAP 2 Work) to assist Able-Bodied Adults Without Dependents (ABAWDs) in the Supplemental Nutrition Assistance Program (SNAP) through two partnerships: Goodwill of South Carolina and the South Carolina Department of Employment and Workforce (DEW). These partnerships were designed to assist ABAWDS in securing employment in an effort to reduce unemployment, maximize resources, and develop community relations to improve job opportunities for DSS clients. Building upon those successes and experiences, DSS began in May 2013 to expand the SNAP 2 Work program to additional Counties. All 46 Counties were operational by August 2013.
2. In July 2012, DSS implemented a new DSS initiative – the Jobs Upfront Mean More Pay, or (“JUMMP”) program. The goal of JUMMP is to help people start on the job path immediately upon application for Family Independence (FI). JUMMP provides upfront job orientation, job readiness and job search services to assist FI applicants and newly approved recipients to obtain employment. ResCare provides services for DSS Regions 1, 2, and 4; MAXIMUS provides services for DSS Region 3. These contractors are responsible for JUMMP Service Centers and satellite offices to cover each of their Regions. If, after four months, the TANF clients remain unemployed, they are transferred to DSS County offices for continuing employment services and case management.
3. During the recent recession, DSS experienced a rapid increase in the number of people receiving SNAP food stamps. With caseloads growing from 250,000 families to more than 450,000, this increase in clients placed a strain on staff who worked to assist these families. In an effort to better serve families, following federal guidance, and what has been successfully done in many other states, DSS modernized eligibility processing by revising its business processes. After conducting a successful pilot in Richland and York Counties in 2011-2012, beginning in July 2012, the agency implemented *Regional Specialized Workflow* (RSW) in all 46 Counties whereby eligibility functions became regionalized. Assignment of functions to regions of Counties specializing in specific eligibility processing functions allows for cases to be equally distributed to workers who specialize by function and case type in a team environment. Tasks are separated by region instead of each local office performing all tasks on each case. One region of Counties handles the interview function for all new applications and recertifications. Another region of Counties processes the new applications while two other regions of Counties process the recertifications.

Clients are now 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, a timeframe in which to return the requested information along with directions on how to provide the information to DSS. During FY 2012-2013, DSS continued to fine tune these functions and the assignment of cases by carving out the addition of a Change Center. The regional processing center concept is resulting in the more efficient use

of staff and helps the agency better manage the distribution of workload thereby ensuring timely delivery of benefits to needy citizens.

4. DSS continues to implement Project HOPE, an initiative that trains low-income individuals to establish careers in allied health professions. Funding for the program is provided by a five-year, \$10 million grant from the U.S. Department of Health and Human Services. Accomplishments include: 286 participants have enrolled in the project since it began in 2010; 215 have obtained at least one training credential towards their allied health career goal; 127 have completed health care training; and 129 have obtained employment. Project HOPE provides financial assistance and supportive services to all participants, many of whom would not otherwise qualify for assistance because continuing education courses currently are not supported by federal financial aid. The intensive case management and supportive services have been critical in the success of Project HOPE participants by providing assistance in handling socioeconomic, family, financial, and academic issues.

Project HOPE continues to receive national attention, including being afforded the opportunity to implement an additional activity to serve individuals without high school diplomas and GEDs and having one of its' participants recognized at the HPOG Annual Conference as the national success story for the year. To win this recognition, Project HOPE nominated the participant, who then had to receive the most votes from all grantees nationwide.

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 contracted with the United Way of South Carolina Association to operate a Benefit Services Call Center. The Call Center, called "DSS Connect", serves clients by responding to general program inquiries, case status inquiries, EBT card issues, and by accepting reported changes.
6. In partnership with South Carolina's Department of Health and Human Services and project management support from the University of South Carolina, DSS is participating in the three-year "Work Support Strategies" grant funded by the Ford Foundation. The grant's vision is to streamline services for customers who receive work support benefits such as the services and supports provided through the FI, SNAP, and Medicaid programs. The project is in year 2 of the implementation phase, and is focused on identifying the technology, information, policies, and procedures to streamline eligibility determination processing for the three programs.
7. For the past two federal fiscal years, DSS has focused on reducing its SNAP error rate. The agency significantly reduced the error rate in administering the SNAP program from 5.85% (higher than national average of 3.42%) in FFY 2010 to 3.14% in FFY 2011. In FFY 2012, DSS reduced the error rate to just 1.59%, ranking South Carolina No. 6 in the nation. As a result, the State earned a \$2.2 million federal bonus in FFY 2011 for being one of the most improved error rates nationwide. In FFY 2012, DSS received an additional \$1.8 million bonus for payment accuracy.
8. To help curb fraud and waste, DSS has linked its Economic Services' information with the State's vital statistics at the Department of Health and Environmental Control to identify when social service recipients die. The initial cross-match uncovered more than 600 active cases in which the recipient had died, prompting fraud investigations.
9. Streamlining Program, Policy and Procedures in Early Care and Education (DECE)

Effective May 1, 2013, the Division of Early Care and Education (DECE) was formed under the Office of Economic Services. The Division now is better prepared to improve efficiency across a broad system of programs and maximize use of resources. The new Division consists of the following programs:

- ABC Voucher
- Child Care Licensing
- Fire and Health Safety (fire and health inspections for licensed child care providers)
- ABC Quality Rating and Improvement System (QRIS assessing and defining quality child care programs)
- Child and Adult Care Food Program (nutrition)
- Summer Food Service Program (nutrition)
- Center for Child Care Career Development (professional development services for child care providers)
- Head Start Collaboration Office
- Social Services Block Grant

The DECE Improper Authorization for Payment, which is a quality control process, was streamlined and automated. This process verifies that eligibility was determined in accordance with federal regulations and the state's policies. South Carolina's error rate for FFY 2012 decreased significantly to 3.98%.

During the 2012-2013 legislative session, the General Assembly expanded availability of the South Carolina Child Development Education Pilot Program (CDEPP) to eligible children residing in school districts with a poverty index of 75 percent or greater. These providers were and will continue to be approved, registered, or licensed by DSS in order to comply with all state and federal laws and requirements.

In order to streamline the fire, health and safety inspection process for child care centers, health and safety inspections are now being conducted by DECE child care licensing staff. This change promotes efficiency because only one visit is now needed to conduct health and safety inspections. In addition, it creates a savings for child care providers as they will no longer be charged a fee.

The ABC Quality Rating Improvement System (QRIS) program, in partnership with DHEC, is now contributing to addressing the growing problem of childhood obesity by implementing a preventive center-based initiative statewide child care facilities at Levels A, B, and C that includes standards promoting good nutrition and physical activity for the children. The center impact will be studied through the Center for Disease Control grant to DHEC and phase 2 of the initiative will address QRIS family and group home standards.

Major revisions were made to the ABC QRIS Level B standards to align those standards with current best practices. A validity study under the direction of the USC College of Education's Office of Program Evaluation (OPE) was implemented with a pilot of 45 classrooms for the 0-2 age group. Following analysis of the pilot by OPE, standards for the 3-5 age group and the 6-12 age group will be piloted in 2013-2014.

10. Improving Technology and Data Capacity in Early Care and Education

DECE has completed 25% of the design and development of an integrated data system, which includes ABC Voucher, Child Care Licensing (CCL), and ABC Quality. The integrated system will facilitate staff's ability to use one system to access and analyze data from various sources and present it in a unified manner. The remaining DECE programs in the Division will be integrated into the system after this initial phase is developed and implemented.

DECE has developed a new integrated website www.scchildcare.org. The website expands upon the public awareness campaign and is designed to be easily navigated by parents. Information regarding all areas within the Division is provided specifically for parents and providers. The website has a search engine for parents to locate child care providers in their area. The website also includes facility compliance information for the last three years.

During this reporting period, the Center for Child Care Career Development (CCCCD) worked to enhance and upgrade features of the reporting system. Key upgrades will include the capability to maintain a more comprehensive data repository and improved tracking of all data entered in the system.

In September 2012, DECE began a streamlined process for tracking and documenting CCL and ABC statistics to identify trends and guide strategic and program planning. This information will be used for long-term planning and management.

For the FFY 2012 Improper Authorization for Payments (IAP) Review cycle, DECE created a database that allows staff to perform case reviews on randomly selected date files of clients in the ABC Child Care Voucher System. The creation of the database made processing and reporting the data more efficient and increased accuracy.

11. Training, Technical Assistance and Resource and Referral in DECE

In partnership with the South Carolina Emergency Management Division (SCEMD), DECE provided emergency preparedness and response training to child care providers within a 10 mile radius of any nuclear plant in the State to develop evacuation procedures.

DECE provides ongoing support to a core group of Master Certified Trainers by tracking training hours in the State's CCCCCD professional development system. Currently there are 93 master certified trainers statewide. During this reporting period, these individuals taught more than 504 hours to 4,939 early care professionals. A current initiative is underway with these trainers to write new training curricula on the Early Learning Standards (ELS) for the 3-5 year-old age group to present to child care providers.

DECE continues to provide support for professional development opportunities that promote career enhancement and early childhood leadership among caregivers. During this Accountability Report timeframe, a total of 1,399 credentials were awarded and 684 Level 1 Credentials were awarded for a total of 2,052 academic credit hours.

To support early childhood leadership statewide, the Division has provided a scholarship program for an identified cohort of students to earn a M.Ed. in early childhood education. Nineteen professionals representing multiple agencies and geographic regions of the State earned a M.Ed. degree during this report period. This graduation brought the total to 44 professionals statewide to have graduated through this scholarship program.

The Simplified Summer Food Service Program was created to ensure that children from low-income families will continue to receive free nutritious meals (breakfast, lunch, and snacks) during school vacations. During the months of May-August 2013, a total of 2,085,521 meals were served to children across the State.

DECE provided conference scholarships to 1,130 child care directors and caregivers enrolled in the ABC QRIS to assist in meeting their annual professional development requirements. This initiative also strengthened the Division's collaboration with the State's 3 major early childhood professional associations.

The After School Meals Program is a component of the CACFP. Reimbursement is provided to after-school organizations to ensure that each child participating in their program can receive a healthy, nutritious snack and/or meal. During this reporting period, more than 200 after-school programs participated in this initiative. Average daily participation increased by 64%.

12. Increasing Consumer Awareness and Stakeholder Support in DECE

DECE has implemented a broad-based consumer awareness campaign. The primary goal is to educate parents/caregivers to look for the child care provider's license and ask the right questions when selecting child care. There are four key elements of the campaign: licensing, cleanliness, safety, and supervision. The call to action for the campaign is: Look. Listen. Ask. Know *before* they go. Significant consideration has been made to design the campaign in a manner that will appeal to diverse populations. To date, major accomplishments include a billboard campaign, creation of visual display projects pertaining to child care, print and online ads, website interviews, statewide radio coverage, and posters.

Integrated Child Support Services Division (ICSSD)

1. In FFY 2012-2013, Integrated Child Support Services (ICSSD) 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 decreased slightly over the period, likely due to enforcement changes brought about by the Turner vs. Rogers Supreme Court decision and the subsequent federal guidance provided to states, along with a decrease in the amount of unemployment benefits intercepted.
3. DSS has contracted with Xerox 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 handle the financial portion of the collection and distribution of child support in South Carolina.
4. ICSSD contracted with Xerox to develop and staff a limited call center until rollout of the SDU and full-service call center. From July 2012 to June 2013, over 237,000 calls were answered by the call center.

5. ICSSD continues to partner with Maximus, Inc. 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 all 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 ICSSD, 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, ICSSD 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 acknowledgements for unmarried births increased from 33 percent in FFY 2007 to 51 percent in FFY 2012.

6. ICSSD program collected \$4.66 in child support for every \$1 of expenditures in FFY 2012, an increase of \$.10 over FFY 2011.
7. ICSSD collected \$163,484.59 in FY2013 in delinquent child support through the Financial Institution Data Match (FIDM) program, an enforcement tool whereby the ICSSD initiates freeze and seize actions against the financial assets of a delinquent obligor. Similar to the FIDM Program, and in compliance with Section 7306 of the Deficit Reduction Act of 2005, ICSSD has been matching its delinquent obligors against information maintained by insurers concerning insurance claim settlements, awards, and payments. In FY 2013, ICSSD collected \$ 539,862.20 through this program. As of September 2012, approximately 700 insurers have given authorization to share their data with the ICSSD Insurance Match Program.
8. ICSSD 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 non-custodial parents with child support issues. The ATI worker attends child support contempt hearings and determines which non-custodial parents are eligible for the program. Once accepted into the program, the non-custodial 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 notification 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. In FFY 2012, 684 non-custodial parents were enrolled in the program.

9. The Visitation Involvement Parenting Program (VIP) is currently working with Child Protective Services (CPS) to see how CPS can utilize the services offered by the VIP Program and serve CPS customers. The VIP 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 their child's life. The VIP Program also provides instruction to both parents on how to request help from the Family Court to enforce a visitation order. In FFY 2012, VIP served 956 customers.
10. In September 2011, ICSSD 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. ICSSD has 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. Preliminary results indicate that non-custodial parents who had the benefit of fatherhood services and personalized attention from the local SC Works staff were more likely to obtain a job (54% vs. 31%) and to be employed at a higher rate of pay (\$9.40/hour vs. \$8.60/hour) than those who did not participate.
11. In September 2012, ICSSD was awarded a five-year National Child Support Noncustodial Parent Employment Demonstration Grant. The Grant involves partnerships with the South Carolina Center for Fathers and Families, the South Carolina Coalition Against Domestic Violence and Sexual Assault (SCCADVASA), the South Carolina Department of Employment and Workforce, and various local community job placement organizations. The objective of the Grant is to determine whether the provision of comprehensive, wrap-around services by ICSSD, through its partners, will improve the regular payment of child support. The Grant is in the latter planning stages and the ICSSD will begin offering services in four Counties in April 2014.
12. ICSSD is also participating 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 was completed on the forms for both Plaintiffs and Defendants for both increase and decrease child support cases. They were approved by the Judicial Department and placed in their Forms repository for use by the public. An automated interview process was developed that will provide printed forms and instructions. A video was also created that will guide these litigants through the process. The video is in multiple modules so litigants can view the entire video or just the parts that they need. A public service campaign is currently being developed to educate the public about the availability of the modification process.

Administration and Program Support

1. Information Technology continued to enhance and upgrade its technology to improve customer access and timeliness of issuing accurate benefits for SNAP and TANF benefits. Specifically to this fiscal year, major upgrades were made to "stream" information from the web-based portal to other systems, thus saving significant worker time. Additionally, Information Technology has begun analyses of the recertification process to prepare for the development of a new technology solution.
2. Information Technology also upgraded technology to improve customer access and accuracy of the information in the following:
 - CAPSS - Passed the CFSR PIP and all APSR penalties were rescinded.

- CAPSS – LCMS Dashboards
 - Child Care – Online Fee Payment process
3. While Information Technology continues analyzing DSS information systems for security issues, DSS has already begun to enact several best practice recommendations.
 4. 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.
 5. For calendar year 2012, DSS contributed over 226 tons of recycled materials to South Carolina’s annual State government recycling efforts.
 6. Internal Operations finalized floor plans and specifications as well as begun overseeing construction for several offices and other agency locations. Construction began on the new Williamsburg DSS/DHHS building. Chesterfield County’s new building plan development is currently in construction document finalization phase while Clarendon County has its new building design in County Council final approval stage. There were several design jobs to enhance DSS operations within Greenwood, Richland and Jasper County offices. Internal Operations worked to secure new office space and/or leases for the Accountability, Data and Research Division as well as the Integrated Child Support Services Division. Finally, Internal Operations also assisted with several internal reassignments.

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:
 - Improve child safety by increasing the quality of the decisions that control safety and manage risk (“Item 4 in QA Reviews”) from the statewide baseline of 64.7% to 75% by December 31, 2013.
 - Finalize adoptions by December 31, 2013 for 43% of all children in Foster Care on January 1, 2013 who were already legally free for adoption or are soon to be legally free for adoption; specifically, finalize adoptions for 423 children in Foster Care by December 31, 2013.
 - Achieve positive permanency or secure a pre-adoptive placement for 25% of all children in foster care on January 1, 2013, who are age 13 to 17 and have been waiting 24 months or longer.
 - Triple the number of work-eligible SNAP food stamp recipients (“ABAWDs”) obtaining employment; specifically, increase from 1,731 obtaining employment (for the 8-month period August 1, 2011 to March 31, 2012) to a total of 5,193 obtaining employment (for the 8-month period May 1, 2013 to December 31, 2013).
 - Improve SNAP timeliness, without compromising accuracy, from 84% timely (December 2012 State Average) to 95% timely by December 31, 2013.
- Ensure delivery of SNAP benefits in a timely and accurate manner.

- Continue to recruit foster and adoptive families to increase the number of foster and adoptive families.
- Continue to work to complete a certified child support enforcement automated system.
- Continue to work with Xerox to establish a Child Support Enforcement State Distribution Unit (SDU) and full-service Call Center to process child support payments and respond to phone calls from clients.
- Review and revise the Integrated Child Support Services Division's policy and procedures manual and make it available to staff electronically through the agency's intranet.
- Establish and staff a training unit which will develop a training curriculum to address the needs of new ICSSD employees, as well as providing continuing education for established ICSSD employees. The training unit will also be responsible for developing and implementing training as needs are identified.
- Imaging of all case files and correspondence in ICSSD. This will allow caseworkers and customer service staff to work more efficiently and reduce the need for file room space.
- Establishing an automated noticing capability in ICSSD, whether by phone call, email, or text message, to provide appointment reminders, payments due or payments missed reminders, etc.
- Establishing a wage withholding unit to work closely with the Clerks of Court, providing them with address and employer information on non-custodial parents from New Hire reports so that child support payments may be deducted from wages.
- The Integrated Child Support Services Division and the Foster Care Office of Child Welfare Services Division are reviewing practices and procedures in an attempt to more quickly establish paternity and appropriate 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 Child Protective Services.
- Finish "streaming" online applications and recertifications for FI/SNAP benefits to increase customer convenience and cost efficiency for agency eligibility processing.
- Improve Technology and Data Capacity in the Division of Early Care and Education
- Streamline Program, Policy and Procedures in the Division of Early Care and Education
- Continuing Statewide Training, Technical Assistance and Professional Development to improve the professionalism of the child care workforce and increase the quality of child care for all children.

1.4 Key Strategic Challenges

Human Services (Child Welfare, Adult Protective Services, and Domestic Violence)

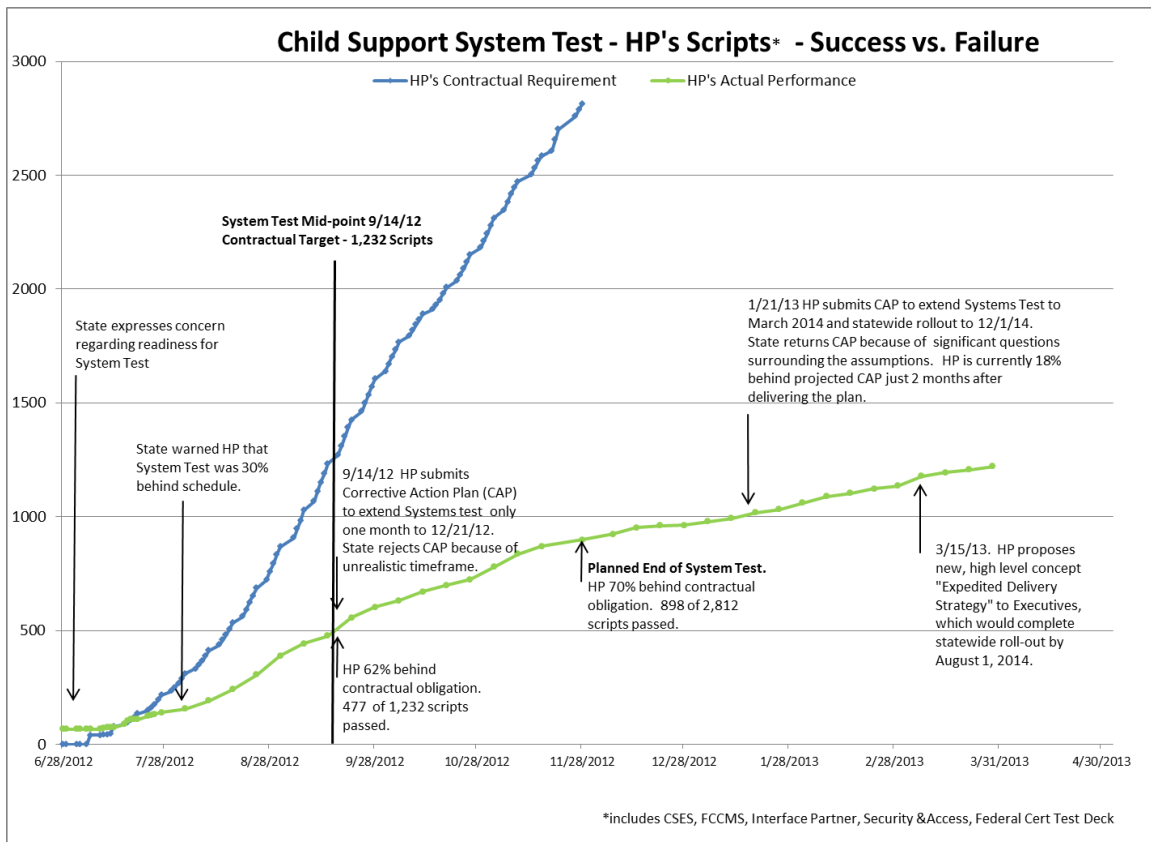
1. DSS and its Child Welfare partners continue with their statewide marketing and recruitment plan for foster and adoptive families aimed at increasing placement resources for children statewide. These additional foster and adoptive families can also aid DSS in its implementation of specific child level needs-based plans. Additional foster and adoptive family resources are needed for children and youth who are 13 to 17 years old and/or have siblings and/or special needs.
2. DSS and its Child Welfare partners are focusing on placement stability for children in foster care and developing strategies to minimize trauma and placement change as a part of permanency planning for children.
3. SC continues to rank in the top five states on the number of women murdered by men. The most recent report indicates South Carolina as the worst state in the nation for women killed by men in domestic violence. Through the Domestic Violence Programs FVPSA (Family Violence Prevention and Services Act) Grant, outcomes are currently collected on the number of victims who feel that shelter and non-residential services have assisted them in knowing how to plan for their safety and gain knowledge about community resources. Additional focus and services need to be in place in communities through local supports and professional resources.
4. Adult Protective 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, enhanced focus, and increased community resources willing to provide this service.
5. DSS continues to enhance services for alternative caregivers to ensure that they have appropriate services and supports in place for the well-being of children.

Economic Services (TANF/FI, SNAP/Family Nutrition, and Early Care and Education)

1. The Family Independence (FI) and Supplemental Nutrition Assistance Program (SNAP) programs continue to face an unstable economy and many needy families. The challenge is to pair FI and SNAP 2 Work clients with employment opportunities that meet their skill level and allow 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 care.
4. Due to the lack of a unified data system, DECE staff members lack the ability to integrate data from various databases. Integration of information will greatly improve programmatic decisions and assist the Division with streamlining processes.

Integrated Child Support Services Division (ICSSD)

1. The downturn in the economy has increased demand for child support services at the same time that non-custodial parents are less able to pay their child support. More and more non-custodial parents are requesting reviews for reductions, while custodial parents are requesting reviews for increases. The increased demand for child support services from both custodial and non-custodial parents is straining the ability of the ICSSD to respond in a timely manner.
2. Due to federal guidance issued in response to the Turner vs. Rogers Supreme Court decision, all judicial enforcement was suspended on ICSSD cases for the month of June 2012 to allow ICSSD and Court Administration time to review the guidance and determine how best to incorporate it into South Carolina's child support enforcement process. The screening process developed for contempt actions has shifted the workload of the child support staff. ICSSD is now reviewing the impact this process has had on the child support system, both for the ICSS Division and for the family courts.
3. Until the completion of the automated child support enforcement system, federal penalties will continue.
4. ICSSD has had challenges with its vendor HP completing the federally mandated Child Support Enforcement System as contractually obligated. As of July 11, 2013, HP had passed only 1555 system test scripts out of a total of 2852 test scripts, or 55%. Based on the average weekly rate of passage noted above, it would have taken HP until August 2014 to pass all System Test scripts, 21 months beyond the end date of November 30, 2012, for System Test under the current contract amendment. The chart below shows the lack of progress in HP's System Test efforts through the end of June 2013.



On July 10, 2013, the State sent a letter to HP notifying the company that the State was terminating the contract. The hearing in the Contract Controversy (originally scheduled for July 31, 2013) has been rescheduled for October 21, 2013 and is estimated to last through November 27, 2013. The Chief Procurement Officer will hear the State's case for breach of contract and damages and HP's claims against the State.

Administration and Planning for Information Technology

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?

Program outcomes through information from the Department's 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 welfare services is safe and thriving children with lifelong families. Case management services are best delivered by face-to-face contact with clients. Major products and services include:

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

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).

Economic Services (TANF/FI, SNAP/ Family Nutrition, and Early Care and Education)

- Family Independence, South Carolina's TANF program, 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: Commodity Supplemental Food, Emergency Food Assistance, After School Snack, Summer Food Service, Child and Adult Care Food, Emergency Shelters Food, and Seniors Farmers' Market Nutrition. 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 Resettlement Program helps newly arriving population of refugees become self-sufficient in the shortest timeframe following their arrival in the United States.
- 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/FI
 - families transitioning off of TANF/FI
 - children with special needs
 - low-income working families
 - children in Foster Care with working foster parents
 - children receiving child protective services
 - Other designated populations
- DECE 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.

Integrated Child Support Services (ICSSD)

The ICSSD, 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
- Children in Foster Care and birth families (custodial and non-custodial parents)
- Foster families, adoptive families, and children and youth who have been adopted
- 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

Economic Services (TANF/FI, SNAP/ Family Nutrition, and Early Care and Education)

- Low-income children, families and adults
- 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 child care centers, family and group child care homes, after-school programs, summer and pre-K programs, family, friend, and neighbor providers, CACFP and Summer Food Programs
- Youth at risk for parenting or already parenting
- Non-custodial parents

Integrated Child Support Services (ICSSD)

- Custodial and noncustodial parents, whether on federal financial assistance (TANF) or not (only 10% of the ICSSD caseload is currently receiving TANF benefits).
- 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, colleges and universities, professional associations, 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	2,978	4
Temporary grant employees	325	0
Temporary hourly employees	138	0
Total employees	3,441	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
 - Early Care and Education
- Integrated Child Support Services
- Accountability, Data, and Research
- Administration and Program Support (e.g., Human Resource Management, Information Systems, Fiscal and Governmental Affairs)

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

**II. 10 Accountability Report Appropriations/Expenditures Chart
Base Budget Expenditures and Appropriations**

Major Budget Categories	FY 11-12 Actual Expenditures		FY 12-13 Actual Expenditures		FY 13-14 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 111,413,468	\$ 34,435,984	\$ 114,337,159	\$ 32,410,257	\$ 125,179,840	\$ 32,439,455
Other Operating	\$ 122,712,860	\$ 11,446,430	\$ 117,574,763	\$ 18,900,660	\$ 169,597,076	\$ 8,761,620
Special Items	\$ 1,093,944	\$ 1,093,944	\$ 3,412,438	\$ 3,412,438	\$ 11,616,456	\$ 1,093,944
Permanent Improvements						
Case Services	\$ 1,773,237,685	\$ 61,234,825	\$ 1,589,839,800	\$ 54,292,505	\$ 298,562,404	\$ 64,281,288
Distributions to Subdivisions	\$ 14,368,424		\$ 9,257,198		\$ 8,356,757	\$ -
Fringe Benefits	\$ 39,948,540	\$ 11,706,173	\$ 41,504,078	\$ 10,946,264	\$ 42,581,628	\$ 15,244,946
Non-recurring						
Total	\$ 2,062,774,921	\$ 119,917,355	\$ 1,875,925,436	\$ 119,962,124	\$ 655,894,161	\$ 121,821,253
		Other Expenditures				
		Sources of Funds	FY 11-12 Actual Expenditures	FY 12-13 Actual Expenditures		
		Supplemental Bills				
		Capital Reserve Funds		\$ 2,500,000		
		Bonds				

Note: For FY 2013-2014, the General Assembly transferred the budget authorization for SNAP client benefits to a non-budgeted account. This change has no effect on the delivery of services to SNAP beneficiaries.

Major Program Areas							
Program Number and Title	Major Program Area Purpose (Brief)	FY 11-12			FY 12-13		Key Cross References for Financial Results*
		Budget Expenditures			Budget Expenditures		
I.A,B,C,D,E.4,II.E.1.,G.1,2; III	Food Stamps--EBT Issuance and Administration	State:	15,552,117.00		State:	18,303,357.00	Charts 26-28
		Federal:	1,388,599,971.00		Federal:	1,404,879,030.00	
		Other:	7,990,999.00		Other:	3,813,624.00	
		Total:	1,412,143,087.00		Total:	1,426,996,011.00	
		% of Total Budget:		68%	% of Total Budget:		
I.A,B,C,D,E.1,3,4;II.E.1,2,3,L; III	Family Independence	State:	8,485,806.00		State:	7,211,645.00	Charts 21-23
		Federal:	68,252,575.00		Federal:	63,254,344.00	
		Other:	124,894,901.00		Other:	29,445.00	
		Total:	201,633,282.00		Total:	70,495,434.00	
		% of Total Budget:		10%	% of Total Budget:		
I.A,B,C,D,E.1;II.A.2,B.1,2,3;III	Foster Care Program	State:	49,917,502.00		State:	44,634,452.00	Charts 5-18
		Federal:	41,045,320.00		Federal:	47,891,918.00	
		Other:	9,798,347.00		Other:	2,502,683.00	
		Total:	100,761,169.00		Total:	95,029,053.00	
		% of Total Budget:		5%	% of Total Budget:		
I.A,B,E.1;II.E.1,N;III	Child Care Development	State:	7,035,258.00		State:	7,022,318.00	Table 3 Charts 24-25
		Federal:	64,540,481.00		Federal:	59,406,472.00	
		Other:	9,130,120.00		Other:	5,199,536.00	
		Total:	80,705,859.00		Total:	71,628,326.00	
		% of Total Budget:		4%	% of Total Budget:		
I.A,B,C,D;II.F;III	Child Support Enforcement	State:	4,670,279.00		State:	6,633,926.00	Table 4 Charts 29-30
		Federal:	38,147,141.00		Federal:	31,472,831.00	
		Other:	79,220,135.00		Other:	6,057,185.00	
		Total:	122,037,555.00		Total:	44,163,942.00	
		% of Total Budget:		6%	% of Total Budget:		
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:	34,256,393.00		State:	36,156,426.00	
		Federal:	105,554,701.00		Federal:	122,396,090.00	
		Other:	5,685,875.00		Other:	9,060,154.00	
		Total:	145,493,969.00		Total:	167,612,670.00	
		% of Total Budget:		7%	% of Total Budget:		9%

* 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, 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 well as engage customers and stakeholders. Some of these new strategies have included monthly Palmetto Power (P2) meetings and weekly layered WIG huddle sessions. P2 is an approach to organizational learning.

The goal of P2 is to turn the critical analysis of data into system intelligence and rally the energy and willingness of individuals, teams and departments to apply the "intelligence" they have gathered into an actionable plan for all the "right" reasons. The power of the P2 approach lives at the intersection of team learning; it is influenced by leadership and energized by "imperatives" for the work developed with system thinking in mind. This approach has received national attention by many foundations and other important leaders in the child welfare arena to include: Casey Family Programs, Wendy's Wonderful Kids Foundation, and the federal Administration for Children and Families.

Endorsing the business strategy of the 4 Disciplines of Execution within government has been impactful on the progress within DSS. One of the disciplines is Wildly Important Goals weekly sessions. 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 including the State Director and the Deputy Directors.

To further engage external stakeholders, DSS has added two additional strategies: Palmetto Power for Providers (P3) and Foster Care Review Board Huddles.

The P3 meetings focused on identified geographic regions of the State aimed at critically analyzing challenges to desired outcomes and increasing the effectiveness of working relationships with community service providers. Participants consider administrative outcome data and reflect learning from direct knowledge of selected cases from a “Closer Look.”

In partnership with the South Carolina Foster Care Review Board (FCRB), the agency embarked on a statewide series of “Huddles.” These “Huddles” bring county, IFCCS, Adoptions, legal staff, and state-level DSS staff to the table with the FCRB staff to evaluate data related to permanence of children. Meetings focus on strengths, trends, challenges, and systemic barriers to the goal of “safe and thriving children with forever families sooner.” Areas of concern noted by the FCRB decreased as a result of the practice improvements highlighted during the “Huddles”.

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. Agency leaders monitor information from Constituent Services to detect emerging issues.

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 – Individuals receiving FI and/or SNAP benefits find employment that allows them to support themselves and their families without relying on public assistance.
- FA2** Outcome - Maximize eligible households' access to Food and Nutrition Programs.
- FA3** Outcome – Benefits are issued to eligible individuals/families timely and accurately.

IV. Early Care and Education

- ECE1** Outcome - Quality, affordability, accessibility and availability of child care is expanded throughout South Carolina to help meet the needs of working families.
- ECE2** Outcome - Children's health and safety will be protected in child care settings and the quality of child care facilities will be improved.

V. Integrated Child Support Services Division

- 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 - 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?

Managers are trained to develop systems to document the work of employees who had specific and technical knowledge critical to agency operations. The goal is to provide for work continuation due to turnover in specialized or critical agency positions.

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. 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 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 (P2) 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 a daily intranet 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. When offices are not fully complying with laws or agency policies concerning child welfare or family assistance programs, or potential financial penalties might be imposed due to noncompliance, strategies to reduce risks are assessed and implemented immediately.

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*

Executive management examines staffing and caseload sizes on a regular basis to determine if resources are needed.

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 is 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, roughly 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.	Safe and thriving children with lifelong families sooner.	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.	Safe children with families who have the protective capacity.	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 Services 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. Specific measurable goals are established (Wildly Important Goals) with clear targets and target completion and are published on the agency's intranet. Progress towards these goals are evaluated weekly.

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

Data is aggregated and analyzed to determine how well individual counties and/or regions are progressing on specific variables, how they compare to other counties or regions in the State, how counties and/or regions compare to the statewide average, and how all compare in terms of meeting, or not meeting, outlined objectives. In some instances maps and tables are used to better portray the information.

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, mandated reporters, law enforcement 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 seek out services 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.

Economic Services (TANF/FI, SNAP/ Family Nutrition, and Early Care and Education)

For the Family Assistance (FI) program, low-income families are generally identified when they seek services or are referred by other agencies or through outreach efforts. Their eligibility is determined by criteria mandated by federal and state law, policy, and regulations. Key program requirements are typically determined by case managers through needs assessment and include assistance obtaining employment, 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 or through eligibility from 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 by SNAP Outreach Program efforts. South Carolina offers two simplified applications that provide access for disabled individuals and elderly citizens over 60. Eligibility is determined by rules and regulations mandated by 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.

DECE works to increase the availability, affordability, and accessibility of quality child care to low-income families. The federal Child Care Development Fund (CCDF) is used to provide child care subsidies for families receiving FI, transitioning off of FI, children with developmental disabilities/delays, low-income working families, children in Foster Care with working foster parents, children receiving child protective services and other designated populations. CCDF also supports ongoing oversight of all regulated child care facilities to ensure compliance with the state's health and safety requirements. Finally, CCDF provides support and resources for child care providers who voluntarily enroll in the QRIS and agree to comply with higher program standards. These efforts function in tandem to improve the quality of care for all children. Eligibility requirements are determined by federal law and state policies.

Integrated Child Support Services Division (ICSSD)

Courts, employers, and Family Independence case managers refer customers. In addition, ICSSD 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 ICSSD 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 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 child welfare best 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:

Providers, vendors, DSS staff, and other partners/stakeholders can voice their concerns verbally and through evaluations at training and/or professional development opportunities throughout the year. Stakeholders can voice their concerns through direct contact with staff, through the agency's website or through toll free complaint numbers.

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.

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, meets 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 child welfare 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 some 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. DSS has also recently created a Security Council to further focus on the security of the information it collects. The Security Council includes senior leadership and key staff throughout the agency.

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

DSS continuously collects, monitors, and analyzes data and performance. Using that information, senior leaders regularly meet with key managers and 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 leadership or other management meetings, state or county staff share their best practices and/or outcomes with other managers. Staff is encouraged to communicate with

experienced managers, other states, information clearinghouses, and/or consultants who have proven results. DSS also collaborates with University of South Carolina's Center for Child and Family Studies and other universities to provide best practice information in 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, events, and messages from the Director and is available to all employees on the DSS intranet. Employees can also access through the DSS intranet updated manuals and reports. There are training videos on desktop software. Layered weekly staff meetings achieve communication across program areas beginning with the county "huddle" sessions and ending with Executive staff as part of the Wildly Important Goals processes.

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 conducts training for managers quarterly entitled, "Human Resources Tools for Managers". This is a 7 hour training session developed to improve leadership capacities, to foster and enhance the abilities of those who are entrusted as DSS leaders. These leadership training sessions are intended to focus on such issues as internal and external relations, capacity building, ethics, leadership and building support and public value. Many outside partners and stakeholders also provide opportunities for improving leadership capacities.

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 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; and 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?*

Mid-level staff and supervisors receive training on the technical aspects of supervision, such as, completing employee performance evaluations, preparing position descriptions, and FMLA responsibilities, disciplinary policy and other functions.

Each county conducts its own Outstanding Employee Program with various incentives. The information is reported and published throughout the agency via the agency's intranet.

During State Government Employee Appreciation Week, activities are sponsored and planned throughout the state to show appreciation to the agency workforce.

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 are 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.

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 and spring and summer wellness walks during lunch breaks. 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, Integrated Child Support Services (ICSSD), and Early Care and Education, 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 manages 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, economic services and integrated child support services. Federal laws, state statutes and regulations define acceptable service processes for each program. For example, a state law requires making initial contact within 24 hours of receiving a report of alleged child abuse or neglect.

Service delivery processes 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 designed to 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 available through August 2013. These numbers will change as court orders, appeals, and other legal processes are completed and entered into DSS information systems and 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 multiple systems to provide management and direct service staff frequent feedback on performance. Beginning State Fiscal Year 2010-2011, the Department began to use the Franklin Covey "My4Dx" software as well as county based scoreboards to monitor the implementation of the agency's newly developed Wildly Important Goals. The use of these systems continued during State Fiscal Year 2012-2013. 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. For an overview of the Child Welfare process, please see Appendix C, Child Welfare Services Flow Chart for State Fiscal Year 2012 - 2013

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 12,000 reports of suspected child abuse and/or neglect involving families. In January 2012 the South Carolina Department of Social Services implemented two prevention options for CPS intakes (Family Strengthening Services and Voluntary Case Management) for reports appearing to involve less risk to the children. The intake staff through an assessment of safety and risk of all the children in the report and make referrals to prevention services that best meets the needs of the children and families.

Category 7

Chart 1

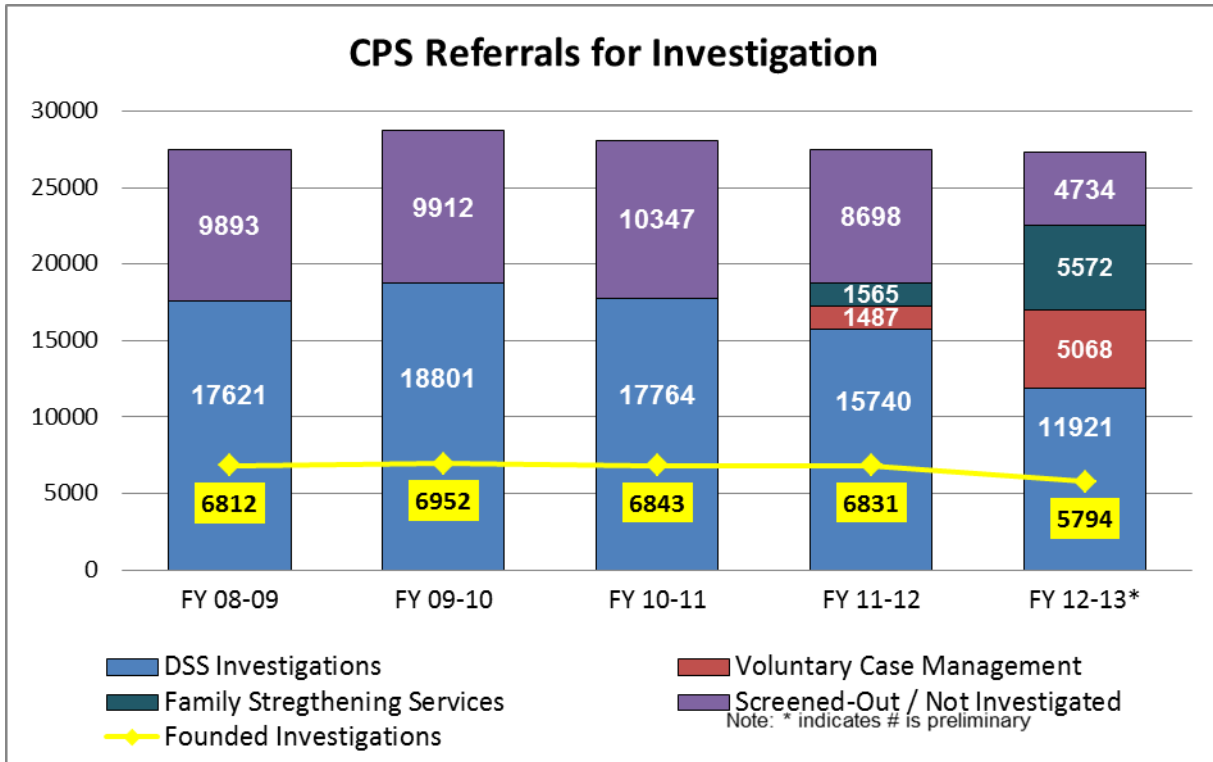
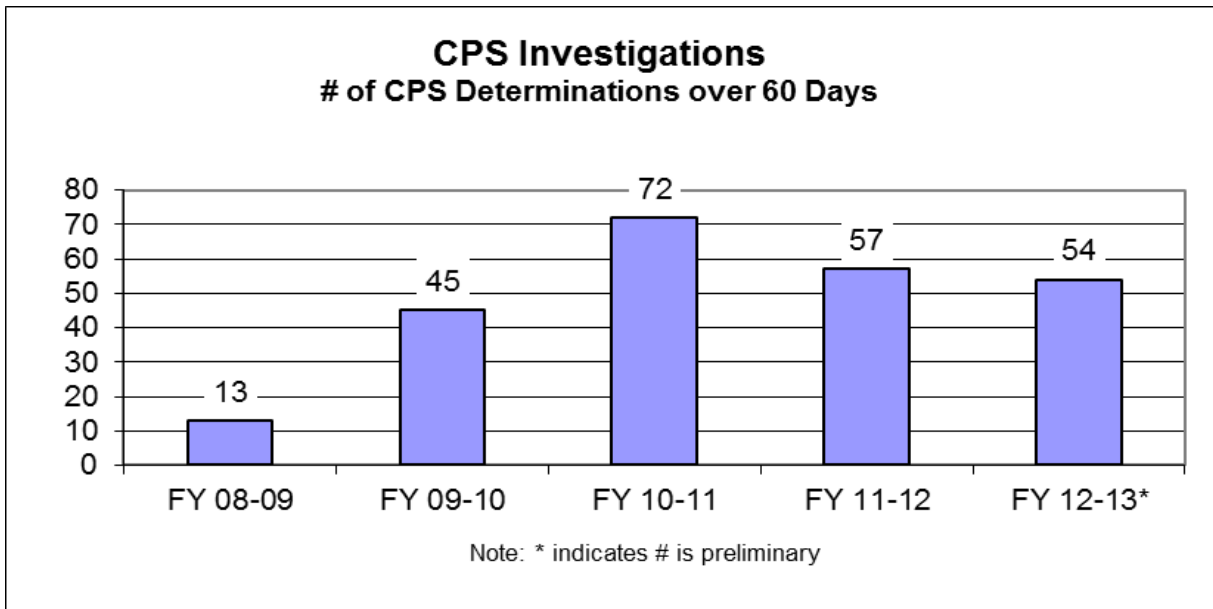


Chart 2 indicates the number of CPS determinations that were over 60 days.

Category 7

Chart 2



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

OHAN is part of the Child Protective Services Program and is responsible for investigating allegations of abuse and neglect in child care facilities, such as foster homes, child care facilities,

and institutional settings. Table 1 shows that DSS received 760 referrals of suspected abuse and/or neglect in out-of-home child care facilities, 56 more 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

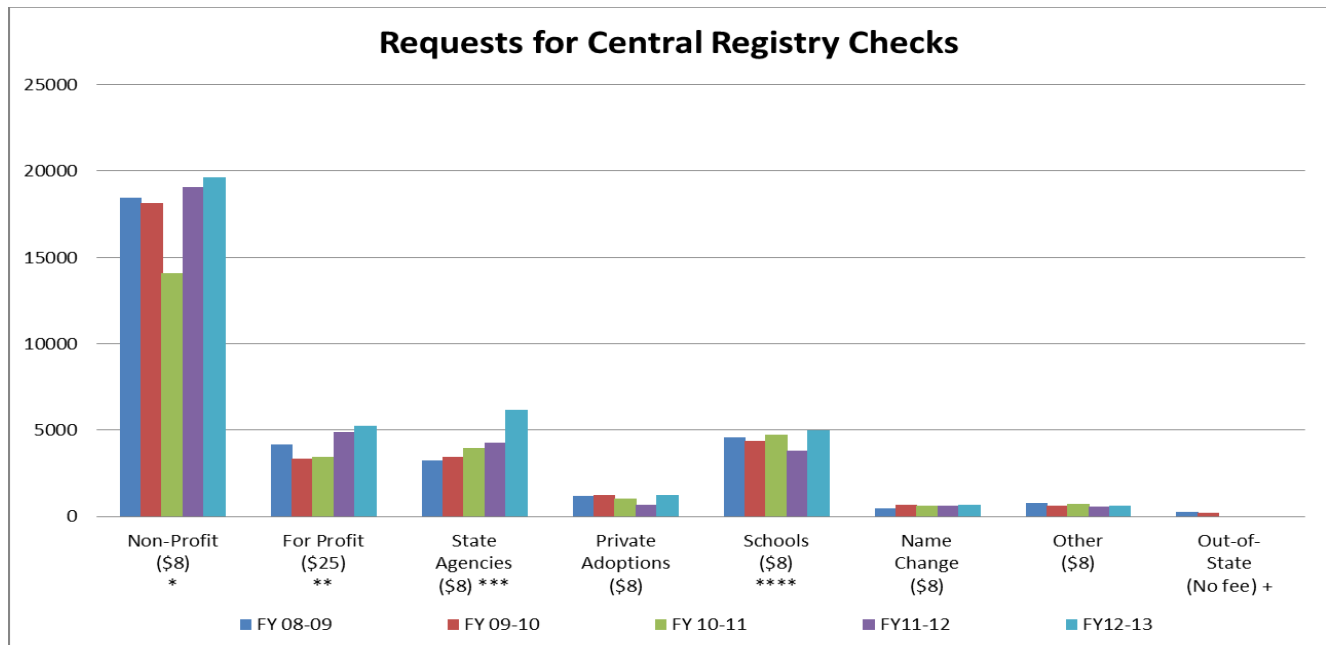
Table 1

Out-of-Home Abuse and Neglect Investigations										
SFY Based on Date the Referral was Accepted										
OHAN (Out-of-Home Abuse and Neglect) Investigations are those that look into Child Protective Services referrals that allege of abuse and/or neglect in facilities, such as foster homes, child care facilities, and some institutional settings.										
OHAN	SFY 08-09		SFY 09-10		SFY 10-11		SFY 11-12		SFY 12-13*	
Total # of Referrals	967		990		784		704		760	
Investigation Type	# investigated	# indicated/founded	# investigated	# indicated/founded	# investigated	# indicated/founded	# investigated	# indicated/founded	# investigated	# indicated/founded
Child Care	146	14	191	17	85	14	78	11	125	7
Foster Home**	253	18	229	23	115	21	129	27	177	31
Group Home / Institution	122	10	132	6	71	4	79	11	97	10
State Total	537	51	433	29	271	41	286	57	399	48
Indication Rate		9.5%		6.7%		15.1%		19.9%		12.0%
*Indicates preliminary information										
**In January 2010, the Department transferred the responsibility of investigating family Foster Homes from OHAN Unit to the county offices.										
Accountability, Data, and Research Division (data from CAPSS on August 1, 2013)										

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



Fiscal Year	Non-Profit \$8.00	For-Profit \$25.00	State Agencies \$8.00 (including 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.)
FY0708	16,704	2,088	3,826	987	3,322	516	648	307
FY0809	18,449	4,151	3,227	1,168	4,601	491	758	267
FY0910	18,171	3,361	3,424	1,244	4,356	681	609	210
FY1011	14,103	3,471	3,957	1,052	4,734	604	740	not pulled out separately
FY1112	19,048	4,892	4,280	688	3,799	629	578	
FY1213	19,644	5,240	6,195	1,259	4,969	662	604	

- * “Non-Profit” includes group homes, child placing agencies (the majority are non-profit), and GAL (until pulled out in FY 11-12)
- ** “For Profit” includes businesses 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 on 9/20/2004, with fee change effective 7/1/2008, per State Budget
- + “Out-of-State” was not calculated as a separate group during FY 10-11 and FY 11-12.

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

Chart 4 reflects the number of child welfare cases where families were receiving services in their own homes at the end of each fiscal year in an attempt to safely maintain children in their homes whenever possible and appropriate.

Category 7

Chart 4

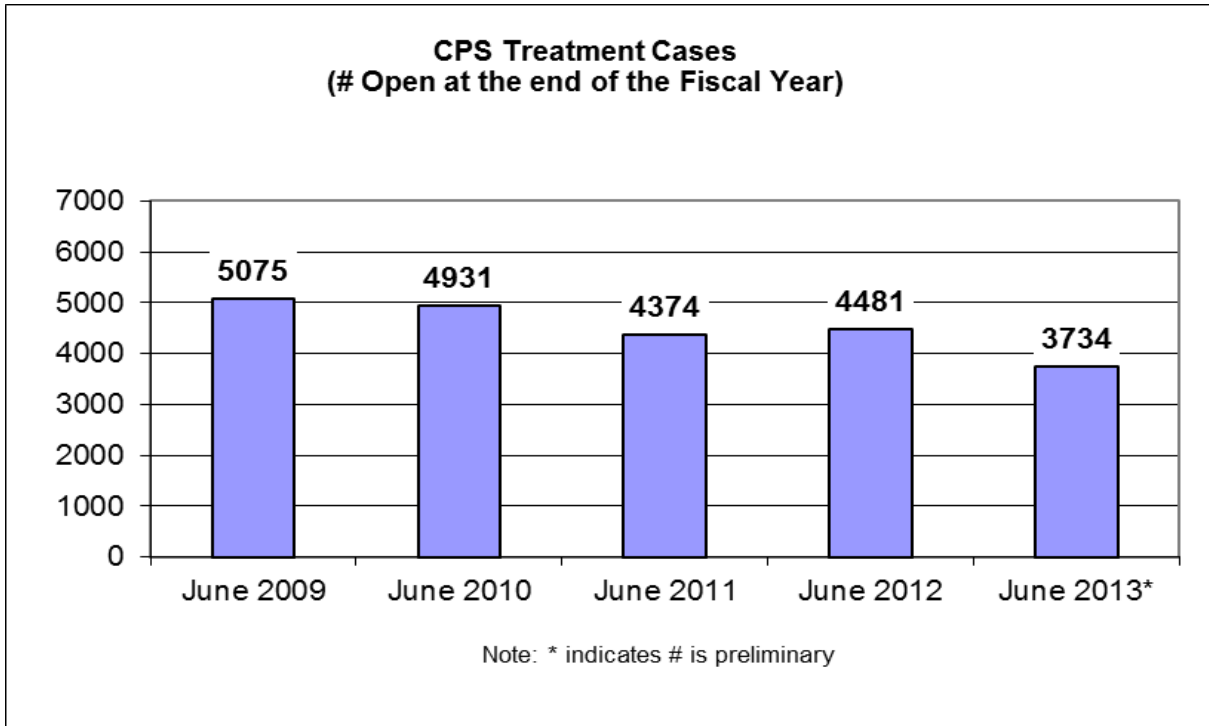
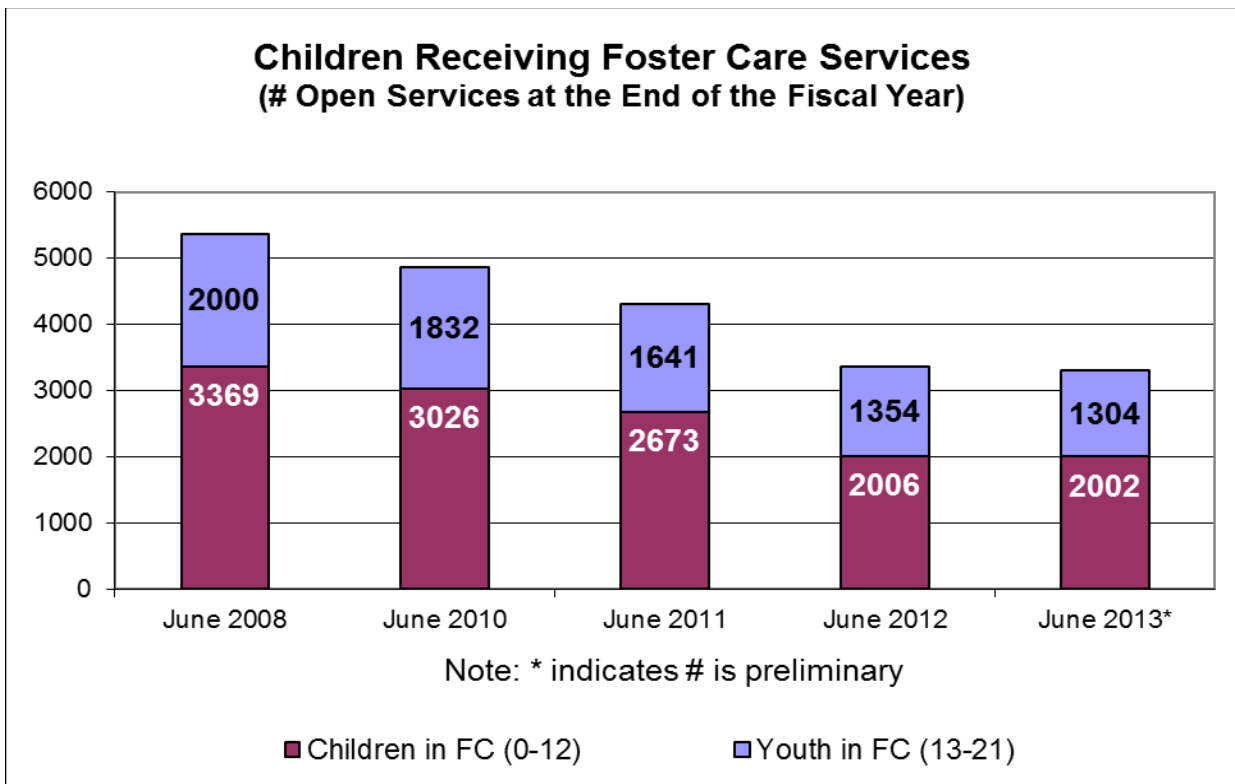


Chart 5 reflects the number of children receiving foster care services at the end of each fiscal year. Through the department's efforts to find forever families for children in Foster Care, more children and youth are being connected with families than ever before.

Category 7

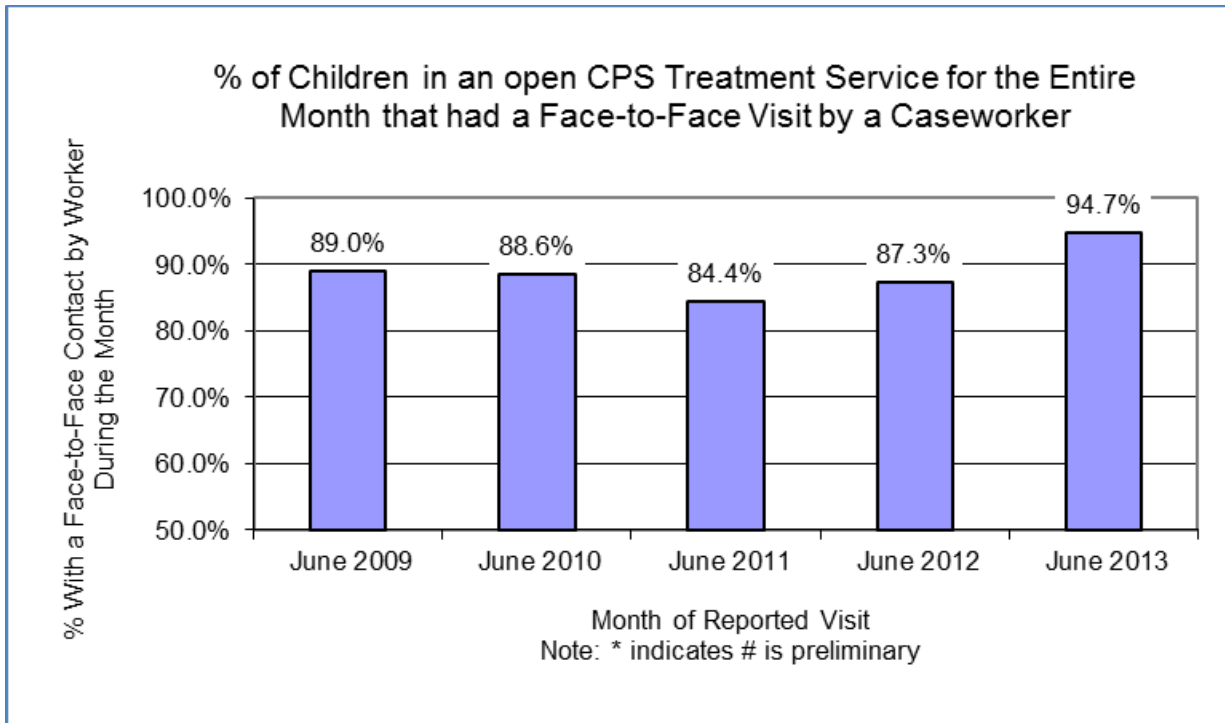
Chart 5



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. A significant improvement in face-to-face contact occurred from 62% in August 2006, to over 89% in June 2009. June 2013 showed another significant improvement to almost 95% (from 87.3% in the prior year).

Category 7

Chart 6



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

For those children who left Foster Care, the average number of months a child spent in foster care is 15.9.

Category 7

Chart 7

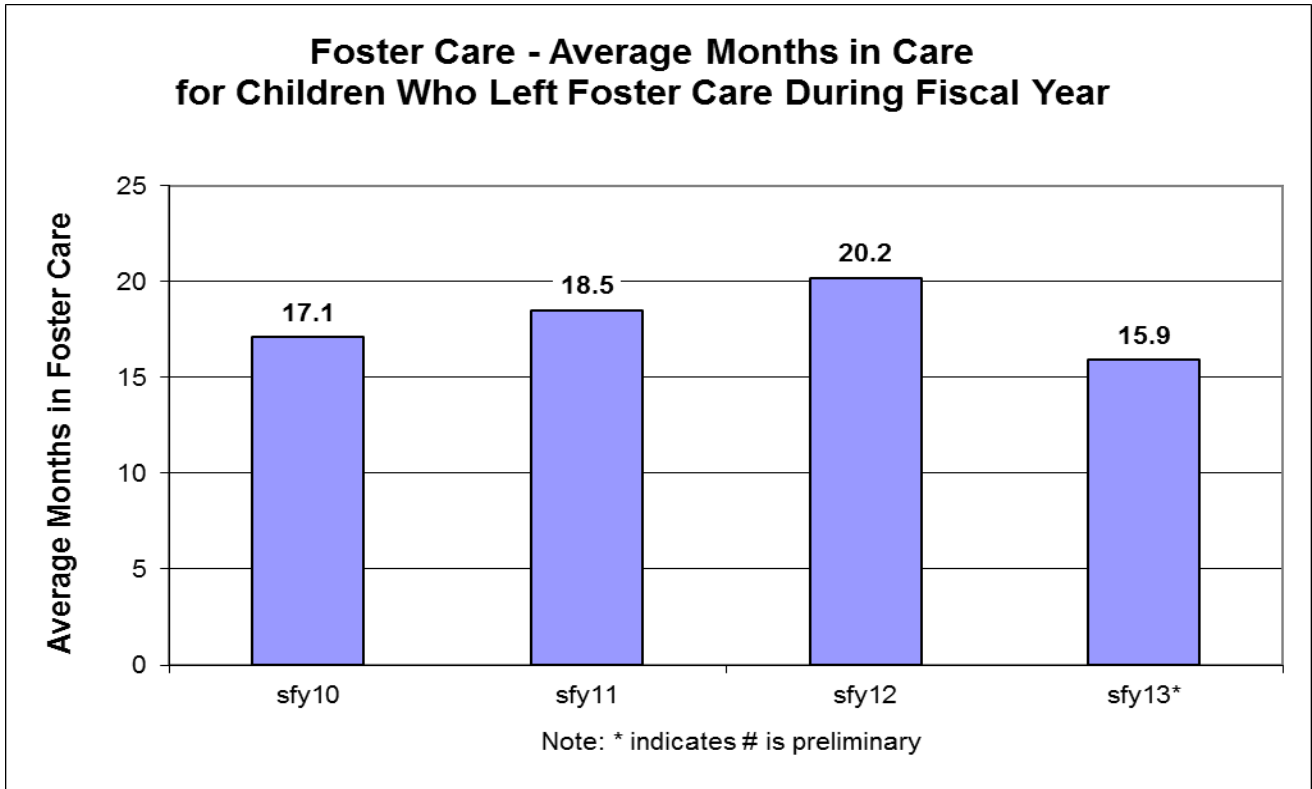
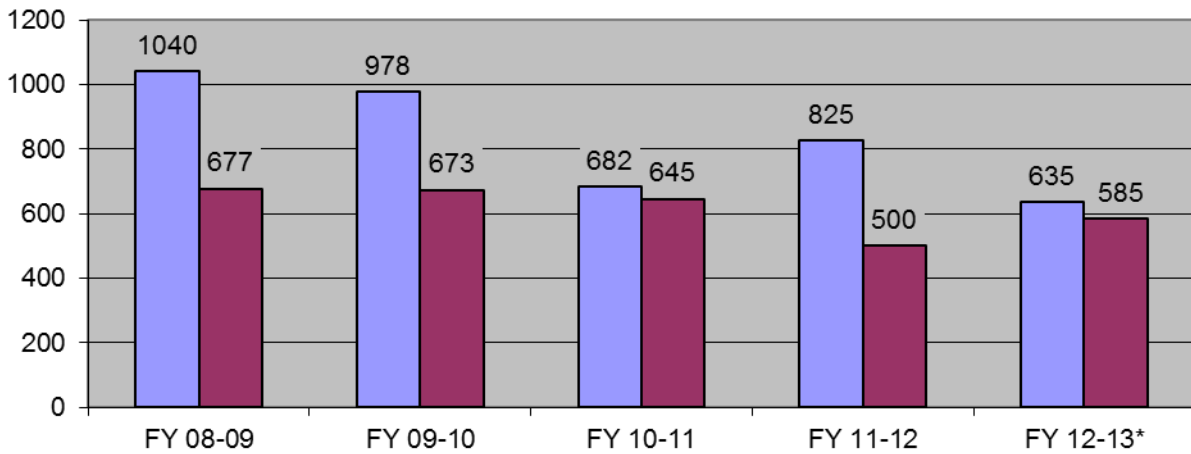


Chart 8 indicates the number of children waiting for adoption. Of the 1,220 children still waiting on June 30, 2013, for their “forever family,” almost 48% already are legal orphans (i.e., both parents have already had their parental rights terminated).

Category 7

Chart 8

Children Waiting for Adoption



Note: * indicates the number is preliminary

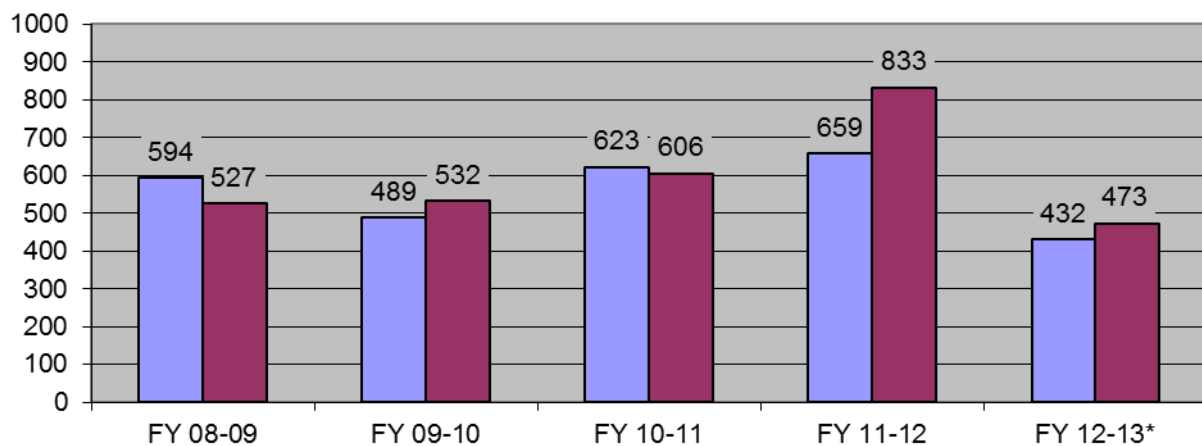
■ Not All Parents TPRd - Not Legally Free ■ All Parents TPRd - Legally Free

DSS continued its focus on adoptions. For FY 2012-2013, 473 children were legal orphans and had their adoptions finalized.

Category 7

Chart 9

Children Legally Freed and Adopted



Note: * indicates number is preliminary

■ Children with Parental Rights Terminated for All Parents ■ Adoptions Finalized

Chart 10 focuses on the average number of months it takes for a child to be adopted which has decreased significantly since FY 2007-2008. There was a slight increase in the number of months a child was in foster care before being adopted this year, due to the continued concentrated efforts on finding adoptive homes for children waiting for several years. There continues an emphasis on finding families for children sooner with 140 children adopted within 24 months.

Category 7

Chart 10

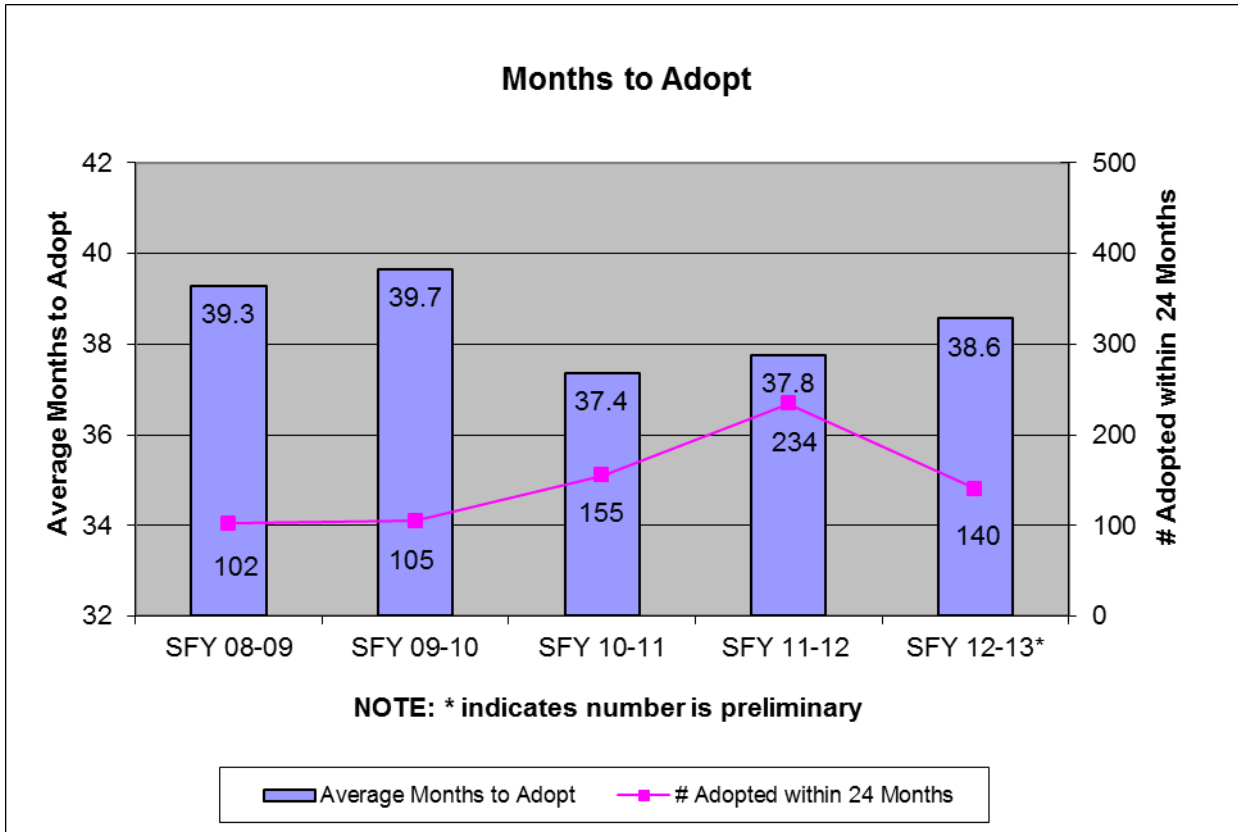
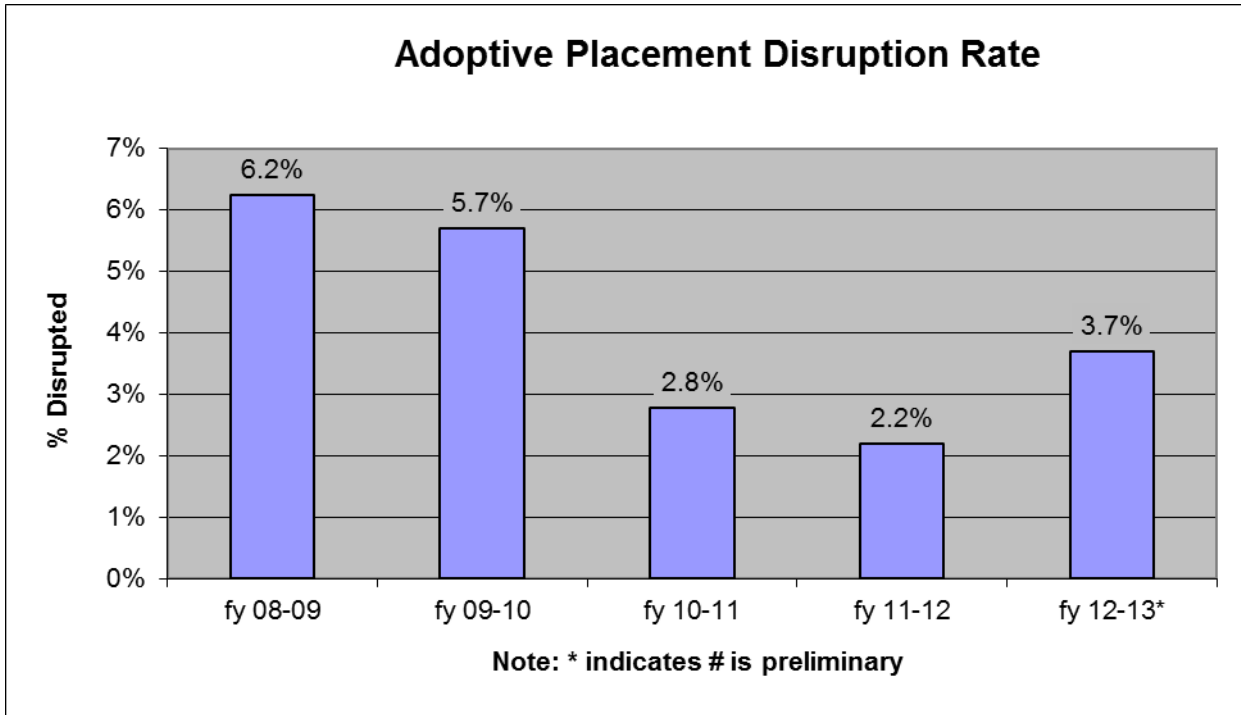


Chart 11 shows that the department’s adoptive placement disruption rate continues to be far below the national average of 10-12 percent. A disruption is defined as an adoptive placement that does not result in a finalized adoption.

Category 7

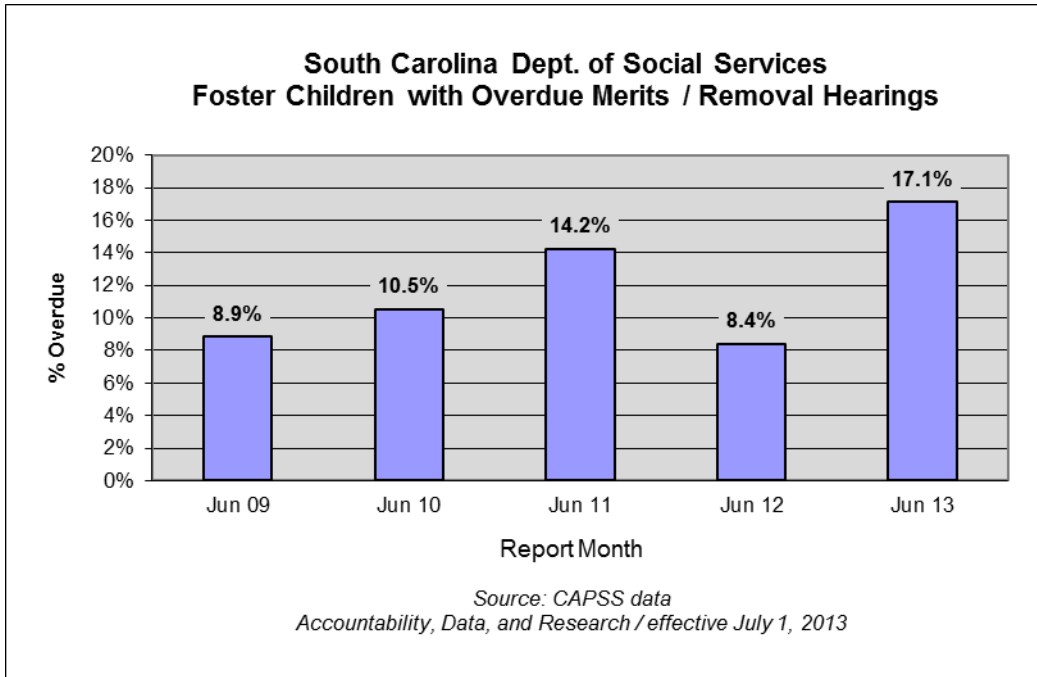
Chart 11



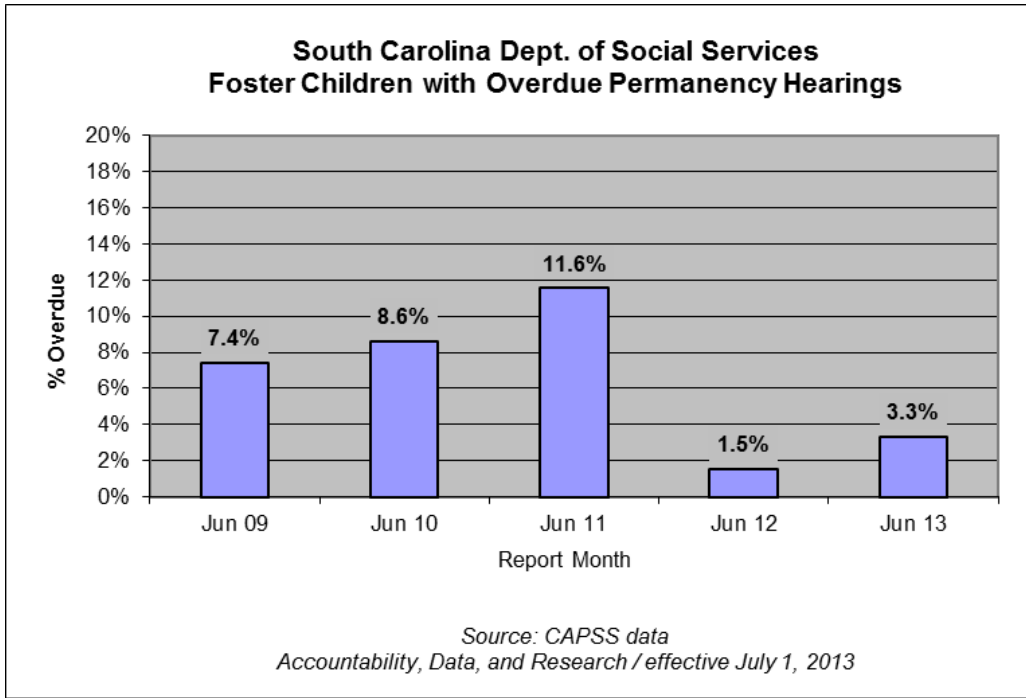
The Department began issuing a report in May 2008, on foster care removal and permanency hearings not completed timely. Hearings that are convened but not completed are not considered timely in the report. Since refocusing the agency on completing timely foster care hearings, DSS initially saw a 32 percent reduction in overdue removal hearings and a 43 percent reduction in overdue permanency hearings. As part of this effort to improve performance in the child welfare judicial processes, the Department also began implementing a new legal case management system. That system continues to closely track legal processes, automates notices of hearings to our clients and partners, and has helped standardize practice throughout the State.

Category 7

Chart 12



Category 7
Chart 13



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 children in Foster Care (excluding those being case managed by Intensive Foster Care and Clinical Services or Adoption Services) what percentage are placed within their home

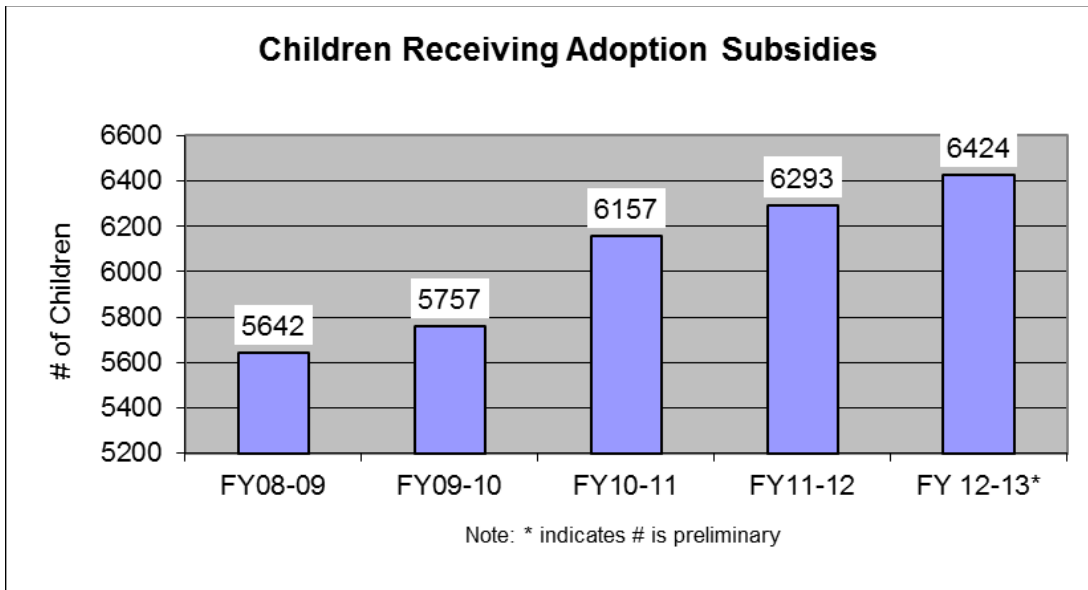
county? DSS continues to place high percentages of children in Foster Care within their home county with a statewide objective of 70 percent. The state average for the 12-month SFY 2013 period was 62.5%.

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

At the end of FY 2012-2013, DSS was paying adoption subsidies to 6,424 children, reaching a total of \$33.3 million dollars spent in adoption subsidies paid this year, a significant increase from the prior fiscal year. See Charts 14 and 15.

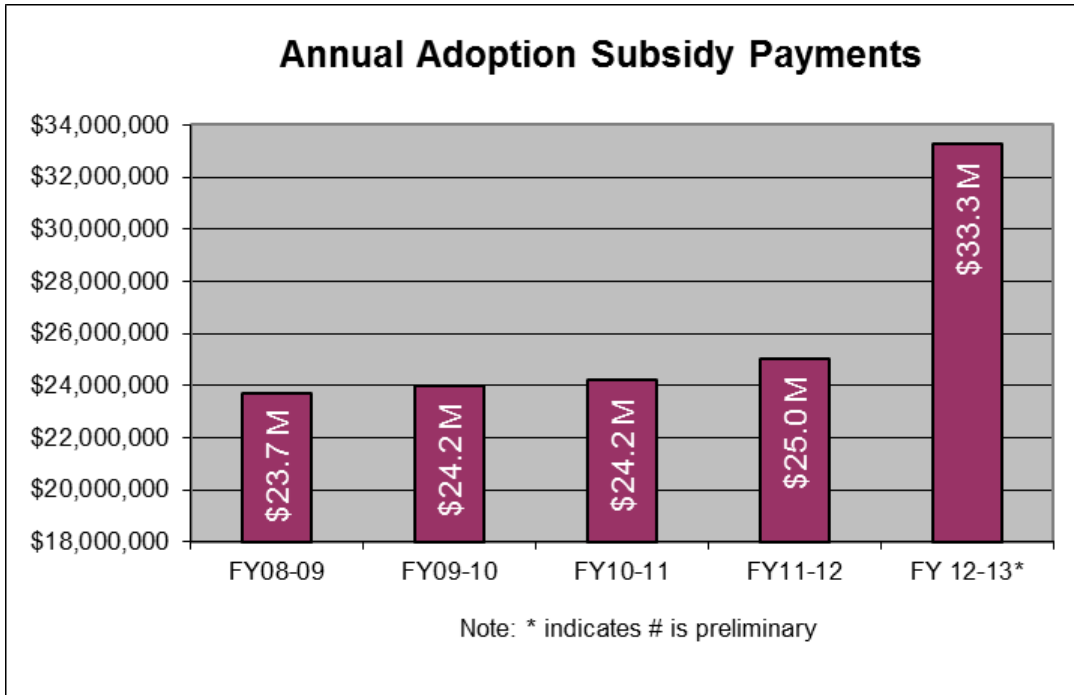
Category 7

Chart 14



Category 7

Chart 15



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

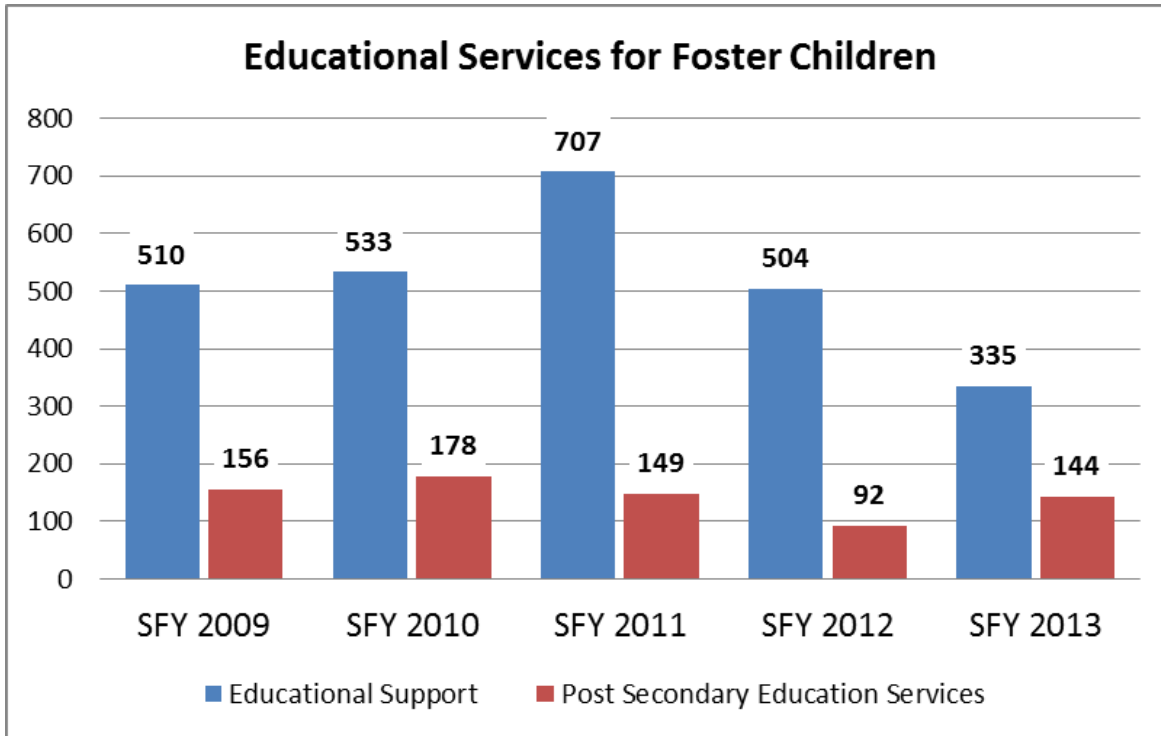
In FY 2012-2013, 135 youth received Education and Training Voucher (ETV) Assistance for post-secondary education programs (totaling \$491,242.38). Over one-half of these ETV Awards were new. Additionally, 9 Chafee Awards (totaling \$14,416.00) were distributed.

The Chafee Program also provided employment supportive services to 247 youth (in addition to services provided by program partners).

Education services include 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.

Category 7

Chart 16



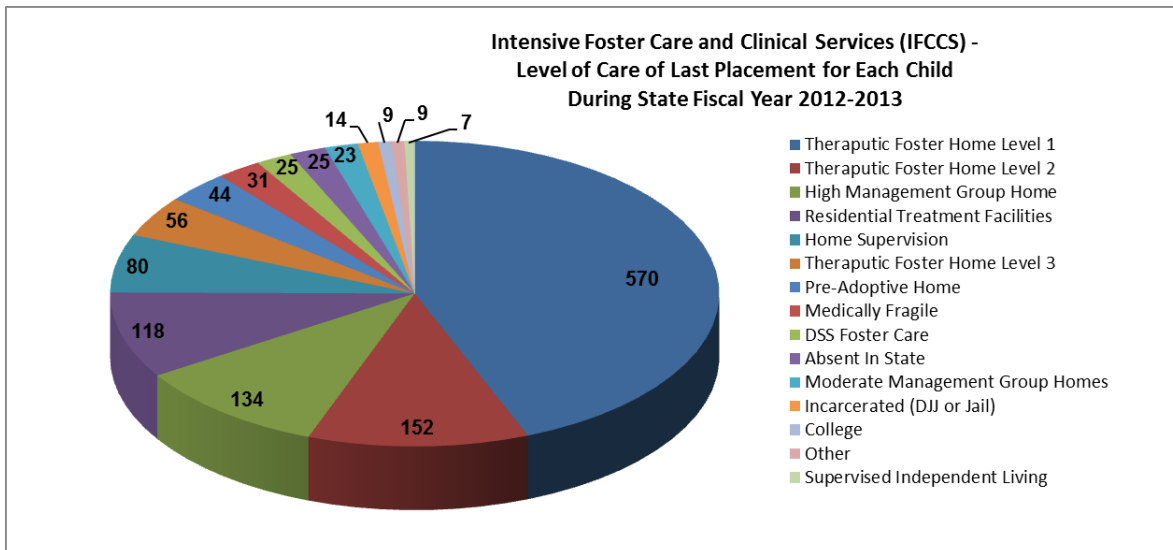
Please note: Post-Secondary Education Services includes both ETV and Chafee Awards

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 Foster Care who require additional therapeutic services. Chart 17 shows the numbers and types of therapeutic placements for children receiving these services during FY 2011-2012.

Category 7

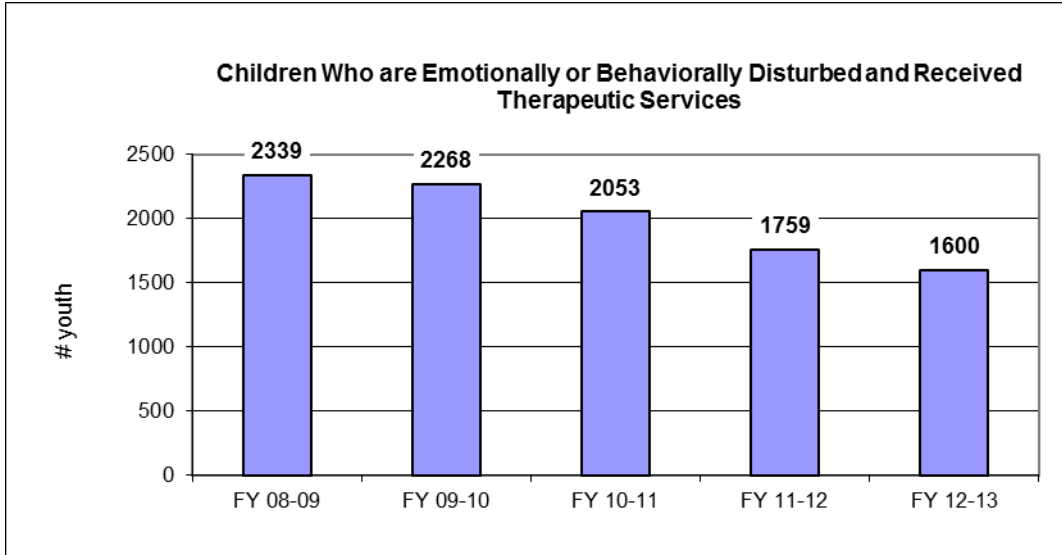
Chart 17



Local interagency staffing teams are responsible for identifying the children in Foster Care who are emotionally or behaviorally disturbed and in need of therapeutic services.

Category 7

Chart 18

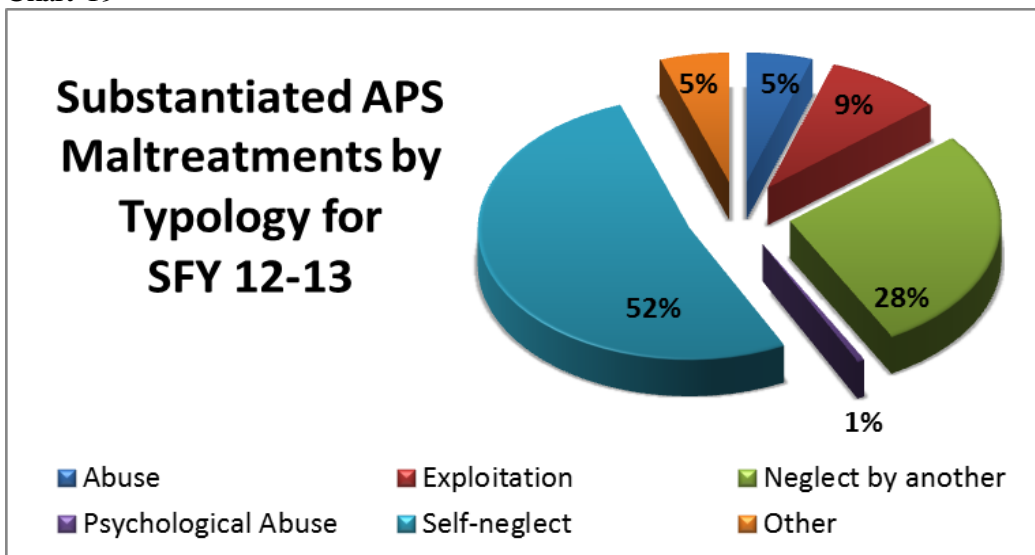


Adult Protection Outcome APS1 - Reduce recurrence of abuse/neglect, self-neglect, and exploitation of vulnerable adults (persons 18 or older who are either subjected to or at risk of abuse, neglect or exploitation).

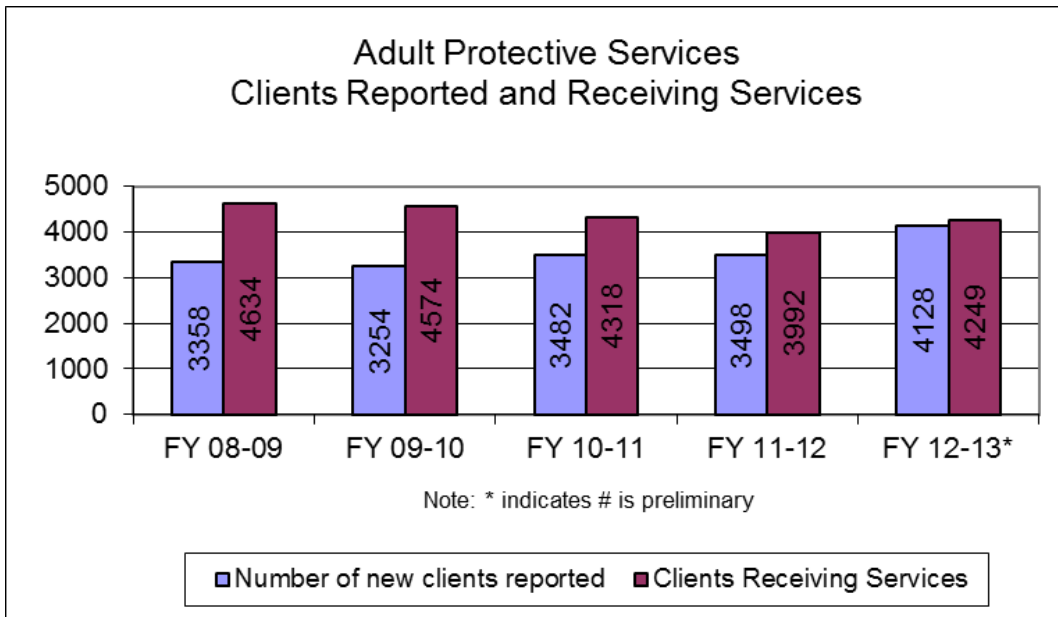
Adult Protection Outcome APS2 - Safely maintain vulnerable adults (persons 18 or older who are either subjected to or at risk of abuse, neglect or exploitation) in the least restrictive environment.

Category 7

Chart 19



Category 7
 Chart 20



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 2012-2013, 12 Domestic Violence Shelter Programs (with a total of 17 shelters) provided Emergency Shelter to 2,649 unduplicated women, children, and men. During the fiscal year, 44,230 women, children, and men received counseling services including (but not limited to) individual counseling, support groups, legal services, housing and other advocacy.

During the SFY 2012-2013, the Domestic Violence Batterers Intervention program served a total of 2,531 men and women identified as 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 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Emergency shelters*	18	18	18	18	17
Approved Batterer intervention Programs	37	39	38	35	38
Individuals receiving emergency shelter**	6,481	2,969	3,192	3,048	2,649
Women/men/children receiving counseling services***	9,702	17,438	19,850	20,062	44,230
Batterers receiving counseling services****	3,900	3,295	3,446	3,314	2,531

*13 Programs with a total of 17 Emergency Shelters.

** Reflects the number of unduplicated clients served by providers. (Unduplicated=individuals).

The FY 2008-2009 data combined two different reporting forms because of a change in reporting requirements. FY 2008-2009 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. The numbers starting for FY 2009-2010 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.

**** DSS funds Batterers' Intervention programs in 13 regions throughout the state.

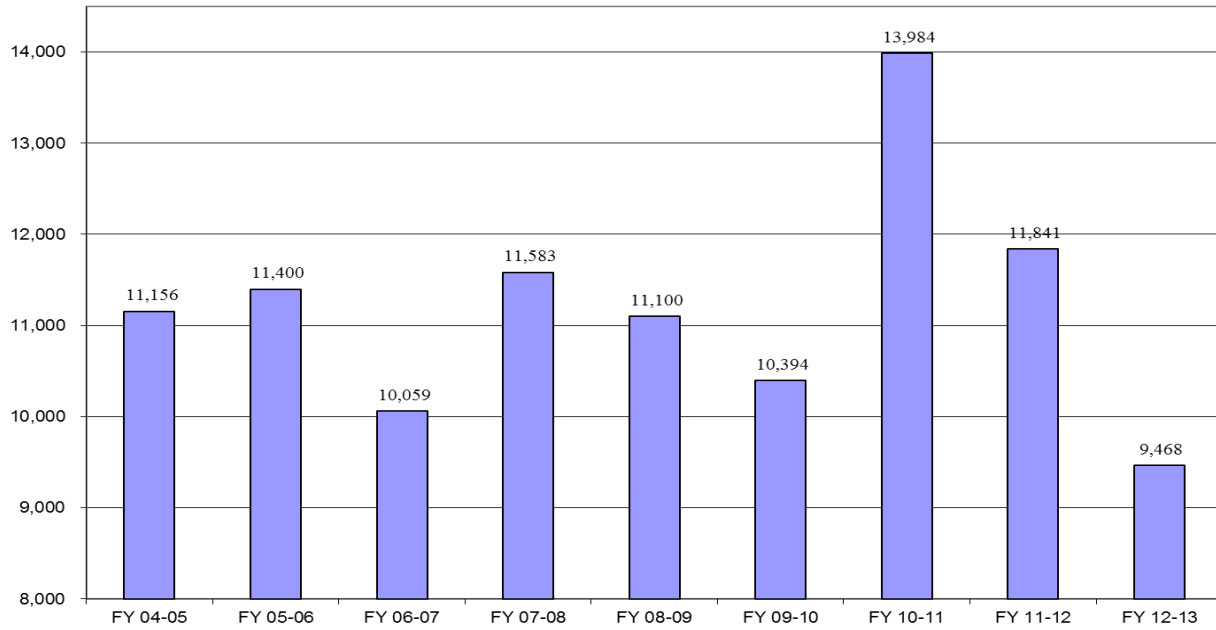
Family Assistance Outcome FA1 - Individuals receiving FI services and/or SNAP benefits find employment that allows them to support themselves and their families without relying on public assistance.

The primary objective of the Family Independence Program is to assist work eligible parents and individuals find employment and become independent of State financial assistance. Last fiscal year, through education and employment training programs, DSS continued to assist employable applicants and recipients in finding jobs. The average wage for those employed through DSS programs was approximately \$ 8.27 an hour. The higher hourly wages may be partially explained by the encouragement to DSS Job Developers to assist clients in finding jobs above minimum wage. Other explanations include training by program, some placement activity with employers, and program's assistance with transportation and child care. While the two tables below are focused on TANF jobs and hourly wages, DSS is developing new tools to capture additional employment information on SNAP and TANF clients.

Category 7

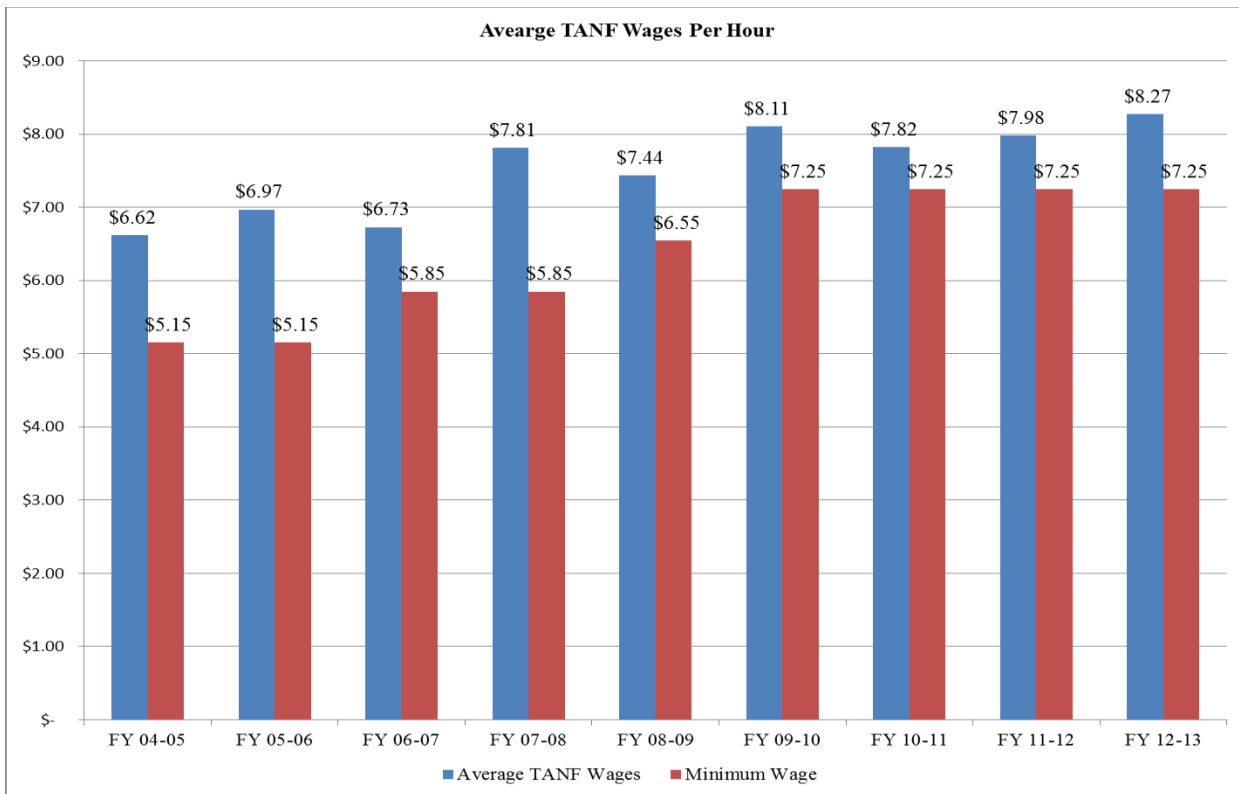
Chart 22

Full-time Jobs Obtained by FI Employable Recipients



Source: Information obtained from PATS 402 Reports

**Category 7
Chart 23**



Source: Information obtained from PATS 402 Reports

Family Assistance Outcome FA2 - Maximize eligible households' access to Food and Nutrition Programs

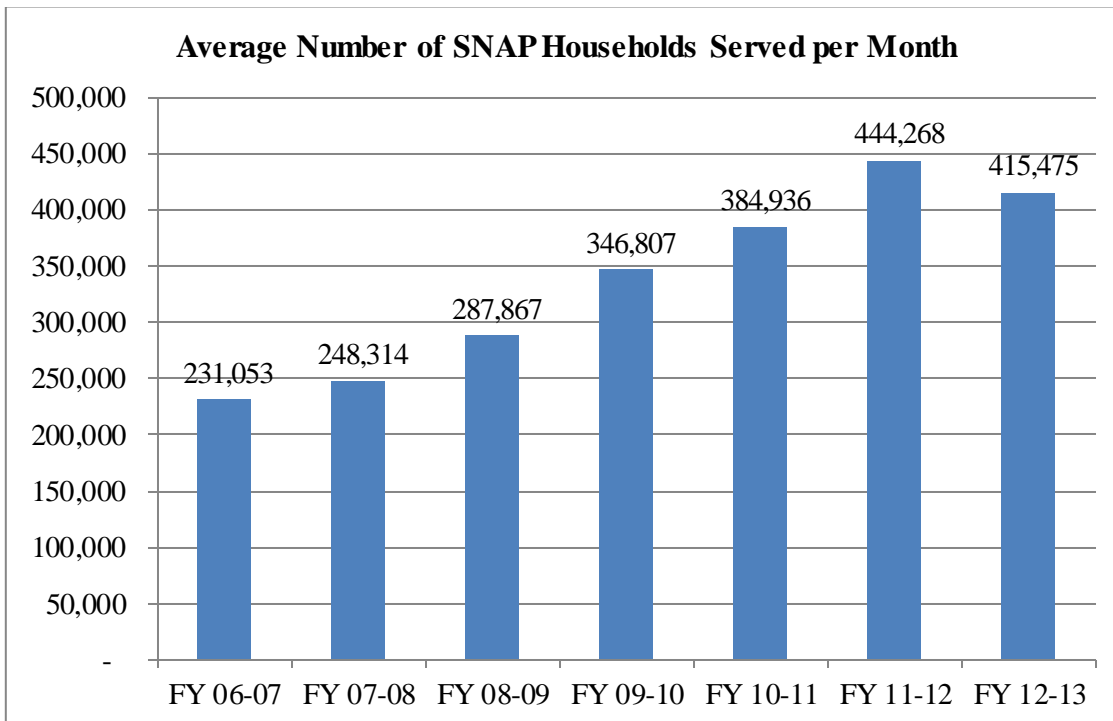
DSS administers a number of programs to help maximize eligible households' access to food and nutrition programs. The following is a list of programs we use to assist in achieving this outcome:

- 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 October 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 households receiving SNAP assistance continue to increase. South Carolina averaged slightly over 415,000 households receiving SNAP benefits during the last fiscal year.

Category 7

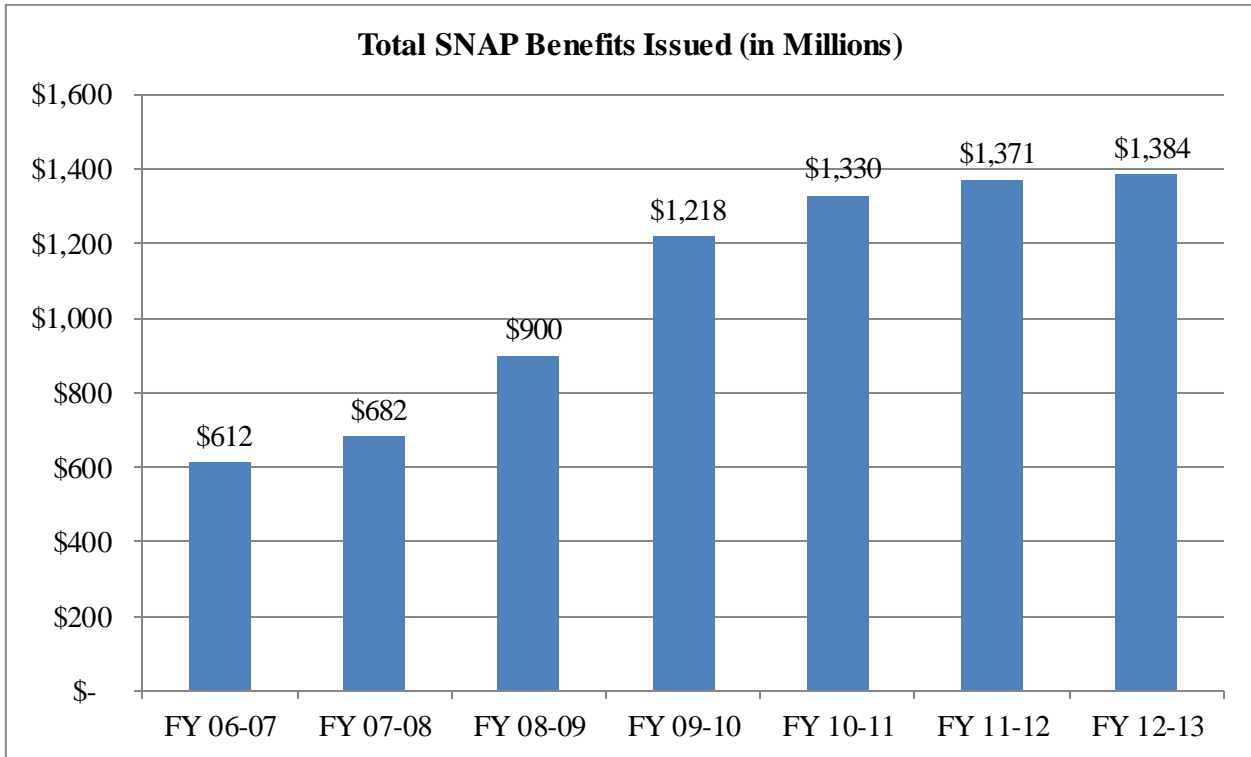
Chart 26



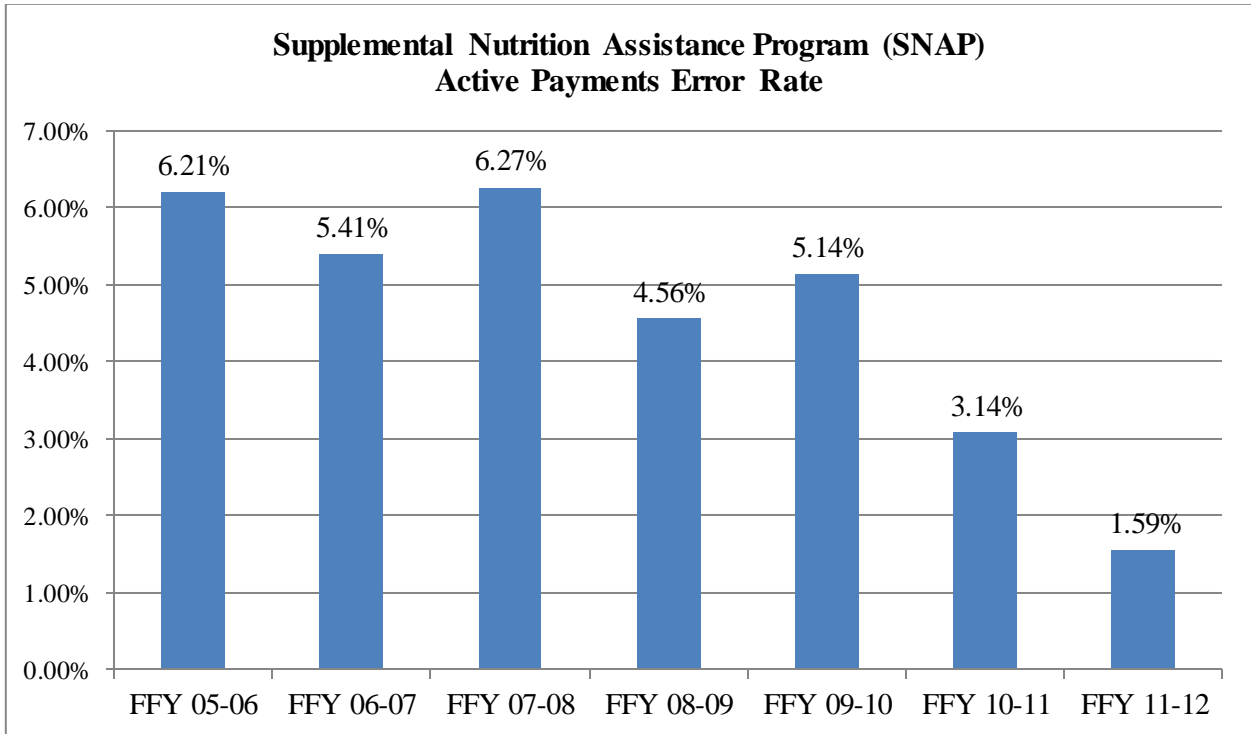
Over \$1.3 billion in SNAP benefits were issued in FYs 2010-2011, 2011-2012, and 2012-2013.

Category 7

Chart 27



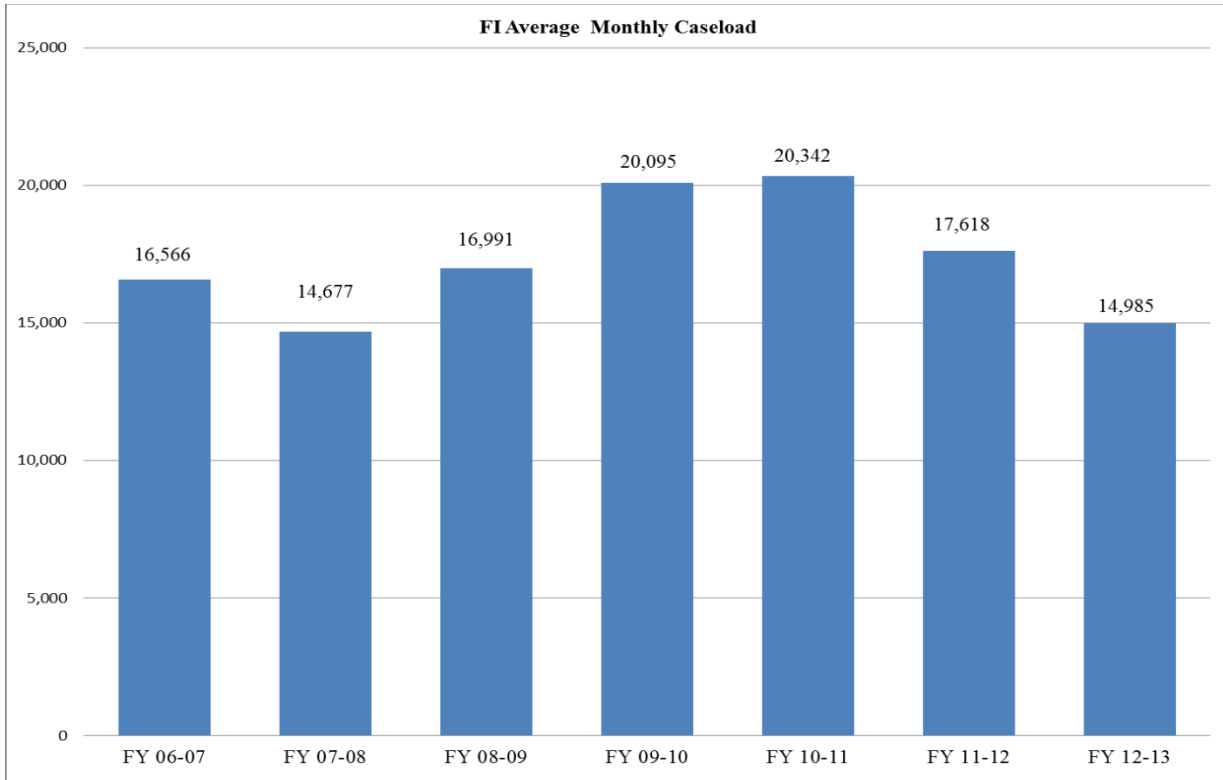
Category 7
Chart 28



Family Assistance Outcome FA3 – Benefits are issued to eligible individuals/families timely and accurately.

Category 7

Chart 21



Early Care and Education Outcome ECE1 - Quality, affordability, accessibility, and availability of child care are expanded throughout South Carolina to help meet the needs of working families.

- 30,001 children (with an average of 15,225 children per month) in eligible low-income families received vouchers. Child care providers who voluntarily met higher performance standards at Levels A and B served 60% of these children.
- Of the total number of child care centers in the QRIS Program, Level A+/A centers represent 5%, Level B+ centers represented 13%, Level B centers represented 28% and Level C centers represented 54%. Those centers meeting voluntary standards beyond licensing regulations were 46% of the total in the ABC QRIS system.

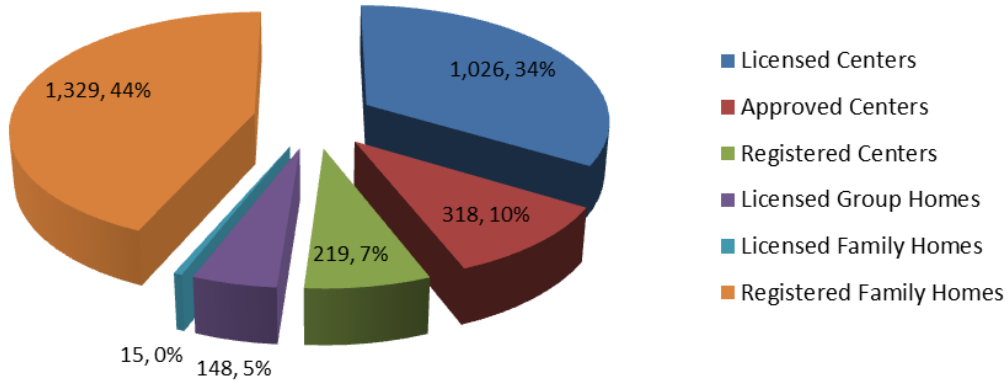
Early Care and Education Outcome ECE2 - Children’s health and safety is protected in child care settings and the quality of child care facilities will be improved.

- In 2013, there were 3,055 regulated child care facilities meeting health and safety requirements.
- Training sessions were conducted on regulatory compliance and emergency preparedness.
- New ABC nutrition and physical activity standards were introduced to 1,331 child care centers at ABC QRIS Levels A, B, and C effective October 1, 2012. 81% of the total ABC children served attended these centers.

Category 7

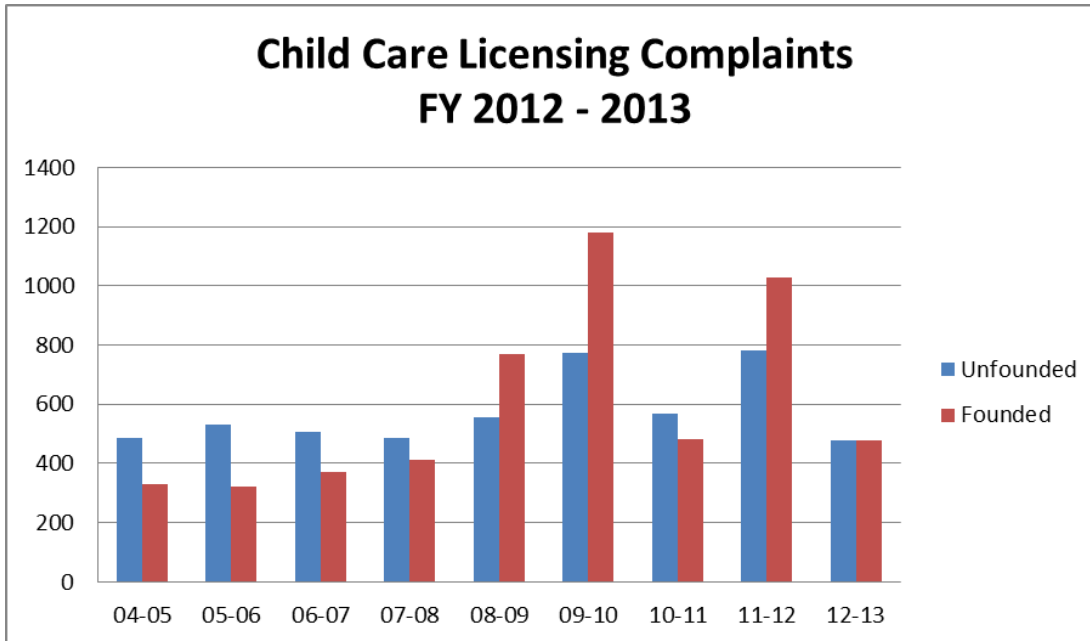
Chart 24

Regulated Child Care Facilities by Type FY 2012-2013



Category 7
Chart 25

Child Care Licensing Complaints FY 2012 - 2013



Category 7
Table 3

Type of Check	Division of Investigation Background Checks Conducted					
	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	5,307	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.

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

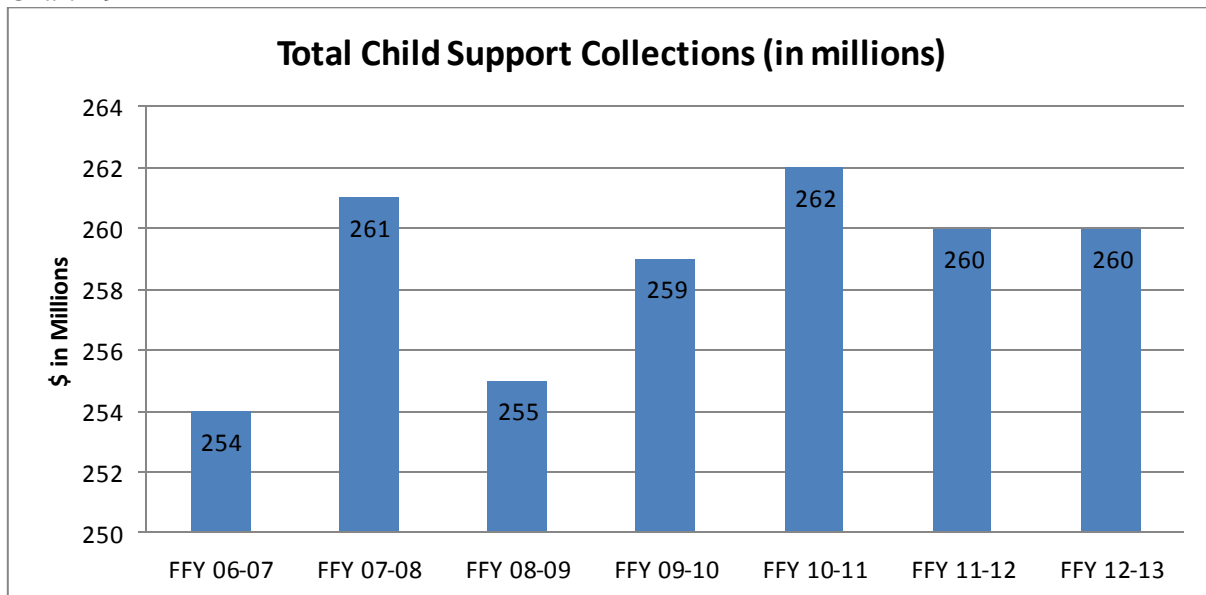
In FFY 2012, Integrated Child Support Services Division (ICSSD) established paternity or had fathers acknowledge paternity in 90.7 percent of the department’s child support cases.

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 FFY 2012, ICSSD 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



Child Support Enforcement Outcome CSE3 - 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 \$4.66 in child support last fiscal year for every \$1 of expenditures, an increase of \$.10 over the prior year despite increased development costs for the new child support enforcement computer system. ICSSD is well above the federal cost efficiency minimum requirement of \$2.00. Table 4 shows performance objectives of the OCSE during the past five federal fiscal years.

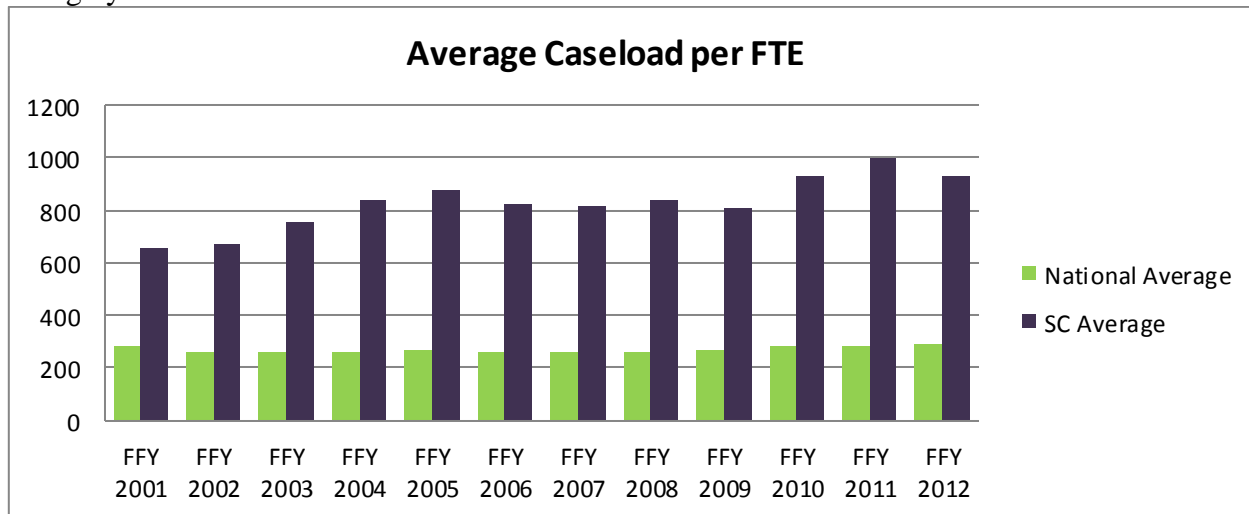
Category 7

Table 4

Performance Criteria	Objective	FFY 2008	FFY 2009	FFY 2010	FFY 2011	FFY 2012
Support Orders Issued	At least 50%	61.8%	67.2%	66.8%	71.3%	71.6%
Paternity Established or acknowledged	At least 50%	89.3%	89.2%	90.5%	92.91%	92.9%
Current Support Paid	At least 40%	51.2%	51.3%	51.9%	52.3%	52.2%
Arrears Cases Paid	At least 40%	55.1%	53.3%	54.0%	53.8%	53.4%
Cost Effectiveness (Collections/Expenditures)	At least \$2.00	\$5.59	\$4.83	\$4.80	\$4.56	\$4.66

Caseloads in the ICSSD remain the highest in the nation with 929 cases per FTE. The national average is 289 cases per FTE, according to the FFY 2012 Preliminary Report issued by the Federal Office of Child Support. According to the 2012 Preliminary Report, child support collections in FFY 2012 per FTE in South Carolina were \$1,081,857, more than double the national average of \$507,963 per FTE.

Category 7



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?

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 2012-13 the IAD staff performed 120 audits of the Department and providers of service. One hundred and seventeen (117) 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 within the Department and with providers of services to the Department as well as with information systems security. 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

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

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

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

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

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

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

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

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

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

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

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

Berkeley County DSS
105 Gullidge Street
Moncks Corner, SC 29461

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

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

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 Integrated Child Support Services Division

Region I - Columbia

Integrated Child Support Services Division

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

Integrated Child Support Services Division

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

Integrated Child Support Services Division

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

Integrated Child Support Services Division

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

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

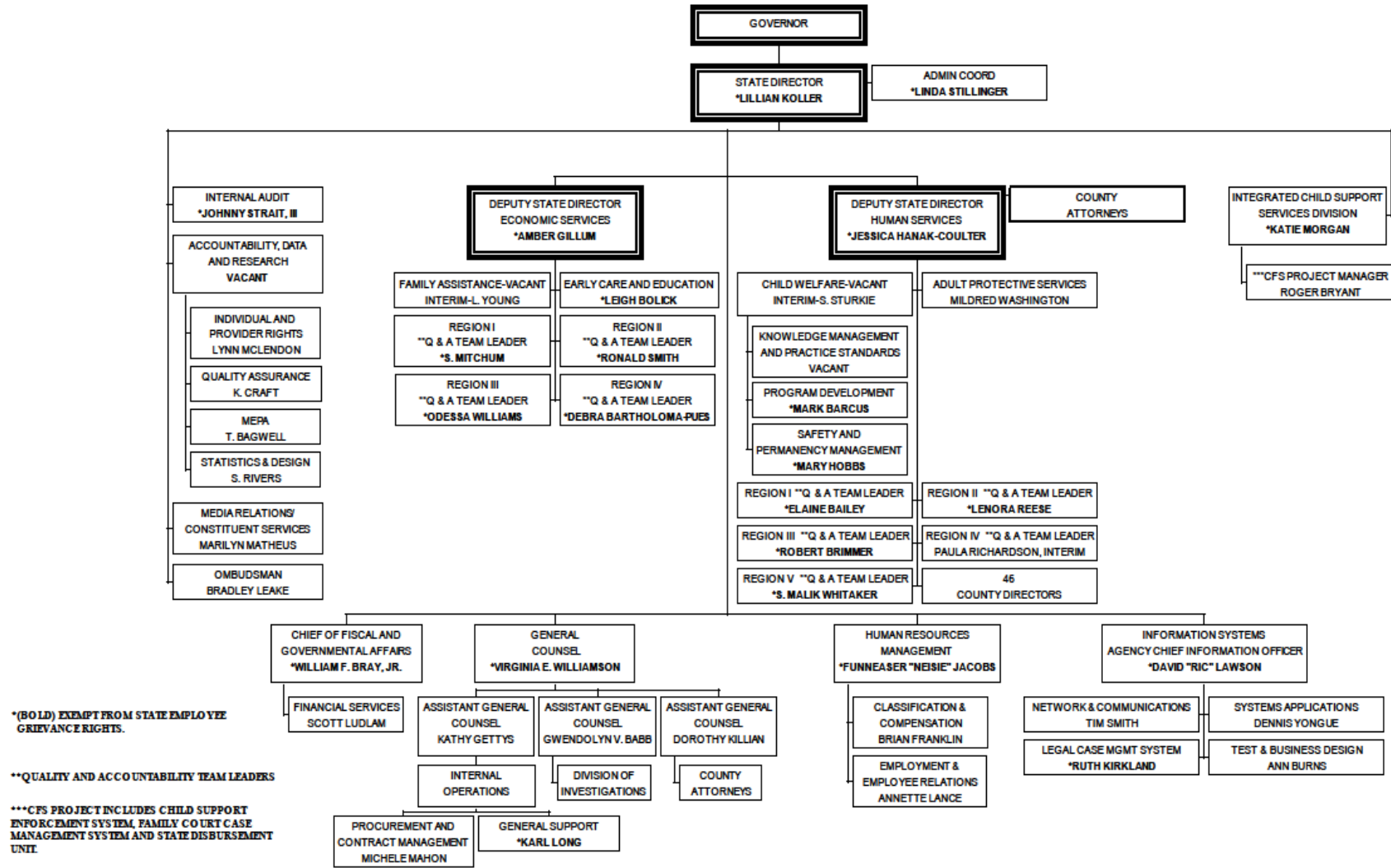
Voluntary Paternity Acknowledgments
SC Parenting Opportunity Program
P.O. Box 1469
Columbia, SC 29202
Telephone: 1-866-914-8786 or 803-898-9137

Central Parent Locate
Integrated Child Support Services 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
Integrated Child Support Services Division
Financial Institution Data Match Program
P.O. Box 1469
Columbia, SC 29202
Telephone: 1-800-768-5858 or 803-898-921

SOUTH CAROLINA DEPARTMENT OF SOCIAL SERVICES

Appendix B



(BOLD) EXEMPT FROM STATE EMPLOYEE GRIEVANCE RIGHTS.

**QUALITY AND ACCOUNTABILITY TEAM LEADERS

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

SEPTEMBER 4, 2013

