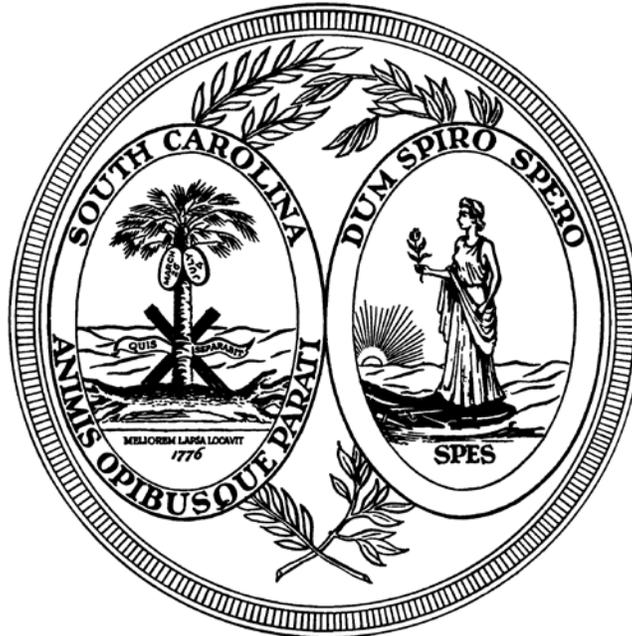

South Carolina Department of Social Services

Annual Accountability Report Fiscal Year 2001 – 2002



September 2002

Elizabeth G. Patterson
State Director

Accountability Report Transmittal Form

Agency Name: South Carolina Department of Social Services

Date of Submission: September 12, 2002

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South Carolina Department of Social Services

2001 – 2002 Annual Accountability Report

Section I: Executive Summary

The agency entered FY 2002-03 with \$30 million less in state general funds, a 27% reduction. Cuts of this magnitude in a two-year period are unprecedented in the history of our agency. In fact, in meetings with agency heads of similar agencies in other states, none have reported reductions in their funding that even begin to approach this level. However, due to a variety of cost-saving measures, we have been able to avoid furloughs or reductions in force (RIF) for this fiscal year. We have reduced our workforce by more than 670 positions or staff through attrition, retirement incentives, voluntary separations, and eliminating non-mandated programs.

We remain committed to protecting front-line staff from these budget cuts. The agency is taking several innovative actions to enable us to retain staff, including continuing to maximize federal matching funds. Further, we are reviewing the growth of adoption subsidies – currently running at \$10 million – that is 10% of our reduced budget. We took measures to slow the growth of adoption subsidies, including reducing the subsidy itself and reducing reimbursement of nonrecurring adoption costs. Foster care board payments were also cut by \$20 a month.

In the past five years, we have seen an increase of 600 teenagers in our foster care system, representing a 44% increase. At the same time, we have seen an increase in therapeutic placements, a more expensive type of care than regular foster care, and one that generally serves teenagers more than younger children. We are analyzing the reasons for the significant new numbers of teens in order to better know how to manage their needs within the constraints of our budget. One strategy we implemented is the recruitment of public providers of therapeutic foster care that provides some savings to the agency. Further, we are working on reducing therapeutic rates, although the SC Department of Health and Human Services (SCDHHS) is the final authority for reducing rates.

We are and will continue to seek administrative and state office reductions by consolidating space, terminating leases, negotiating better deals on state contracts for supplies, etc. We have eliminated many contracts across the state and reduced almost all other contracts. We have had employees come forward to suggest ways that we could reduce administrative costs even further and we are in the process of implementing these suggestions.

State Director Elizabeth G. Patterson, in a budget message to all SCDSS staff said, “Remember that the core missions of our agency are to protect children and vulnerable adults from abuse or neglect; to assist families in moving out of poverty; and at the most basic level, to keep South Carolinians from going hungry. Our services are mandated by law, but should be grounded in our hearts as the moral compass for each day that we work at DSS. Each and every one of our services contributes in one way or another to our core mission. Our budget cuts are disheartening at best, potentially tragic at worst if they prevent us from protecting children and adults. However, we must continue to do our level best as one team throughout this state to serve our communities. I am committed to preserving our ability to achieve our mission. This is the greatest challenge this agency has ever faced, but I know that with your support that we can meet these challenges and work through them. I am not blind to the fact that some of the actions we will be forced to take may not be popular, either with our staff or with our clients or with our community partners or advocates, but a \$30 million hole requires us to re-evaluate everything that we do. I cannot do it without you. This is a crisis and we must work together to overcome it.”

Vision Statement - The South Carolina Department of Social Services will be the premiere, performance-driven government agency, known for its quality customer service, employee satisfaction, and continuous improvement efforts as we serve and protect children and adults and build social and human capital.

Mission Statement – The South Carolina Department of Social Services ensures the health and safety of children, adults and families who cannot protect themselves; helps parents provide nurturing homes; and helps people in need of financial assistance reach their highest level of social and economic self-sufficiency.

Values Statements

- | | |
|---|--|
| <ul style="list-style-type: none">• We must always ask, “How are the children doing?”• We must help families grow beyond their need for our help.• We must look beyond the numbers.• The state is not a good parent. | <ul style="list-style-type: none">• Local relationships are crucial.• We must work together and support each other.• Collaboration leads to success.• Service delivery is key.• We must be creative, innovative, and flexible. |
|---|--|

Key Strategic Goals

1. Ensure the safety and well-being of children and adults in poor or dysfunctional families.
2. Create pathways to social and economic self-sufficiency.
3. Engage communities in helping to meet the needs of clients through outreach and partnerships.
4. Provide integrated service delivery to that recognizes the interrelationships among both family problems and service needs.
5. Provide quality customer service.

Opportunities

- Partnerships with local technical colleges and other providers to develop more skill craft training opportunities for clients in career fields where jobs are in demand.
- Relationships with local/state community and economic development agencies to further our efforts to build social and human capital.
- Partnerships with providers of youth programs give the agency a unique opportunity to do preventative work with this population.
- As the economy stabilizes, caseloads should stabilize and more attention can be focused on increasing the opportunities for clients.
- Agency’s developing relationship with the Annie E. Casey Foundation should increase both skills and resources available for child protective services.
- Federal changes to the Food Stamp legislation will allow us to simplify eligibility determination and pursue further integration of eligibility processes.
- Federal changes to the Food Stamp Employment and Training Program will allow us more flexibility to work with customers who wish to prepare for and secure employment.
- Outreach to the growing Hispanic population will help ensure children and families have access to the services we offer.
- The budget crises – focuses attention on the importance of fiscal and governmental accountability and efficiency and facilitates staff acceptance of changes intended to refine, consolidate and/or eliminate any non-essential duties, positions and/or activities that might lessen the agency’s focus and level of service delivery to customers.
- Given severe budget cuts, we must: appropriately identify ways to improve work processes; further empower front line staff to simplify work; seek continuous stakeholder involvement and resource development; and maintain focus on the agency mission and client outcomes.
- Continued technological advances expand the agency’s service delivery capability.

Barriers

Funding and Resources

- Inadequate funding will affect our ability to fulfill our mission and achieve strategic goals. State budget cuts have required us to reduce Foster Care Board payments and Adoption subsidies, and have resulted in reductions in federal matching funds, staff, and the ability to serve some customers.
- With the life impacting nature of programs like Child Protective Services, Foster Care and Adoptions, it is vital, but extremely difficult, to maintain sufficient resource levels to ensure program quality.
- The failure of a contractor hired in the previous administration to develop a unified Child Support Enforcement computer system resulted in annual penalties exceeding \$7 million depleting funds available for critical frontline services. These penalties will cease once a certified system is online.

Personnel

- Losing key employees to the various retirement incentive opportunities, attrition and position eliminations and being unable to fill those positions.
- Any additional budget cuts may necessitate reductions in direct service delivery staff.
- Turnover rates reduce both the number and experience level of front-line staff.

Work Environment

- Lack of pay increases, the freeze on promotions and rising employee costs for health care impact productivity and morale.

External Influences

- The lack of public understanding of the work of the agency limits our ability to generate community support and resources.
- Implementation of TANF reauthorization will require policy/systems changes as well as re-training of workers. Initiatives associated with reauthorization will require redirection of TANF funding.
- Increasing welfare caseload due to the economic uncertainties.
- Increase in the population of 13-18 year olds in foster care requires an increase in permanency options, to include independent living services and new approaches to reunification/adoption.
- Negative consequences of budget cuts include: impacts on service delivery, including services for abused and neglected children and vulnerable adults; reduction in the adoption subsidy rate, reduction in Adult Protective services staff; and, reduction in senior staff through early retirement incentives.
- Many areas of the state are poor and lack services and resources needed to ameliorate client's problems.

Major Achievements

Goal 1 - Child/Family Safety and Well-being

- Helped reduce the incidence of abuse and neglect in foster care by increasing the number and variety of foster care homes from a low of 1550 to 1843.
- Developed and piloted a publicly-managed, specialized therapeutic foster care service. It expanded the number of placement resources (i.e. therapeutic foster homes) in counties near the clients' biological home and reduced the level of care and treatment costs for over 30 children.
- Maintained the recidivism rate in foster care within the national level for one year.
- Brought permanency to children by way of 337 finalized adoptions.
- Increased Child Support Enforcement collections each of the past three years. Collected more per FTE and earned more on the dollar for each dollar invested in the child support system.

- Identified and analyzed (in cooperation with Department of Education and the Budget and Control Board Office of Research and Statistics) PACT scores for foster children, the first systematic review of the educational status of foster children in South Carolina and possibly in the country.
- Partnered to change statutory requirements for program reviews to ensure qualitative and more outcome-based program reviews could be implemented. One result has been an increase in addressing educational issues in improvement plans for children.
- Empowered foster parents with “educational passports” on foster children to help in negotiating school transfers, etc.
- Partnered to amend Proviso 5A.14 (01-02 Appropriations Act) to state, “Public and independent higher education institutions must give first priority for need-based grants to children and young adults in the custody of the SCDSS.” the number of foster children receiving post high school education assistance rose from 25 to 102, with a projected increase to 150.
- Co-funded, with the US Department of Education’s 21st Century Learning Center grant program, after-school enrichment programs that have served over 20,000 middle school youth from low-income families in 39 counties.
- Partnered with the Department of Education to bring together other partners to establish the SC After School Alliance that is working to identify after school resources and to provide training and technical assistance to providers throughout the State.
- Partnered with the Children’s Law Office (USC’s School of Law) to develop the Nexuskids Computer Buddies program that assists school-aged foster children in overcoming academic deficits and developing the computer skills necessary for success in school and later in the job market. Nearly 1000 computer systems have been installed with another 500 to be installed in therapeutic foster homes and adoptive homes.

Goal 2 - Social and Economic Self-sufficiency

- Implemented an extensive Independent Living services plan for foster children ages 13-21 to include work related experiences, vocational and educational assessment, mentoring programs and partnerships with educational institutions and non-profit organizations.
- A successful partnership with Coker College establishing a foster youth program that emphasizes independent living skills and techniques in order to increase the likelihood of a foster youth being able to realize his/her potential and to become self-sufficient, successful adults.
- A successful partnership with the Columbia Urban League to enhance job skills development for foster care children.
- Implemented FI Phase II thus expanding intensive case management for additional FI families.
- Launched an employment, retention, and advancement pilot project in six Pee Dee counties, called “Moving Up.” This program is one of only a few in the nation that is designed to test the effectiveness of an intensive package of employment-related services and resources for working and non-working former TANF clients.
- Reduced hunger in low-income families by increasing food stamp participation by 27% - the highest increase in the Southeast and the seventh highest in the nation.
- Enhanced individual and family opportunities to success by revising FI policy requiring County Director sign-off prior to full-family sanctions that resulted in a 69% reduction in sanctions.
- Partnered with the Paxen Group and ten Pee Dee Counties to launch “Business Adventures,” an after school development program, targeting foster children, that focuses on life skills and career awareness and exploration.
- Partnered with Florence-Darlington Tech, Piedmont Tech, and Technical College of the Low Country to provide DSS funded skill craft training for jobs in demand including welding, HVAC, industrial maintenance, heavy equipment operator, and environmental services.

- Launched an Individual Development Account (IDA) program that matches client (earned income) savings 3 to 1 for purchasing a home, continuing education, buying a car or start a small business. The program is currently available in 14 counties (8 in the Pee Dee) with over 60 accounts.
- Partnered with the SC Employment Security Commission's Rapid Response Team to include relevant information on DSS services in employer and employee packets that are distributed when there is to be a layoff or plant closure. Developed a "Transitional Employment Services" brochure to enhance awareness of relevant DSS services.
- Partnered with the SC Board of Technical and Comprehensive Education and local technical colleges to conduct two, statewide teleconferences on opportunities for collaborative planning designed to help our clients build job skills through training at local technical colleges and on accessing funding for skill training classes.
- Partnered with the Duke Endowment - "Rural Development for the Carolinas" initiative. Seven South Carolina counties were among the grantees. Further promoted community and economic development grant opportunities to local DSS offices through a bimonthly newsletter, "Grant Opportunity and Economic News."

Goal 3 - Outreach and Community Partnerships

- Allocated \$2.8 million to counties for local teen pregnancy prevention initiatives.
- Initiated a transition process to remove the agency as a direct provider for primary pregnancy prevention services that included efforts to enhance the ability of community organizations to deliver pregnancy prevention services.
- Sought Congressional relief from federal penalties for noncompliance with federal automation requirements in the child support program through the formation of a multi-state coalition.

Goal 4 - Quality/Integrated Service Delivery

- Successfully transferred over 600 Medicaid staff to the SC Health and Human Services.
- Developed and implemented a comprehensive Management Training Plan.
- Filled essential front line service delivery positions while experiencing extensive budget reductions and increased workloads.
- Developed a Community Planning and Resource Development Process.
- Developed and conducted basic Spanish classes so that intake staff could communicate with Spanish speaking clients until interpreters are arrive.
- Received \$4.2 million bonus for lowest food stamp error rate ever.
- Our new food distribution system almost quadrupled 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.

Goal 5 - Customer Satisfaction

- Instituted a Food Stamp customer satisfaction system wherein all clients are asked to complete and return comment cards. From 1/02 to 6/02, approximately 95% of the 2,600 customers completing comment cards indicated that they were satisfied with the services they received.
- Implementation of the Children and Adult Protective Services System (CAPSS), a new user-friendly interface for the agency's human services information system that will help ensure accurate data collection and enhance service delivery to children and families.

Section II: Business Overview

At SCDSS, we serve customers of all ages and from all walks of life. We have customers who want our services, customers who need our services such as children at risk and vulnerable adults, and customers who need but do not necessarily want our services. Because of our diverse customer base, we must be a flexible and agile organization; ready to serve when and where the need arises. Again, in 2001–2002, we met this challenge, successfully serving thousands of South Carolina citizens.

Number of Employees

Fiscal Year	Positions	Employees	Vacancies
2001 – 2002	4,562	4,206	356
2000 – 2001	5,125	4,831	294

Operation Locations – See Appendix A

Base Budget Expenditures and Appropriations

Major Budget Categories	00-01 Actual Expenditures		01-02 Actual Expenditures		02-03 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	157,364,827	44,180,466	152,621,547	36,752,712	166,708,950	36,127,183
Other Operating	118,998,051	16,261,469	117,383,853	14,826,458	159,762,838	10,326,367
Special Items	1,489,876	1,319,490	271,948	271,812	2,624,799	2,440,916
Permanent Improvements	-0-	-0-	-0-	-0-	29,572	8,576
Case Services	402,337,968	42,019,251	486,942,052	37,742,773	416,712,151	44,557,293
Distributions to Subdivisions	11,805,454	1,086,506	10,512,826	113,348	11,818,871	2,549,320
Fringe Benefits	45,330,486	14,191,227	46,369,425	12,406,111	48,474,280	11,910,412
Non-reoccurring	-0-	-0-	-0-	-0-	-0-	-0-
Total	\$737,326,662	\$119,058,409	\$814,101,651	\$102,113,214	\$806,131,461	\$107,920,067

Other Expenditures

Sources of Funds	00-01 Actual Expenditures	01-02 Actual Expenditures
Supplemental Bills	-0-	-0-
Capital Reserve Funds	-0-	-0-
Bonds	-0-	-0-

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

Goal 1 - Child/Family Safety and Well-being

- Children at risk for abuse/neglect and their families
- Foster children and foster parents
- Custodial and non-custodial parents
- Adoptive families, adoptees, birth families
- Vulnerable adults and frail elderly individuals living alone
- Individuals age 60 and over
- Day care providers and parents of children in day care
- Youth at risk for parenting or already parenting

Goal 2 - Social and Economic Self-sufficiency

- Low income children and families

- Hispanic customers and others with language barriers
- After school and summer program youth living in low income areas
- Public and private sector employers
- Education and training providers
- Refugees

Goal 3 - Outreach and Community Partnerships

- Parents, childcare providers, faith based organizations, general public, etc.

Key Suppliers - In serving children and families, it is critical that we maximize opportunities to partner with individuals, agencies and organizations that can assist in meeting customer needs. A key agency value is recognizing that “*Local relationships are key*” to our success. The following are among our key partner suppliers:

- Community partners providing services to children and families including schools, law enforcement, employers, legislature (statute), attorneys, and legal advisors.
- Foster parents, group providers, and adoptive parents.
- Non-governmental agencies and organizations including SCCADVASA, Boys and Girls Club, Communities in Schools, Big Brothers and Big Sisters, Urban League, Prevent Child Abuse, United Way, Chambers of Commerce, foundations and other grant making entities, child and adult day care providers, transportation providers and other non profit organizations.
- State Agencies including Health and Human Services, Vocational Rehabilitation, Mental Health, Alcohol and Other Drug Abuse Services, Governor’s Office, State Tech Board, Employment Security Commission, Commerce, Education, Clemson University and Extension, University of SC, SC State University, Corrections, Health and Environmental Control (DHEC), Council on Aging, State Departments of Agriculture and Disabilities and Special Needs.
- Federal Government including Agriculture, Center for Medicare and Medicaid Services, Health and Human Services, Administration for Children and Families, Social Security Administration, Department of Commerce and Department of Labor.
- Local Governments including County Administrators and school districts.
- Private for profit and private nonprofit individuals and groups desiring to operate childcare centers, home day care, group day care homes and after school programs in South Carolina.
- Faith-based organizations.
- Centralized attorneys in general counsel roles, local attorneys, and child support enforcement legal services.

Major Products and Services - 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:

Goal 1 - Child/Family Safety and Well-being

- Identification of children at risk of abuse and neglect and their families, 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.
- Foster Care Youth services to enable them to be self-sufficient.
- Protection of vulnerable adults and maintenance of the homes of frail elderly.
- 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 case management, parenting skills and subsequent pregnancy prevention services to FI youth, ages 9-20, who have parented or are pregnant.
- Adolescent Pregnancy Prevention Initiatives provide out-of-wedlock pregnancy prevention initiatives for adolescents.
- Day Care licensing, monitoring, inspection, training and technical assistance.
- Medicaid eligibility determined at local county offices. (Responsibility transferred to DHHS 12/01)

Goal 2 - Social and Economic Self-sufficiency

- Temporary Assistance for Needy Families (TANF) provides low income children and families with cash assistance, counseling, case management, and support services including child care, transportation, employment and education training, job placement, life skills training, vocational training, and job search assistance.
- Child Support Enforcement enables custodial parents to receive child support from non-custodial parents.
- Food Stamp Program provides benefits and case management to low-income families and individuals who meet federal and state requirements.
- Food Stamp Employment and Training Program provides education, training, and job search assistance to qualified participants. Other Food and Nutrition Services programs include Food Stamp Outreach, Temporary Emergency Food Assistance, At Risk After School Snack, Summer Food Service, Child and Adult Care Food Program, Emergency Shelters Food Program and Seniors Farmers’ Market Nutrition Program.
- Refugee Program provides intensive case management, cash assistance and services to eligible refugees.

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

<ul style="list-style-type: none"> • Office of the Director • Office of Audit and Quality Assessment Services • Office of General Counsel 	<ul style="list-style-type: none"> • Office of Program Policy and Oversight • Office of Regional and County Operations • Office of Administration and Program Support
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See Appendix B for organization chart

Section III: Elements of Malcolm Baldrige Award Criteria

1.0 - Leadership -----

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

1.1 How do senior leaders set, deploy, and communicate: a) short and long term direction; b) performance expectations; c) organizational values; d) empowerment and innovation; e) organizational and employee learning; and, f) ethical behavior? - (a-f) Senior leaders and agency staff work together in setting agency direction and work as a team to implement strategies.

Short and long range direction is set and refined through strategic planning and policy retreats and with broad input from state and local staff and community partners. Senior leaders deploy and communicate agency direction through new policies, County Directors and division/unit staff meetings, Information and Directive memos, Broadcast Messages, newsletters, DSS website and electronic mail messages. Training is provided as needed to enable employees to implement direction.

Outcome measures for each program have been developed and data is collected and reviewed on an ongoing basis that allows senior staff to clarify, adjust, and improve agency efforts. Performance expectations for staff are tied to the agency's mission, values, key goals, and outcomes measures. They are established and communicated using the EPMS planning stage, performance reviews, and supervisory conferences.

Agency performance expectations are established by way of stakeholder input and communicated through the Performance Management Continuum for DSS Outcomes Reports. Local offices conduct annual self-assessments to help them identify their performance levels in relation to established program outcomes. They use data from the self-assessments to develop service delivery plans that incorporate outcomes into continuous planning and improvement of service delivery processes.

Organizational values are developed around whom we serve, why they need our assistance and how we go about providing services to help meet their needs. One of our key values is that "*We must be creative, innovative and flexible.*" Senior leaders encourage innovation and strive to stimulate and empower staff through learning as evidenced in our Entry Level Management Training and Applied Public Manager training programs.

1.2 How do senior leaders establish and promote a focus on customers? Senior leaders stress public responsibility and citizenship. One of our key values asks, "*How are the children doing?*" Staff are frequently reminded that their role is not to implement programs and sign people up for services, rather it is to help real people with real life issues and concerns. This ties to another key agency value that encourages staff to "*Help families grow beyond their need for our help.*" We work to engage local offices, and supporting administrative functions, in focusing on client outcomes and supporting the service delivery system to continuously improve performance by analyzing data and making programmatic process changes.

1.3 What key performance measures are regularly reviewed by your senior leaders? Each of our key program areas has developed and refined workload indicators and outcome measures that are tracked and reviewed at least monthly by senior leaders and by staff at all levels. The following are key outcome measures.

Goal 1 - Child/Family Safety and Well-being

Child Welfare Services (including Foster Care, Adoption, and Managed Treatment Services) - Number of reports of child abuse and neglect, indication rate for reports, families served without removal of the child, number and rate of children of various age groups taken into foster care, number of children in various levels of therapeutic care, expenditure levels for children in therapeutic care, timeliness of judicial hearings, number and % who remain in foster care for extended periods, average time in care prior to adoption or reunification, academic performance of foster children, recidivism rate for children who are returned to the home, number of changes in foster childrens' placement, school, or caseworker, number of adoptions, number of disrupted adoptions, number of licensed foster and adoptive homes, incidence of maltreatment in foster homes.

Adult Protective Services - Number of reports of abuse, neglect, or exploitation of vulnerable adults, indication rate for reports, individuals served with and without agency custody, type and length of placement outside the home, rate of re-reports, types of services provided, number of judicial hearings, case closures.

Day Care Licensing and Regulatory Services - Number of applications, number of licensed facilities, number of slots, regulatory complaints received and investigated, number of complaints found valid, number of facilities closed, fingerprint checks completed.

Child Support Enforcement - Number of paternities established, support orders established, non-custodial parents located, new hire referrals, license revocations, collections.

Goal 2 - Social and Economic Self-sufficiency

Family Independence - Number of applications, number and breakdown of cash assistance cases, number of cases closed for various reasons (e.g., earned income, sanctions, voluntary withdrawal), participation in each type of education/training activity, employment obtained and characteristics (e.g., full-time vs. part-time, hourly wage, job classification), job retention, numbers of former clients who return to the rolls, survey of former clients, timeliness of case processing, employee workloads.

Food Stamps - Number of applications, number of recipients, timeliness of case processing, error rate, collections of overpayments, employee caseloads, customer service feedback., value of purchasing power created.

Other Family Nutrition Programs - Number of sponsors, number of sites, number of individuals or families served, pounds of commodities distributed, value of meals served/food distributed.

1.4 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? Performance measures and employee feedback are critical elements in our ongoing efforts to improve the quality of programs and services we provide to our customers. Senior leaders meet weekly to discuss current data, trends and outcome measures, and how to implement needed improvements. They utilize performance data to assist counties in determining areas with high levels of performance as well as areas needing improvement. Counties performing at higher levels of quality are recognized and acknowledged for their accomplishments, and these best practices are shared with other regional and local county offices. Periodically, a cross-section of agency staff is brought together to discuss a specific area of agency operations, identifying strengths and weaknesses, and generating ideas for improvement.

For 2002 – 2003, the agency plans to institute a quarterly guidance document from the Director and senior leaders for distribution to all agency employees. This document will reflect on successes in the previous quarter and convey priorities and areas needing focus in the upcoming quarter.

1.5 How does the organization address the current and potential impact on the public of its products, programs, services, facilities, and operations, including associated risks? Local staff are the eyes and ears of DSS. County Directors, case managers, and other county staff interact with and receive feedback from our customers, the community, and the general public on a daily basis. This feedback is discussed and considered as we work to continuously refine and improve policies, processes, and operating practices. Other input is obtained through tracking constituent calls, analyzing customer

questions and concerns, conducting current customer surveys and “leavers” surveys and developing and conducting pilot projects to test new approaches.

1.6 How does senior leadership set and communicate key organizational priorities for improvement?

Senior leaders utilize workload indicators and outcome measurement data, designed around key strategic goals, to set organizational priorities. Senior leaders carefully review this data for anomalies and trends. Priorities are communicated through meetings and presentations with staff and community partners, in the agency’s on-line newsletter and through the DSS website. Each employee has been provided with a two-page statement of organizational values, and these values are emphasized in a letter to new employees from the Director.

1.7 How does senior leadership and the agency actively support and strengthen the community?

Include how you identify and determine areas of emphasis. Two of our key values state: “*Local relationships are crucial*” and “*Collaboration leads to success.*” While we are indeed accountable for the health and well-being of the children and families we serve, we cannot be solely responsible. We recognize that we must work with community partners to not only address the issues at hand but also alleviate root causes. Our commitment to this is evidenced in our training of Regional and County Managers and staff to conduct stakeholder analyses to help the communities identify existing service providers, available resources and need gaps, all a part of building a coordinated community development strategy.

In addition, senior leaders have produced a community-planning model to be used for engaging communities to participate in the resolution of social problems at the local level. This was used in our planning process to engage local providers of Teen Pregnancy Prevention services. There are other examples of our work in the community, including partnerships with Communities in Schools after school enrichment programs (in middle schools), Community Development Corporations to establish Individual Development Accounts, and with local faith based organizations and rural hospitals in securing grants for rural workforce development through the Duke Endowment.

From a strategic viewpoint, we believe the work of our agency is integral to the “cycle of development” in communities. The cycle of development is a process wherein helping people get jobs makes it possible for them to increase their earned income and for communities to build assets. This in turn generates revenue for public and private investment in good schools, strong government, strong development and community organizations and good human and social services. Resulting from this is a capable and productive workforce, a safe and appealing environment, good public health, and good community amenities that provide a foundation for more economic growth and more good jobs.

The agency’s role in the “cycle of development” is that of developing social and human capital that, in turn, helps build strong and prosperous communities that can attract new businesses and stimulate economic growth. Our social and human capital building efforts are clearly evidenced in our mission statement and core outcomes. It is also visible in our ongoing efforts to build safe, stable and healthy families and communities, improve educational readiness and success, provide job preparedness skills and supports, assist customers in obtaining specific job skills and help to secure and retain sustainable employment. These efforts have the immediate benefit of helping individuals succeed and the long-term benefit of helping to build strong and prosperous communities that create the desired environment for economic growth.

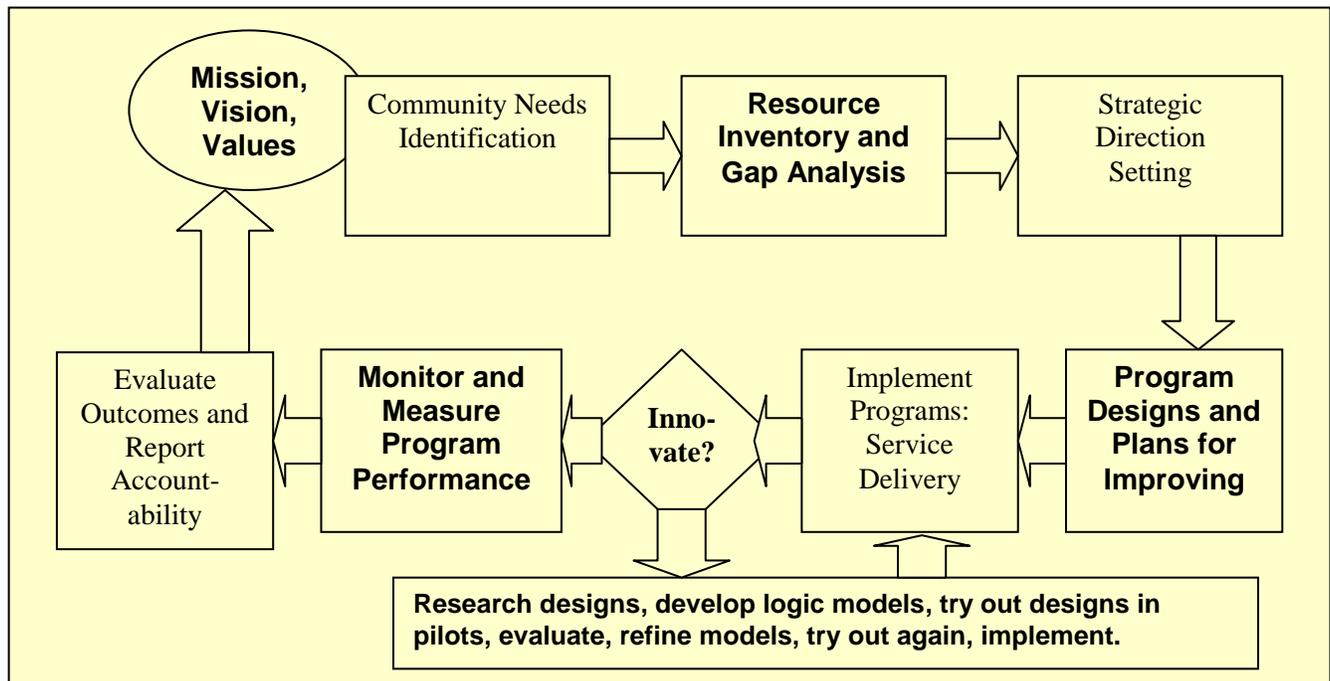
2.0 – Strategic Planning -----

We view strategic planning, as the process by which we analyze the mission and goals of our organization and determine what conditions must exist to best accomplish those goals. We then initiate a sequence of events that will create those conditions including the cost efficient allocation of

resources. The effectiveness of our strategic plan is measured periodically by comparing goals and objectives to actual results.

2.1 What is your Strategic Planning process?

We continue to refine our strategic planning approach that follows a simple “plan-do-check-act” model. This approach is represented in more detail in the diagram below.



Because it is a cycle, rather than a linear sequence, it is possible to begin addressing the process at any point in the program cycle. We have opted to build the planning system in all or nearly all the stages at once, creating the strategic management process by knitting together a number of initiatives on many different fronts.

For example, in February, 2002, intensive interviews were conducted with senior leaders and other key staff. The purpose of the interviews was to bring focus to key agency goals and to ensure that current programs and projects were properly aligned with the agency mission. Since completing the interviews, senior leaders have used the information to further refine key agency goals and objectives. The interviews also resulted in the development of a Program/Project Analysis Instrument (PPAI) to measure current and future programs and projects for their degree of alignment with the agency mission. A Decision Matrix will be used to capture and compare information from the PPIA.

Also as part of the strategic planning process, we have developed a Performance Management and Accountability Process timetable and a proposed Quarterly Guidance from our State Director. The Quarterly Guidance will be used to reflect on the success of the previous quarter and the priorities for the upcoming quarter. This, combined with quarterly (Accountability Report) outcome results reporting, will provide us with the necessary data for decision-making and make compiling next year's Accountability Report a roll-up of already captured information and data.

1. (Continued) How does your Strategic Plan account for: a) Customer needs and expectations?

Our strategic planning cycle uses all eight stages to generate data on customer and community needs. Our strategic process is used to manage programs for results. Three stages in the cycle are most closely connected with developing ongoing needs and expectations data: 1) When we Evaluate and Report, we are drawing conclusions about met and unmet needs; 2) When we Clarify Mission and

Vision, we are re-directing our programs to meet previously under-met needs; and 3) When we Assess Needs, we are actively gathering stakeholder expectations and customer needs data for program planning purposes. Assessing needs is the key stage in identifying mission.

b) Financial, societal and other risks? When we consider where communities would be without quality DSS services and whether benefits gained by families is worth the resources we expend to achieve those gains, we look to two sets of sub-cycles of our planning process:

1. Community Needs/Resource Inventory/Strategic Direction Setting - Incidence, prevalence and trend data on the kinds of issues that challenge South Carolina's families (e.g., teen pregnancy, child abuse, poverty and joblessness) will tell us when patterns of employment, family stability, and dependency have changed in ways that demand new strategic directions (i.e., new program designs). Creative use of this management data allows us to anticipate new strategic directions and develop programs to maximize the impacts of our limited resources. We discuss trends in community needs and our resources with community partners and other stakeholders, and we use their input to help us set priorities, to envision new directions for existing programs, and to encourage "ownership" for societal solutions across bureaucratic boundaries.

2. Measure Program Performance-Evaluate Outcomes-Refine Missions - At the local service delivery level, output and outcome data is used to support county performance self-assessments and help answer questions about whether our programs are producing desired results. When improvements are made to service delivery processes, we monitor for any changes in key client indicators (e.g. increased safety and lower risk of further problems) that may reflect needs trends. Outcome evaluation provides another set of inputs for analyzing community needs (i.e., impacts of our accomplishments, given the client results we set out to accomplish). Combining this with budget data, needs trends and outcome evaluations, provides us with cost-effectiveness data. These evaluative findings help senior leaders fine-tune agency vision and strategic directions.

c) Human resource capabilities and needs? We realize our employees are our greatest resource. The following are examples of specific initiatives undertaken with the express purpose of enhancing job satisfaction, morale, and participation.

Staff exit interviewing and surveys: In May of 2000, with the rate of turnover among caseworkers approaching 30% per year, state Operations staff created facilitative work groups to develop a strategy and instruments for capturing feedback from workers who were leaving the agency. (The Office of Human Resources administers surveys routinely at exit time.) From this we learned that caseworkers most often leave because of high caseloads, low pay, high stress and the shortage of supervisory support. Data from the surveys are used as input when setting agendas for Management Support Services and other management initiatives like developing the new "consultative supervision" training curriculum, analyzing workloads and developing caseload guidelines.

Pay for child welfare workers: We have undertaken incentive pay initiatives to address the issue of staff turnover. For example, in response to concerns expressed by Child Protective Services staff (who are expected to be "on call" after normal working hours), the Department began compensating CPS workers for "on-call time," effective May 1999. Also, in November 1999, entry-level pay for Child Welfare staff was increased by five percent to enhance our ability to recruit/retain quality candidates.

Career track development for retention: A career track is under development that will permit staff to move up internally as they master certain skills and competencies.

Curriculum development and training in leadership and management skills: Career development is a major incentive for our middle managers, and we have developed five forms of management training in recent years: leadership skills and practices; performance management and performance

measurement; new County Director orientation training and mentoring program; management training course; and, presentation and facilitation skills for County Managers and staff.

d) Operational capabilities and needs? Efforts to analyze workforce availability/caseworker workloads in all its program areas have been ongoing since 1998. We use this workload data, tuned to changing patterns of service demand, to develop personnel budgets that are aligned with the client outcomes we expect to accomplish. Our systems approach to operations helps us identify, understand, and manage interrelated processes that contribute to our overall success. Increased use of technology and data analysis helps supplement limited human resources. Also, the agency continues to reduce less vital reporting requirements and the number and length of forms, in order to reduce paperwork, processing time and be more responsive to customers and employees. While making refinements, we work to ensure that all staff understand why and how service processes are changing and how these changes impact operational capabilities.

e) Supplier/contractor/partner capabilities and needs? We strive for mutually beneficial relationships with all suppliers, contractors, and partners in order to improve the quality and speed with which our customers are served. Many agency partners (e.g., schools, courts, treatment agencies) are both sources of referrals and service destinations for some customers. Our orientation toward shared ownership places us in the position of constantly negotiating the terms of our partnerships, particularly shared responsibility programs dealing with teenagers, domestic violence, and substance abuse problems. Our focus on tracking needs and outcomes data helps us clarify referral guidelines and expectations we have for our treatment providers. Finally, our own workload analyses have provided a great deal of information about the costs of staffing for quality and client outcomes. This data is invaluable in analyzing whether it is more cost-effective to purchase or to staff for a service.

2.2 How do you develop and track action plans that address your key strategic objectives?

Outcomes, developed jointly by program, planning and research, and operations staff, establish the major objectives. County and Regional Directors and their staff conduct self-assessments and SWOT analyses on each of their operations. These assessments are used to establish a baseline from which action plans are developed. The action plans set specific growth and improvement objectives for the next business cycle. Management Support Directors meet regularly with the County and Regional Directors to review progress on the particular action plans. Once or twice annually, the Deputy Director for Regional and County Operations meets with individual County Directors to review progress and adjust actions plans as needed to meet targets for improvement. Feedback on customer satisfaction and community perception of the quality of service delivery is used as a way of identifying needs for policy and procedural revisions. As a part of our action planning, we also analyze research on new program developments, review professional publications and data reports, conduct pilot programs, seek workable methodologies from other states, and consult and coordinate with other involved parties in order to make appropriate adjustments.

2.3 How do you communicate deploy strategic objectives, action plans, and performance measures?

County Directors and key program policy staff participated in training on “Principles of Performance Management.” A staff work group was then established to develop “logic models” (program designs that clearly articulate a program’s purpose, resource needs, service activities, indicators of outputs and outcomes and measures of outputs and outcomes) for each program area. The group developed program-by-program indicators and measures of success. All counties have completed at least three baseline assessments of their performance, using their own data to examine their performance against these measures of success. We communicate and deploy these objectives, action plans and performance measures by way of providing technical assistance, presentations to agency staff and community members, Information and Directive Memos, broadcast messages on the mainframe system, technical assistance, meetings, e-mails, internal meetings and meetings with providers.

3.0 – Customer Focus -----

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

3.1 *Identify key customers and stakeholders*

Goal 1 - Child/Family Safety and Well-being

- Children at risk of abuse and neglect and their families
- Individuals/agencies in communities interested in the safety of children and stability of families
- Foster children, foster parents and birth families
- Custodial and non-custodial parents
- Adoptees, adoptive families and birth families
- Vulnerable adults and frail elderly living alone
- Elderly citizens age 60 and older
- Day care providers and parents of children in day care
- Youth at risk for parenting or already parenting
- After school and summer program youth living in low income areas

Goal 2 - Social and Economic Self-Sufficiency

- Low-income children and families
- Underemployed and unemployed individuals
- Individuals impacted by plant closures/layoffs
- Hispanic customers and others with language barriers
- Refugees

Goal 3 - Community Partners

- Group care providers
- Attorneys, certified investigators and private CPAs
- State agencies and other government offices
- Parents
- Childcare providers
- Public and private employers
- Education and training providers
- General public

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

Goal 1 - Child/Family Safety and Well-being

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

Foster parents apply or are recruited. Key requirements are training, staff support, and follow-up. Feedback from foster parents, focus groups, and task forces continually help redefine key requirements.

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

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.

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

Child day care customers are determined by the applications received to license new childcare facilities and re-license existing providers. Parents of children attending child facilities and the general public are also customers. 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 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.

Goal 2 - Social and Economic Self-Sufficiency

Low-income customers are generally identified when they seek services, are referred by other agencies or through outreach efforts. Their eligibility is determined by criteria as mandated by law, policy, and regulations. Key requirements are typically determined by caseworkers and needs assessment surveys and include income supplements, help with food, childcare assistance, health insurance and case management to include financial management.

Goal 3 - Community Partners

Public and private employers are identified through outreach and through direct employer contacts. Key requirements include program information and referral of customers for potential employment.

Education and training providers are identified mainly through outreach. Key requirements are referral of customers with the desire to improve their education and work skills in order to prepare for employment.

3.3 How do you keep your listening/learning methods current with changing customer/business needs? We instituted a qualitative review process to assist local county offices with identification of best child welfare practices and in developing plans to address areas needing improvement. As a part of our listening/learning methods, we also seek and receive direct feedback from agency customers and business through such vehicles as community and professional meetings, exchange of information between professional entities, research and professional information on national trends, employer focus groups, participation in community and economic development organizations, conferences, surveys, foster care hot line, constituent services, indirect feedback through supervisors and workers and Foster Care Review Board reports on performance.

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

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

3.5 How do you measure customer/stakeholder satisfaction? The following are examples:

- Prepaid postcard surveys are being used in all counties to obtain feedback from food stamp clients.
- Outside review groups including the Citizen Review Panel, Children's Health and Safety Councils, the Children's Justice Act (CJA) Task Force, and S.C. Fair Share provide regular reports that allow

us to measure stakeholder satisfaction. In addition, we meet with service providers to discuss any issues or concerns.

- Quarterly surveys of former Family Independence customers have been conducted and grants secured for studies of former FI and Food Stamp customers by nationally recognized research organizations.
- Feedback from frontline workers also provides valuable information on customer satisfaction.

3.6 How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between different customer groups? We believe the key to building positive relationships with customers, partners and employers is through one-on-one contacts. We actively seek out and build mutually beneficial partnerships with customers and stakeholders such as our partnership with Florence-Darlington Technical College to provide training to customers in the field of welding, thus helping local employers meet their workforce needs. We have also partnered with faith-based organizations and rural hospitals to pursue and secure joint grant opportunities through the Duke Endowment designed to address rural workforce needs. Agency staff, including the Director, meet with groups of stakeholders such as Foster Parent Associations, faith-based organizations, and service providers from other agencies to discuss common concerns. Customers and stakeholders are also incorporated into the agency's planning process.

Senior leaders convene focus groups or retreats with key stakeholders, client advocates and agency staff in order to look at ways to improve services to customers. Information and data obtained from these discussions are then linked to our Performance Management System at the point where program modification or service delivery re-design needs to take place. Regional and county offices conduct customer satisfaction surveys, helping to build and enhance customer relations as well as incorporate survey data when considering service delivery process changes and improvements. For example, as we shift Teen Pregnancy Prevention Services to a community approach, we have included teens in the local community planning process. A statewide advisory committee of former foster youth meetings regularly with staff to make suggestions on improving the foster care program.

4.0 – Information and Analysis -----

We strive to utilize reliable, verifiable information to make data driven decisions in a timely manner. Having pertinent data and information, including trend data, is critical to making decisions that will positively impact our overall effectiveness.

4.1 How do you decide which operations, processes and systems to measure? We are required by Federal and State law to measure certain aspects of the services we are mandated to provide. The main mandated program areas are: Child Welfare; Adult Protective Services; Family Independence, Child Support Enforcement and Family Nutrition. The Governor's Business Plan and our key strategic goals, objectives and priorities influence other operations, processes and systems we measure. We also gather feedback from advocacy groups, clients and others to assist us in developing and refining outcome measures.

4.2 How do you ensure data quality, reliability, completeness, and availability for decision-making? Data, based on outcomes, is collected and compiled from local county offices on a monthly basis. Because of frequent changes to program services, Information Systems cannot keep up with the demand for system changes. (The agency has moved away from mainframe application for all data toward a PC based data application to help fill the gaps. Data is collected locally when it is not available through Information Systems management reports.) Data is also used as a part of our qualitative review process. Other reliable data is accessed through such agencies as the Employment Security Commission, Department of Labor, and the US Census. We, along with State and Federal auditors, audit our data to determine its reliability.

4.3 How do you use data/information analysis to provide effective support for decision-making?

Workload indicators and outcome measures data are reviewed on an ongoing basis and play a critical role in making decisions. Senior leaders emphasize that data must be “actionable.” Credible data is required as we consider any systematic changes in programs and services to ensure changes will help us achieve and improve client outcomes. We ensure data is credible by: assisting counties in process revision and improvement that provides data on training and developmental needs; employee and management surveys; constituency services report data of complaints from staff and/or customers; and, needs identified based on changes in vision, state direction, laws and/or regulations. We continue to focus on client outcome data to identify strengths and weaknesses of regional and county offices. We communicate this data regularly at bi-monthly Regional and County Director meetings, through reports and through direct Management Support assistance.

4.4 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 other agencies can be used in a piece-meal fashion to compare with our data to indicate effectiveness of services and unmet customer needs. The Budget and 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, determining if services are being delivered as planned and determining if services are meeting goals. We also utilize labor market, hiring trends and other workforce data as we refine strategies for workforce development.

5.0 – Human Resource Focus -----

DSS employees and their deep commitment to serving our customers is a testament to the character of our agency. Involvement from employees at all levels helps develop a team spirit that motivates staff to move confidently forward toward the agency’s mission. This ownership of mission enables our leaders to capitalize on the collective knowledge and experience of our staff and utilize it to better serve our customers.

5.1 How do you and your managers/supervisors encourage and motivate employees (formally and/or informally) to develop and utilize their full potential? Our State Director and senior leaders promote an environment of creativity and flexibility. (See Value Statements on page 1). Staff are encouraged to bring ideas and new approaches forward for consideration. Our extensive and comprehensive training program provides caseworkers and managers the necessary tools to do their jobs effectively as well as serves to empower staff with knowledge. Staff are encouraged to participate in ongoing, pertinent training that will provide them additional practice skills to better serve our customers. Training is also provided to develop and prepare employees for promotional opportunities within the agency including:

- Pre-Management Training – Forty hours of purchased training designed to assist staff in exploring their interest in supervision or management. It provides staff an opportunity to explore and build skills appropriate to their current jobs, while making them possible candidates for future supervisor or management vacancies.
- Entry Level Management Training - All staff supervising others are required to complete a 50-hour training curriculum within six months of appointment to a supervisor or manager position. The curriculum provides extensive information in personnel administration, key elements of good supervision, how to understand and address change, how to manage ones own response to change and how to help employees respond to change.
- Applied Public Manager (APM) Program - A 90-hour advanced training program including key components of the Baldrige process. The program provides skills training on *Mastering Presentations, Applied Facilitation, Strategic Planning, Performance Management, Data Collection/Analysis*, and

Program Redesign. The major goals are to upgrade and standardize planning, enhance communications and improve work processes at all levels.

- Advanced Management Training – Offered by the Budget and Control Board, Office of Human Resources, the Certified Public Manager Program consists of 300 management development hours conducted over 18 months. Five key managers are selected annually to participate.
- Educational Assistance Program – Provides an opportunity for staff working in child welfare services to acquire the Master of Social Work degree from the University of South Carolina, College of Social Work. This is a part-time, three-year program accomplished by way of a contract with the College of Social Work that requires no state funds. The program provides additional knowledge and skills that enables staff to provide a higher quality of customer service and to more effectively manage service delivery programs.

We also use various vehicles to recognize the outstanding work of our employees. For example, during Public Service Recognition Week, senior leaders communicated to all staff via memorandum expressing appreciation for their service. An employee recognition function was held where refreshments were served and senior leaders were present to greet staff.

5.2 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 priorities are tied to the agency’s mission, values and strategic goals. Each program has specific training requirements for staff to ensure quality delivery of services. We identify key developmental and training needs by way of data from performance management reports across programs, quality review data from regional and county offices that identifies strengths/weaknesses, program quality assurance data and employee exit surveys.

One example is the design and implementation of the Child Welfare Training Academy, a new training system for child welfare staff designed to ensure new and experienced workers in children’s services receive the best, most complete training possible. Curriculum includes assessment and advance training that is responsive to and respectful of participant needs, preferences, and cultural backgrounds. Areas of focus include issues surrounding domestic violence, mental health and alcohol/drug abuse.

5.3 How does your employee performance management system, including feedback to and from employees, support high performance? The Employee Performance Management System (EPMS) helps bring focus to agency mission and values. One of our key values, “*Service delivery is the key to success,*” is an important part of employee performance planning. Performance evaluations and ongoing input and feedback between staff and supervisors allows us to continuously refine our focus on meeting the needs of customers and fulfilling the mission of the agency.

5.4 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 leaving DSS to determine the reasons for leaving and to help direct policy for the agency as it relates to employee satisfaction.

5.5 How do you maintain a safe and healthy work environment? We recognize our employees are our greatest assets. To enhance the safety and well-being of staff we: installed electronic entry security systems at both state office buildings; installed cameras on top of the buildings so that guards can monitor key areas including parking; and, installed public address systems that can be accessed from anywhere in the buildings via telephone.

The Office of Administrative Services and the Office of Special Investigation recently conducted a survey of Regional and County Managers to assess security needs. Also, in an effort to maintain a safe and healthy work environment, we committed resources to address OSHA regulations, provided non-violent intervention training, offered defensive driver training and provided child and infant car seat inspection and safety assistance.

Our wellness organization continues to work on expanding its efforts including hosting health and community related programs. Through our “Brown Bag Lunch” programs, we conducted seminars on such topics as “Domestic Violence” and “Stress Management.

5.6 What is the extent of your involvement in the community? We are very involved in the community with state and local employees representing agency and customer interests on county/community boards and committees like Chambers of Commerce, local Workforce Investment Boards and community and economic development boards. We routinely work in the community to gather input on needed services, participate in resource sharing and work to eliminate duplicative efforts among local agencies and organizations. We also support many community initiatives including One Stop Career Centers, School-to-Work and literacy programs and participate in community events and activities including festivals and celebrations.

Through our Wellness program, we participate in activities that promote health and well-being. Some activities help organizations raise funds for carrying out their missions. One example is the First Ladies’ Walk for Life, Steps Against Breast Cancer. We had 617 registered team members and won first place for having the largest team participating. We open many of our programs to the community and have had great participation in our brown bag lunch seminars. Some of our comprehensive health screenings are also offered to the community including breast cancer screening and awareness. Flu shots are made available to staff and family members.

6.0 – Process Management -----

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

6.1 What are your key design and delivery processes for product/services, and how do you incorporate new technology, changing customer and mission-related requirements, into these design and delivery processes and systems? Our targeted client groups are served by categorically funded, policy-based program designs including child protective services, foster care, adult protective services, adoption and Medicaid. Federal funding sources, state statutes and regulations define acceptable service processes and products for each program. For example, a national “standard” exists for making initial contact within 24 hours of receiving a report that a parent or guardian has harmed a child.

The social work practice field offers a standard service process that constitutes “best practice,” that cuts across all our program areas. The model process we use begins with Outreach (case finding), Intake (eligibility determination) and Referral. Early in all cases, we engage the client in an individualized Needs Assessment (problem identification) and negotiate mutually acceptable terms for an individualized Case Plan (training or service plan). Service delivery processes then vary with client needs and the plan, but may include numerous forms of Intervention that may be delivered directly by DSS or purchased from other providers (e.g., crisis stabilization and support, counseling, education, training, treatment, behavior modification, etc.) Good practice also requires that during intervention there is ongoing Case Monitoring (quality review) and Outcome Evaluation (results checking) up until Discharge (services termination).

Our process improvements concentrate on either the policy-based processes or the best-practice processes. New technologies typically affect best-practice processes, such as when we develop new ways of capturing case management information on computer, or streamline the preparation of new foster parents by speeding criminal background checks on the Internet. However, we also recognize the changing trends in community needs (e.g., jobs versus welfare checks) sometimes require us to re-design the structure of a policy-based program. For example, when we learned that we were spending as much time with poverty related cases (e.g., clothing not suitable for the weather) as we were with severe physical abuse cases, we re-examined our policy on intake decision-making and referrals to other service providers in order to make our programs more capable of triage.

In re-engineering service processes and incorporating changes, we use two major catalysts to stimulate process improvements. First is performance measurement. As we learn more about our strengths and weaknesses and explore our performance data for clues about barriers to the client outcomes we pursue, we recognize opportunities for process improvements. Second are our workload and job analysis efforts. We are using the products and learning from these efforts to make numerous enhancements to our service processes.

6.2 How does your day-to-day operation of key production/delivery processes ensure meeting key performance requirements? The Performance Management System, in which we operate, provides opportunities for managers and staff to utilize process and outcome data, in a continuous improvement effort, and incorporate changes that can enhance our service delivery.

6.3 What are your key support processes, and how do you improve and update these processes to achieve better performance? We believe local managers and staff are in the best position to make decisions that will meet the needs of their customers and stakeholders. We demonstrate this belief by providing management support resources in the form of individuals, trained with facilitative leadership skills, who can lead managers and staff through process improvement activities. Regional and County Managers are given opportunities to evaluate, through their self-assessment process, their level of performance and then request any needed assistance to help address improvements needed. We respond to requests for assistance and will intervene even if help is not requested when performance indicates a need for assistance. Both approaches are assertive in nature and encourage self-actualization and a desire to improve. The following are some additional key processes that support our overall operation:

• Legal assistance	• Personnel services
• Program technical assistance	• Budgeting and finance services
• Training	• Procurement
• Research on best practices	• Contracts and grants management
• Data management	• Information Resources

6.4 How do you manage and support your key supplier/contractor/partner interactions and processes to improve performance? We believe suppliers must deliver customer services that adhere to the same process as our county offices. That is, we must work in concert with suppliers to establish client outcomes and suppliers must be given the necessary freedom to develop their own approach to service delivery to achieve those outcomes. Regional and county offices and suppliers of external products and services must collect, report and incorporate data in a continuous improvement approach.

7.0 – Business Results -----

We recognize that we cannot achieve our desired business results alone. We must develop and maintain mutually beneficial relationships with all of our partners, both public and private. This interdependent relationship with partners enhances the ability and worth of all involved and increases the speed, flexibility and responsiveness of service delivery to our customers.

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

In September 2001, we instituted a system to measure customer satisfaction in the food stamp program. Customers in all counties are provided a comment card and asked to complete and return the cards. From January 2002 to June 2002, more than 2,600 customers completed comment cards with approximately 95% indicating they were satisfied with the services they received.

We also are conducting welfare “leaver surveys” and food stamp “leaver surveys.” Both are designed to track family economic circumstances and child well-being. Also included are measures of service to customers and satisfaction with programs. For example, the welfare leaver surveys assess the extent to which customers knew of benefits for which they qualified, and their use of transitional benefits and other services. The food stamp leaver surveys assess the reason why the person left the program and whether they still qualify for benefits. Both surveys are being conducted by Maximus, Inc., and are funded respectively by the US DHHS (Administration for Children and Families, and the Assistant Secretary for Planning and Evaluation) and by the USDA Economic Research Service. Final reports will be available in the fall of 2002.

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

Goal 1 - Child/Family Safety and Well-being

Child Protective Services - The Outcome Measures data below reflects an increase in indicated cases of 4.6%. Efforts to reduce/prevent abuse and neglect of children in foster care resulted in a 6.6% decrease in the number of indicated cases. Efforts to reduce/prevent the recurrence of abuse/neglect resulted in a 7.2% decrease in the number of indicated cases.

Workload Indicators:	FY 97-98	FY 98-99	FY 99-00	FY 00-01	FY 01-02
Total CPS families served	8,498	8,291	8,253	8,558	9,219
Child abuse and neglect investigations	20,280	18,737	19,230	18,986	19,091
Outcome Measures:					
Reduce/prevent abuse and neglect of children (number of indicated cases)	5,467	5,267	5,769	6,280	6,571
Reduce/prevent abuse and neglect of children (percent of indicated cases)	27%	29%	30%	33%	34%
Reduce/prevent the abuse of children in foster care (number of indicated cases)	30	29	39	30	28
Reduce/prevent the recurrence of abuse and neglect among children (number of 2nd or more indicated cases – recidivism)	429	317	397	442	410

Foster Care - The Outcome Measures data below indicates a 3.2% increase in the number of foster homes. The number of children in foster care for 24 months or longer increased by 13.8% because of an increase in the total foster care population. While there has been a trend toward a decreasing total number of children in Foster Care, this pattern has recently reversed. The agency continues to assess the reason(s) for this increase.

Workload Indicators:	FY 97-98	FY 98-99	FY 99-00	FY 00-01	FY 01-02
Number of children in foster care	4,608	4,879	4,675	4,801	4,993
-Children age 0-12 in foster care	3,188	3,290	2,861	2,842	2,926
-Youths age 13-21 in foster care	1,420	1,589	1,814	1,959	2,067
Number of termination of parental right hearings completed	573	472	461	458	387
Outcome Measures:					
<u>Increase Permanency</u>					
Increase number of foster homes	1,728	1,550	1,591	1,786	1,843
Decrease number of children in foster care 24 months or longer	2,188	1,986	1,999	1,915	2,181
Reunification (Return to Family/Relative)					
Number				2,253	2,131
Percent				49%	43%
<u>Reduce time in Foster Care</u>					
(Recidivism)					
All Children Entering Foster Care During Year	2,937	3,027	3,205	3,404	3,718
Children Entering Foster Care After Prior Episode	550	481	519	516	587
Children Entering Foster Care Within One Year Of Prior Episode	280	196	229	235	266
<u>Improve Child Well-being</u>					
Number of Request				520	765
Employment Support				28	64
Educational Support (tutoring, mentoring)				133	193
Emancipation Services				28	49
Scholarships				102	127

Managed Treatment Services - ISCEDC/COSY – (Client Specific Expenditure Data) – The MTS population is a subset of the total foster care population. Though average cost per client in state dollars increased slightly due to service provider's COLA increase, the FY 01-02 cost-per-client is still below the 1996 baseline prior to MTS inception. The Outcome Measures data below reflects a 14.7% increase in cases served/closed, with 51% of closed cases returning to family, relatives, or adoptive families. The number of youth leaving care without achieving permanency plan decreased from 16% to 12.5%. There was an 11.3% decrease in the number of youth placed in Special Education classrooms and a 42.7% increase of children in regular education settings. Youth on or above grade level increased by 31.9%. The number of youth incarcerated decreased 40.6%. 40%-43% of cases have positive indicators for placement and worker stability. The therapeutic foster home pilot provided an average 57% increase in licensed therapeutic homes across a seven county area.

Workload Indicators:	FY 97-98	FY 98-99	FY 99-00	FY 00-01	FY 01-02
Children Served	1,397	1,646	1,801	1,850	1,915
Average State Cost	\$10,865	\$10,772	\$10,425	\$11,255	\$12,068
Average Federal Cost	\$15,167	\$14,415	\$14,547	\$14,860	\$14,965
Average Total Cost	\$26,032	\$25,187	\$24,972	\$26,115	\$27,033
Outcome Measures:					
Increase permanency					
Number/ percent of children in care more than 12 months	Number cases closed			279	320
	Percent reunification – family/ relatives			36%	39%
	Percent pre-adoptive placement			15%	12%
Number where plan not achieved	Percent left without achieving plan			16%	12.5%
Reduce time in FC					
Length of stay in MTS	+1 year or less in MTS			41%	38%
	4 years or more in MTS			23%	29%
	Average years from MTS - pre-adopt			2.9	2.8
	Average years from MTS - reunification			2.0	2.5
Reduce re-entry/recidivism	Number children returned to FC after reunification/adopt w/in 12 months			11	11
Improve child well-being					
Receiving Appropriate Educational Services	Special Education			57.8%	49.5%
	504 Education Plans			5%	6.5%
	Regular Education			29%	40%
	GED/Vocational Education			3%	4%
Percent Performing on grade level	On/above grade level			35%	44.6%
Reduce number/percent of incarcerated youth				32 or 2.3%	19 or 1.3%
Reduce placement of young children in group homes or institutions	Percent children age 12 or younger in group placements			30.8%	26.5%
Increase placement stability	Percent children with no more than 2 placements			40%	40%
Reduce case worker changes	Percent with no case worker change			46.3%	43.2%

Adoptions - The Outcome Measures data below includes the number of children placed for adoption, the number of adoptions finalized, and the number of children legally freed for adoption for the last five years. There was a decrease in the number of children placed for adoption, number of adoptions finalized and number legally freed for adoption.

Adoptions					
Workload Indicators:	FY 97-98	FY 98-99	FY 99-00	FY 00-01	FY 01-02
Children assessed/prepared for adoption	1,653	1,509	1,466	1,340	1,493
Outcome Measures:					
Increase number of children placed for adoption	484	465	418	487	425
Increase number of adoptions finalized	453	446	389	468	337
Increase children legally freed for adoption	573	476	404	401	355

Adult Protective Services – The Workload Indicators data below reflect a 16.3% decrease in the number of new clients and a 9.3% decrease in number of clients receiving services, including clients carried over from the previous fiscal year. The Outcome Measures data reflects a 17.6% decrease in the number of adults taken into custody. The agency continues to assess the reason(s) for these decreases.

Workload Indicators:	FY 97-98	FY 98-99	FY 99-00	FY 00-01	FY 01-02
Number of new clients reported	4,423	3,771	4,173	4,333	3,626
Number of clients receiving services	8,117	7,484	7,416	7,608	6,894
Outcome Measures:					
Adults taken into custody	139	105	199	187	154

Teen Companion - The Outcome Measures data below represents the number of youth participating in the TCP for the respective fiscal years. For FY 97-98 and 98-99 there was an increase in participants, but not necessarily an increase in the number of youth who parented during that time. For FY 00-01 and 01-02 there was a significant decrease in the number of participants who were enrolled in the program due to a reduction in staff or discontinuing DSS, county and school based programs. The last two fiscal years reflect a decrease in the number of youth who parented.

Workload Indicators:	FY 97-98	FY 98-99	FY 99-00	FY 00-01	FY 01-2
Total teens participating	6,698	7,329	7,168	6,452	2,023
Outcome Measures:					
Reduce number of participants who have parented	47	85	70	42	12

Domestic Violence – South Carolina consistently ranks first or close to first in the nation for fatalities due to spousal abuse. Realizing the crisis nature of this statistic, the agency, along with the Governor and the Legislature, provided additional funding through general fund revenue, increased TANF funding, and marriage license fees to shelters and programs for battered spouses and their children. Funding grew from \$2,350,268 in FY 00/01 to \$3,977,453 in FY 02/03, a 40% increase.

Workload Indicators:	FY 97-98	FY 98-99	FY 99-00	FY 00-01	FY 01-02
Number emergency shelters funded	13	14	14	11	12
Number offender intervention centers funded	5	5	7	7	7
Number individuals receiving emergency shelter	2,371	3,453	9,765	10,503	4,208
Number women/children receiving counseling services	9,909	11,595	28,727	11,821	14,261
Number offenders receiving counseling services	2,371	2,572	2,415	2,143	1,992

Goal 2 - Social and Economic Self-sufficiency

Family Independence - The Workload Indicators data reflects a 17.5% increase in the average number of FI cases per month that may be at least partly attributed to the economic downturn. The Outcome Measures data reflects a decrease in full-time jobs obtained and an increase in part-time jobs obtained. There was a significant increase in the 30-day job retention rate. Both of these measures are likely a reflection of the uncertain economy. Average wages have increased steadily over the past five years with a 15.4% increase since FY 97-98. The current average payment per family is \$165.00 per month. From a national perspective, SC's All Family Participation Rate of 54% for FY 99-00 was ninth best in the US, Two Parent Participation Rate of 78% was fourth best in the US, and Caseload Reduction Rate from 1996 to 2001 of 63% was ninth best in the US.

Workload Indicators:	FY 97-98	FY 98-99	FY 99-00	FY 00-01	FY 01-02
Average number FI cases per month	26,626	18,973	16,139	16,366	19,235
Total FI payments	\$58,612,465	\$37,982,166	\$31,167,618	\$29,471,002	\$38,045,176
Outcome Measures:					
Number of jobs obtained					
• Full-time	12,851	8,881	7,204	6,668	6,443
• Part-time	5,121	3,472	2,520	2,660	2,911
Average hours per week					
• Full-time	36.21	36.31	36.12	35.74	35.50
• Part-time	22.50	22.73	22.57	22.39	22.19
Average wages per hour	\$5.78	\$6.03	\$6.33	\$6.54	\$6.67
Job retention (30 day) rate			66.79%	69.49%	81.53%
Participation rate*					
• All cases**	42.7%	44.7%	54.0%	57.2%	49.8%
• Two parent cases**	60.9%	78.1%	78.4%	71.6%	66.1%

* Indicates Federal fiscal years

** FY 00-01 is a state calculated rate. The final federal rate is not yet available. FY 01-02 includes 10/01 – 3/02 data.

Child Support Enforcement – The data below indicates that we have increased collections each of the past three years, even as we prepare for a new automated system. On other measures, we have consistently rated above the national average (of \$306,927) of distributed collections per FTE. We collect more per FTE and we earn more on the dollar for each dollar invested in the child support system. We have consistently exceeded the national average of \$4.21 for cost effectiveness rate and are ranked 8th nationally.

	FFY 1999	FFY 2000	FFY 2001	FFY 2002
Total Child Support Distributed Collections	\$184,930,249	\$203,087,933	\$222,511,187	\$198,586,943*
% Change prior FFY	15%	10%	10%	6%*
Collections per FTE	\$579,188	\$539,353	\$641,243	\$572,297*
Total Cost Effectiveness Rate	\$4.74	\$5.08	\$4.60	NA**

* Based on total collections for Federal fiscal year-to-date period ending July 2002. ** FFY calculated from 10/1 – 9/30.

Child Support Enforcement – The data below reflects stability in most measurements. Of note is the steady increase in the number of support orders established over the last five fiscal years, with a total increase of 8.5%. Total collections are also of note, with a 6.7% increase from the past fiscal year and a 50% increase since FY 97-98.

Inputs:	FY 97-98	FY 98-99	FY 99-00	FY 00-01	FY 01-02
Number of FTE's	270	271	300	349	347
Caseload	234,233	233,857	239,144	225,371	226,813
Outputs:					
Number of paternities established	13,968	13,184	10,087	10,556	10,330
Number of support orders established	13,580	13,405	12,431	13,768	14,737
Number of non-custodial parents located	48,976	39,871	28,847	29,405	30,220
Number of "New Hire" referrals	342,489	646,322	738,770	722,341	653,322
Number of licenses revoked	1,244	3,026	1,086	2,201	2,747
Total collections	\$155,230,497	\$178,835,067	\$199,724,855	\$218,174,749	\$232,948,594

Food Stamp Programs – The Workload Indicators data below reflects an increase of 18% in food stamp average monthly participation as a result of our outreach efforts, the economic downturn and revision of food stamp regulations to accommodate working families. Based on quality control reviews of a sample of food stamp cases, the data shows total payments by food stamp benefits have fluctuated based on the increased number of households receiving food stamps and the cost of living increase applied to benefits on an annual basis. The cumulative error rate for this sample is also provided. States with error rates less than or equal to 5.90% are eligible for federal enhanced funding. In the food stamp program, benefits must be approved within 30 days of application to be considered timely. This percentage shows that SC is doing an outstanding job in timely issuance. The percent of individuals under 100% poverty level receiving FS has increased over the last three fiscal years and increased dramatically over FY 00-01 and FY 01-02.

Workload Indicators:	FY 97-98	FY 98-99	FY 99-00	FY 00-01	FY 01-02
Average number of total food stamp households served per month	137,041	128,882	122,926	125,896	148,659
Total payments by FS benefits received by households by FY	\$268,032,371	\$254,980,051	\$186,324,070	\$260,543,141	\$332,583,776
Outcome Measures:					
Food Stamp cumulative error rate	8.07%	5.79%	4.47%	5.30%	3.7%*
Benefits issued timely (Within 30 days of application date)	96.88%	96.67%	97.08%	96.83%	97.00%
Percent individuals under 100% poverty level receiving FS	NA	NA	53.20%	58.81%	70.04%

* YTD cumulative error rate based on state findings. Subject to change until final regressed annual error rate is released by FNS.

Food and Nutrition Programs - The data below reflects an increase in the value/quantity of TEFAP food distributed and is due to a change in distribution method from public (mass) distributions to a Food Bank/Pantry distribution system. Also, there has been an increase in the amount of bonus commodities made available by USDA. The reduction in distribution costs per pound is due to the substantial increase in the quantity of bonus commodities with only a modest increase in amount of administrative funding allocated for the same period. SFSP statistics were changed for FY 98-99 and 99-00 to reflect corrections to method of calculation in order to provide an accurate comparison with current and future years. The reduction in number of total meals served reflects a current trend toward shorter school breaks, resulting in fewer days for sponsors to serve meals. The reduction in ASP snacks served and reimbursements made from FY 01 to FY 02 is attributed to the withdrawal of the largest sponsor who operated 16 sites, served 401,780 snacks and was reimbursed \$220,975 in FY 01. This is the second year of the SFMNP. Seniors have until 10/15/02 to redeem vouchers issued in 2002.

The Emergency Food Assistance Program (TEFAP)	FY 97-98	FY 98-99	FY 99-00	FY 00-01	FY 01-02
Value of food	\$1,307,926	\$1,670,341	\$2,232,257	\$4,249,151	\$7,364,393
Pounds distributed	2,274,629	3,062,219	3,625,553	7,373,738	12,102,099
Average distribution cost per pound	.58/lb	.28/lb	.23/lb	.11/lb	.12/lb
Increase in value of food distributed	28.34%	26.08%	33.64%	90.35%	73.31%
Child and Adult Care Food Program					
Average number participants served daily	28,005	30,264	30,964	31,495	31,983
Summer Food Service Program (SFSP)					
Average participants served daily	68,635	95,117	90,455	95,422	NA
Total sites	1,227	1,368	1,390	1,363	NA
Total number of meals served	NA	\$3,083,907	\$3,412,121	\$3,297,839	NA
At-risk After-school Snack Program (ASP)					
Total Providers	NA	1	17	40	68
Total Snacks Served	NA	4,955	138,615	852,585	814,760
Total Reimbursement	NA	\$2,639	\$74,553	\$468,921	464,413
Seniors Farmers' Market Nutrition Program (SFMNP)					
Total Value Benefits Distributed	NA	NA	NA	\$749,950	\$643,300
Total Participants	NA	NA	NA	15,000	21,433
Value Benefits Redeemed	NA	NA	NA	\$643,300	NA
Redemption Rate	NA	NA	NA	85.78%	NA

Day Care Licensing - The Workload Indicators below includes data on the total number of child day care facilities monitored/regulated and the number of regulatory complaints received and investigated over the last five years. There was a notable increase in the number of regulatory complaints received, investigated, and found to be valid over FY 99-00 and 00-01. This increase was due in part to the increase number of unannounced visits made by regulatory staff to monitor compliance with the statute and regulations in order to ensure the health and safety of children. These indicators seem to have remained stable for FY 01-02.

Workload Indicators	FY 97-98	FY 98-99	FY 99-00	FY 00-01	FY 01-02
Total child day care facilities monitored/regulated	3,753	3,713	3,590	3,595	3618
Regulatory complaints received and investigated	405	520	483	744	717
Number of these complaints found to be valid	139	182	170	303	295
State and federal fingerprint results completed	9,619	7,038	8,656	7,200	7378
New facilities licensed/registered	527	521	401	389	NA*
Number of facilities that closed	617	561	524	429	441

* This data is not available at this time due to a computer system changeover.

7.3 What are your performance levels and trends for the key measures of employee satisfaction, involvement, and development? - As mentioned earlier, the turnover among caseworkers prompted us to develop a strategy and instruments for capturing feedback from workers who were leaving the agency. The Office of Human Resources administers these surveys on a routine basis to all employees at the time of exit. These surveys provide us information on why employees opt to leave the agency as well as their level of satisfaction at the time of departure. For this past fiscal year, 525 “exit interviews” were completed and return by departing employees. Of those returned, approximately 80% of respondents provided favorable comments about their previous employment at DSS and indicated they would consider returning to work with the agency.

7.4 What are your performance levels and trends for the key measures of supplier, contractor, and partner performance? Our suppliers, contractors, and partners are expected to deliver quality customer services that adhere to the same performance levels as our county offices. We work in concert with our suppliers to establish client outcomes expectations and allow suppliers the freedom to develop their own approach to service delivery to achieve those outcomes. Regional and county offices and suppliers of external products and services must collect, report and incorporate data in a continuous improvement approach.

7.5 What are your performance levels and trends for the key measures of regulatory/legal compliance and citizenship? The agency met all Food Stamp reporting requirements and performance standards for FFY 2001. Our error rate for FFY 2001 of 4.62% was well below the national average payment error rate of 8.66%. The Food Stamp Act of 1977 stipulates if a state’s payment error rate is 5.9% or lower and its denial/closure rate did not exceed the national average rate, the state is eligible to receive additional administrative reimbursement for Food Stamp expenses. We met both of these criteria for FFY 2001 and qualified for enhanced funding in the amount of \$4,392,948. The state’s Quality Control Reviews for FFY 2002 are still in progress.

The state also met all TANF reporting requirements and work participation rate goals since implementation of the emergency TANF regulations effective July 1997 and the final TANF regulations effective October 1999. The last official work participation rates released by the federal government, for FFY 2000 were as follows:

All Families Rate – 54.0%	All Families Goal – 40% (.14% adjusted goal*)
Two Parent Rate – 78.4%	Two Parent Goal – 90% (50.14% adjusted goal*)

Official work participation rates for FFY 2001 have not yet been released. However, “preliminary” work participation rates for FFY 2001 based on the states calculations are:

All Families Rate – 57.24%	All Families Goal – 45% (14.91% adjusted goal*)
Two Parent Rate – 71.62%	Two Parent Goal – 90% (59.91% adjusted goal*)

TANF data collection for FFY 2002 is still in progress.

* South Carolina qualified for adjustments to the goals based on caseload reductions between FFY 1995 and each applicable FFY.

The Adoption and Foster Care Analysis and Reporting System (AFCARS) is for collecting data on children in foster care and children who have been adopted under the auspices of the State child welfare agency. State child welfare agencies are responsible for reporting on children in the States foster care system, and on children that have been adopted under the auspices of the State child welfare agency. Data are gathered for semi-annual report periods. This requirement was achieved for FY 2001.

States that receive Child Abuse and Neglect Grant (CAPTA) - the Basic State Grant) are required to annually work with the Secretary to provide, to the maximum extent practicable, the *Summary Data Component Survey* for inclusion in the National Child Abuse and Neglect Data System (NCANDS). This requirement was also achieved for FY 2001.

7.6 What are your current levels and trends of financial performance? DSS is a good steward of the taxpayer’s money, striving to minimize administrative costs and maximize resources and services going to our customers. As referenced in the Base Budget Expenditures and Appropriations Chart on Page 5, the agency faces a 9% budget reduction in general funds for FY 02-03. During the state budget crisis of FY 01-02, the agency “tightened it’s belt” and expended 14% less in total general funds compared to the previous year. Agency concerns regarding the impact of reduced funding is reflected in the Barriers Section on page 2.

Appendix A

DSS Operation Locations

Abbeville DSS - Main Site - Human Services Bldg.

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

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

Anderson DSS Office Building / MTSC

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

Barnwell DSS - Main Site / FIA

Beaufort DSS - Main Site / Hilton Head / MTSC

Berkeley DSS - Main Site / FIA

Calhoun DSS - Main Site / FIA and Region III

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

Cherokee DSS - Main Site

Chester DSS - Main Site

Chesterfield DSS - Main Site

Clarendon DSS - Main Site

Colleton DSS - Main Site – Bernard Warshaw / FIA

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

Dillon DSS - Main Site

Dorchester DSS - Main Site / St. George

Edgefield DSS - Main Site

Fairfield DSS - Main Site

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

Georgetown DSS - Main Site

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

Greenwood DSS - Main Site / MTSC

Hampton DSS - Main Site / FIA

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

Jasper DSS - Main Site / FIA

Kershaw DSS - Main Site – United Way Holstein Ctr.

Lancaster DSS - Main Site / FIA / Kershaw

Laurens DSS Main Site - Human Services Complex

Lee DSS - Main Site / FIA

Lexington DSS – Main Site / Adoptions Region V / Maxway Bldg.

McCormick DSS - Main Site

Marion DSS - Main Site / Site 2 Multi-Purpose Bldg.

Marlboro DSS - Main Site / Annex / Bennettsville MTSC

Newberry DSS - Main Site

Oconee DSS - Main Site / FIA

Orangeburg DSS - Main Site

Pickens DSS - Main Site

Richland DSS - Main Site / Eastover Office / FIA

SCDSS Central Office - North Towers Complex / State Office MTSC / Staff Dev. and Training / Records Storage / PQA – Investigations – SACWIS / Central Receiving and Issuance Center/ Midlands MTSC / Region II (CSE) / Child Support Enforcement Region I / CSE

Saluda DSS - Main Site

Spartanburg DSS - Evans Bldg. - Main Site / Montgomery Bldg. / MTSC / Children's Shelter / Teen Shelter

Sumter DSS - Main Site / MTSC

Union DSS - Main Site

Williamsburg DSS – Main Site

York DSS - Main Site / Rock Hill Satellite / Satellite - Apple Tree Center / Rock Hill Adoption Services Region I

Appendix B – SCDSS Organization Chart

