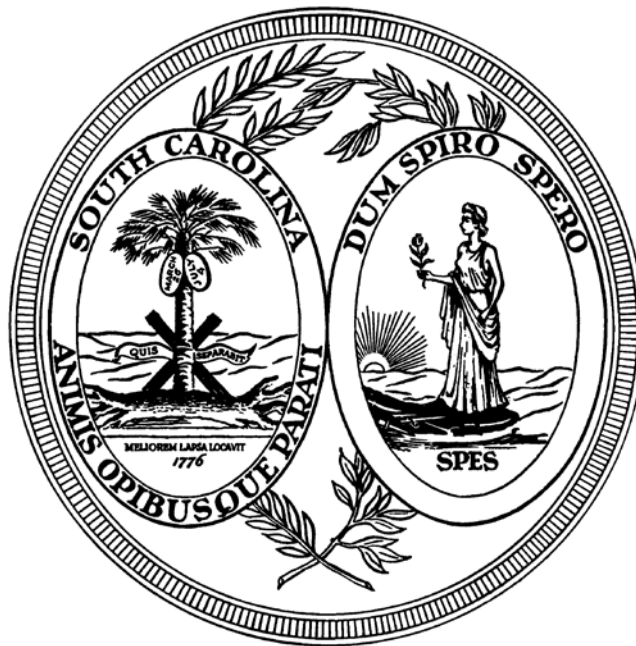


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**South Carolina Department of Social Services**  
**Annual Accountability Report**  
**Fiscal Year 2000 – 2001**



**September 2001**

**Elizabeth G. Patterson**  
State Director



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## Accountability Report Transmittal Form

Agency Name: South Carolina Department of Social Services

Date of Submission: September 21, 2001

Agency Director: Elizabeth G. Patterson

Agency Contact Person: Teresa C. Arnold, Executive Assistant

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# **Department of Social Services**

## **The 2000 – 2001 ANNUAL ACCOUNTABILITY REPORT**

### **Section I - Executive Summary**

#### **1. Major achievements from past year:**

- Highest number of finalized adoptions in the history of the agency
- Increased number of licensed foster homes, reversing recent downward trend in homes
- Received \$3.8 million bonus for lowest food stamp error rate ever
- New system tripled the amount of food distributed throughout the state to food banks
- Met federal work participation mandates every year since implementation of the Temporary Assistance to Needy Families (TANF) program, allowing us to re-allocate approximately \$2 million state dollars to other critical programs
- Increased food stamp participation, thus reducing hunger in low-income families, by 10% - the highest increase in the Southeast and the 6th highest in the nation. Increased food stamp participation is a major goal of the Secretary of the federal Department of Health & Human Services
- Implementation of a variety of new tools for assuring and measuring customer satisfaction.
- Formation of a multi-state coalition to seek Congressional relief from federal penalties for noncompliance with federal automation requirements in the child support program.
- Implementation of a new user-friendly interface for the agency's human services information system.
- Implementation of a strategic management system to identify desired outcomes and measures of success in all programs, collect appropriate data, and provide assistance to county offices in achieving outcomes.

#### **2. Mission and values:**

- To ensure the health and safety of children, adults and families who cannot protect themselves,
- To help parents provide nurturing homes, and
- To help people in need of financial assistance reach their highest level of social and economic self-sufficiency.

Dr. Patterson encourages the agency to “blur the lines” between traditional programs like child welfare, Family Independence, food and nutrition – to make them more responsive to the range of families’ needs. “Blurring the lines” means adjusting policy and business practices, training for outcomes instead of process compliance, and building bridges among our various specializations.

**3. Key strategic goals for present and future years:**

- Move toward a one-stop approach to eligibility determinations for the agency’s benefit programs in order to increase access to needed services and reduce the paperwork usually associated with applying for multiple services.
- Increase the number and diversity of available placements for children in DSS custody.
- Increase permanency for children in foster care by returning home as soon as it is safe or through adoption.
- Increase job retention and wages of Family Independence clients.
- Improve customer service.
- Provide foster children with the foundations for a successful adulthood, with particular focuses on educational success and stable placements.
- Partner with economic development coalitions to demonstrate the potential role for human service programs in creating an environment that will attract business and stimulate economic growth.
- Complete an automated child support enforcement system that will end federal penalties for noncompliance and improve the efficiency of child support collections.
- Increase the proportion of eligible persons who are receiving Medicaid, food stamps, and direct food distributions.
- Decrease the incidence of economic dependency and abuse or neglect of children and vulnerable adults.

**4. Opportunities and barriers that may affect the agency’s success in fulfilling its mission and achieving its strategic goals:**

Barriers

- A barrier to effective use of our resources continues with the Child Support Enforcement federal penalties and sanctions the agency is paying until a unified computer system is developed. Penalties are accruing on a quarterly basis and the final cost of the new system has not been determined, but will easily exceed \$10 million.
- Paying for this system from current funds will cause agency to shift funding from critical frontline services, such as Child Protective Services, Foster Care, Adoptions, Adult Protective Services, etc.

- Increasing welfare caseload due to the economic downturn is another challenge facing the agency in the coming year. Trends indicate a minimum 20% increase by July 2002.
- Protecting state funding for child protective services, foster care and adoption from state budget cuts is a priority for the agency due to the life or death nature of these programs.
- Turnover among front-line workers
- Lack of community resources in many parts of the state.
- Lack of public understanding of the work of the agency and its importance to overall community well-being.
- Insufficient resources in light of the magnitude of the problems.
- Agency culture that has not traditionally rewarded creativity, flexibility, and common sense.
- Rigidity of required administrative processes such as procurement and human resources that make it difficult for government to “function like a business.”

#### Opportunities

- Potential for technology to expand what the agency is able to do with its resources.
- Interested and energetic persons in communities around the state who want to improve the economic and social well-being of their communities.

## **Section II – Business Overview**

### **1. Number of employees:**

5,125 positions, 4,831 employees, 294 vacancies

### **2. Operation locations:**

See Appendix B

### **3. Key customers:**

- Children & families at risk for abuse/ neglect
- Foster children and foster parents
- Adoptive families, adoptees, birth families
- Vulnerable adults and frail elderly individuals living alone
- Low income children and families
- Youth ages 8-19 at risk for parenting & eligible for Family Independence, Medicaid, Child Protective Services and/or Foster Care

- Family Independence youth age 9-20 who are parenting or pregnant
- Adolescents at risk for parenting
- After school & summer program participants living in low income areas
- Individuals age 60 and over
- Refugees
- Day care providers and parents of children in day care
- Custodial and non-custodial parents

#### **4. Key suppliers:**

- Community partners providing services to children and families to include private providers (nonprofit and for profit), schools, law enforcement; legislature (statute) & legal advisors
- Foster parents, group providers, and adoptive parents
- Attorneys
- Private for profit and private nonprofit individuals and groups desiring to operate childcare centers, home day care, and group day care homes in South Carolina.
- Federal Government - USDA, USDHHS – Administration for Children and Families (ACF), Social Security Administration (SSA), and Health Care Financing Administration (HCFA)
- State Agencies - DHHS, Voc Rehab, DMH, DAODAS, State Tech Board, ESC, SDE, Clemson University & Extension, USC, SCSU, Corrections, DHEC, Council on Aging, Governor’s Office, DDSN
- Local Governments – county administrators, school districts
- Non-governmental agencies and organizations – SCCADVASA, Boys and Girls Club, Communities in Schools, Big Brothers and Big Sisters, Urban League, Prevent Child Abuse, United Way, child and adult day care providers, transportation providers, tutorial service providers, and other non profit organizations
- Faith-based organizations

#### **5. Description of major products and services:**

- Identification of children & families at risk of abuse & neglect; provision of linkages to rehabilitative services for families; preventive services (home visitation, depression project).
- Foster care homes for children
- Licensing foster care homes and group facilities for children
- Adoption subsidy program; direct services to adoptive families and adoptees
- Day Care licensing



- Protection of vulnerable adults and maintenance of the homes of frail elderly through Homemaker Services.
- Temporary Assistance for Needy Families (TANF) provides low income children and families with cash assistance, counseling, case management, and support services such as, child care, transportation, employment and education training, job placement, life skills training, vocational training, and job search assistance.
- Food Stamp Program provides benefits and case management to low income families and individuals who meet federal and state requirements.
- Child Support Enforcement enables custodial parents to receive child support from non-custodial parents.
- Medicaid Eligibility determined at county offices.
- Food Stamp Outreach Program provides nutrition education and eligibility screening to potentially eligible Food Stamp recipients.
- Food Stamp Employment and Training Program provides education, training and job search assistance to able-bodied adults aged 18-49 without dependents.
- Temporary Emergency Food Assistance Program (TEFAP) provides coordination and technical assistance of the distribution of commodities to pantries, soup kitchens, homeless shelters and other organizations that provide on-site meals to low income individuals and families.
- At Risk After School Snack Program coordinates provision of nutritious snacks for after school program participants living in low income areas.
- Summer Food Service Program coordinates the provision of free nutritious meals to children during the summer.
- Child and Adult Care Food Program coordinates and funds the provision of nutritious meals to non-residential institutions that provide care for children and adults.
- Emergency Shelters Food Program provides financial assistance to emergency shelters, i.e. homeless and domestic violence, so that they can provide nutritious meals to children temporarily in their care.
- Teen Companion Program provides youth, aged 8-19 at risk for parenting and eligible for FI, Medicaid, CPS and/or Foster Care, age appropriate family planning and pregnancy prevention education and case management.
- Young Parent Program provides FI youth, aged 9-20 who are parenting or pregnant, case management, parenting skills and subsequent pregnancy prevention services.
- Adolescent Pregnancy Prevention Initiatives provide out-of-wedlock pregnancy prevention initiatives for adolescents.

**6. Organizational structure:**

See Appendix A.

## Section III

### Category 1 – Leadership

#### 1. How do senior leaders set, deploy and communicate:

##### a) Short and long term direction

- Meetings – general staff, executive staff, Executive Management Committee, county directors, division/unit staff
- Information and Directive Memos
- Broadcast Messages
- Newsletter
- Website
- E-mail
- Training
- Policy retreats
- New policy

##### b) Performance expectations

- Planning Stages
- EPMS Reviews
- Supervisory conferences
- Outcomes Measures

##### c) Empowerment and innovation

- Open Door Policy
- Employee Suggestion Form
- DSS Management Training Program
- Work groups/policy retreats
- Employee surveys
- Training evaluations

#### 2. How do senior leaders establish and promote a focus on customers?

Through promotion of our stated mission, a new logo, policy revisions that are family friendly, brochures, personnel reclassifications that promote a greater focus on the customer, additional staff to handle customer calls at the state office, and by continually

providing opportunities for top management to meet with our customers throughout the state.

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

Child Protective Services

- Reduce/ prevent abuse and neglect of children
- Reduce/ prevent recurrence of child abuse and neglect of children

Foster Care

- Increase permanency for children in Foster Care  
(Safe and Stable Home for Every Child)
- -Reduce time in foster care to reunification without increasing re-entry
- -Reduce/ prevent abuse in children in foster care
- -Increase stability of children's lives
- -Increase supply of foster home placement slots

Adoption and Birth Parent Services

- Increase number of adoptions
- Reduce number of disruptions

Day Care Licensing and Regulatory Services

- Improve the quality of child care

Adult Services

- Reduce abuse, neglect & exploitation of vulnerable adults
- Reduce self neglect of vulnerable adults
- Reduce recurrence of abuse, neglect & exploitation of vulnerable adults

Family Independence & Food Stamp caseloads

- # applications
- # employed
- Average wages
- Leavers survey
- Pregnancy rate
- # food service providers
- Food Stamp error rates
- FI & FS client participation rates
- Meals served

- Pounds of food distributed
4. **How does the organization address the current and potential impact on the public of its products, programs, services, facilities, and operations, including associated risks?**
- Internal and external evaluations
  - Audits
  - Reviews
  - Inspections
  - Pilot projects
  - Questions and Answers
  - Policy retreats and focus groups
  - Leavers survey
  - Customer surveys
  - County Director meetings
5. **How does senior leadership set and communicate key organizational priorities for improvement?**
- Information and Directive Memos
  - Policy retreats
  - Agency newsletter online
  - Website
6. **How does senior leadership and the agency actively support and strengthen the community? Include how you identify and determine areas of emphasis.**
- Partner with stakeholders
  - Mentoring and volunteer efforts
  - Community education and outreach
  - Grants and contracts
  - Targeting agency resources to areas of most critical need based on data

## Category 2 – Strategic Planning

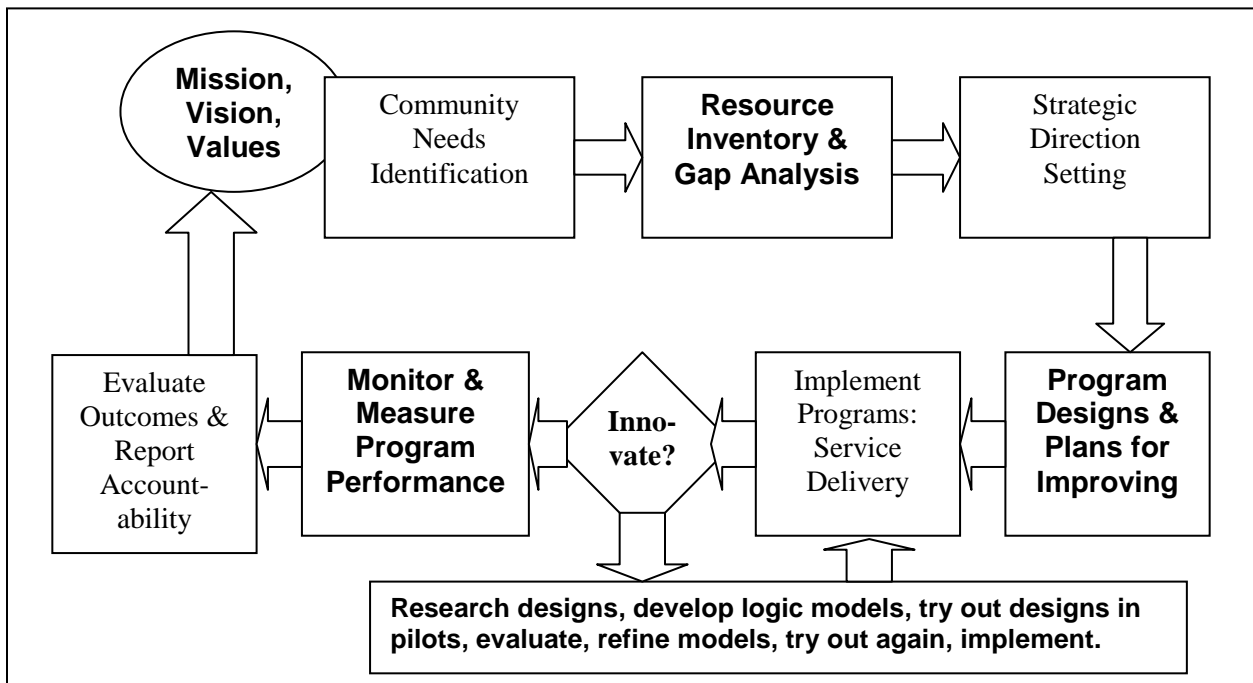
### 1. What is your Strategic Planning process:

The strategic plan is based on the mission and goals of each program. Strategies for goal attainment are developed and monitored regularly. The analysis of demographics of clients served and trends in service utilization help in continually monitoring and adjusting our strategic plan.

At DSS we are constructing an approach to planning that follows a simple design. It is a variation on the basic Deming “plan-do-check-act” model articulated by a number of planner-evaluators over the years. The approach, which resembles the loop depicted in Figure 1, below, is the backbone of our continuous improvement initiatives.

#### Mission, Vision, and Values:

Figure 1. A Detailed Strategic Program Planning and Program Management Approach



#### Community Needs Identification:

**Resource Inventory and Gap Analysis:** At DSS we recognize the imperative of keeping a balance between communities’ needs (i.e., service demands), stakeholder expectations for quality services, and the resources we have to provide those services. We try to keep an accurate portrait of the services and resources we have at our disposal, and the capacity of those resources. When we compare our resources with the needs and demands for quality services, there is usually a gap. By managing the data on our capacity (such as workforce

availability and workloads) we can maintain the best possible balance between the community's needs and our resources.

**Program Innovation Cycle:** At DSS we are trying to use program performance data to initiate innovations in program design, policy, procedure, and service delivery processes. When we recognize the need for an innovation, state policy staff is responsible for leading multi-disciplinary teams to research the national state of the art and trends, then develop position papers, policy revisions and logic models for alternative program designs. State policy staff collaborates with county staffs to implement operational "tryouts" in the selected counties – special projects test the design. Evaluations of the pilot projects lead to revisions in the piloted designs for second-generation pilots, where the designs are refined before statewide implementation as re-designed programs. DSS is piloting more than 70 special projects, testing alternative service models and processes.

**Monitor and Measure Program Performance:** At DSS monitoring is a quality-control enterprise that functions at several levels of our operation. At the case-level we have installed a new peer review process we call "substantive quality case review." At the county service delivery level we have instituted routine collection of key performance measures; those output and outcome data are supporting county-level performance self-assessments (SWOT), facilitated by county management support teams. State office's division of staff development is also actively involved in county climate assessments, to support action planning in the areas of leadership practices and workforce retention. Program Quality Assurance and county case consultation follow this partnership model of quality improvement as well. County self-assessments are resulting in self-imposed action plans for improvements to key client indicators.

a) Customer needs and expectations

Citizen Review Panels, feedback from County staff, feedback from community members and partners, child Health and Safety Councils, interaction with other professionals serving the same clientele, focus groups, surveys, input from GOALL (Teen panel); direct feedback from staff/ managers, data on complaints received all help inform us of customer needs and expectations.

b) Financial, societal and other risks

Ongoing review of federal & state legislation and monitoring of federal report data for compliance with state and federal regulations guides the agency in avoiding risks.

c) Human resource capabilities and needs

Extensive workload analyses, time studies, surveys of former caseworkers, analyses of caseloads by county help to prioritize the deployment of human resources. Increased use of technology and data analysis helps supplement limited human resources.

d) Operational capabilities and needs

Again, increased use of technology and data analysis helps supplement limited human resources. Also, the agency is reducing the numbers of forms, the lengths of forms, and less vital reporting requirements to reduce paperwork, reduce processing time, and be more responsive to customers and employees.

e) Supplies/contractor/partner capabilities and needs

DSS has been analyzing workforce availability and caseworker workloads in all its program areas since 1998. Our agency partners (e.g., schools, courts, treatment agencies) are both the sources of our referrals and the service destinations for some of our clients help us decide when it is more cost-effective to purchase or to staff for a service. To cite an example, we are beginning to know when it is better to hire a county attorney on staff to represent the department in legal proceedings, rather than to contract with private family law attorneys.

**2. How do you develop and track action plans that address your key strategic objectives?**

Directors meet on a regular basis with Assistant Directors to follow up on the action plan for the year as well as provide feedback on other program issues.

Feedback is elicited from counties and communities about desired outcomes to identify crucial policy and procedural needs. Analyzing research on new program developments, reviewing professional publications & pilots in other states, reviewing data reports; consulting and coordinating with other involved parties, both inter and intra agency and including national organizations; providing training and consultation as needed; monitoring activities; periodically evaluating plans; and making appropriate adjustment when necessary.

Employees work as a team to accomplish objectives. For instance, in Child Care licensing, whenever there is a vacancy in the state office or regional office, employees work together to prevent a delay in providing services to providers. Supplies and other resources are shared between offices as needed whenever a shortage occurs.

**3. How do you communicate and deploy your strategic objectives, action plans and performance measures?**

Presentations to agency staff and community members, Information & Directive Memos, broadcast messages on the mainframe system, technical assistance, meetings, e-mails, conferences, multi county meetings, internal weekly meetings, meetings with providers, and technical assistance help in communication and deployment of objectives, action plans and performance measures.

**Category 3 – Customer Focus**

**1. Identify key customers and stakeholders.**

- Children and families at risk of abuse and neglect. Those persons & agencies within communities interested in the safety of children and the stability of families.

- Foster parents & birth families as a result of volunteer applicants, FC thru Child Welfare Act or Volunteer Placement, Birth Families through CPS reports or self reports or other agency referrals.
- Group care providers, attorneys, certified investigators, private C.P.A. State agencies and other government offices.
- Adoptive families, adult adoptees, birth families involved in finalized adoptions who do not have as open case with DSS; private certified investigators; families adopting privately who apply for non recurring adoption expense reimbursement.
- Parents, child care providers, general public
- Vulnerable adults and frail elderly living alone. Stakeholders are county staff and colleagues at other agencies.

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

Children and families at risk of child abuse and neglect are identified by community members, other programs and agencies and by reports to the agency. State statute defines child abuse and neglect, thus defining who these customers are once they are reported. This group's key requirements are accurate and timely individualized assessments, timely referral/ acceptance to services appropriate to the needs, and treatment with dignity and respect which was determined thru direct feedback from clients, county workers, community members and staff from other agencies. Stakeholders are identified through mutual interests in collaboration and planning of preventive, preservation and reunification.

Foster parents apply or are recruited. Focus groups and task forces continually help to redefine our customers.

Child day care customers are determined by the applications we receive to license new childcare facilities and existing providers. Parents of children attending child facilities and the general public are also our customers. The key requirements are safe and healthy childcare facilities for all children.

Abused, neglected, or exploited adults who are unable to provide for their own care and protection and are identified by law enforcement, neighbors, churches, etc. Their key requirement is safety and having their needs met in the least restrictive way.

Low income customers generally determined by eligibility criteria as mandated by law, policy and regulations. Their key requirements are income supplements, help with food, childcare assistance, health insurance, and case management to include financial management.

Research pointed to depression playing a major role as a barrier to self-sufficiency and as a factor in abuse and neglect. The agency is piloting depression intervention and treatment programs to meet the needs of the DSS population. The goal of these pilots is to facilitate the overall goal of DSS; improving the safety and care of families and children. The Depression Project addresses this DSS goal by providing treatment for the symptoms of depression that interfere with the caregiver's ability to be self sufficient and to be attentive to the needs of her children.



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

Direct feedback from agency staff, community and professional meetings, exchange of information between professional entities, research and professional info on national trends, conferences, focus groups, surveys, statute changes, foster care hot line, constituent services, indirect feedback through supervisors & workers, Foster Care Review Board reports on performance, and GOALL, a youth advisory committee, and feedback from training.

Legislation passed in 1999 resulted in the office's direct responsibility to coordinate public awareness of the Safe Haven for Abandoned Babies Act, later dubbed "Daniel's Law."

The agency disseminated approximately 10 press releases, two public service announcements and helped in the dissemination of a commercial on the "First Things First" child support enforcement public awareness campaign. The "First Things First" campaign was an integral part of the governor's effort to encourage children to get an education and delay parenting until after marriage.

Other activities included the production of a newsletter entitled "South Carolina YOUth Connected" written primarily for and about teen-aged children in foster care. The publication includes question-and-answer columns on DSS programs and children's rights.

- Distributed to foster-care and adopted youth 13 and older. Extra copies distributed to group homes, DSS Human Service workers, Foster Care Review Board Members and other "stakeholders." Poetry, essays and artwork accepted from anyone who is adopted or ever lived in a foster family or group home.
- Attend monthly meetings of GOALL, Go Out and Learn Life, the youth advisory committee for DSS. The group advises DSS on issues of concern to foster-care youths and young people emancipating from care.

The agency used its website to publish the agency newsletter and increased its publications cycle to better communicate the director's vision and goals for the agency. The website has allowed DSS to increase the publication of its employee newsletter from quarterly to monthly. This allows the public to regularly be informed of any new initiatives that the agency is undertaking to further the mission of the agency.

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

Based on feedback and national data, we plan &/ or modify programs, policies, procedures to be congruent with good practice and statute and federal regulations. Methods are evaluated for effectiveness congruence with desired outcomes, redesigned as needed. Financial resources are sought, as available, to design initiatives for gaps in current services or to augment current services.

**5. How do you measure customer/stakeholder satisfaction?**

Eight quarterly surveys of former Family Independence clients have been conducted, and grants secured for studies of former Family Independence and Food Stamp clients by national recognized research organizations. Facing severe budget shortfalls but still needing important data and assessments, the agency has partnered with federal agencies to obtain the necessary resources to carry out our mission. Federal funds totaling more than \$1.6 million were secured for research on the effectiveness of the services we deliver and how they can be improved. In addition, postcard surveys of customer satisfaction are being implemented in all the county offices. Outside review groups such as the Citizen Review Panel, the Children Health and Safety Councils, the CJA Task Force provide with regular reports that allow us to measure stakeholder satisfaction.

In addition, meetings are scheduled to discuss providers' concerns. Procedures are changed as necessary, based on customer input.

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

Sponsorship of community educational and preventive events, workshops, response to requests for information (brochures, handouts, etc.) and speakers for various community, public and private events, public awareness campaigns, consulting with stakeholders before major programmatic changes are made help us to build positive relationships.

**Category 4 – Information and Analysis**

**1. How do you decide which operations, processes and systems to measure?**

Most of our services are defined by state statute and federal requirements.

We also use retreats, workgroups, etc. to develop the Performance Continuum for DSS Outcomes and feedback from advocacy groups and clients.

**2. How do you ensure data quality, reliability, completeness and availability for decision-making?**

Data is based upon outcomes compiled from the county on a monthly basis. Additionally the data will be used as a part of the qualitative review process. Other data sources include: Economic Indicators, Web Sites, Appeals, Media, and census data. We audit our data on a continuous cycle to determine its reliability. State and federal auditors also review our data for reliability and completeness.

**3. How do you select and use comparative data and information?**

Much of our data is defined by federal regulation and can be compared across states for trends and problem definition. Data from various other agencies can be used in a piecemeal fashion to compare with agency data to indicate effectiveness of services and unmet client needs.

The Budget & Control Board, Division of Research and Statistics provides the agency with crucial data analysis and cross-compilation of data from other sources that provides

critical guidance when developing policy or determining if services are being delivered as planned or determining if services are meeting goals.

## **Category 5 – Human Resource Focus**

### **1. How do you and your managers/supervisors encourage and motivate employees (formally and/or informally) to develop and utilize their full potential?**

Employee recognition programs were expanded agency wide to include employee recognition by executive management. The Employee of the Month program and Caseworker of the Month program were updated to encourage participation and acknowledge the work of all DSS (state office and county operations) staff by the State Director. The Employee Suggestion Program was revitalized to solicit input from employees in an effort to improve agency efficiency and effectiveness in service delivery. This program is critical especially during this restrictive budget time, because who better to make recommendations about work processes than the folks who do the work daily. Previously, the agency has implemented employee suggestions that saved thousands of dollars long term. Again, during this budget crisis, by promoting the Employee Suggestion program, it allows staff an opportunity to contribute to the agency savings, which helps with employee moral, because their suggestions may potentially save jobs or programs.

#### Women's Task Force

The agency developed a Women's Task Force to make recommendations to management on how to deal with issues affecting women in the workplace. From this committee, an Alternative Work Schedule (AWS) policy was implemented. AWS allows employees, with management's permission, to adjust their working hours during the week to better suit their schedules in an effort to assist staff with family needs or other needs. This program was piloted initially and based on feedback from the pilot, it was fully adapted for implementation where feasible. Some county offices could not implement the program due to restrictions on the opening/closing of the buildings by the local county governments.

This task force was instrumental in initiating the agency's sexual harassment policy awareness. HRM developed a brochure concerning harassment that was distributed to all employees and is a part of the new hire orientation packet. The purpose of the brochure was to ensure that employees are aware of the agency's zero tolerance regarding sexual harassment or other forms of harassment in the workplace, and to reduce employer liability by continuously giving staff information about this employment matter. The agency's sexual harassment policy and anti-harassment policy are incorporated in policy and the employee handbook as well.

#### HRM Forms Consolidation and Automation

HRM has worked towards consolidating personnel forms and discontinuing outdated forms. Several years ago, seven forms were combined into three forms. During the past

year, the 2 most important forms - personnel action form and salary approval form - have been combined and automated. The full implementation and usage of these forms are expected to be finalized by October 2001.

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

Training needs are identified through the use of training evaluations, formal needs assessments, policy staff recommendations, quality control error reports, policy/procedural/system changes, and county input.

Beginning January 2001, the department initiated the Child Welfare Training Academy. Its purpose is to insure that new and experienced workers in children's services receive the best, most complete training possible. The academy includes initial training of new workers (3 weeks) to ensure that their knowledge and skill enables them to perform job tasks at a basic level. The academy is structured so that:

- All new workers must now be on the job for at least two weeks before coming for the three weeks training in Columbia.
- All new workers are tested to ensure that they have acquired an acceptable level of understanding of child welfare policy, procedures and practice resulting from training. A score of 75 must be made on a written examination in order for them to continue in their child welfare job assignment.
- There is continuing education and training during their probationary period.
- Trainers visit several trainees from each class within 6 months of completing the training to assess the following:
  - The trainer discusses the worker's progress and problems with the supervisor,
  - Any problems or concerns the trainees are having are discussed and recommendations made, and
  - Trainees are also asked to critique the three-week training and encouraged to express problems and concerns. Recommendations are considered and changes incorporated when feasible.

**3. What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction, and motivation?**

Surveys of employees are conducted to determine effectiveness of new initiatives. Also, exit interviews are mailed to every employee that leaves DSS to determine the reasons for leaving and to help direct policy for the agency as it relates to employee satisfaction.

**4. How do you maintain a safe and healthy work environment?**

Staff, Development & Training provided the following modules: Hiring New Staff; Responding to High Profile Case Inquiries; Conflict Resolution; Team Building; Sexual Harassment for Executives / Managers; Manager as Facilitator; Gender in the Work Place; Defensive Driving; Change Management; Presentation Skills; Effective Telephone

Techniques; Time Management / Priority Setting; Written Communications; Trust Building.

The agency continues to work on expanding its wellness initiatives agency wide. HRM intends to continue to improve communication to employees about wellness programs and sending important health information to all staff by utilizing the agency's e-mail system. Health bulletins will be sent to employees that may facilitate staff to seek preventive health care, exercise more, or provide information to them to detect problems earlier. An Employee Recognition Coordinator was hired to coordinate and oversee these programs.

The Office of Investigations established and enhanced relationships with county law enforcement agencies in an effort to promote safety and security for DSS personnel.

**5. What is the extent of your involvement in the community?**

Last year, DSS placed second with the second largest group of walkers in the First Lady's Walk for Life, breast cancer awareness program. It was the first year this effort was promoted agency wide to include all state and county office. Our employees also serve as mentors and lunch buddies and work on the United Way Campaign, March of Dimes, Buck-a-Cup (Easter Seals), Cancer Society, Ribbon Campaigns (Domestic Violence, Child Abuse, Breast Cancer), and on community boards and committees.

**Category 6 – Process Management**

**1. What are your key design and delivery processes for products/services, and how do you incorporate new technology, changing customer and mission-related requirements, into these design and delivery processes and systems?**

New technology is incorporated through:

- Job search assistance services via Internet,
- Centralized intake,
- Generic application,
- Computer assisted payment process (GAFRS), and
- Program websites.

Human Services at the state level obtains direct feedback/questions from the counties, County Operations. Productions/delivery process includes the distribution of technical assistance, multi-county meetings, conferences, and telephone contacts. Plans will include the development of a program technical assistance e-mail system and a question and answer newsletter on policy to the counties.

The Division of Information Systems is the provider of technology leadership for the Department. Key design and delivery processes for products delivered are founded upon classical project management principles and the Capability Maturity Model process. The CMM is a model that describes the principles and practices underlying software process

maturity and is intended to help software organizations improve the maturity of their software processes in terms of an evolutionary path from ad hoc, chaotic processes to mature, disciplined software processes. New technology is incorporated when it makes sense and as a means to improve or resolve a business situation – not for the sake of technology itself.

**2. How does your day-to-day operation of key production/delivery processes ensure meeting key performance requirements?**

Through measurement of treatment plans, error rates, processing applications in a timely manner, ensuring an adequate food supply at food pantries, ensuring that relevant support services needed for customer participation are available, routine meetings with stakeholders and routine case staffing.

Human Services has established a Contract Monitoring unit to review and monitor the delivery of services by the providers.

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

The following are some key support processes:

- Office of General Counsel: legal guidance and interpretation;
- Family Independence: coordination of programs and activities;
- Other Child Welfare: collaboration/ coordination of planning and policies, interfacing of programs and activities, money distribution/ accounting & grant writing for financial support;
- Division of Planning & Research: Data retrieval & collaboration;
- County Operations: coordination of flow of information to county offices as well as input on policy/ procedure development;
- Information Resources: technology development & upkeep;
- Staff Development & Training: training and skills development for service delivery staff.

The Office of General Counsel has intensified services to licensing programs and out-of-home abuse and neglect units by dedicating the newest Assistant General Counsel (AGC) to advise and represent those units.

**4. How do you manage and support your key supplier/contractor/partner interactions and processes to improve performance?**

Contract evaluations, co-location of staff, project deadlines; time frames; monitor/ statute reporting on the work plan, e-mails, meetings, regular analysis of information and outcomes help us manage and support processes. The Office of Investigations undertook the management, assessment, and interpretation of FBI and SLED criminal history background checks for potential day care employees. They previously had served foster care, group care, child placing agencies, and adoptions with criminal history background checks. Also, this OI developed and implemented the Interstate Match Project and the

Department to Corrections Match Project in furtherance of the agency's efforts to combat welfare fraud.

**Category 7 – Business Results**

**Performance Levels and Trends for Key Measures of Mission Accomplishment**

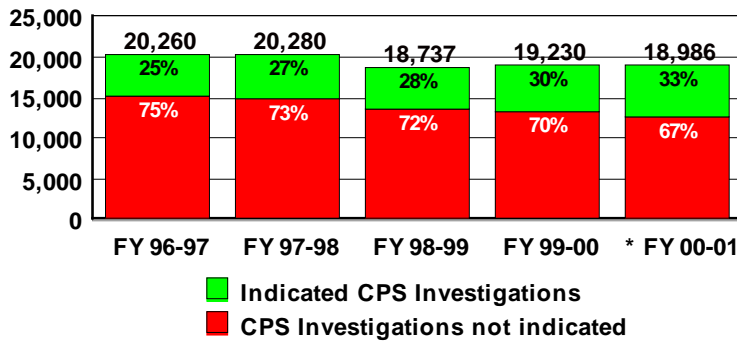
**CPS**

<b>Workload Indicators:</b>	<b>FY 96-97</b>	<b>FY 97-98</b>	<b>FY 98-99</b>	<b>FY 99-00</b>	<b>FY 00-01</b>
Total CPS families served	8,696	8,498	8,291	8,253	8,558
Child abuse and neglect investigations	20,260	20,280	18,737	19,230	18,986

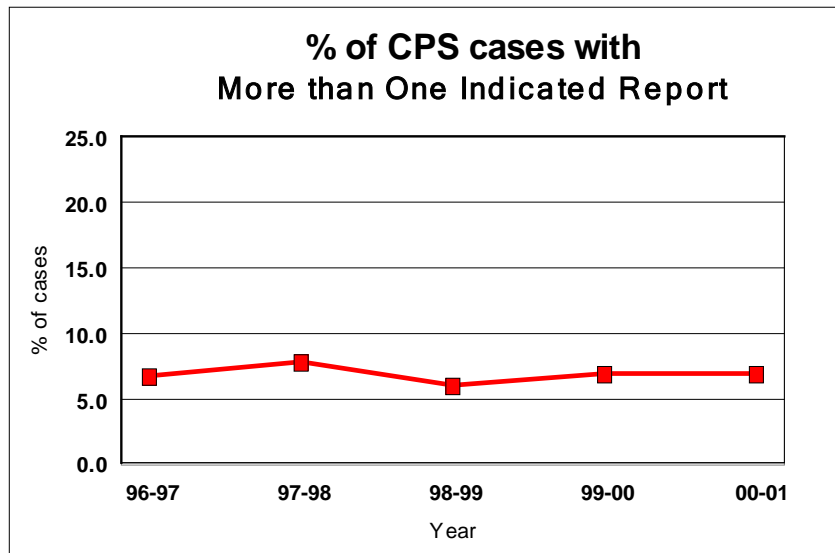
**Desired Outcomes:**

Reduce / prevent abuse and neglect of children (# of indicated cases)	5,100	5,467	5,267	5,769	6,280
Reduce / prevent the abuse of children in foster care (# of indicated cases)	37	30	29	39	30
Reduce / prevent the recurrence of abuse and neglect among children (# of 2nd or more indicated cases – recidivism)	347	429	317	397	442

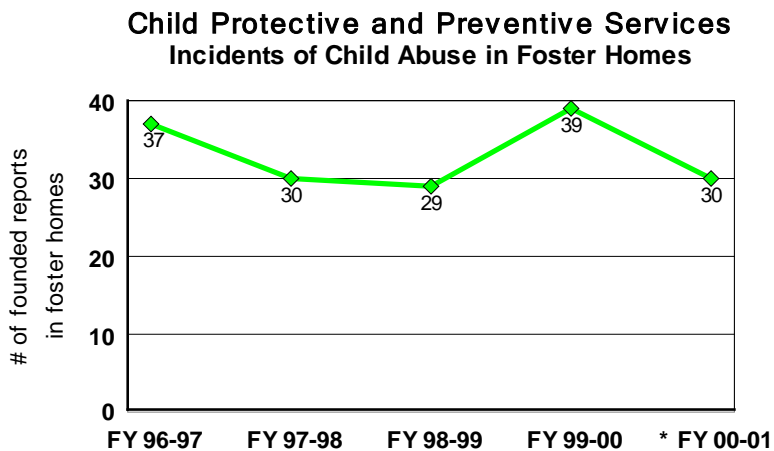
**Child Protective and Preventive Services  
CPS Investigations**



\* Note: The indication percentage for CPS investigations received in FY 00-01 is a projection based on current data. Staff are allowed up to 60 days to investigate a report of suspected abuse or neglect. Some reports received in late June will not be completed until the end of August.



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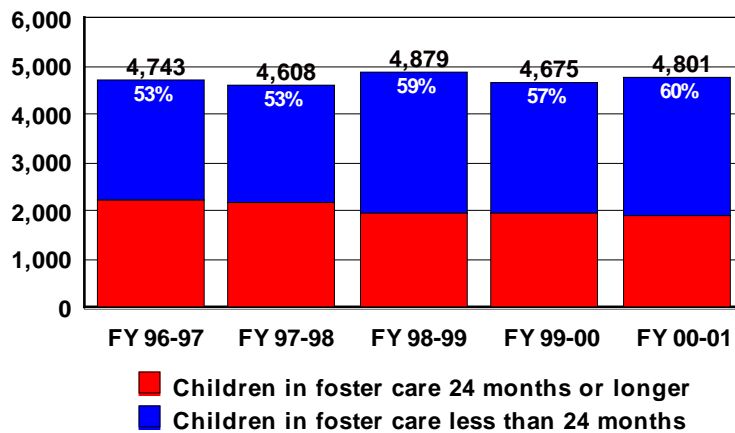
## Foster Care

<b>Workload Indicators:</b>	<b>FY 96-97</b>	<b>FY 97-98</b>	<b>FY 98-99</b>	<b>FY 99-00</b>	<b>FY 00-01</b>
Youths age 13 to 21 in foster care		1,420	1,589	1,814	1,959
Number of termination of parental right hearings completed		689	513	404	410

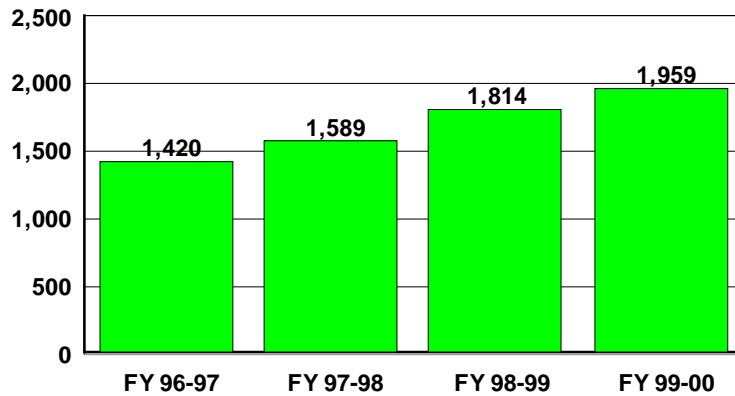
### Desired Outcomes:

Increase the number of foster homes	1,726	1,728	1,550	1,591	1,741
Decrease the number of children in foster care	4,743	4,608	4,879	4,675	4,801
Decrease the number of children in foster care for 24 months or longer	2,237	2,188	1,986	1,999	1,915

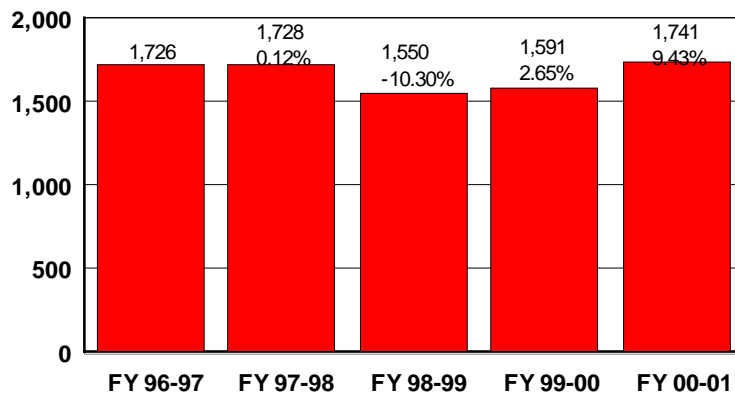
## Foster Care



**Foster Care**  
Youths Age 13 to 21 in Foster Care



**Foster Care**  
# of Foster Homes  
(with % change)

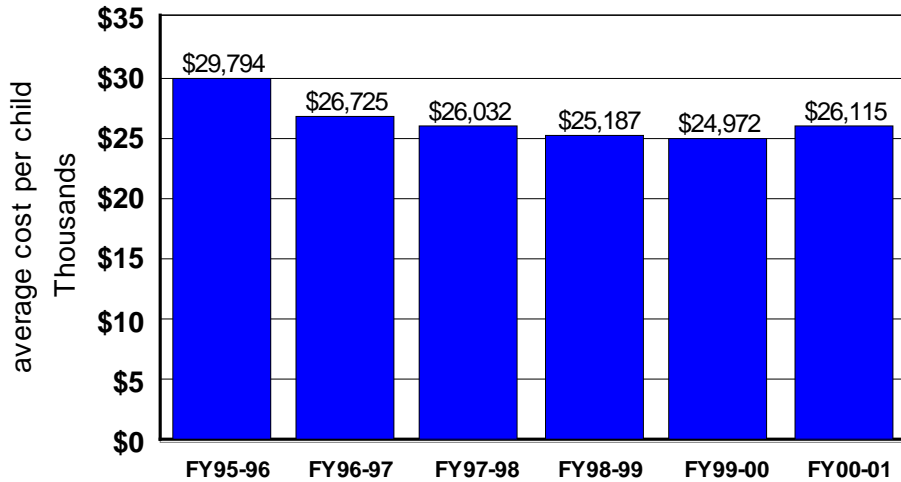


**Managed Treatment Services**

**ISCEDC / COSY Client Specific Expenditure Data**

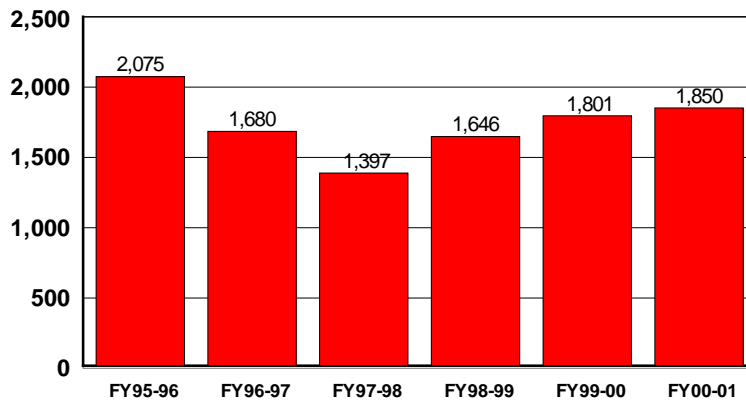
State FY	Children Served	Avg. State Cost	Avg. Federal Cost	Avg. Total Cost
FY95-96	2,075	\$12,812	\$16,982	\$29,794
FY96-97	1,680	\$11,302	\$15,423	\$26,725
FY97-98	1,397	\$10,865	\$15,167	\$26,032
FY98-99	1,646	\$10,772	\$14,415	\$25,187
FY99-00	1,801	\$10,425	\$14,547	\$24,972
FY00-01	1,850	\$11,255	\$14,860	\$26,115

## Managed Treatment Services Average Total Cost for Therapeutic Services



**Note:** Increase in average cost per child for FY 00-01 is due in large part to a rate increase received by the residential treatment providers.

## Managed Treatment Services # of Children Served

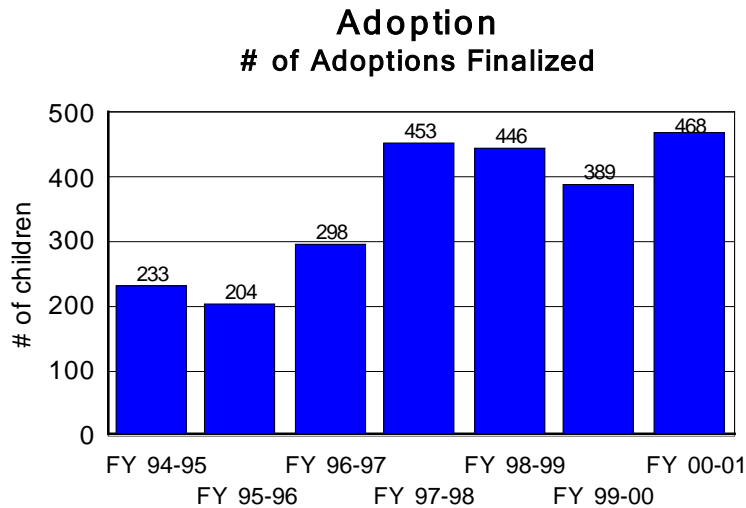


## Adoption

<b>Workload Indicators:</b>	<b>FY 96-97</b>	<b>FY 97-98</b>	<b>FY 98-99</b>	<b>FY 99-00</b>	<b>FY 00-01</b>
Children assessed / prepared for adoption	1,359	1,653	1,509	1,466	1,340

### Desired Outcomes:

Increase the number of children placed for adoption	403	484	465	418	487
Increase the number of adoptions finalized	298	453	446	389	468
Children legally freed for adoption	555	573	476	404	401



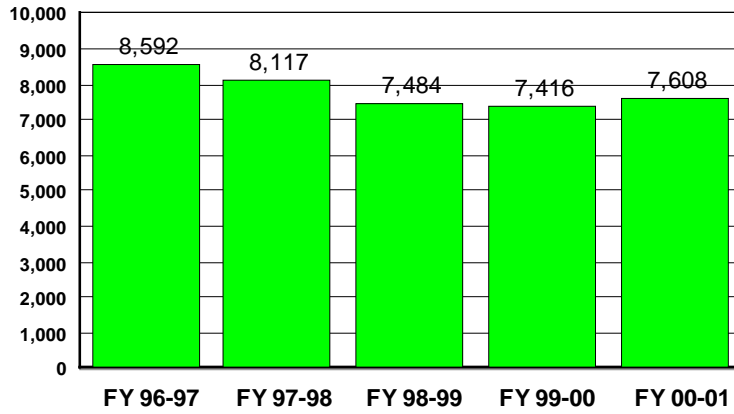
## Adult Services

<b>Workload Indicators:</b>	<b>FY 96-97</b>	<b>FY 97-98</b>	<b>FY 98-99</b>	<b>FY 99-00</b>	<b>FY 00-01</b>
New clients reported	4,621	4,423	3,771	4,173	4,333
Clients receiving services	8,592	8,117	7,484	7,416	7,608

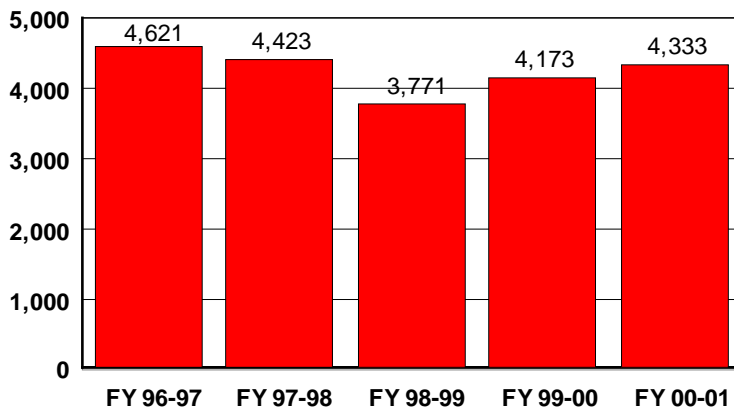
### Outcomes:

Adults taken into custody	125	139	105	199	187
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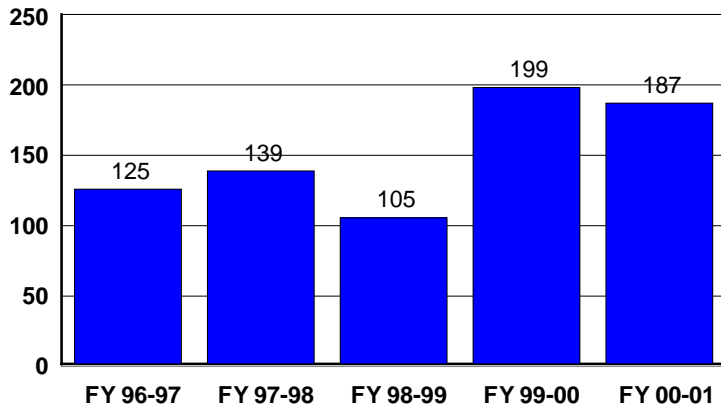
### Adult Services # of Clients Receiving Services



### Adult Services # of Clients Reported



### Adult Services Adults Taken into Custody



## Family Independence

<b>Workload Indicators:</b>	<b>FY 96-97</b>	<b>FY 97-98</b>	<b>FY 98-99</b>	<b>FY 99-00</b>	<b>FY 00-01</b>
Average number FI cases per month	37,581	26,626	18,973	16,139	16,366
Total FI payments	\$79,572,590	\$58,612,465	\$37,982,166	\$31,167,618	\$29,471,002

### Outcomes:

Number of jobs obtained

• Full-time	16,727	12,851	8,881	7,204	6,668
• Part-time	5,531	5,121	3,472	2,520	2,660

Average hours per week

• Full-time	36.24	36.21	36.31	36.12	35.74
• Part-time	23.07	22.50	22.73	22.57	22.39

Average wages per hour

	\$5.46	\$5.78	\$6.03	\$6.33	\$6.54
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Job retention (30 day) rate

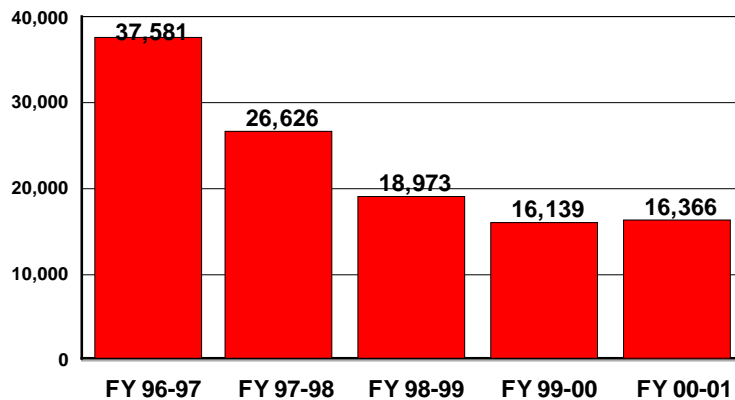
	66.79%	69.49%
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Participation rate

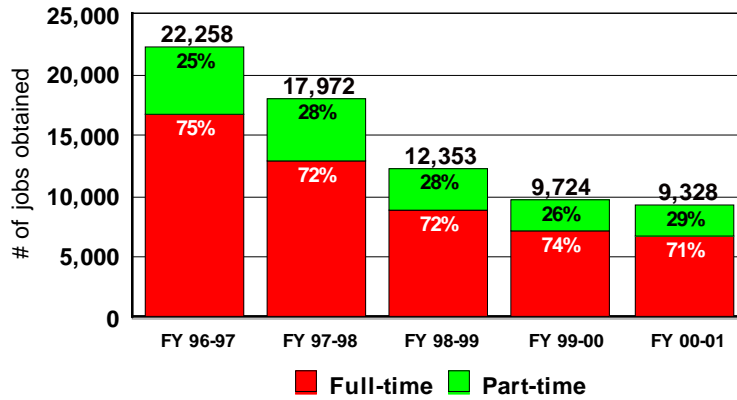
• All cases*	39.0%	47.3%	49.44%	44.7%	54.0%
• Two parent cases*	42.2%	72.5%	92.20%	78.1%	78.4%

(Note: \* indicates Federal fiscal years)

**Family Independence  
Average Number of Cases per Month**



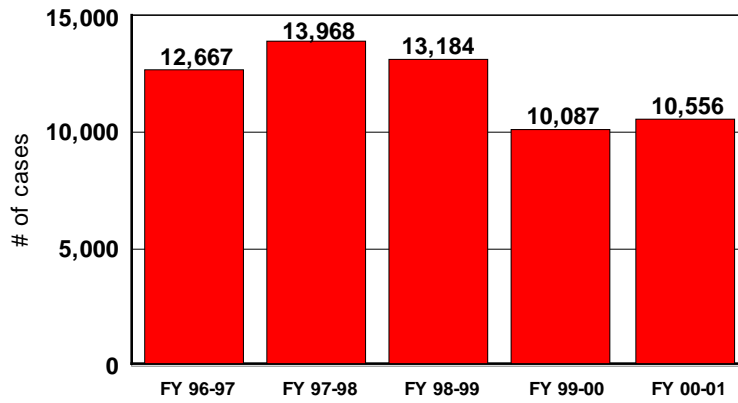
**Family Independence  
Jobs Obtained by the Client**



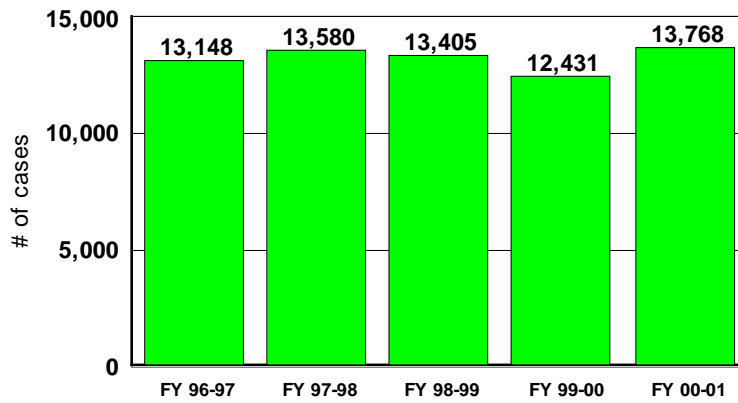
**Child Support  
Enforcement**

<b>Inputs:</b>	<b>FY 96-97</b>	<b>FY 97-98</b>	<b>FY 98-99</b>	<b>FY 99-00</b>	<b>FY 00-01</b>
Number of FTE's	270	270	271	300	349
Caseload	235,592	234,233	233,857	239,144	225,371
<b>Outputs:</b>					
Number of paternities established	12,667	13,968	13,184	10,087	10,556
Support orders established	13,148	13,580	13,405	12,431	13,768
Non-custodial parents located	44,495	48,976	39,871	28,847	29,405
"New Hire" referrals	42,430	342,489	646,322	738,770	722,341
Licenses revoked	292	1,244	3,026	1,086	2,201
Total collections	\$138,299,870	\$155,230,497	\$178,835,067	\$199,724,855	\$218,174,749

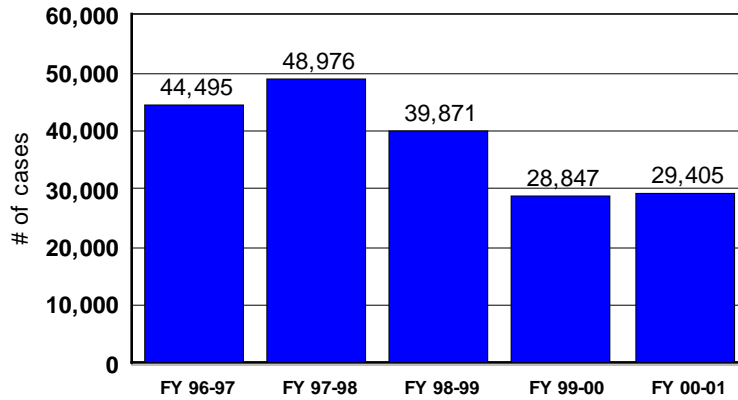
### Child Support # of Paternities Established



### Child Support Support Orders Established

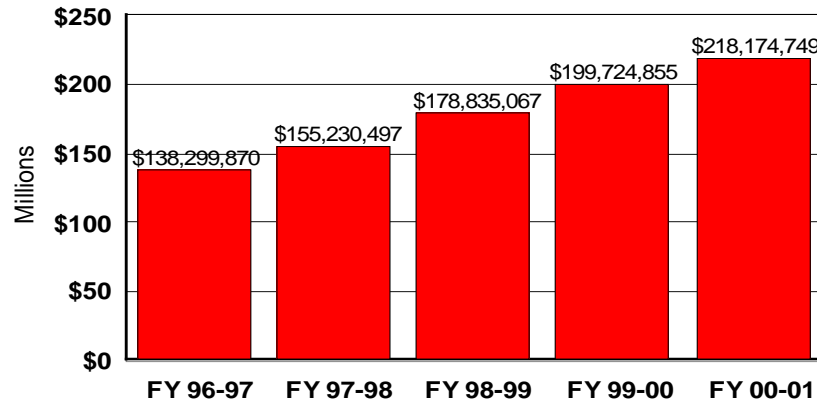


### Child Support Non-custodial Parents Located





## Child Support Total Collections



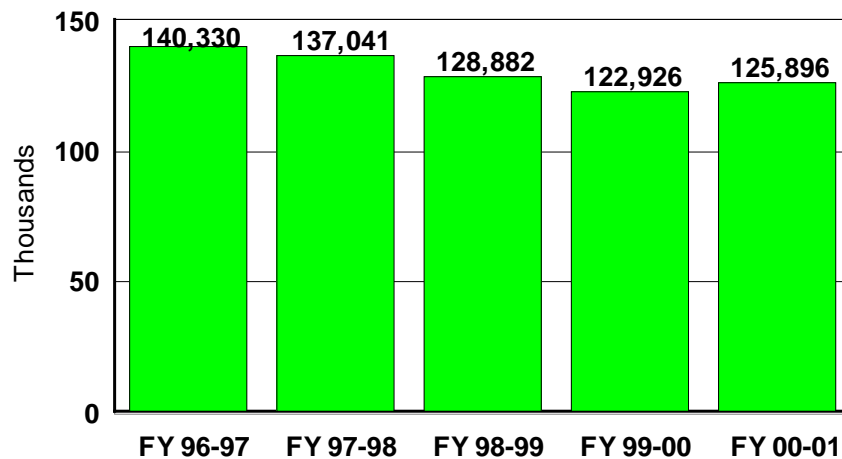
## Food Stamp

Workload Indicators:	FY 96-97	FY 97-98	FY 98-99	FY 99-00	FY 00-01
Average number of total food stamp households served per month	140,330	137,041	128,882	122,926	125,896
Total payments by food stamps	\$299,449,829	\$268,032,371	\$254,980,051	\$186,324,070	\$260,543,141

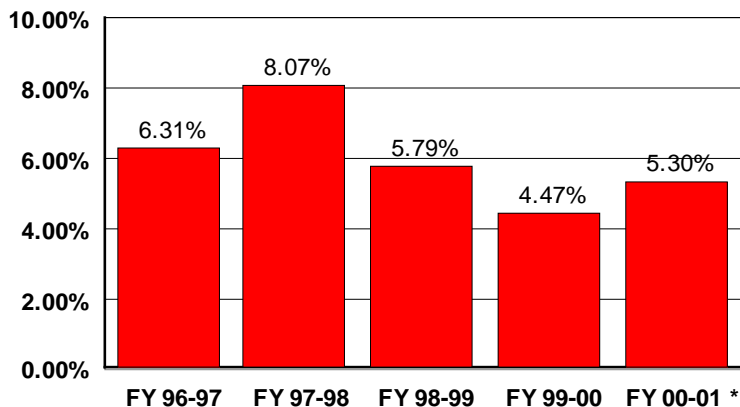
### Outcomes:

Food Stamp cumulative error rate	6.31%	8.07%	5.79%	4.47%	5.30%
Benefits issued timely		96.88%	96.67%	97.08%	96.83%

## Food Stamps Average # of Households Served per Month



## Food Stamps Cumulative Error Rate

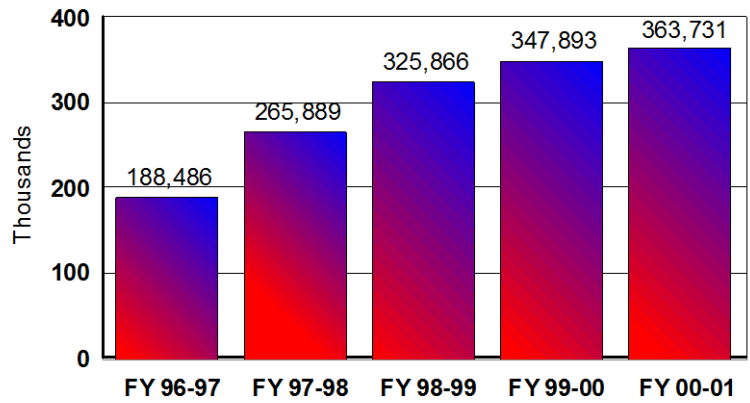


\* Year-to-date cumulative error rate based on state findings. Subject to change until final regressed annual error rate released by FNS.

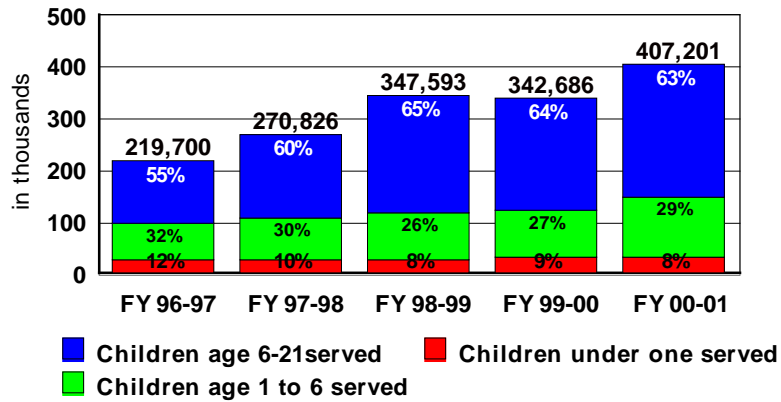
## Medicaid

Performance Indicators:	FY 96-97	FY 97-98	FY 98-99	FY 99-00	FY 00-01
Medicaid eligibility determination and maintenance of programs					
Average monthly caseload*	188,486	265,889	325,866	347,893	363,731
Medicaid-eligible individuals served:	383,959	420,961	507,020	538,188	574,538
Children under one served	26,769	28,152	29,261	31,165	32,347
Children age 1 to 6 served	71,146	79,996	90,936	91,178	116,701
Children age 6-21 served	121,785	162,678	227,396	220,343	258,153
Total Medicaid-eligible children served	210,184	270,826	318,322	350,686	374,902
Adults served	173,775	150,135	188,688	187,502	199,636
Error Rate (3% or below is necessary to avoid federal sanctions)	1.42%	0.00%	0.3586%	0.2429%	0.00%

### Medicaid Average Monthly Caseload



### Medicaid Children Served



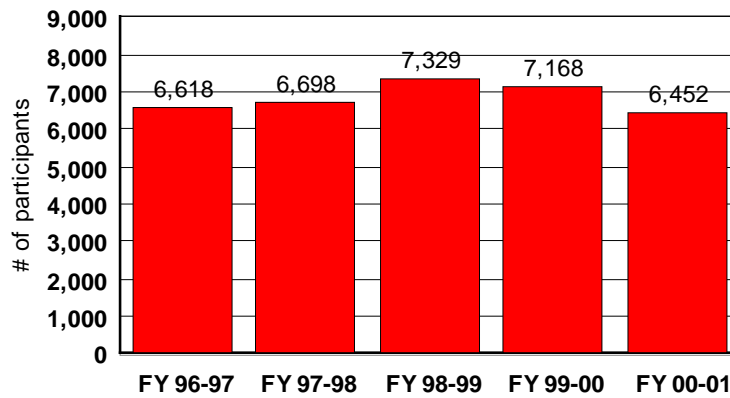
Note: Children 19 – 21 years old are counted as children for reporting purposes since EPSDT requires DSS to treat all individuals under 21 as children. Our computer system, however, counts all individuals over 19 as adults. For this reason it is difficult to determine the exact number of children 19 – 21 receiving Medicaid services.

**Teen Companion Program**

<b>Workload Indicators:</b>	<b>FY 96-97</b>	<b>FY 97-98</b>	<b>FY 98-99</b>	<b>FY 99-00</b>	<b>FY 00-01</b>
Total teens participating	6,618	6,698	7,329	7,168	6,452

<b>Outcomes:</b>	<b>FY 96-97</b>	<b>FY 97-98</b>	<b>FY 98-99</b>	<b>FY 99-00</b>	<b>FY 00-01</b>
Participants who have parented	54	47	85	70	42

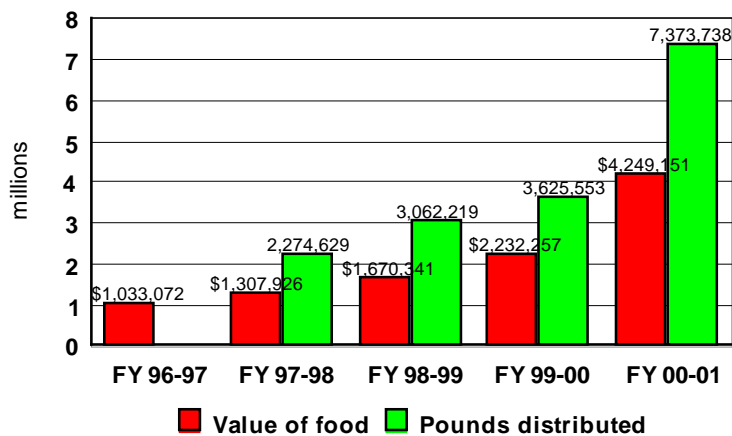
**Teen Companion Program  
Total Teens Participating**



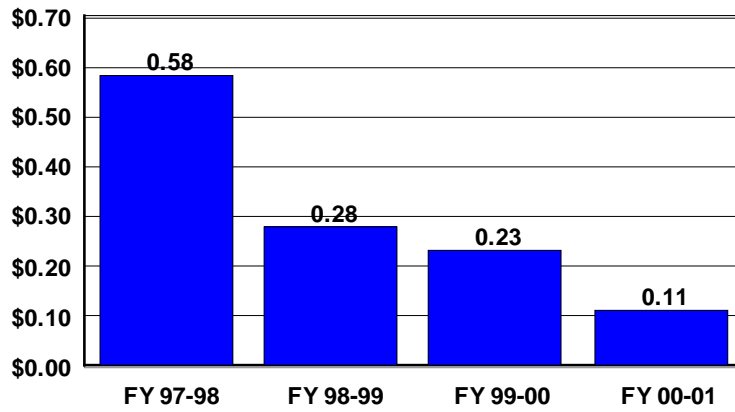
## Family Nutrition Programs

	FY 96-97	FY 97-98	FY 98-99	FY 99-00	FY 00-01
The Emergency Food Assistance Program:					
• Value of food	\$1,033,072	\$1,307,926	\$1,670,341	\$2,232,257	\$4,249,151
• Pounds distributed		2,274,629	3,062,219	3,625,553	7,373,738
• Average distribution cost per pound		.58/lb	.28/lb	.23/lb	.11/lb
• Increase in the value of food distributed		28.34%	26.08%	33.64%	90.35%
Child and Adult Care Food Program					
• Average number of participants served	26,496	28,005	30,264	30,964	31,495
Summer Food Service Program:					
• Average participants served daily	65,899	68,635	64,573	67,093	NA
• Total sites		1,227	1,218	1,315	NA
• Value of meals served		NA	\$3,083,907	\$3,412,121	NA
At-risk After-school Snack Program:					
• Total Providers	NA	NA	1	17	40
• Total Snacks Served	NA	NA	4,955	138,615	852,585
• Total Reimbursement	NA	NA	\$2,639	\$74,553	\$468,921

### Emergency Food Assistance Program



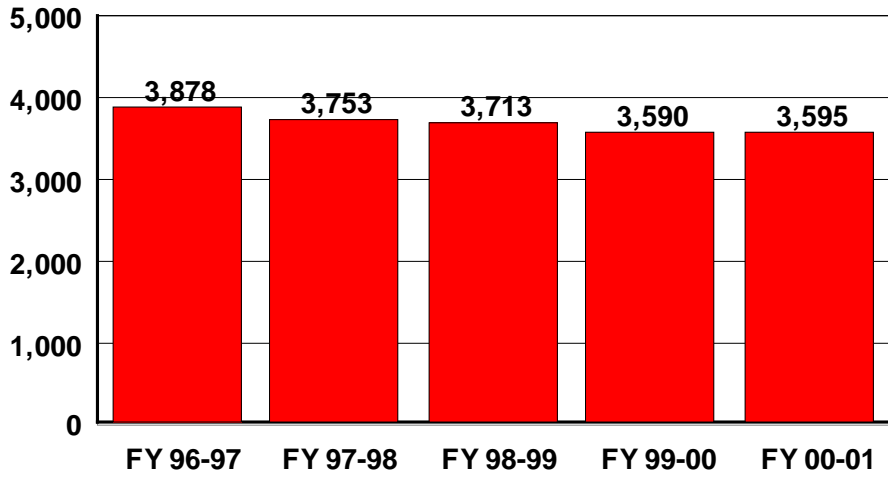
### Emergency Food Assistance Program Average Distribution Cost per Pound



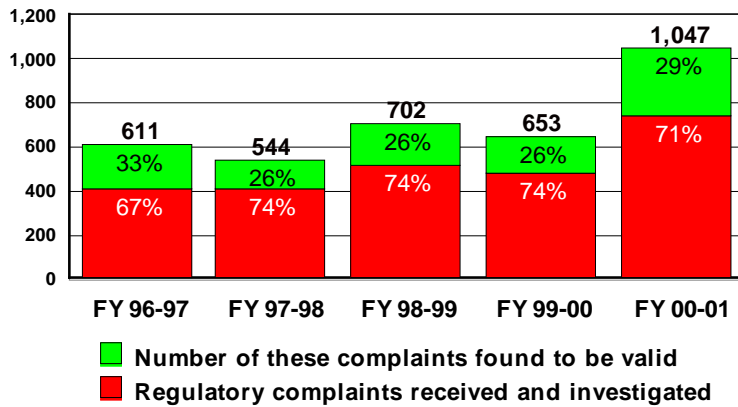
### Day Care Licensing

	FY 96-97	FY 97-98	FY 98-99	FY 99-00	FY 00-01
Total child day care facilities monitored & regulated:	3,878	3,753	3,713	3,590	3,595
Regulatory complaints received and investigated	410	405	520	483	744
Number of these complaints found to be valid	201	139	182	170	303
State and federal fingerprint results completed	20,790	9,619	7,038	8,656	7,200
New facilities licensed/registered	473	527	521	401	389
Number of facilities that closed	400	617	561	524	429

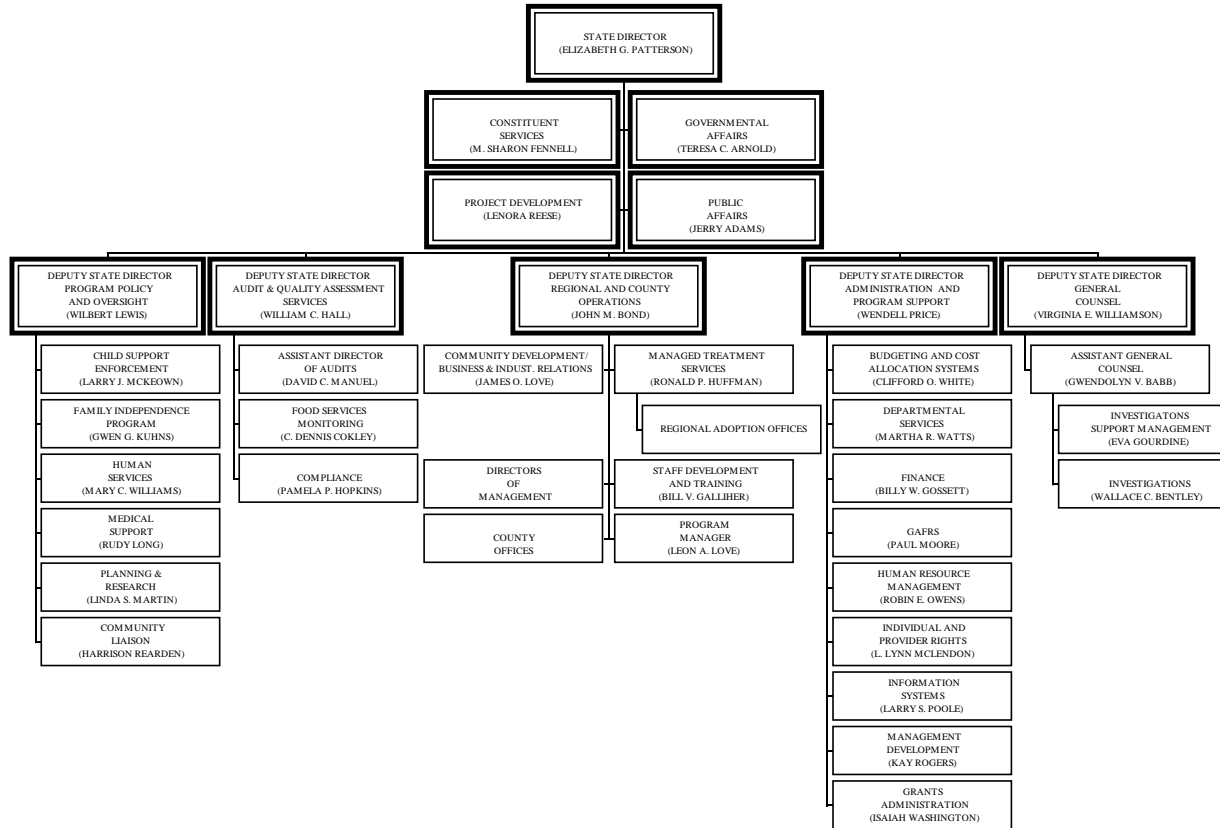
## Day Care Licensing Total # of Facilities Monitored & Regulated



## Day Care Licensing Regulatory Complaints



## SOUTH CAROLINA DEPARTMENT OF SOCIAL SERVICES





Appendix B

### DSS Operation Locations

Site Name	Site Address	City	State	Zip	Site Type
Abbeville DSS - Main Site Human Services Bldg.	903 West Greenwood Street	Abbeville	SC	29620	County-Provided
Aiken DSS - Main Site	1410 Park Ave. S.E.	Aiken	SC	29801	County-Provided
Aiken DSS - North Augusta B T C.	802 East Martintown Road	N Augusta	SC	29841	County-Provided
Aiken MTS	280 Beaufort Street, North East	Aiken	SC	29801	Leased
Allendale DSS - Main Site Agriculture Bldg.	Courthouse Square,	Allendale	SC	29810	County-Provided
Allendale DSS - Site 2 McSweeney Bldg.	669 Railroad Avenue, East	Allendale	SC	29810	County-Provided
Anderson DSS Office Building	224 Mcgee Road,	Anderson	SC	29625	County-Provided
Anderson MTSC	100 Miracle Mile Drive, Suite C	Anderson	SC	29621	Leased
Bamberg DSS - Main Site	No. 1 Log Branch Road,	Bamberg	SC	29622	County-Provided
Bamberg MTSC	393 Bridge Street	Bamberg	SC	29003	Leased
Bamberg MTSC (2nd Site)	US Hwy. 301, North #28	Bamberg	SC	29003	Leased
Barnwell County FIA	1919 Ellenton Road	Barnwell	SC	29812	Leased
Barnwell DSS - Main Site	Hwy. 278 West,	Barnwell	SC	29812	County-Provided
Beaufort DSS - Hilton Head	Hilton Head Town Center,	Hilton Head	SC	29926	County-Provided
Beaufort DSS - Main Site	1905 Duke Street,	Beaufort	SC	29902	County-Provided
Beaufort MTS	710 Boundary Street, Suite 1A	Beaufort	SC	29902	Leased
Berkeley DSS - Main Site	2 Belt Drive,	Moncks Corner	SC	29461	County-Provided
Berkeley DSS - Site 2 FIA Bldg.	105 Gullege St.,	Moncks Corner	SC	29461	County-Provided
Calhoun County FIA & Region III	111 Harry Razor Drive	St. Matthews	SC	29135	Leased
Calhoun DSS - Main Site	410 Herlong Ave.	St. Matthews	SC	29135	County-Provided
Charleston Adoption Office Chicora Center	3346 Rivers Ave.	N. Charleston	SC	29405	County-Provided
Charleston Adoption Region VI/Day	3344 Rivers Avenue, Suite F	N. Charleston	SC	29418	Leased

Site Name	Site Address	City	State	Zip	Site Type
Care					
Charleston Child Support Enforcement	3334 Rivers Avenue	N. Charleston	SC	29405	Leased
Charleston DSS - Main Site/PQA Chicora Center	3366 Rivers Ave.	N. Charleston	SC	29405	County-Provided
Charleston FIA/Quality Assurance	3374 Rivers Avenue	N. Charleston	SC	29405	Leased
Charleston MTSC	2420 Mall Drive, Suite 110	N. Charleston	SC	29406	Leased
Charleston Record Storage	2143-D Heriot Street	Charleston	SC	29403	Leased
Charleston Trident One-Stop Career Center	1930 Hanahan Road, Suite 200	N. Charleston	SC	29406	Leased
Cherokee DSS - Main Site	1434 N. Limestone St.,	Gaffney	SC	29340	County-Provided
Chester DSS - Main Site	115 Reedy St.,	Chester	SC	29706	County-Provided
Chester DSS FIA	103 Foote St	Chester	SC	29706	Leased
Chesterfield DSS - Main Site	202 W. Main Street,	Chesterfield	SC	29709	County-Provided
Clarendon County FIA	41 N. Mill Street	Manning	SC	29102	Leased
Clarendon DSS - Main Site	3 South Church St.,	Manning	SC	29102	County-Provided
Colleton County FIA	31 Klein Street	Walterboro	SC	29488	Leased
Colleton DSS - Main Site	200 Brown St.,	Walterboro	SC	29488	County-Provided
Darlington Co. Gov't Outreach	402 S. Fourth Street.	Hartsville	SC	29550	County-Provided
Darlington County FIA	106 North Main Street	Darlington	SC	29532	Leased
Darlington James P. Mozingo Bldg.	349 Russell St.,	Darlington	SC	29532	County-Provided
Darlington Robert L. Grooms Bldg.	528 Cartersville Hwy.,	Lamar	SC	29069	County-Provided
Darlington Soc.Hill Neighborhood Cntr.	223 Hall St.,	Society Hill	SC		County-Provided
Dillon DSS - Main Site	1213 Hwy. 34 West,	Dillon	SC	29536	County-Provided
Dorchester DSS - Main Site	216 Orangeburg Rd.	Summerville	SC	29483	County-Provided
Dorchester DSS St. George Office	201 Johnston St.	St. George	SC	29477	County-Provided
Edgefield DSS - Main Site	500 W.A. Reel Drive,	Edgefield	SC	29824	County-Provided
Fairfield Co DSS - Main Site	1136 Kincaid and 321 By-Pass Road,	Winnsboro	SC	29180	County-Provided
Florence Adoption Services Region IV	181 East Evans Street, Suite 215	Florence	SC	29506	Leased

Site Name	Site Address	City	State	Zip	Site Type
Florence DSS - Lake City	345 South Ron McNair Blvd.,	Lake City	SC		County-Provided
Florence DSS - Main Site	2865 South Irby St.,	Florence	SC		County-Provided
Florence MTSC	2120 Jody Road, Suite #1	Florence	SC	29501	Leased
Florence Prog. Quality Assurance	227 West Evans Street, 2nd Floor	Florence	SC	29503	Leased
Georgetown DSS - Main Site	330 Dozier Street,	Georgetown	SC		County-Provided
Greenville Adoption Services Region II	211-D Century Drive, Suite 101-A	Greenville	SC	29607	Leased
Greenville Child Support Enforcement	714 N. Pleasantburg Drive	Greenville	SC	29607	Leased
Greenville County FIA	300 University Ridge, Suite 202	Greenville	SC	29605	Leased
Greenville DSS - Main Site	301 University Ridge, Suite 6700	Greenville	SC		County-Provided
Greenville MTSC	37 Villa Road, B-135, Suite 311	Greenville	SC	29615	Leased
Greenwood DSS - Main Site	1118 Phoenix Street,	Greenwood	SC	29646	County-Provided
Greenwood MTSC	1201 East Cambridge Avenue	Greenwood	SC	29646	Leased
Hampton County FIA	1210 First Street, West	Hampton	SC	29924	Leased
Hampton DSS - Main Site	201 Jackson St. West,	Hampton	SC		County-Provided
Horry DSS - Main Site	1951 Industrial Park,	Conway	SC	29526	County-Provided
Horry Loris Office	Walnut St.,	Loris	SC	29526	County-Provided
Horry Myrtle Beach Complex	1200 21st. Ave.,	North Myrtle Beach	SC		County-Provided
Horry Myrtle Beach MTSC	4724 Hwy. 17 Bypass South, Suite A	Myrtle Beach	SC	29577	Leased
Jasper County FIA	108 Wilson Street	Ridgeland	SC	29936	Leased
Jasper DSS - Main Site	204 N. Jacob Smart Blvd.,	Ridgeland	SC	29936	County-Provided
Kershaw DSS - Main Site	816 Dekalb Street,	Camden	SC	29020	County-Provided
Lancaster Co DSS Family Independence	200 E. Dunlap St.,	Lancaster	SC	29720	County-Provided
Lancaster DSS - Main Site	1833 Pageland Highway,	Lancaster	SC	29720	County-Provided
Lancaster DSS at Kershaw	3855 Fork Hill Road,	Kershaw	SC	29067	County-Provided
Laurens DSS Human Services Complex	Industrial Park Road,	Clinton	SC	29325	County-Provided
Lee County FIA	109 N. Main Street	Bishopville	SC	29010	Leased

Site Name	Site Address	City	State	Zip	Site Type
Lee DSS - Main Site	820 Brown Street	Bishopville	SC	29010	County-Provided
Lexington Co DSS	541 Gibson Pond Rd.,	Lexington	SC	29072	County-Provided
Lexington Co DSS Lexington Region V	1905 Sunset Boulevard	West Columbia	SC	29169	Leased
Lexington Co DSS Maxway Bldg.	414 N. Main St.,	Lexington	SC	29072	County-Provided
McCormick DSS - Main Site	215 N. Mine St.,	McCormick	SC	29835	County-Provided
Marion DSS - Main Site	137 Airport Road,	Mullins	SC	29574	County-Provided
Marion DSS - Site 2 Multi-Purpose Bldg.	137 Airport Road,	Mullins	SC	29574	County-Provided
Marlboro Bennettsville MTSC	207 Suite 6, 15&401 By-Pass West	Bennettsville	SC	29512	Leased
Marlboro DSS - Main Site	County Complex, 713 S. Parsonage St. Ext.,	Bennettsville	SC	29512	County-Provided
Newberry DSS - Main Site	1304 Hunt St.,	Newberry	SC	29108	County-Provided
Oconee County FIA	615 North Townville Street	Seneca	SC	29678	Leased
Oconee DSS - Main Site	South Tugaloo St.,	Walhalla	SC	29691	County-Provided
Orangeburg DSS - Main Site	2570 St. Matthews Rd.,	Orangeburg	SC	29115	County-Provided
Pickens DSS - Main Site	202 McDaniel Ave.,	Pickens	SC	29671	County-Provided
Richland Central Receiving & Issuance Center	1668 Cox Street	Columbia	SC	29204	Leased
Richland Child Support Enforcement Region I	240 Stoneridge Drive, Suite 400	Columbia	SC	29210	Leased
Richland Co DSS Bldg.	3220 Two Notch Rd.,	Columbia	SC		County-Provided
Richland CSES	240 Stoneridge Drive, Suite 401	Columbia	SC	29210	Leased
Richland DSS Records Storage	1046 Berea Road, Suite 219	Columbia	SC	29201	Leased
Richland DSS Staff Dev. & Training	2638 Two Notch Road	Columbia	SC	29204	Leased
Richland DSS/PQA/Investigations/SACWIS	3710 Landmark Drive, Suite 300	Columbia	SC	29204	Leased
Richland Eastover Office	117 Henry St.,	Eastover	SC		County-Provided
Richland FIA Bldg.	1915 Harden St.,	Columbia	SC	292201	County-Provided
Richland Midlands MTSC	220 Stoneridge Drive, Suite 100	Columbia	SC	29210	Leased

<b>Site Name</b>	<b>Site Address</b>	<b>City</b>	<b>State</b>	<b>Zip</b>	<b>Site Type</b>
Richland North Towers Complex	1535 Confederate Avenue Extension	Columbia	SC	29201	Leased
Richland Region II (CSE)	3150 Harden St	Columbia	SC	29201	Leased
Richland SC Department of Social Services	3150 Harden Street	Columbia	SC	29201	Leased
Richland State Office MTSC	800 Dutch Square Boulevard	Columbia	SC	29210	Leased
Saluda DSS - Main Site	Hwy. 121 North,	Saluda	SC	29138	County-Provided
Spartanburg Children's Shelter	2379 South Pine Street	Spartanburg	SC	29302	Leased
Spartanburg DSS - Evans Bldg. - Main Site	142 S. Dean Street,	Spartanburg	SC	29306	County-Provided
Spartanburg DSS Montgomery Bldg.	199 North Church St.,	Spartanburg	SC	29306	County-Provided
Spartanburg DSS Teen Shelter	299 S. Converse Street	Spartanburg	SC	29306	Leased
Spartanburg MTSC	269 South Church Street	Spartanburg	SC	29306	Leased
Sumter DSS - Main Site	105 N. Magnolia St.,	Sumter	SC	29150	County-Provided
Sumter MTSC	215 West Hampton Street	Sumter	SC	29150	Leased
Union DSS - Main Site	2000 S. Mountain	Union	SC	29379	County-Provided
Williamsburg DSS - Main Site	Eastland Avenue,	Kingstree	SC	29556	County-Provided
York DSS - Main Site	18 W. Liberty St.,	York	SC	29745	County-Provided
York DSS - Satellite Office	1070 Heckle Blvd.,	Rock Hill	SC	29730	County-Provided
York DSS - Site 3 (Satellite Office) Apple Tree Centre	546 F South Cherry Road,	Rock Hill	SC	29730	County-Provided
York Rock Hill Adoption Services Region I	454 S. Anderson Road, Suite 300	Rock Hill	SC	29730	Leased