

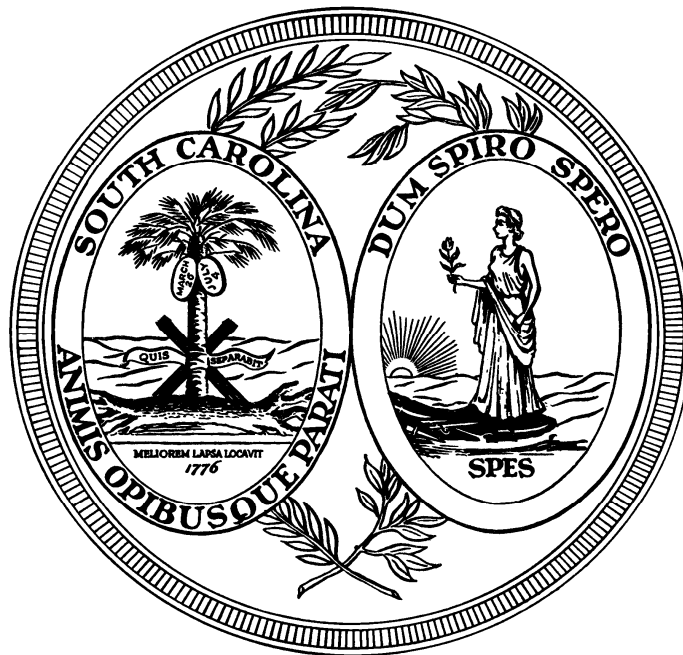
SCSL Digital Collections

South Carolina Department of Social Services Annual Accountability Report Fiscal Year 2009 - 2010

Item Type	Text
Publisher	South Carolina State Library
Rights	Copyright status undetermined. For more information contact, South Carolina State Library, 1500 Senate Street, Columbia, South Carolina 29201.
Download date	2024-10-08 21:37:54
Link to Item	http://hdl.handle.net/10827/17863

South Carolina Department of Social Services

**Annual Accountability Report
Fiscal Year 2009 – 2010**



September 2010

**Kathleen M. Hayes, Ph.D
State Director**

Accountability Report Transmittal Form

Agency Name: South Carolina Department of Social Services
Date of Submission: September 2010
Agency Director: Kathleen M. Hayes, Ph.D
Agency Contact Person: Diana M Tester
Agency Contact's Telephone: (803) 898-7512

Table of Contents

Section I – Executive Summary2

Section II – Organizational Profile25

Section III – Elements of Malcolm Baldrige Criteria.....32

 Category 1: Senior Leadership, Governance, and Social Responsibility32

 Category 2: Strategic Planning36

 Category 3: Customer Focus.....40

 Category 4: Measurement, Analysis and Knowledge Management.....43

 Category 5: Workforce Focus.....45

 Category 6: Process Management.....50

 Category 7: Key Results51

Appendix A – Operation Locations79

Appendix B – Organization Chart84

**South Carolina Department of Social Services
2009– 2010 Annual Accountability Report**

Section I: Executive Summary

The South Carolina Department of Social Services (DSS) serves as a safety net for over 875,000 of SC's neediest citizens. This function becomes most critical during times of economic downturns. FY 2009-10 was a year of extreme economic hardship for both the agency and the clients it serves.

Since July 2008, the base budget at the DSS has been reduced by \$48,439,973 in State General Funds resulting in a total loss of over \$121.1 million in Federal matching funds and State funds. Additionally, DSS lost in FY 09-10 \$16 million from the Federal Contingency Fund. SNAP (food stamp) and TANF caseloads however have continued to reach record levels with SNAP and TANF increasing by 50.56% and 44.39% respectively from January 2007 to July 2010. TANF caseloads would have been even higher without the implementation of the subsidized transitional employment program (STEP), which diverted some clients off or away from TANF.

However, despite the enormous challenges DSS has achieved a number of remarkable successes this year.

- During FY 09-10, DSS developed and implemented a streamlined practice model to help guide critical daily decisions by agency staff in child welfare. The model known as the South Carolina Child Welfare Practice Model is written in clear and concise language so that it can be easily memorized and integrated into practice by staff.
- The agency placed 547 children into adoptive homes and finalized adoptions for 532 children. To increase the number of adoptive families available, a recruiter continues to be placed at each of the four regional adoption offices.
- The Child Support Enforcement Division call center continues to improve customer service. Currently six workers take calls and resolve issues. As a result, DSS is able to serve callers faster and more efficiently with complaints and costs being significantly reduced. Prior to the establishment of the call center, line costs averaged \$5,000 per month because callers could remain on hold indefinitely awaiting a caseworker. With the system redesign, the line costs have been reduced to approximately \$3,000 per month.
- In the past six years, DSS has seen dramatic increases in the number of families served in the SNAP and TANF Programs. Each DSS caseworker, on average, had a caseload of almost 600 families to serve, among the highest in the nation. In order to modernize processes, improve accessibility to services by citizens and to improve workforce capability and capacity, DSS began a series of major changes known collectively as the "2010 Initiative". These initiatives are designed to provide improved accessibility to services by citizens while enhancing workforce capability and capacity. There are four components to this initiative: imaging case records for easy storage and retrieval; instituting automated "workflow" processes so that tasks can be routed from one worker to another; initializing a centralized call center to respond to SNAP and TANF customers; and implementing "universal caseload" which will allow SNAP and TANF caseloads to be equalized throughout the State.

- DSS implemented the Subsidized Transitional Employment Program (STEP) during FY 09-10 to assist TANF eligible applicants and current recipients with employment opportunities. STEP provides a wage subsidy to employers through reimbursement of hourly wages paid to a STEP participant for hours worked not to exceed 20 hours per week and the hourly minimum wage standard. The employer benefits from reimbursed wages while the participants benefit from gaining transferable work skills creating a win for all. The Program was funded with ARRA funds resulting in a savings of approximately \$2.6 million in South Carolina’s TANF allocations. Approximately 700 individuals were assisted through STEP.

I.1. Purpose, Mission, Vision and Values:

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

Programs:

Child Welfare	Child welfare Programs ensure the safety and health of children. This system of services includes Child Protective Services, Foster Care, Intensive Foster Care and Clinical Services, and Adoption Services.
Adult Protection (Includes Domestic Violence)	The Adult Protective Services Program protects the health and welfare of elderly and disabled adults. Services are provided to meet the adults’ basic needs and to ensure their safety. Domestic Violence provides support to victims of family violence, their children and abusers through a network of community based or nonprofit service providers. Through these providers, programs are designed to provide support for crisis intervention and prevention services.
Temporary Assistance for Needy Families	The Temporary Assistance for Needy Families (TANF) Program assists those in need of temporary financial and employment-related assistance.
Family Nutrition	The Family Nutrition Program consists of a network of food assistance programs that improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.
Child Care Services	The Child Care Services Program increases the availability, affordability, accessibility, quality and safety of child care throughout the State. It includes the Federal Child Care Development Fund (CCDF), Federal Social Services Block Grant (SSBG) and Child Care Regulatory and Licensing.
Child Support Enforcement	The Child Support Enforcement Program establishes and enforces orders for child support, establishes paternity for children when paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support payments.

1.2 Major Achievements

Major Achievements - Human Services

Child Welfare Services

1. The agency continues its deployment of the Legal Case Management System throughout the state. This system allows caseworkers and legal staff to manage better their cases through workflow functions such as the standardization of all legal documents and automated processes for notice of court dates thus minimizing overdue court hearings. These improvements will also increase timeliness of TPR and adoptions. This project has partially been funded through the Court Improvement Project.
2. During FY 09-10, DSS developed and implemented a streamlined practice model to help guide critical daily decisions by agency staff in child welfare. The model known as the South Carolina Child Welfare Practice Model is written in clear and concise language so that it can be easily memorized and integrated into practice by staff. The South Carolina Child Welfare Practice Model was shared with caseworkers and supervisory staff in May 2010 and has been implemented into policy.
3. During the period of July 27-31, 2009, the on-site Child and Family Services Review (CFSR) was conducted by the Administration for Children and Families (ACF) after almost two years of preparation by the State. The CFSR is a two-part process that assesses how well a State is performing in achieving positive outcomes for children and families engaged in child welfare services with a focus on: child safety; child permanency; and child and family well-being. Information gathered from past year activities, Federal data on our State, and quality assurance performance ratings from 2004-2008 helped formulate the material for the final State Assessment Report. The report was followed by an on-site review. The final CFSR report after the review was shared with stakeholders and added to the agency's website. Collaborating with more than 100 key stakeholders and partners, DSS has been developing its Program Improvement Plan (PIP). The agency continues to engage stakeholders in the development of the PIP, which includes presentations of the preliminary findings to diverse groups such as the Citizen Review Panel, the South Carolina Association of Children's Homes and Family Services and several Child Welfare Advisory Committee meetings. South Carolina's intent is to develop and implement the PIP in conjunction with the continuous program improvement efforts already in process. South Carolina recognizes that true system improvement and reform can only be accomplished and sustained with efforts that extend beyond the two-year PIP implementation offered through the CFSR process. The PIP is one component of larger strategic planning efforts that include the State's Court Improvement Project, the agency's strategic master plan, and the planning related to the ongoing South Carolina CFSP. Strategies outlined in the PIP build upon four major themes:
 - Improve capacity of Supervision based on the SCCWS Practice Model for Child Welfare
 - Improve the ability of Staff to identify and critically assess the risk and safety of children;
 - Improve the overall engagement of families in the child welfare process; and
 - Improve the permanency of children in the foster care system
4. Begun in 2008, the South Carolina Professional Development Consortium is a unique collaboration of SCDSS and seven SC Universities and Colleges. The collaboration's purpose is to better prepare students to become DSS employees and embrace the challenge of strengthening families and promoting the safety and well-being of children in our communities. Specific goals include having better outcomes for families and children around safety, well-

being, and permanency and having a competent and stable human service workforce to help families and children achieve better outcomes. The collaboration assists bachelor and master's level social work students with their educational expenses and readies them for a career in child welfare. In return, students make a commitment to work at SCDSS for at least two years after graduation. The collaboration includes Coker College, Columbia College, Benedict College, Limestone College, South Carolina State University, Winthrop University, and the University of South Carolina, the administrating university. During FY 09-10 USC, in the role of the lead evaluator, developed a needs assessment report that encompassed 50 interviews of key stakeholders, a thorough literature review, and a series of recommendations that were shared with the relevant subcommittee. Additionally, USC documented the Consortium's many accomplishments. Selected accomplishments include the delivery of courses one and two (15 times each) to approximately 200 students. Ten students completed both courses and the required fieldwork. One hundred and forty three (143) students completed both courses but without the fieldwork. Competencies and curricula were developed as well as Program and Field Instructor manuals. Recruitment videos, brochures, and events were also developed and implemented. Finally, tracking systems for enrollment monitoring were implemented.

5. Sumter County celebrated its third Adoption Day on June 2, 2010 where 30 different families adopted 39 DSS children. SCDSS' Adoption office coordinates with Judge George McFaddin Jr. to pick a specific day dedicated to quickly approving uncontested adoptions. Normally these final hearings would be scheduled around the crowded family court dockets. Judge McFaddin instead devotes one of his chamber days (days where there are no scheduled court proceedings and judges typically catch up on paper work) to hearing these adoption cases. Other counties with adoption days included Charleston and Greenville with three adoption days respectively. Anderson and Spartanburg had one adoption day each.
6. In an ongoing effort to improve the knowledge of mandated reporters for suspected child abuse and neglect in South Carolina, DSS has been contracting with the University of South Carolina's Children's Law Center for the past five years to provide mandated reporter training. During FY 09-10, training was provided in 99 sessions to 4,956 participants. Trainings during the past three years have been delivered to over 14,000 mandated reporters statewide. Included in these training sessions were schoolteachers, school nurses, guidance counselors and other school personnel, law enforcement, medical personnel, nursing and social work college students, child care staff, clergy and church school classes, mental health professionals and substance abuse counselors, institutional providers, and foster parents. The Children's Law Center will continue to contract with a retired State Law Enforcement Division (SLED) officer who specializes in child abuse investigations and later trained at the State Criminal Justice Academy on child abuse investigations to deliver additional mandated reporter trainings. The focus of these trainings will be on reaching medical professionals, particularly in the area of substance-exposed infants and the need to report so that a plan of care can be developed.
7. In May of 2008, South Carolina was selected and funded through the Casey Family Programs as one of seven States to participate in a Breakthrough Series Collaborative. The aim of the Collaborative was to increase the capacity at the SC Department of Juvenile Justice (DJJ) and DSS to identify jointly served youth. The primary goals were to improve child well-being and service provision to these families and youth. State and local staffs (Georgetown County) from both agencies have been involved. The Collaborative ended September 2009. However, through funding from the Casey Foundation to Georgetown University's Public Policy Institute Center for Juvenile Justice Reform, SC was chosen as one of 11 jurisdictions across the nation to implement a practice model that strengthens the juvenile justice and child welfare systems. The Cross Youth Program Model will target crossover youth known to both systems. One of the main components of the practice model is the establishment of a guiding coalition composed

of key leaders and community partners with a focus or interest in improving outcomes for crossover youth. Three counties are participating (Charleston, Berkeley, and Georgetown) and met in Charleston in May 2010. Information gathered will be shared with all counties. Each county has developed its individual team with members of their community – meeting monthly to discuss issues. This first phase ends in Dec 2010. DSS and DJJ - legal and program- staffs are collaborating to develop a MOU regarding information sharing (from the State level) and are working with Georgetown to develop a model county level MOU. The project plans to have a State MOU for information sharing and hopes to effect changes in policy and case management. Desired practice model results include the following: reduction in the number of youth reentering child welfare from the juvenile justice placements; reduction in the youth using out of home placements; increases in youth and parent satisfaction with the case management process; reduction in the rate of recidivism; a reduction of children in foster care becoming involved with the DJJ system; inclusion of the family voice in decision making; and an increase in interagency information.

8. SCDSS has concluded the Southern Institute on Quality Improvement Project in two pilot counties (Greenwood and Hampton) as funded by The Duke Endowment. It's purpose was to improve the efficiency of the child welfare services process thereby protecting children better. Human Services Staff of DSS - State and local levels - participated and a Community Engagement Component was developed. Staff from the Southern Institute assisted DSS in integrating its recommendations to streamline the work process. These recommendations were designed to make the process more efficient and effective as well as move forward with a plan for replication in other SC counties. DSS has incorporated the recommendations on quality improvement into policy. An example of a changed family friendly policy for treatment cases involves the use of announced visits thereby promoting more productive visits and better relationships. DSS has created a communication link between program and counties with the use of regional supervisory and county meetings. Program staff participates in person or through video conferencing to share information. The development of the supervisory council is an additional link between the county supervisors and DSS Program staff and regional managers.
9. For FY 2009-10, the agency placed 547 children into adoptive homes and finalized adoptions for 532 children. To increase the number of adoptive families available, a recruiter continues to be placed at each of the four regional adoption offices.
10. Child Welfare Services continues its joint Child Protective Services, Foster Care, and Intensive Foster Care and Clinical Services initiative to improve safety and risk assessment, comprehensive family assessments, and the service plans and evaluation of progress. This initiative involves collaboration with the National Resource Centers (NRC) for Child Protective Services (CPS) and Family Centered Practice and Permanency (FCPP). The agency continues its focus on CPS and FCPP by strengthening the process for guided supervision in its Program Improvement Plan (PIP) to enhance assessment of risk and safety. NRC issued a report with recommendations and next steps. That report was shared with management staff with some of the recommendations to be addressed in the program improvement and continuous improvement plans.
11. In May 2010, DSS hosted its one-day “best practices” conference designed to reinforce issues surrounding the safety, permanency, and well-being of the clients that it serves. This conference titled as “[Meeting the Challenge: Achieving Positive Outcomes for Children & Families with Diminishing Resources](#)” provided sessions on making good decisions for children and families while challenged by increasingly fewer resources without compromising safety. The training program focused on “back to the basics” by providing fundamental skill-enhancing presentations.

12. The No Wrong Door Initiative has been implemented statewide in an effort to improve the system of care and service array for South Carolina. This expansion of a seamless system of care for children and adolescents has led to a newly formed Joint Council on Children and Adolescents. The Joint Council, comprised of major Agency Directors for child serving agencies, has adopted the concept of cross agency collaboration at the State and local levels to ensure that South Carolina families receive the care they need regardless of where they enter the system. On August 4 2010, a policy forum was held to celebrate successes and to serve as an impetus to bolster the major projects of the No Wrong Door Initiative that include Governance, Screening, Referral and Access to Care, Workforce Development and Family Involvement.
13. DSS continues its implementation of Family Group Conferencing (FGC) known as South Carolina Families First as an intervention tool for all Child Protection families to keep children safely in their own home and increase responsibility of the family for their child. Families First was launched in January 2009. Funding through Casey Family Programs and Federal match provide the financial resources to deploy FGC throughout the State over a four year roll out period. These funds enable DSS to begin making a cultural, philosophical and practice model shift in how the agency engages and collaborates with family members in the assessment, planning and service delivery to its children. A statewide implementation plan includes all 46 counties by 2012. The project is on schedule currently offering FGC to families in 22 counties. To date, 119 completed referrals have been received from Foster Care and 49 Family Group Conferences have been held. Fifty additional referrals and 25 additional inquiries from families have been received from Greenville where the project also provides functional support. Recommendations for the majority of children are to return home with the second highest percentage for relative placement. Families have embraced FGC based on survey responses from 286 participants in 35 Family Group Conferences. Responses have been highly positive - rating the conference an average 4.8 on a 5-point scale.
14. DSS continues to collaborate with Clemson University on the Safe Families initiative. This project is designed to serve as a resource for families who are indicated for abuse and neglect and would benefit from outside services. The program's services are intended to prevent abuse or neglect and enhance children's well-being outcomes. The focus counties are Anderson and Greenville. Churches and other community volunteers assist with resources for families, which in some cases have prevented families from becoming involved with DSS and/or assisted families in completing their treatment plan. Services have included transportation, assistance with child care, financial donations, and mentoring for children and parents. Churches also recruit families to work with other families. Volunteers with this project have attended local DSS staffings and community meetings and are participating with the Family Group Conferencing initiative. The project now involves cases that DSS is involved with in an attempt to get services to the family faster and to increase awareness of other services in the community.
15. Rental Assistance for Transition (RAFT), a partnership developed through the NGA Policy Academy, resulted in a million dollar allocation from the State Housing Finance and Development Authority. The funds were earmarked to assist youth in transition from foster care with safe and stable housing. As a result, 215 youths received increased housing assistance and program support in the following categories: general category - youth between ages 18–21 and aging out of foster care; pregnant or parenting youth; youth with disabilities; homeless youth or youth at risk of homelessness; youth moving into a specialized transitional home for young adults, and youth in college and in need of summer housing. The RAFT Program ended 09/30/09.
16. The SC Foster Parent Association (SCFPA) provided 120 household showers to youth transitioning from foster care and dorm room showers for college bound youth. Youth have the opportunity to develop a personal household needs list to include items such as sheets, towels,

and kitchenware. The SCFPA also donated five vehicles to youth age 18 older to support their access to employment, to complete a GED, or to access a post high school educational program. Additionally, the SCFPA provided computers for foster children who enrolled in post secondary education.

17. During the NGA Policy Academy on Youth Transitioning out of Foster Care, the Gaps in Services Committee identified that foster youth often transition from care without the benefit of a learner's permit or license to drive representing a major obstacle in accessing employment, education and community services. Legislation was subsequently drafted through efforts of the Committee; the draft was reviewed by the Children's Law Committee, and the Board of Governors of the South Carolina Bar approved a request from the Children's Law Committee to support amendments to the S. C. Code to enable foster youth to obtain beginner's permits so they may take driver's education before turning age 18. An agency partner, Children Come First, has now assumed lead in efforts to introduce the legislation.
18. A statewide Independent Living Conference was held in June 2010 in Columbia. Over 850 foster youth and adult chaperones attended the conference to participate in workshops on education, employment and money management. The State Youth Advisory Committee comprised of 12 foster youth served as workshop moderators, led a workshop on how to better understand foster care, and learn how to take charge of one's life.
19. Agency staff and providers, certified in the previous State fiscal year on the Ansell-Casey Life Skills training, led 45 trainings statewide to help other staff and providers learn how to administer the ACLSA assessment to older youth in care. The assessments and accompanying materials support the development of life skills necessary for future self-sufficiency. The SC Foster Parent Association provided a brief version of the ACLSA training to 482 foster parents in 31 locations.
20. In the summer of 2009, 189 foster youth and TANF youth from eight counties participated in the Urban League Summer Leadership Institute. For the summer of 2010, 208 Foster Care and TANF youth enrolled. Participants are prepared with introductory employment skills before beginning six weeks of summer employment. Youth continue in the leadership program throughout the year to prepare further for job readiness. Other job opportunities were made available in the summer of 2009 for 164 Foster Care youth applicants through the Workforce Investment Act summer job program for at risk youth. The program is accessed through local One Stop Centers. The Independent Living Program is represented on the State Youth Team, sponsored by the SC Department of Employment and Workforce. The Team serves to strengthen collaboration among youth serving agencies to assist youth in transition to successful adult roles.
21. The South Carolina Heart Gallery, managed by the Foster Care Review Board and in collaboration with DSS, continues to be used as a statewide recruitment tool connecting waiting children with adoptive families. The Gallery features professional quality photographs of children at venues around the State such as public libraries, art galleries, performing art centers, stores and other sites. The Heart Gallery also maintains a web site featuring available children for adoption.
22. Through a long-standing partnership with The Center for Child and Family Studies, SC hosted its second annual Adoption Conference.
23. During the past fiscal year, SCDSS continued its close collaboration with the South Carolina Association of Children's Homes and Family Services (SCACHFS). The partnership has established three committees that have begun working together on system transformation – Funding Strategies, High End Users, and Older Adolescents. In addition, a study group convened by the Duke Endowment has been meeting regularly.

24. DSS has successfully implemented the Responsible Father Registry (Section 63-9-810) in conjunction with SC Interactive. This Registry initiated services effective as of January 2010 and provides notice to unmarried biological fathers who wish to be notified of an adoption or termination of parental rights action initiated in regards to a child or children they may have fathered. Access to search the registry began in July 2010 and will apply to TPR and adoption proceedings filed on or after July 2010.
25. In 2009, the agency began collaborating with the SC Immigrant Victim Network (SCIVN). SCIVN is a new program of the SC Victim Assistance Network (SCVAN) created to serve as a collaborative network of dedicated partners working together to better serve immigrant victims of crime by finding culturally and linguistically competent resources and providing direct legal assistance. Through this collaboration, the agency is developing revised policy to ensure that the needs and services of those immigrant families are provided for in a culturally competent and professional manner.
26. The agency continues its three-tiered statewide marketing and recruitment plan for foster and adoptive families. One example of the uniqueness and innovativeness of this recruitment plan is its partnership with platinum-selling singer-songwriter and Greenville native, Edwin McCain, who is leading a new campaign for the South Carolina Department of Social Services to find more foster and adoptive parents for South Carolina children.
27. SCDSS continues its collaboration with the Center for Fathers and Families on expanding services to non-resident fathers and/or parents whose children are receiving child welfare services. In April of 2010, SCDSS program staff and staff from the Center for Fathers and Families presented our collaborative work plan during a national conference call hosted by the National Child Welfare Network.
28. DSS, in collaboration with the Foster Parent Association, State Youth Advisory Committee and S. C. Citizen Review Panels, revised and provided training on the *Education and Health Passport*, which is used to ensure that each foster child's medical, mental health and educational information is current and available to every foster care provider as the child moves. The new Passport is more user-friendly and allows more information to be captured on the child.
29. DSS, the Center for Child and Family Studies, and the Citizen Review Panels signed a Memorandum of Understanding, pledging to work together to support the efforts of the panels, the vision of the agency and those most affected—the children of South Carolina. For the first time, DSS included the Citizen Review Panels in the review and comment on draft policies and procedures in order to get a broader perspective on the agency's requirement for staff.
30. DSS, in partnership with South Carolina Appleseed Legal Justice Center and the Children's Law Center, developed the first handbook, "*What Out of Home Caregivers Should Know if They Are Investigated*"— a handbook designed specifically to explain the rights of foster parents and group home, child care and residential treatment providers when an allegation of abuse and neglect has been made against them.
31. An innovative demonstration project, Connecting for Kids, involving several key partners is helping SCDSS to engage families, build on their strengths, provide resources for families and relatives, and ensure that all children have a permanent connection with kin or fictive kin as they get older. The SC Guardian Ad Litem Program is providing family finding (locator) services to increase relative/fictive kin connections initially targeting youth who are in danger of aging out of foster care without a supportive adult. The eleven intervention counties for the family finding (locator) services are Aiken, Bamberg, Barnwell, Calhoun, Dorchester, Greenville, Greenwood, Newberry, Oconee, Orangeburg, and Spartanburg Counties. The SC Association of Children's Home and Family Services through its member agencies in 5 counties and in a sixth county (Charleston) HALOS are providing navigator services to a target population of relative/fictive kin caregivers of children diverted from foster care. Services are available for up to three

months. The six intervention counties for the navigator component are Aiken, Berkeley, Calhoun, Charleston Dorchester, and Greenville Counties. The USC Center for Child and Family Studies (CCFS) and its subcontractors is developing and delivering specific training for kin caregivers. United Way of SC is expanding the 211 system statewide. An evaluation of these grant components will be completed by the Center for Child and Family Services at the University of South Carolina.

32. The Children's Trust Fund in 2008 received an Evidence Based Home Visitation grant from ACF to fund the enhancement of the Nurse Family Partnership (NFP) home-visiting program. This program funded by private foundation dollars is in six sites serving nine counties. NFP is offered to at-risk women (Medicaid eligible) experiencing their first pregnancy to promote family health, early education and prevent child abuse. Services offered through this program include screening for risk factors for abuse, home visits from birth through the child's third birthday, child development training for parents, parenting education, along with referral for well baby screenings, immunizations and developmental screenings. The program is voluntary and serves families involved with DSS as well as those referred by hospitals and other agencies. This grant is coordinated with the First Steps to School Readiness program. Additionally, the Governor designated the Children's Trust Fund as lead agency for coordination of the new maternal child health funding for evidence based home visitation services and is collaborating with the DSS.
33. SCDSS continues its long-term relationship and partnership with the South Carolina Court Administration. Representatives from South Carolina Court Administration along with the Family Court Judges participated in the CFSR process and regularly attend the CWA (Child Welfare Advisory Committee) quarterly meetings. Case Review was rated as an Area In Need of Improvement in the 2009 CFSR Final Report. Additionally, the two agency representatives meet on a quarterly basis to discuss systemic permanency issues to include legal administration issues and/or training for legal staff. Representatives of the Children's Law Center attend this meeting. The Children's Law Center delivers the training portion of the Court Improvement Grant for the Family Court Judges. A representative from South Carolina Court Administration participated in the on-site federal Child and Family Services Review. As a result of these regular meetings, the following initiatives were developed: development and issuance of the court report (monthly report on overdue merits and permanency planning hearings issued to legal and judicial staff); shared program requirements for child abuse and neglect cases in the Family Court Case Management System under Title IV-D; application of the Court Improvement Grant for the agency legal case management system; discussion of the findings from the CFSR and other local programmatic issues impacting permanency; and the development of the joint judicial and legal summit on permanency. The legal case management system is currently operating statewide. The agencies are planning a joint judicial summit scheduled for December 2, 2010. The judges and legal staff will develop local administrative plans to improve permanency for children during the summit. Additionally, the state has the Bench-Bar Committee. The Bench-Bar Committee is co-chaired by the State Director for SCDSS and a Family Court Judge. The committee includes family court judges, private attorneys, DSS attorneys, Guardian ad Litem and the Foster Care Review Board. One of the major initiatives from the Bench-Bar was the development of the Best Legal Practice Guide. This guide includes practice recommendations for the legal system in child abuse and neglect cases. The Supreme Court has endorsed the Best Legal Practice Guide. Best practices related to permanency will be included in the state's Program Improvement Plan.

Adult Protective Services and Domestic Violence

1. Child care owners and operators statewide are receiving Domestic Violence Training made available by a contractual agreement with the University of South Carolina's College of Social Work, The Center for Child and Family Studies. SCDSS provides child care vouchers for victims living in shelters or receiving services from a state-funded domestic violence program.
2. Domestic Violence Programs continue to monitor a statewide regional network of 13 contractual emergency shelters and 13 contractual batterer intervention programs. Some programs have established satellite locations, which offer advocacy and counseling services. Batterer Intervention Programs are located within all 46 counties. Recipients of domestic violence services must be victims of domestic violence, their children, or batterers. These providers are listed on the DSS Website and are updated as needed to reflect any provider changes
3. Adult Services is collaborating with the Department of Health and Human Services to develop a pilot program that provides placements (Adult Family Homes) for young disabled vulnerable adults.
4. Domestic Violence Programs, SC Department of Education and South Carolina Coalition against Domestic Violence and Sexual Assault are collaborating in securing and implementing guidelines and materials for continuing education concerning domestic violence. Domestic Violence staff is reviewing the curricula for approval. Implementation of the materials by the SC Department of Education is scheduled this autumn.
5. In conjunction with the Department of Public Safety, Domestic Violence trainings are conducted for all new officers as well as with the Attorney General's office for Judges and Magistrates.

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

1. In the past six years, DSS has seen dramatic increases in the number of families served in the SNAP and TANF Programs. Each DSS caseworker, on average, had a caseload of almost 600 families to serve, among the highest in the nation. In order to modernize processes, improve accessibility to services by citizens and to improve workforce capability and capacity, DSS began a series of major changes known collectively as the "2010 Initiative." These initiatives are designed to provide improved accessibility to services by citizens while enhancing workforce capability and capacity. There are four components to this initiative: imaging case records for easy storage and retrieval; instituting automated "workflow" processes so that tasks can be routed from one worker to another; initializing a centralized call center to respond to SNAP and TANF customers; and implementing "universal caseload" which will allow SNAP and TANF caseloads to be equalized throughout the State.
2. DSS implemented the Subsidized Transitional Employment Program (STEP) during FY 09-10 to assist TANF eligible applicants and current recipients with employment opportunities. STEP provides a wage subsidy to employers through reimbursement of hourly wages paid to a STEP participant for hours worked not to exceed 20 hours per week and the hourly minimum wage standard. The employer benefits from reimbursed wages while the participants benefit from gaining transferable work skills creating a win for all. The Program was funded with ARRA funds resulting in a savings of approximately \$2,600,000 in South Carolina's TANF allocations. Approximately 700 individuals were assisted through STEP.
3. Through funding from the US Department of Health and Human Services, Administration for Children and Families, Office of Planning, Research and Evaluation, SCDSS continues to build

additional capacity in the use of TANF and related administrative data in collaboration with the SC Budget and Control Board's Office of Research and Statistics.

4. The ePay Debit Card is now the method South Carolina uses to issue Family Independence (FI) benefits, Foster Board payments, Adoption Subsidy payments and ABC Child Care provider payments. Payments are electronically sent to an account set up for the recipient at the designated financial institution. Account funds are accessed only by debit card and only funds authorized by the State are deposited into the account. Additional payment methods have been put in place for ABC Child Care providers: (a) ePay Debit card is used for child care providers who operate under their Social Security Number (SSN). ABC payments are put onto the debit card for providers to access their payments. (b) Direct Deposit is an option for any provider who wants to designate a financial banking account for funds to be deposited. Child care payments for unbanked providers who are operating under a Federal ID (FEIN) will have to be put on a paper check.
5. Family Assistance, in coordination with Program Quality Assurance, produces the Family Assistance Dashboard monthly of key data indicators to help monitor and manage agency performance.
6. In 2009, SCDSS Child Care Services contracted with USC's Institute for Public Service and Policy Research to conduct a statewide market rate survey of child care providers and to compile and analyze the data. Almost 83% of the active child care centers, group and family child care homes sampled for the survey responded, reflecting a very high response rate. This market rate survey is used to review the ABC child care provider maximum rates and to ensure equal access to child care services. CCDF regulations require that a statewide market rate survey be conducted every two years.
7. In late 2007, SCDSS Child Care Services received the only Child Care State Research Capacity Grant awarded by U.S. Department of Health and Human Services Administration for Children and Families, Office of Planning, Research and Evaluation (OPRE). The three-year grant award (awards per year respectively: \$187,205, \$159,779 and \$159,824) is being used to develop an integrated system of linked child care databases and to construct analytic child care data cubes (secure web-based systems). These cubes will be used to inform policy on the impact of the Child Care and Development Fund (CCDF) to child care services received by SC children. The data help in analyzing relationships among CCDF-funded quality intervention supports to child well-being and parental outcomes. Major accomplishments include a completed crosswalk of data elements among multiple child care databases; data dictionaries; and the creation of a unique identifier for child care providers that enable linkages between the Child Care Licensing and the ABC Voucher System databases. Three web-based cubes have been created: a Child Care Licensing analytic cube and preliminary versions of the two other analytic cubes - children who have received CCDF funded ABC child care vouchers (non-identifying information) and child care providers enrolled with the ABC Child Care Program at Level B or above as their quality performance level. Child Care Services staff has received initial training on how to use the cubes. Efforts are underway to link other child care databases using the unique identifier developed for child care providers. Through those linkages, relationships among CCDF funded activities and child care improvements can be examined to answer project research questions. Though the three-year project is scheduled to end 9/30/10, Child Care Services has submitted a request to OPRE for a no-cost extension with an ending date of 9/30/11, reflecting Child Care Services' commitment to sustaining momentum in building data and research capacity.
8. The National Association of Child Care Resource & Referral Agencies (NACCRRRA) Exceptional Family Member Program Respite Care grant to SCDSS Child Care Services was renewed for the third year with a grant award of \$139,071 (for January 1 2010 to December 31 2010). Funds are used to recruit, train, and provide technical assistance to providers of respite

- services for Marine Corps and Navy families with enrolled exceptional family member children. Services must be in accordance with established standards and requirements. Thirty-six providers provided respite services to 195 children from 87 Marine and Navy families during 2010. Due to funding reductions by the Marine Corps, this grant was terminated July 31, 2010.
9. In 2009, SCDSS Child Care Services issued an RFP to provide Child Care Resource and Referral (CCR&R) statewide services in six regions. Contracts were awarded to four United Way agencies. Key components of these services include child care provider services (technical assistance and training), community collaboration and education services, and parent services (child care referrals and information on key indicators of quality child care).
 10. SCDSS Child Care Services continued its partnership with SC First Steps (SCFS) in several key areas. Initiatives include the Child Development Education Pilot Program (CDEPP), administration of Child Care Scholarships funded by SCFS, the South Carolina Center for Child Care Career Development system, and the South Carolina Early Care and Education Technical Assistance Network.
 11. SCDSS Child Care Services, in conjunction with early care and education partners, completed the revision of the South Carolina Early Care and Educational Technical Assistance Network system document. Public and private organizations and private consultants currently provide technical assistance. The document establishes minimum requirements for technical assistance providers and standards for service provision. A key objective is to establish a statewide cadre of uniformly trained and certified individuals with the capacity to provide change-affecting guidance and consultation based on research-based practices. Ongoing training and/or professional development opportunities are offered throughout the year. They are designed specifically for certified technical assistance providers to enhance their knowledge of effective practice models.
 12. SCDSS Child Care Services developed policies and procedures related to improper payments – implementing strategies to strengthen processes for preventing, identifying, reducing and/or collecting improper payments.
 13. SCDSS Child Care Services has engaged in a partnership for the provision of training and consulting services aimed at strengthening child maltreatment prevention initiatives. The partnership is focused on supporting child care professionals to help reduce the risk of abuse and neglect through their natural relationships with families. SCDSS has made available the training curriculum: Preventing Child Abuse and Neglect: Parent Provider Partnerships in Child Care. This curriculum particularly focuses on infant-toddler care.
 14. As of March 2010, Child Care Licensing Fire and Safety staff has been hired. The staff includes a Chief Fire and Life Safety Inspector in the Central Office and a regional inspector in each of the four Regional Licensing Offices. The Fire and Life Safety Office was instituted in Child Care Licensing during FY 08-09. In addition, a Fire and Life Safety page for child care providers has been added to the SCDSS Child Care Services website. The features on this new webpage include checklists for providers, guides for architects and engineers, sample fire plans, and links to other Fire and Life Safety related websites.
 15. Trainings for the federally mandated Early Learning Standards for 3-5 Year Olds were implemented for Head Start, State Department of Education, and DSS/ABC Child Care Programs during 2008-2009 and have continued with 131 trainings conducted by 55 certified trainers. These Standards are aligned with K-12 learning standards including literacy, pre-reading, language arts and numeracy and represent a wide partnership of public and private entities. Training materials include nine training videos produced by SCETV and related materials. A new committee was established to review and update the standards.
 16. The child care professional development system continued to grow with more than 335,390 hours of training earned by 23,222 child care providers. Currently 657 certified trainers and 117

certified technical assistance providers are in the system, and 1,487 T.E.A.C.H. scholarships were awarded. As of June 30 2010, seven articulation agreements were in place between the technical college early childhood departments and four-year college early childhood departments, thereby increasing opportunities for caregivers to continue their education at the BA level. Approximately 88% of the State's technical colleges are in the process of or have achieved NAEYC accreditation for their early childhood departments. Early Childhood Development (ECD) 101 underwent a major revision and new materials were distributed to all 16 technical colleges. Additionally, a cohort of 24 early childhood leaders received their M.Ed. in early childhood education as part of a State leadership initiative. A second cohort of 20 began in January 2010.

17. As the result of the SCDSS Child Care Services investment in the professional development of infant-toddler caregivers, SC has the fourth largest number of fully certified graduates from the Program for Infant-Toddler Caregivers nationwide. Only California and Iowa have more fully-certified graduates.
18. Child Care Services was awarded supplemental funds as part of the federal economic stimulus package through the American Recovery and Reinvestment Act of 2009 (ARRA). A one-time grant program for child care facilities provided much-needed equipment and materials for classrooms as well as enhancement of business operations. As of June 30 2010, 292 child care centers, family and group child care homes were funded for classroom materials grants totaling \$3.3 million and 234 centers received computer/software grants to support their program administration totaling \$535,125. Scholarship awards were made to 509 child care staff for \$247,145 to attend state level professional conferences and 10 local/regional conferences. Increased training opportunities at the State and local levels have assured provider ability to meet annual training requirements. Infant-toddler guidelines were completed with funds to include materials for providers. Parent educational materials will be updated for parents of children in child care. Child Care Licensing and Regulatory Services began awarding grants to help child care providers in addressing health and safety issues.
19. The National Association of Regulatory Administrators (NARA) has certified all Child Care Licensing program staff, regional supervisors, and specialists. Regulatory experts from Pennsylvania, Oklahoma and Wisconsin conducted two trainings in November 2009 and January 2010. Training topics included the history of child care licensing, different phases of child care licensing, legal issues in child care, managing complaints and provider support services.
20. Child Care Services established a contractual agreement with Florence and Marion Counties First Steps County Partnerships in November 2009 to implement a quality improvement initiative designed specifically for Family and Group Child Care Providers in these counties. Child Care Licensing data indicates that the Pee Dee region of the state has the highest concentration of family and group child care programs, with Florence County having the highest. Primary components of the initiative are: a) review of providers daily functioning and establishment of a provider network, b) provision of training and technical assistance, and c) provision of quality grants. More than 40 providers attended the first meeting introducing the initiative. Eighty-four providers responded to a survey designed to collect current information on daily operations/status and to begin establishing relationships for the provision of technical assistance. Providers were given training to the 'Introduction to ABC' conducted by ABC Program Monitors with 33 providers in attendance, and 'No Place Like Home' with 17 providers completing the series. Additional meetings were held with providers demonstrating an interest in establishing a provider network. This ARRA funded initiative is helping to preserve small businesses while improving the quality of care for young children.

21. The ABC Child Care Program has collaborated with SC Department of Health and Environmental Control (DHEC) in an ARRA funded initiative to address the growing problem of childhood obesity and implement statewide preventive policies and program activities. The funds support the ABC Child Care Program and local child care providers who make quality improvements in the area of nutrition and physical activity practices. The current reporting system for ABC Level B Program standards in nutrition and physical activities will be modified and the ABC Grow Healthy initiative will provide activities to encourage participation by child care centers in nutrition and physical activities. As of September 30 2010, all ARRA funds will be obligated.
22. SCDSS continues its long-term grant agreement with the USC School of Medicine – Center for Disability Resources for the ABC Special Needs Program. Training and technical assistance is provided to child care providers currently serving or interested in serving children with special needs. A Monograph Series that includes an in-depth review of developmental deficiencies and guidance for working with young children was developed and is currently being revised by Center staff. Additional responsibilities under this grant will include training on social emotional development of young children.
23. Child Care Director's trainings were conducted at 19 sites across SC with 963 child care providers attending, focusing on regulations & director's responsibilities. These sessions include training on regulations, the hiring process, director's qualifications and responsibilities, emergency preparedness, background checks, provider policies, SIDS awareness, and the renewal process. Directors, assistant directors, and co-directors receive 2 hours of training credit towards the 20 hours required annually. "Understanding the Regulations" training sessions have been conducted across the state for 72 providers and caregivers. "Emergency Preparedness" training sessions have also been conducted statewide.
24. Family Child Care Home Registrations are now processed in the Central Office instead of the Regional Offices thereby creating efficiencies and allowing local staff to focus more on direct services to providers.
25. Child Care Licensing has coordinated with the SCDSS Office of Investigations to make the scanned fingerprinting process more accessible to providers. An additional 8 monthly/bi-monthly sites were added to the existing 5 permanent sites.
26. Child Care Services staff, along with other SCDSS staff, participated in the Repatriation of evacuees from the Haiti earthquake in February 2010. Repatriation is the act of returning someone to his/her country of birth or citizenship. Child Care Services set up a temporary child care area, secured toys and equipment with assistance from Child Care Resource and Referral, and stocked up on diapers, bottles, formula and clothes. Child Care Services staff cared for children while their parents/guardians worked through the Repatriation process. Many of the children coming from Haiti were dressed for warm weather and needed at least a change of clothes for the cooler winter climate. Care packages of diapers, bottles and formula were provided to parents of infants and toddlers. Over the two-week period, 730 people were repatriated into the United States including 50-60 children. South Carolina was recognized for providing the first 24-hour child care operation for evacuees. Child Care Services developed a policy manual to train other states on the operation of 24-hour child care, as requested by the Center for Disease Control (CDC).
27. South Carolina Nutrition Education Programs have expanded and are currently targeting all audiences: low-income children, adults, and elderly. During FY 09-10, nutrition education was offered to low income families in at least 20 counties directly impacting over 15,000 individuals. Adult SNAP participants were offered nutrition education classes at local DSS offices in at least 11 counties. Elderly participants received "SNAP Ed" (education) at local community centers and meal sites. Nutrition education was also provided to children at Kid

Cafés, Head Start Centers and public schools where at least 50% of the students received free or reduced meals. South Carolina Department of Health and Environmental Control and Clemson Youth Learning Institute implemented the “It’s Your Health, Take Charge, and Zest Quest” curriculum throughout South Carolina. Indirect nutrition education was also offered through public events, the DHEC nutrition website, pamphlets, and Educational Television (ETV). Pre and post nutrition questionnaires were used to gauge the effectiveness of the child, adult, and elderly classes. Results have shown a significant gain in the knowledge of healthy eating, calorie expenditure, and physical activity. The nutrition education program has also made great strides in collecting and reporting required demographic data.

28. Clemson Youth Learning Institute and SC DHEC continue their partnership in providing “SNAP-Ed” (education) to individuals who are recipients or eligible to receive SNAP benefits.

Major Achievements - Child Support Enforcement

1. In Federal FY 08-09, the South Carolina Division of Child Support Enforcement (CSED) continued to exceed Federal outcome measures in the five congressionally mandated performance measures; paternity establishment, support order establishment, current support collections, arrears collections, and cost effectiveness.
2. Child support collections decreased 2.34% over the period, largely due to the continued worsening of the economy.
3. CSED has secured a national vendor, Hewlett-Packard, and is fully engaged in developing a certified, automated Child Support Enforcement System, to be completed in 2011. Once completed, DSS will be able to serve more clients, serve them more efficiently, and meet Federal certification requirements. The certified system will be more responsive to employers and is designed to facilitate payment to parents whose children need support. South Carolina has been struggling to procure and develop this system since 1998. With certification, Federal child support enforcement system penalties will cease for our State.
4. CSED has contracted with ACS, A Xerox Company, to develop and staff a Statewide Disbursement Unit (SDU), which, when operational, will collect, process, and distribute all child support collections in the State. The SDU will be brought online concurrently with the new Child Support Enforcement System and will include an expanded, full service call center to handle customer inquiries on child support matters. This will privatize the collection of child support in South Carolina.
5. CSED continues to collaborate with Policy Studies, Inc. (PSI) to administer the South Carolina Parenting Opportunity Program (SCPOP) and increase awareness of voluntary paternity acknowledgements. SCPOP is an important program as approximately 50% of all births in South Carolina are to unmarried parents and the paternity establishment rate is the most difficult to achieve of the five Federal performance criteria. SCPOP helps hospitals to evaluate their in-hospital paternity acknowledgment program’s effectiveness, identify potential obstacles to success, and suggests creative solutions to those obstacles. Goals are accomplished through annual site visits and training conferences, sharing Best Practice ideas, providing educational materials such as brochures, flyers, an informational DVD for parents, and posters, creating Quarterly Newsletters to provide encouragement and information to practitioners, providing information about the low cost DNA testing services provided by CSED, and statistical monitoring to track performance. In addition, SCPOP seeks to increase awareness and education about paternity establishment to unmarried parents prior to birth so that they can be better educated and make the best choice for their child. To accomplish this, CSED reaches out to OBGYN offices, WIC, Medicaid, County Health Departments, Fatherhood Programs, Crisis Pregnancy Centers, Vital Records offices, and maternity fairs. Airtime for public service announcements is requested twice a year in all major South Carolina radio markets. Because of

these efforts, in-hospital paternity acknowledgments for unmarried births increased from 33% in FFY 2007 to 45% in FFY 2009.

6. CSED has begun a partnership with the Connecting for Kids Project to provide locator services for finding parents, maternal and paternal relatives, and unrelated persons who have had an emotionally significant relationship with a particular child. The purpose is to find relatives and others who can provide a home for the child to keep them out of the foster care system, or who can provide permanent connections for older youth who are aging out of the foster care system.
7. The CSED Program collected \$4.83 in child support in the last Federal fiscal year for every \$1 of expenditures. The national average is \$4.73, according to the FFY 2009 Preliminary Report to Congress published by the Federal Office of Child Support Enforcement (OCSE).
8. The CSED call center continues to operate effectively to improve customer service. The call center has six employees who are able to serve callers faster and more efficiently. As a result, complaints have been significantly reduced
9. CSED has collected over \$2,200,000 in delinquent child support through the Financial Institution Data Match (FIDM) Program, which is an enforcement tool whereby the CSED initiates freeze and seize actions against the financial assets of a delinquent obligor. The obligor then has 30 days to object and request a hearing, or to consent to a levy of the assets and have them applied to his child support arrearage. Fewer than 20 hearings, all of which found in favor of the CSED, have been held since the inception of the program in 2000. Often, CSED obtains not only a lump sum child support arrearage payment, but wage garnishment as well.
10. Similar to the FIDM Program, and in compliance with Section 7306 of the Deficit Reduction Act of 2005, the CSED has been matching its delinquent obligors against information maintained by insurers concerning insurance claim settlements, awards, and payments. South Carolina began enforcing this law in FFY 2008. To date, the CSED has collected roughly \$296,000 through this program. Currently, 373 insurers have given authorization to share their data with the CSED Insurance Match Program.
11. CSED has collaborated with various fatherhood groups in the Alternative to Incarceration (ATI) Program. ATI is offered in a limited number of counties where a local fatherhood program has taken on the task of assisting noncustodial parents with child support issues. The ATI worker attends child support contempt hearings and determines which noncustodial parents are eligible for the program. Once accepted into the program, the noncustodial parent must cooperate with the ATI program and its requirements, which include attending weekly fatherhood peer support classes, educational or employment training, and paying child support as ordered. If the parent fails to complete the program, a letter is sent to the court and the parent is placed back onto the regular enforcement track. ATI offers parents an opportunity to get their lives back on track while avoiding incarceration. It also decreases incarceration costs and jail overcrowding.

Major Achievements – Administration and Program Support

1. In 2009, DSS established the Leadership Development Institute (LDI) by implementing a competency-based case study approach to leadership development with the ultimate goal of building leadership capacities in individual DSS employees and to foster professional development and growth within the organization. Thirty-nine participants from within DSS went through a six-month case study regimen followed by six months of being partnered with a DSS mentor. Additionally, class participants were assigned to groups with the responsibility for producing group projects related to issues facing the agency. Access to these projects was given to all DSS employees through publication of the projects on the agency intranet site. Of the 39 participants in the inaugural class, 21 were from the State office and three of the 18 from the county offices were County Directors. This class represented almost every program area of

the agency: Child Care, Adult Protective Services, Child Protective Services, Foster Care, Economic Services, Human Services, Financial Services, Adoptions, Family Assistance, Child Support Enforcement, Administration and Program Support, Family Independence, Legal Services, Training and Human Resources.

2. Departmental Services has saved \$110,000 real property leases through requested reductions in lease payment from 38 leaseholders during this economic downturn.
3. DSS has begun bar coding its flat mail yielding a savings of \$0.10 to \$0.25 per piece with a cost avoidance saving of between \$10,000 and \$24,000.
4. The agency has implemented a process review to evaluate business efficiencies. During FY 09-10, follow-up activities to implement resolutions of the findings were completed.
5. Human Resources Division has developed a centralized FTE management system to assist in tracking filled and vacant positions.
6. The agency has increased its internship program as a measure to assist in filling gaps due to personnel losses.
7. The new Employee Performance Management System standards have been implemented.
8. In preparation for the implementation of SCEIS, Human Resources Division conducted 40 informational sessions or “Road Shows” throughout SC to help guide employees and answer questions.
9. The Human Resources Division sponsored 20 Wellness activities that included mammogram screenings, the “Biggest Winner Weight Loss Contest”, breast cancer walk/fitness programs, and various forms of aerobics.
10. Initiation of the Business Intelligence concept began with the creation of two Dashboards that demonstrate the data measure for timeliness of SNAP and TANF approvals.
11. The final implementation phase for the agency's Human Services System (CAPSS) was initiated and is in the process of completing federally mandated requirements.
12. Planning and procurement for the agency's computer and infrastructure assets have been completed with implementation rollout scheduled to begin in November 2010.
13. A web-based portal allowing customers and clients to apply for SNAP and TANF benefits has been developed and implemented. A global web-based portal for all services is currently being planned.
14. An analysis is being completed to determine the feasibility on moving and hosting the agency's email, Microsoft Office and SharePoint site to a vendor thereby saving agency costs and administrative personnel time.
15. An on-line video conference scheduler has been created for staff to schedule video conferencing at the 14 DSS locations. Video conferencing has helped to reduce travel costs for meetings and training events.
16. DSS converted its financial system on May 3, 2010 to the State of South Carolina’s mandated accounting system, the South Carolina Enterprise Information System (SCEIS). The department made a smooth transition with assistance from the SCEIS office and is currently operating effectively on the SCEIS system. During this transition, the department successfully closed out State Fiscal Year 2010 and opened 2011. Currently the department processes year-end closing packages, runs budget reports, makes deposits, processes Federal grant transactions and prepares approximately 250 accounts payable vouchers each day through this system.
17. The Agency continues to expand on its strong collaboration with the University of South Carolina’s Center for Child and Family Studies. The Center provided a variety of services to SCDSS including training, accountability, and evaluation on best practices. In FY 09-10, DSS outsourced its training needs to the University.
18. The Division of Individual and Provider Rights received 1,817 requests for administrative hearings in FY 09-10, representing an increase from the previous fiscal year.

19. The Division of Individual and Provider Rights conducted all federally required Civil Rights Reviews (including HIPAA, ADA, 504, etc.), monitored all corrective action plans, and investigated all Civil Rights discrimination complaints filed against the Department.
20. The Division of Individual and Provider Rights worked with the University of South Carolina to expand recruitment and qualification of Spanish interpreters.
21. The number of clients requiring use of an interpreter and/or translated materials increased by 48% from 5,531 cases as of July 1, 2009 to 8,185 as of June 30, 2010.
22. The South Carolina SACWIS project continues with a current end date scheduled for June 2011 thus ending the “Project Phase.” The project has completed major technology upgrades as agreed with ACF. Major accomplishments of this technology upgrade include:
 - Upgraded all agency desktops (approx 4500 desktops) to current version of Windows XP,
 - Adopted a technology upgrade policy that includes an upgrade of all agency systems on a three year cycle,
 - Adopted a lease basis for Agency technology, which “Operationalizes” technology upgrades rather than having this be based on capital expenditures,
 - Adopted Dot-Net environment as an Agency Standard for all new development,
 - Adopted Microsoft SQL-Server as an Agency Standard for all new database usage,
 - Upgraded all SACWIS software to a Dot-Net environment, resulting in a state of the art development and maintenance environment which is much more productive than the old environment,
 - Upgraded all SACWIS software to a SQL-Server environment, resulting in a state of the art database environment, which is much more productive than the old environment,
 - Moved totally away from mainframe usage at the shared state data center, resulting in large decreases in operational costs as well as increased performance for system functionality.
 - The agency continues to use the in-house development and maintenance model, with excellent results from the technology upgrades: drastic increases in productivity, decreases in costs, and increases in system stability and reliability. The current development cycle as well as all acceptance testing and training is projected for completion by June 2011.

1.3 Key Strategic Present & Long Term Goals

The following contains long term goals toward which DSS is working:

- Create permanency teams to prevent and reduce a Termination of Parental Rights or TPR backlog thereby expediting adoption services.
- Continue to recruit foster and adoptive families to increase the net gain of foster parents in FY 2010-11.
- Continue to implement Families First Family Engagement to better serve families and communities.
- Achieve more than 500 adoptions in FY 2010-11.
- Implement the goals and objectives of the State’s five year Child and Family Services Plan (CFSP) in accordance with Federal funding and as required by Administration for Children and Families under Health and Human Services.
- Better support foster and adoptive parents by raising the foster care board payment and adoption subsidy.

- Continue to work with the HP Corporation to complete a certified child support enforcement automated system.
- Continue to work with ACS to establish a Child Support Enforcement State Distribution Unit (SDU) Call Center to process child support payments and respond to phone calls from clients by 2011.
- Implement State-adopted Infant – Toddler Guidelines to link to Early Learning Standards for Children ages 3-5 years. (Guidelines are completed and being printed, “Train the Trainer” sessions are planned for the Fall of 2010 with training to child care providers to follow.)
- Continue to expand the SC Program for Infant/Toddler Care (PITC) to improve the quality of care for infants and toddlers through training and technical assistance on-site over a sustained period of and an increasing number of providers.
- Continue to increase professional development opportunities for child care programs voluntarily enrolled with the ABC program, including training on the Infant/Toddler Early Learning Guidelines/Early Learning Standards.
- Revise ABC Standards and expand the quality award program for family and group child care homes.
- Increase communication in the child care program area by integrating multiple data systems such as Child Care Licensing, CHIP, PATS, and CAPSS with a new child care system to ensure that appropriate eligibility is maintained within the child care cases. The integration will allow alerts to the child care system, which may affect child care eligibility. System requirements for the new child care system have been developed with technical requirements to be developed.
- Complete the three analytic child care cubes (ABC child care providers and children with ABC child care vouchers) for the upcoming third and final year of the Child Care Data Bridge project. Analyses of the completed cubes are to answer project research questions. Complete the creation of unique identifiers that enable linkages among CCDF funded child care provider databases so that relationships among CCDF funded activities and child care improvements can be examined to further answer project research questions. Though the 3-year OPRE funded project is scheduled to end 9/30/10, Child Care Services has submitted a request to OPRE for a no-cost extension with an ending date of 9/30/11, reflecting Child Care Services’ commitment to sustaining momentum in building data capacity to inform child care policies and practices.
- Increase professionalism of the child care workforce through continued training on regulations, health and safety, emergency preparedness, and policies.
- Develop and implement a training session for Family Child Care Providers that meets the new state law (known as Kendra’s Law) requiring two (2) hours annual training.
- Work with Child Care Services staff to become more adept at using data cubes as a means of regularly identifying data benchmarks that can inform policy decisions.
- Work with the Governors Advisory Committee on the Regulation of Child Care Facilities as they continue their three-year review of the regulations.
- Continue to provide professional opportunities for licensing staff building on concepts learned in NARA training.
- Continue to increase the number of jobs for Temporary Assistance to Needy Families (TANF) clients in FY 10-11.
- Meet or exceed the Federal TANF participation goal of 50%. The overall purposes of TANF are to assist needy families so that children can be cared for in their own homes, reduce the dependency of needy parents by promoting job preparation, work and marriage, prevent out-of-wedlock pregnancies and encourage the formation and maintenance of two-parent families. To meet that goal, the program must continue to assist needy families, end dependence of needy

families, prevent and reduce out-of-wedlock pregnancies and to encourage the formation and maintenance of two-parent families.

- Increase participation of SNAP eligible households and ensure delivery of SNAP benefits in a timely and accurate manner.
- Finish implementation of the Legal Case Management System so that attorneys and paralegals may better manage their caseloads and court time for child welfare clients.
- Fully implement an automated interface between the Children and Adults Protective Service System (CAPSS) and both the Legal Case Management System (LCMS) and the Child Support Enforcement System (CSES).
- Continue to work towards Federal Certification for the Children and Adults Protective Service System (CAPSS).
- Begin the planning stage for Post-Certification activities for the Children and Adults Protective Service System (CAPSS). This will include such enhancements as imaging and system interfaces.
- Develop and train on a new tool (Core Competencies) for the early care and education work force. The Core Competencies list the professional practices (competencies) that teachers, caregivers, and directors should demonstrate in the classroom/program. This tool can be used for self- assessment, development planning, and for planning training.
- Implement the Program Improvement Plan (PIP) for Child Protection Services.
- Complete the Outsourcing Study. In September 2010, the South Carolina Department of Social Services (DSS) convened and facilitated an outsourcing study group with public and private partners in response to Proviso 26.26 Outsourcing Child Welfare Services.

1.4 Key Strategic Challenges

Key Strategic Challenges – Human Services (Child Welfare, Adult Protective Services which includes Domestic Violence)

1. Both an opportunity and a barrier is the loss of experienced child welfare staff to retirement or other jobs. The turnover provides an opportunity for the Agency to reach out and attract dedicated young people to the profession. The barrier is the loss of years of experience, knowledge, and expertise, and substantial cost in training of new workers.
2. A workgroup of County Directors and State Office staff has been examining concerns about drug testing of clients involved in child protective services (CPS). Part of the work plan has been to include the development of policy guidelines for a) when tests should be administered, b) in what types of cases, c) the establishment of contracts with suitable labs for the analysis and increased confidence in the validity of findings, and d) who should be doing drug use assessment and testing. DSS is collaborating closely with DAODAS and the Child Fatality Advisory Committee to address these complex issues. Because of this workgroup, guidelines and policies were revised and strengthened around assessment, drug testing and case planning for cases that involve drugs. Presentations on these efforts were held during the Meeting the Challenge conference. The workgroup will continue this partnership with DAODAS. The challenge however is ensuring that staff adjusts and applies the policies when they review an assessment for risk and safety.
3. The collaboration between the Children’s Law Center (CLC) and DSS continues to provide an opportunity for enhancing training provided to mandated reporters of child abuse and neglect and providing new child welfare staff with mock court experience.

4. SCDSS continues collaboration with the Center for Fathers and Families to expand services to non-resident fathers and/or parents whose children are receiving child welfare services.
5. SCDSS continues with its three-tiered statewide marketing and recruitment plan for foster and adoptive families aimed at increasing placement resources for children statewide. These additional foster and adoptive families can aid SCDSS in its implementation of specific child level needs based plans. Foster and adoptive parent recruitment and support remains a challenge.
6. Develop a two-year program improvement plan for child welfare services based on the final report findings of the Child and Family Services Review (CFSR). This Program Improvement Plan (PIP) must be approved by Administration for Children and Families under Health and Human Services. The challenge for the agency is the implementation and sustainability of the strategies and action plans in the PIP given staff levels and current funding.
7. Adult Services has developed in collaboration with Department of Health and Human Services, a pilot program to provide placement (Adult Family Homes) for young disabled and vulnerable adults.
8. Domestic Violence Programs, SC Department of Education and South Carolina Coalition against Domestic Violence and Sexual Assault are collaborating to implement guidelines and materials for continuing education on domestic violence. The Domestic Violence Program serves as the reviewer and approval of training materials to be implemented.
9. Training capacity continues to need further enhancement to provide sufficient support for professional development of the agency staff.
10. Foster care board payments and adoption subsidies are well below the southeastern average.

Key Strategic Challenges - Family Assistance (TANF, Family Nutrition/ SNAP, Child Care)

1. The Temporary Assistance to Needy Families (TANF) Program continues to face rising caseloads. Lack of employment opportunities due to the economy forces TANF clients to compete with better trained and/or educated workforce. Lack of employment opportunities for TANF clients will make it more difficult for DSS to meet its participation rate.
2. Serving clients in the Family Independence Program has become increasingly difficult due to severe agency budget cuts that resulted in a loss of FI staff.
3. Service access is more limited due to budget cuts. Counties have been forced to close satellite offices.
4. The SNAP caseload continues to increase with decreasing staff resources to manage this caseload growth. This increase has negatively affected the State's payment accuracy rate as well as the timely delivery of benefits.
5. The SNAP caseload continues to increase with decreasing staff resources to manage this caseload growth. SC SNAP participation has increased by 17% from last year. This increase has negatively affected the State's payment accuracy rate with SC experiencing a .71 % increase in its error rate. Lack of initial training and continuing education for staff and supervisors in the SNAP certification process also affects the State's error rate.
6. SC DHEC provides two nutrition educators to implement a nutrition program in 11 counties. Due to growing health concerns, greater efforts are needed in all SC counties. With limited educators, DSS is unable to reach some areas of great concern along the borders of our State. As the program expands, SCDSS, SCDHEC, and Clemson Extension together can successfully address many of these concerns.
7. Reauthorization of the TANF Program has substantially decreased the State's flexibility allowed for delivery of the program.
8. Rural counties lack the resources for the development of necessary FI component activities.

9. Transportation continues to remain a barrier for TANF clients thus further hampering TANF recipients in locating and maintaining employment. The cost of transportation for TANF clients has escalated dramatically this year and is a major concern. Providing this service, while costly, is mandated by TANF for clients to participate.
10. For many years, the ABC Child Care Program has received \$4.4 million in recurring State funds for child care services. In SFY10, it received an additional \$2.6 million in recurring State funds, totaling to \$7 million in recurring State funds. However, the state match and maintenance of effort (MOE) requirements to draw the full Federal Child Care and Development Fund allocation have steadily increased to \$14.3 million for FFY 2010. In the current economic environment in SC, the ability of the ABC Child Care Program to find other sources of state matching/MOE funds to draw the full Federal allocation as it has always done in the past is becoming increasingly more difficult. Any future opportunities for additional funding will likely depend on the State's ability to match funding.

Key Strategic Challenges – Child Support

1. In May 2008, representatives from the Foster Care Program and the Child Support Enforcement Program met to identify areas where problems between the two programs existed and to find solutions. This group identified several areas including the more frequent use of the “Diligent Search” process. With assistance from Foster Care workers, CSED has re-vitalized Diligent Search, a service that relieves county workers of the need to conduct time-consuming searches for individuals needed to facilitate the adoption or placement process. By designating a special code and assigning a dedicated CSED worker for these requests from Foster Care, Intensive Foster Care and Clinical Services (IFCCS), and CPS workers, CSED can assure greater accountability for requests for searches, more comprehensive searches, and the quickest possible turnaround time. Of the more than nine hundred referrals received during the past year, all but thirteen of them had been resolved by the end of the fiscal year with either a verified address or a response to the requesting worker that CSED was unable to determine a location for the individual referred.
2. The Access and Visitation Program (AV) is currently working with Child Protective Services (CPS) to see how CPS can utilize the services offered by the AV Program to serve CPS customers. The AV Program provides mediation services for parents to establish a plan for access and visitation so that the child will have the benefit of both parents taking an active role in their life. The AV Program also provides instruction to both parents on how to request help from the Family Court to enforce a visitation order.
3. The **First Things First** campaign is a campaign to increase the public's knowledge of the value of setting priorities in life at a very young age. The intended goal is to bring into focus the realities that children and young adults will have to face certain decisions in life, and now is the best time for children and parents to strive together to make responsible decisions. The **First Things First** message is: **Get an education. Get a job. Get married. Then have a child.** The program is divided into two levels. One level is geared toward children in grades 3-5. This presentation lasts approximately 30 to 45 minutes (depending on time allotment) and consists of a PowerPoint presentation and a question and answer period. The other level is geared toward young people in grades 6-12. This presentation lasts 45 to 90 minutes (depending on time allotment) and consists of a PowerPoint presentation, a video, a question and answer period, and skits. The presentations are filled with graphics, music and valuable information appropriate for each age group. The presentations are intended to confront issues such as decision-making, educational and employment choices, marriage, having children and goal setting. These presentations provide frank but objective discussions of legal, financial and emotional support.

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

4. The downturn in the economy is increasing demand for child support services at the same time that noncustodial parents are less able to pay their child support. More and more noncustodial parents are requesting reviews for reductions. The increased demand for child support services from both custodial and noncustodial parents is straining the ability of the CSED to respond in a timely manner. At the same time, budget issues have prevented the CSED from filling vacant positions, which further places a strain on our ability to serve our customers.
5. Caseloads in the CSED remain the highest in the nation with 812 cases per FTE. The national average is 270 cases per FTE, according to the FFY 2009 Preliminary Report issued by the Federal Office of Child Support. Managing such high caseloads continues to be a challenge. However, also according to the Preliminary Report, collections in FFY 2009 per FTE in South Carolina were \$885,746 compared to the national average of \$459,167.
6. Changes at the Federal level had reduced funding available for child support enforcement, creating the need for additional state resources to be requested. As part of the American Recovery and Reinvestment Act of 2009, this funding has been replaced for FFY 2009 and FFY 2010, but will end again effective September 30, 2010.
7. Until the completion of the automated system, Federal penalties will continue.
8. Legislation is needed to set out a clear procedure for filing of liens against personal property. There are also two SC Code sections where use of the South Carolina Child Support Guidelines is said to be optional - a violation of Federal law. Legislation will be proposed to change the wording to make usage of the Guidelines mandatory. Additionally, due to a recent change in Federal information safeguarding requirements, DSS will be evaluating whether or not to seek amendment of State statutes to insure IV-D data confidentiality. In addition, the federally mandated update of the Child Support Guidelines, which are used to establish the amount of child support to be ordered, was not approved by the Legislature in 2010 and will be resubmitted in the coming legislative session.

Key Strategic Challenges – Administration and Planning

1. Although the Agency has begun the transition of Information Technology infrastructure away from the shared Mainframe environment at the Division of State Information Technology for the Children and Adults Protective Services System (CAPSS), onto a standards-based Windows server environment, there are a number of additional systems remaining on the mainframe running under outdated technologies. Due to the ever increasing risks and costs if the status quo is maintained, planning for the future transition of these remaining environments is underway,

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

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

Section II: Organizational Profile

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, the agency must be able to handle the urgent needs of citizens within complex State and Federal guidelines. DSS has to be ready to serve when and where the need arises. In 2009-10, DSS met this challenge, successfully serving more than **875,000** South Carolinians.

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

Human Services (Child Welfare, Adult Protective Services which includes Domestic Violence)

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

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

The Adult Protective Services unit utilizes the case management approach. The overall goal is reducing harm and/or the risk of harm of abuse, neglect, exploitation or self-neglect. Major Products and services are:

- Intake and Assessment
- Case Determination
- Referral and Coordination
- Case Planning
- Monitoring and Follow-up
- Case Evaluation
- In addition, the agency invokes the authority of the Family Court as appropriate, assists with locating appropriate placements in the least restrictive environment, assists in obtaining medical care and applies for financial and other services. The Domestic Violence Program provides support and contract monitoring to Domestic Violence shelters and Batterer Intervention Programs (BIP).

Family Assistance (TANF, Family Nutrition / SNAP, Child Care)

- Temporary Assistance for Needy Families (TANF) provides low-income children and families with cash assistance, counseling, case management, and support services including quality child care, transportation, employment skills and education training, job placement, life skills training, vocational training, and job search assistance. This includes enhanced case management for families dealing with severe disability issues.

- The Supplemental Nutrition Assistance Program (SNAP), formerly the Food Stamp Program, permits eligible households to eat more nutritiously, through normal channels of trade, by increasing food purchasing power for needy households, including the elderly and disabled, the working poor, and those transitioning from welfare to work.
- Other Food and Nutrition Services Programs include SNAP Outreach, Temporary Emergency Food Assistance, At-Risk After School Snack, Summer Food Service, Child and Adult Care Food Program, Emergency Shelters Food Program, and Seniors Farmers' Market Nutrition Program. Nutrition education is also provided to program participants.
- The Nutrition Education Program targets SNAP program eligible participants while promoting healthy eating habits and a physically active lifestyle. It is used to prevent diet related chronic diseases and help postpone the onset of these diseases by establishing more physical activity and healthier eating habits. To improve the impact of nutrition education program, our State focuses on the following behavioral outcomes: eating fruits and vegetables, whole grains, and fat-free or reduced fat milk products daily; being physically active daily; and balancing caloric intake from food and beverages with calories expended. The nutrition education program's ultimate goal is to make South Carolina a healthier State.
- The SNAP Employment and Training Program provides opportunities for education, training, and job search assistance to SNAP Program recipients.
- The Refugee Program provides intensive case management, cash assistance and services to eligible refugees.
- The Community Adolescent Pregnancy Prevention Program provides pregnancy prevention initiatives for adolescents. In addition, the program focuses on teaching teens how to build healthy relationships and focus on long-term life goals with the aim to delay pregnancy.
- The ABC Child Care Program provides vouchers for families receiving TANF, children with special needs, low-income working families, foster children of working foster parents, children receiving child protective services and other designated populations. Eligibility requirements are determined by Federal regulations and State policy. Other customers are child care providers that apply to be regulated as required by State statute, child care providers that voluntarily enroll with the ABC Child Care Program and some of the ABC providers agree to meet quality program standards above regulatory requirements to serve ABC eligible families for potentially higher reimbursable rates. .
- .Child Care Services manages a statewide system of providers and contracts to ensure the availability of child care at all quality levels by providing technical assistance, training and monitoring compliance with program standards and regulations.

Child Support Enforcement

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

II.2. Key Customer groups and their key requirements/expectations

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

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

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

Family Assistance (TANF, Family Nutrition / SNAP, Child Care)

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

Child Support Enforcement

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

The key requirements and expectations of our customers are:

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

II.3. Key Stakeholders (other than customers)

Key stakeholders other than customers include a wide range of organizations and fall into several general categories such as providers, law enforcement, county clerks of court and the court

system, State and Federal agencies, universities and colleges, and other organizations. Examples of providers include child care, residential facilities, group homes, and therapeutic foster care providers. Other key stakeholders include State agencies such as the Departments of Mental Health, Juvenile Justice, Disability and Special Needs, Health and Human Services, Health and Environmental Control, Alcohol and Other Drug Abuse Services, Attorney General, Dept of Public Safety and First Steps. Universities and colleges make up another core group of stakeholders and include the Children’s Law Center and the USC Center for Child and Family Studies. Other organizations include faith-based organizations, foster care and citizen review panels, Guardians Ad Litem, the Child Fatality Advisory Committee, Children’s Trust Fund, Foster Parent Association, Sisters of Charity, and the public schools. Local farmers, grocery stores, nonprofit agencies, food banks, and State and national foundations are also among the agency’s key stakeholders. Finally, stakeholders include extended families as well as the general public.

II.4. Key Suppliers and Partners

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

- Community partners providing services to children and families including schools, law enforcement, employers, legislature (statute), attorneys, and child care providers.
- Foster parents, group providers, adoptive parents and their associations.
- 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, Clemson University and Extension, University of SC, SC State University, Corrections, Health and Environmental Control, Council on Aging, State Department of Agriculture, and Disabilities and Special Needs, the Department of Juvenile Justice, the Foster Care Review Board, the State Department of Education, First Steps, the SC State Law Enforcement Division (SLED) and guardians ad litem.
- The Federal Government including the Department of Agriculture, Department of Health and Human Services – (Center for Medicare and Medicaid Services, Administration for Children and Families, Social Security Administration – all parts of DHHS), Department of Commerce, the Department of Labor, and Department of Justice.
- Local Governments including county administrators, school districts, solicitors and clerks of court.
- Private for-profit and private nonprofit individuals and groups desiring to operate adult care centers, centers for prevention and treatment of child abuse and neglect, after school programs , other early care and education stakeholders, and food pantries in South Carolina.
- Faith-based organizations
- Family Court
- The Probate Court
- Batterer Treatment and Shelter Providers (private and non-profit)

II.5. Operation Locations

See Appendix A.

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

	Classified	Unclassified
FTE's	3,367	6
Temporary grant employees	273	0
Temporary hourly employees	143	0
Total employees	3,783	6

II.7. The regulatory environment under which your organization operates.

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

II.8. Your performance improvement system

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

II.9. Organizational Structure

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

- DSS State Director
- General Counsel
- Internal Audit
- Planning and Quality Assurance
- Program Improvement
- Community Services
- Family Assistance
- Human Services
- Child Support Enforcement
- Emergency Preparedness
- Administration and Program Support

(See Appendix B for the organization chart.)

II. 10. Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 08-09 Actual Expenditures		FY 09-10 Actual Expenditures		FY 10-11 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$135,272,137	\$38,857,184	\$128,851,530	\$31,730,278	\$146,909,304	\$34,593,720
Other Operating	\$124,384,281	\$15,389,033	\$114,430,048	\$17,694,797	\$163,282,467	\$6,187,179
Special Items	\$1,200,000	\$1,200,000	\$1,093,944	\$1,093,944	\$1,093,944	\$1,093,944
Permanent Improvements						
Case Services	\$1,220,568,239	\$41,855,865	\$678,504,920	\$61,362,470	\$1,328,220,151	\$65,207,393
Distributions to Subdivisions	\$14,008,024		\$12,858,829		\$15,681,642	\$1,648,333
Fringe Benefits	\$45,731,356	\$14,361,999	\$44,533,614	\$13,187,924	\$43,479,984	\$10,052,805
Non-recurring						
Total	\$1,541,164,037	\$111,664,081	\$980,272,885	\$125,069,413	\$1,698,667,492	\$118,783,374

Other Expenditures

Sources of Funds	FY 08-09 Actual Expenditures	FY 09-10 Actual Expenditures
Supplemental Bills	\$13,709,474	\$13,786,000
Capital Reserve Funds		
Bonds		

II. 11 Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 08-09 Budget Expenditures	FY 09-10 Budget Expenditures	Key Cross References for Financial Results*
I.A,B,C,D,E.4,II.E.1.,G.1,2; III	Food Stamps--EBT Issuance and Administration	State: 15,943,206.00 Federal: 917,153,853.00 Other: 3,638,199.00 Total: 936,735,258.00 % of Total Budget: 61%	State: 3,634,013.00 Federal: 425,870,175.00 Other: 1,314,744.00 Total: 430,818,932.00 % of Total Budget: 44%	
I.A,B,C,D,E.1,3,4;II.E.1,2,3,L;III	Family Independence	State: 9,946,332.00 Federal: 89,883,920.00 Other: 48,436,320.00 Total: 148,266,572.00 % of Total Budget: 10%	State: 7,184,434.00 Federal: 87,364,665.00 Other: 41,725,426.00 Total: 136,274,525.00 % of Total Budget: 14%	
I.A,B,C,D,E.1;II.A.2,B.1,2,3;III	Foster Care Program	State: 46,039,707.00 Federal: 76,381,789.00 Other: 20,684,524.00 Total: 143,106,020.00 % of Total Budget: 9%	State: 32,482,848.00 Federal: 44,904,368.00 Other: 5,212,745.00 Total: 82,599,961.00 % of Total Budget: 8%	
I.A,B,E.1;II.E.1,N;III	Child Care Development	State: 8,781,681.00 Federal: 81,708,946.00 Other: 6,499,477.00 Total: 96,990,104.00 % of Total Budget: 6%	State: 2,604,890.00 Federal: 89,718,972.00 Other: 3,002,147.00 Total: 95,326,009.00 % of Total Budget: 10%	
I.A,B,C,D;II.F;III	Child Support Enforcement	State: 6,360,089.00 Federal: 33,229,578.00 Other: 17,271,909.00 Total: 56,861,576.00 % of Total Budget: 4%	State: 10,443,994.00 Federal: 35,730,451.00 Other: 19,826,389.00 Total: 66,000,834.00 % of Total Budget: 7%	

Below: List any programs not included above and show the remainder of expenditures by source of funds.

Adoption Services, Adult Protective Services, Child Protective & Preventive Services, Homemaker Services, Battered Spouse/Family Violence, Child & Adult Food Services, Summer Food Services, Emergency Food Assistance, and Special Items.

	Remainder of Expenditures:	State: 24,593,066.00 Federal: 126,606,593.00 Other: 8,004,848.00 Total: 159,204,507.00 % of Total Budget: 10%	State: 68,719,234.00 Federal: 94,314,246.00 Other: 6,219,144.00 Total: 169,252,624.00 % of Total Budget: 17%	
--	-----------------------------------	--	---	--

*Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.

Section III: Elements of Malcolm Baldrige Criteria

Category 1 - Senior Leadership, Governance, and Social Responsibility

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

1.1 How do senior leaders set, deploy, and ensure two-way communication throughout the organization and with customers and stakeholders, as appropriate for: a) short and long term organizational direction and priorities; b) performance expectations; c) organizational values; and d) ethical behavior;

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

The executive management team and senior management, as management groups, examine all programs and major administrative processes in order to make difficult decisions concerning the allocation of resources. Priorities are communicated through meetings and presentations with staff and community partners, in the agency's on-line newsletters, through memos and Director led videos on the agency's intranet, and through the DSS website.

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

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

Improving customer service is an agency priority. The agency's Customer Service Task Force has explored strategies to improve customer service, including improving training, implementing customer friendly policies, implementing disciplinary actions to administer when poor service is provided, providing incentives for outstanding service, and adding a section concerning customer service to performance evaluations of staff. Senior leaders stress public responsibility and citizenship, and county and regional offices are responsible for dealing with customer inquires and concerns.

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

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

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

The agency undergoes a detailed legislative audit of Family Independence every two years, a State financial audit annually, and regular Federal reviews of all federally mandated programs. DSS review staff is responsible for ensuring that programs comply with State and Federal regulations, and legal staff provides advice and recommendations for ensuring compliance with various legal concerns. (See also response to 7.5 regarding key measures of regulatory/legal compliance). DSS also has implemented a Budget Council, which includes senior managers to review budgetary issues on a weekly basis.

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

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

I. Child Welfare

Safety

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

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

Permanency

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

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

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

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

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

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

II. Adult Protection Outcomes

- APS1** **Outcome** - Reduce recurrence of abuse/neglect, self-neglect, and exploitation of vulnerable adults (persons 18 or older who are either subjected to or at risk of abuse, neglect or exploitation).
- APS2** **Outcome** - Safely maintain vulnerable adults (persons 18 or older who are either subjected to or at risk of abuse, neglect or exploitation) in the least restrictive environment.

III. Family Assistance

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

IV. Child Care Outcomes and Measures

A. Child Care Services

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

B. Child Care Licensing and Regulatory Services

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

V. Family Nutrition

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

VI. Child Support Enforcement

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

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

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

On a monthly or bi-monthly basis, a cross-section of agency staff, and/or the DSS senior managers are brought together to discuss a specific area of agency operations, identifying strengths and weaknesses, and generating ideas for improvement. The emphasis for the administration is to be highly responsive to concerns raised by staff.

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

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

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

Additionally in 2009, DSS established the Leadership Development Institute (LDI) by implementing a competency-based case study approach to leadership development with the ultimate goal of building leadership capacities in individual DSS employees and to foster professional development and growth within the organization. Participants from within DSS go through a six-month case study regimen followed by six months of being partnered with a DSS mentor. Additionally, class participants are assigned to groups with the responsibility for producing group projects related to issues facing the agency.

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

Senior leaders have engaged in a series of meetings to plan strategies to incorporate staff input and reward staff and expand communication. The agency is examining implementation of lead worker programs and career ladders to recognize experienced, high performing employees. Emphasis by management is to recognize staff and offices that are excelling in providing quality customer service. The State director and other senior staff personally participate in the joint meeting of the two-year cycle of county child welfare program reviews to ensure clear communication of DSS priorities for continuous improvement.

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

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

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

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

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

Senior leaders communicate with, engage, empower, and motivate the workforce through a number of avenues. SCDSS daily issues an intranet-deployed newsletter that provides key memorandums and system information. This newsletter also provides information on deaths in employees' families so that their fellow employees can console. Monthly, SCDSS provides the "One Voice" electronic newsletter that highlights Best Practices amongst DSS county and State programs. Often the newsletter may feature employees who have provided extraordinary services to our customers. The State Director often comments on key improvements in key performance indicators to county and State leadership by email to engage and motivate that leadership. Where possible, there are reward and recognition ceremonies for employees who have made their careers with the agency or have provided extraordinary services.

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

Senior leaders actively support and strengthen the surrounding communities by not only creating new but also continuing to strengthen existing community partnerships. The agency's emphasizes its commitment to our communities by dedicating an entire unit under Planning and Quality Assurance to strengthening partnerships and collaborations. Furthermore, at the individual level, many SCDSS employees including senior leaders have volunteered their time and resources to address local needs in the community and participate in many professional associations at the local and national levels.

Category 2 – Strategic Planning

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

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

2.1 What is your Strategic Planning process, including key participants, and how does it address: a) Your organization's strengths, weaknesses, opportunities, and threats; b) Financial, regulatory, societal, and other potential risks; c) Shifts in technology and customer preferences; d) Workforce capabilities and needs; e) Organizational continuity in emergencies and f) Your ability to execute the strategic plan.

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

Utilizing DSS's organizational structure consisting of the State office, regional offices, and the county offices, DSS begins the planning process at the local level with regional planning meetings and Senior Managers Meetings held on a quarterly basis. County Directors, Division Directors and local level supervisors to discuss issues and needs that are unique to individual counties and ideas and/or issues that affect the agency as a whole, attend these meetings. These discussions filter up to the Budget Council held weekly, the Child Welfare Council also held weekly and to the Family Assistance Council, which is held bi-weekly. The Councils are composed of key policy, program, quality assurance and operational staff at the State level with executive management often attending. Finally, key information, ideas and/or issues as well as proposed policy changes are brought to the attention of the Executive Management Team at the weekly "EMT" meetings. Decisions made at EMT filter back to the other levels via the structure described above thereby completing a feedback loop. In addition, information is conveyed to the agency's staff through its daily intranet newsletter and the "One Voice" web-based newsletter.

Additionally in child protection services, the Federal DHHS Administration, Agency for Children and Families (ACF) requires the development of a Child and Family Service Plan (CFSP) every five years and submit annual progress reports (APSRs). Periodic Federal reviews by DHHS ACF determine State compliance with national standards in child welfare, prompting a program improvement plan that includes development and monitoring of additional goals and outcomes for child welfare. The agency incorporates any unfinished objectives into the annual progress reports. The agency's first child welfare program improvement plan was implemented in June 2004 and ended in June 2006. SCDSS will be implementing the second child welfare improvement plan in 2010. A Child Welfare Advisory Committee comprised of our community stakeholders and partners meets quarterly to receive updated information from SCDSS and to offer feedback and input on our planning processes. Multiple citizen review entities, collaborations and partnerships throughout the State focus on and assess our child welfare activities, which require our ongoing attention and response.

How does your Strategic Plan address:

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

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

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

Executive management meets weekly to assess risks made known to the agency. Offices that are not fully complying with laws or agency policies concerning child welfare or family assistance programs, or potential financial penalties that might be imposed due to noncompliance, strategies to reduce risks are assessed.

c) *Shifts in technology and customer preferences*

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

d) *Workforce capabilities and needs?*

We realize our employees are our greatest resource. With our stretched financial resources, staff has been required to do more with less until additional resources can be provided. Executive management, on a monthly basis, examines staffing and caseload sizes to determine if resources need to be reallocated.

e) *Organizational continuity in emergencies*

DSS has detailed plans for the continuity of services due to catastrophes caused by hurricanes, earthquakes, or other natural disasters. Staff has been provided training in disaster response, procedures have been updated and disseminated as relates to evacuation plans for our client families and those at risk, and information is routinely updated for staff in terms of accessing instructions in times of need. In addition, 2700 DSS employees are trained to serve as the primary staff to shelters opened by the Red Cross to serve citizens displaced during a disaster.

f) *Your ability to execute the strategic plan*

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

2.2 *What are your key strategic objectives?* How do your strategic objectives address the strategic challenges you identified in your Executive Summary?

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 06-07 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures (see Section 7)
Supplemental Nutrition Assistance Program (SNAP) I.A,B,C,D, E.4.; II.E.1.; G.1.; G.2., III.	The goal of the SNAP Program is to promote the general welfare and safeguard the health and well-being of the State's low-income citizens by providing benefits to help recipients purchase food.	Decrease poverty by providing low-income citizens resources to buy food and to provide employment and training to recipients who are able to work.	Charts 26 – 28
Family Independence I.A,B,C,D, E.3.,4.; II.E.1,2,3., G.1, L.; III	The goal is to assist families while they are transitioning into employment so that they will become self-sufficient.	Increase opportunities for employment by providing job development and placement and necessary supports for employment retention.	Table 4; Charts 21 – 23
Foster Care and Adoptions I.A,B,C,D, E.1, III; II.A.2.,B.1,2,3.,I,Q.1,2; III.	Children will be provided a safe environment in which to live and the agency will provide a permanent living arrangement.	Ensure timely and effective services to ensure children have permanency.	Charts 5 – 18
Child Protective and Preventative Services I.A,B,C,D, E.1;II.A.1,2,3,B.2,I.,O.,Q.1,2; III.	Children will be able to remain safely in their own home when possible.	Ensure timely and effective intervention services when safety is compromised in the home or facility environment.	Table 1; Charts 1 – 4
Adult Protective Services and Domestic Violence	Vulnerable/young disabled or elderly adults will have needs met in the least restrictive environment. Victims of Domestic Violence and their children seeking services will receive emergency shelter/and or counseling and assistance with community resources. Abusers who are seeking services and/or court ordered will receive counseling/services to promote healthy relationships.	Ensure timely and effective intervention and support services.	Table 2; Charts 19-20
Child Support Enforcement I.A,B,C,D; II.F; III.	Children receive needed financial support from the noncustodial parent.	Increase child support collections.	Table 4; Charts 29-30

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

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

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

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

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

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

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

2.6 *How do you evaluate and improve your strategic planning process?*

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

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

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

Category 3 – Customer Focus

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

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

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

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

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

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

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

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

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

Family Assistance (TANF, Family Nutrition/SNAP, Child Care)

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

For the SNAP Program, low-income customers are generally identified when they seek services, are referred by other agencies or through SNAP Outreach Program efforts. South Carolina offers two simplified application projects to provide access to disabled individuals and elderly citizens over 60. Eligibility is determined by rules and regulations which are federally mandated by the Food and Nutrition Service of the US Department of Agriculture. Family Nutrition Programs' customers are identified when they request food assistance or become participants in programs operated by service providers. Eligibility requirements are mandated by Federal regulations. Key requirements are financial assistance to obtain nutritional food, transportation and nutrition education. Agency customers include retail grocery stores that provide food for SNAP recipients, food banks, and homeless shelters.

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

include retail grocery stores that provide food for SNAP recipients, food banks, and homeless shelters.

The ABC Child Care Program provides vouchers for families receiving TANF, children with special needs, low-income working families, foster children of working foster parents, children receiving child protective services and other designated populations. Eligibility requirements are determined by Federal regulations and State policy. Other customers are child care providers who apply to be regulated as required by State statute and child care providers who voluntarily enroll with the ABC Child Care Program and further agree to meet quality program standards above regulatory requirements to serve ABC eligible families for potentially higher reimbursable rates. These initiatives work to improve the quality of care for all South Carolina children in child care as federally mandated.

Child Support Enforcement

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

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

We have established a Customer Service Task Force to assess current efforts and recommend enhancements to our services in meeting customer needs. Our Constituent Services Division investigates concerns and complaints from the public, customers, legislators, and anyone with concerns about the agency.

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

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

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

For Questions 3.3 and 3.4, the following are examples:

- Outside review groups including the Foster Care Review Board, Foster Parents' Association, Citizen Review Panel, Children's Health and Safety Councils, the Children's Justice Act

(CJA) Task Force, and S.C. Fair Share provide regular reports that allow us to measure stakeholder satisfaction. In addition, we meet with service providers to discuss issues or concerns.

- Feedback from frontline workers also provides valuable information on customer satisfaction.
- Meet with State and local faith and community-based leaders and organizations.
- ABC toll-free number and website contact information for comments and/or complaints, Market Rate Survey and working with groups of providers and provider organizations.

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

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

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

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

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

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

Category 4 – Measurement, Analysis, and Knowledge Management

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

We are required by Federal and State laws and regulations to achieve designated performance levels relative to most aspects of the services we are mandated to provide. The main agency program areas with mandated performance levels include: Child Welfare, Adult Protective Services, Family Assistance, Child Support Enforcement, and Family Nutrition. Federal and State law, and our strategic goals, objectives, and priorities, determine which data we collect,

what we measure and how we measure. We focus on data which describe policy trends that have the greatest impact on client benefits and services, and on data which help assess compliance with Federal and State requirements and on good practice standards.

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

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

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

Qualitative reviews of county services are conducted to assist in the agency's quality improvement process. County reviews assess compliance with casework standards, determine the accuracy of data input into the data management system, and assess supervisory effectiveness. Qualitative reviews may lead to the identification of recurring issues, and to revisions of policy and/or procedures.

4.3 *What are your key measures, how do you review them, and how do you keep them current with organizational service needs and directions?*

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

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

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

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

Much of our data collection is defined by Federal and State laws and regulations, and must meet rigorous standards for integrity, timeliness, accuracy and security. Data from other social services agencies can be compared for trends to indicate effectiveness of services and to assess customer needs. The Budget and Control Board's Office of Research and Statistics also provides the agency with crucial data analysis and cross-compilation of data from other

sources, important in developing policy, determining if services are being delivered as planned and determining if services are meeting goals. The agency also uses labor market hiring trends and other workforce data as we refine strategies for workforce development. Processes such as through user input and program quality assurance reviews help to ensure the reliability of the data.

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

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

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

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

Category 5 - Workforce Focus

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

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

Supervisors and employees work together to develop a planning stage for the EPMS (Employee Performance Management System) that includes critical job functions and outlines the success criteria for each job function. At yearly evaluations, employees receive meaningful feedback on their job functions and, if needed, they receive guidance in areas needing improvement. This process supports high performance and the realization of the agency action plan. DSS also offers a broad array of training opportunities and is working to improve the career ladder for caseworkers. The agency's learning management system, DART offers a resource library, instructor led classes as well as online training, readily available transcripts for all employees, and social worker certification classes. To promote initiative and innovation, employees are encouraged to submit their initiatives and innovative ideas to improve performance via our Employee Innovation System Program.

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

The DSS employee newsletter, published daily, updates news and events of the agency and is available to all employees on the DSS intranet. The agency also has an electronic newsletter entitled “One Voice” that is published monthly which highlights county, division, and community information. The State Director uses streaming video to keep the agency abreast of major DSS concerns. Weekly Executive Staff meetings achieve communication across the deputy and program areas. The Chief of Staff conducts regularly scheduled meetings with the administrative support staff to ensure open lines of communications between central office areas.

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

Recruitment of employees is a joint effort between the central Human Resources Office and the counties and divisions. The agency implemented an e-recruitment process that enables the agency to respond more quickly to filling vacancies and allows for broader outreach to applicants. The agency uses the www.sc.jobs.com website operated by the Office of Human Resources, Budget & Control Board, as its main recruiting site. The Human Resources Management staff attends targeted job fairs throughout the State in an effort to recruit applicants who have a true desire to work in the social services field in an effort to reduce turnover. Although several measures have been implemented to recruit employees, a major barrier to recruitment is the lack of competitive compensation. The salaries of the majority of positions in DSS lag behind most agencies and the private sector by thousands of dollars. A major barrier to retention is the high stress level, high caseloads and lack of competitive compensation.

5.4 *How do you assess your workforce capability and capacity needs, including skills, competencies, and staffing levels?*

Workforce capability, skills and competencies are assessed during the performance review process. Job duties and standards are defined and measured for each position. If an employee falls below acceptable standards, a work improvement plan is implemented to help the employee better their job performance and capabilities. Upper management to meet the needs of the agency assesses capacity needs and staffing levels.

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

5.5 *How does your workforce performance management system, including feedback to and from individual members of the workforce, support high performance work and contribute to the achievement of your action plans?*

All staff receives performance evaluations at least annually. The information included on the EPMS (Employee Performance Management System) is developed from the position description and outlines the performance criteria that the employee is expected to meet. Supervisor and employees in DSS work together to develop a planning stage for the EPMS. At yearly evaluations, employees receive meaningful feedback on their job functions and, if needed, they receive guidance in areas needing improvement. This process supports high performance and the realization of the agency action plan. DSS also offers a broad array of training opportunities and is working to improve the career ladder for caseworkers. The agency's learning management system, DART offers a resource library, instructor led classes as well as online training, readily available transcripts for all employees, and social worker certification classes.

5.6 How does your development and learning system for leaders address the following: a) development of personal leadership attributes; b) development of organizational knowledge; c) ethical practices; and d) your core competencies; strategic challenges, and accomplishment of action plans?

In July 2009, DSS implemented a Leadership Development Institute (LDI) to provide career growth and professional development opportunities for DSS employees with potential leadership abilities. The LDI is part of a career growth package offered to build/improve leadership capacities in individual DSS employees, to create opportunities for leaders to emerge, and to foster and enhance the abilities of those who may be entrusted as future DSS leaders. This leadership program has been developed within a competency-based leadership framework. During the first six months, sessions are intended to focus on such issues as internal and external relations, capacity building, ethics, leadership, and building support and public value. In the second half of this yearlong process, the participants are paired with a trained DSS mentor. Additionally the participants are divided into groups with each group working on a group project that is presented to the agency electronically and presented in person to the Executive Management Team for possible implementation.

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

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

The effectiveness of training is measured by written tests, trainee performance on simulated casework and trainer observation during training sessions and periodic contact with supervisors concerning worker performance in the county office. Pre-test, post-test and post post test (6 months follow-up) evaluations through Survey Monkey are administered to CWS new hires.

As of June 3, 2010, the agency implemented a Reduction in Force, which eliminated 13 FTE's assigned to the Training Division. The contract with the University of South Carolina, College of Social Work is now the primary vehicle by which Departmental training is provided. The University is planning in the next fiscal year to do a needs assessment in the program areas and examine training competencies.

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

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

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

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

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

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

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

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

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

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

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

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

Employee “Exit Evaluations” are sent to departing employees’ home addresses for feedback. This information is gathered, reviewed and shared with their respective Deputy State Directors. Turnover information is prepared quarterly and areas that reflect substantial turnover are reviewed, often in conjunction with the exit interview information to determine the reasons. Grievance information is reviewed periodically to determine the reasons for disciplinary actions and patterns that require attention. Improvement priorities are based on employee feedback from the exit interviews, management input and review of collected turnover data.

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

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

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

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

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

The agency promotes workplace and individual health by providing education, safety and health tips, and preventive health screenings such as mammography sessions that promote healthy lifestyles. Our wellness organization continues to work on expanding its efforts including hosting health and community related programs such smoking cessation programs,

spring and summer wellness walks during lunch breaks, and aerobic dance classes that are offered weekly. To enhance the safety and well-being of staff, we installed electronic entry security systems at both State office buildings, installed cameras on top of the buildings so that guards can monitor key areas including parking and, installed public address systems that can be accessed from anywhere in the buildings via telephone. A DSS committee is dedicated to examining State and county office conditions and employee practices. Their purpose is to develop cost effective measures to improve safety and security throughout the agency.

During any disaster that may affect the State, SCDSS offices must be prepared to staff county American Red Cross (ARC) and Special Medical Needs (SMNS) emergency shelters. All available DSS county staffs, and Intensive Foster Care and Clinical Services (IFCCS), Adoptions, Child Support Enforcement (CSE), and Day Care staff, are subject to shelter duty. This staff is to be brought in during the first 72 hours of shelter activation. After the initial 72 hours, the County DSS Director may request relief workers from the State Office or regional offices to be deployed to his/her supervision.

DSS is also participating in the Fire Prevention, Emergency Action, and Homeland Security Plan coordinated through General Services.

September is DSS Safety Awareness Month. The State Director sends an electronic message to all employees encouraging staff to discuss workplace safety and identify problems to management.

Category 6 – Process Management

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

6.1 How do you determine and what are your organization’s core competencies, and how do they relate to your mission, competitive environment, and action plans? The agency has had a team of professionals from DSS as well as the University of SC to review and refine core competencies.

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

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

Service delivery processes then vary with client needs, but may include numerous forms of intervention that may be delivered directly by DSS or purchased from other providers. Good

practice also requires ongoing case monitoring (quality review) and outcome evaluation (results checking) until discharge (services termination).

In addition, we conduct internal reviews and external audits are used to assess how these processes work. A team has also been reviewing and refining the core competencies

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

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

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

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

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

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

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

Key support processes are listed above, in 6.3. Improvement strategy is discussed above, in 6.4. Evaluation is provided through data analysis, data monitoring, and reporting.

Category 7 –Key Results

Note: Current fiscal year results are based on data that is available as of August 1, 2010. Those numbers will change as court orders, appeals, and other legal processes are completed and entered into DSS information systems. They will be finalized in next year's report.

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

The US Department of Agriculture monitors the accuracy of SNAP processing.

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

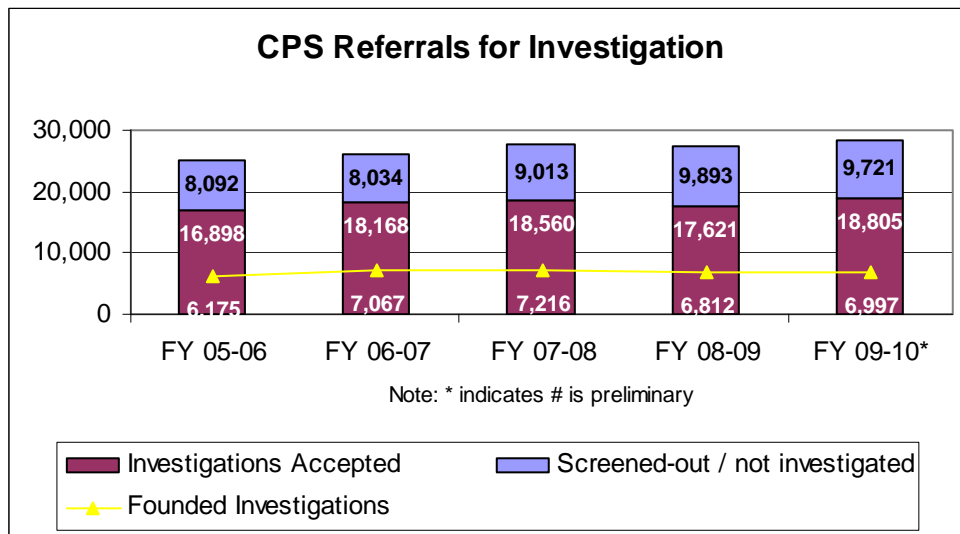
DSS has established systems to provide management and direct service staff frequent feedback on performance. This includes two separate Dashboard reports, one for Family Assistance and another for Child Welfare. These management tools provide detailed and summary information for measures that management have determined critical to improve performance throughout the State. DSS has also developed other reports to target additional criteria for accountability and improvement.

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

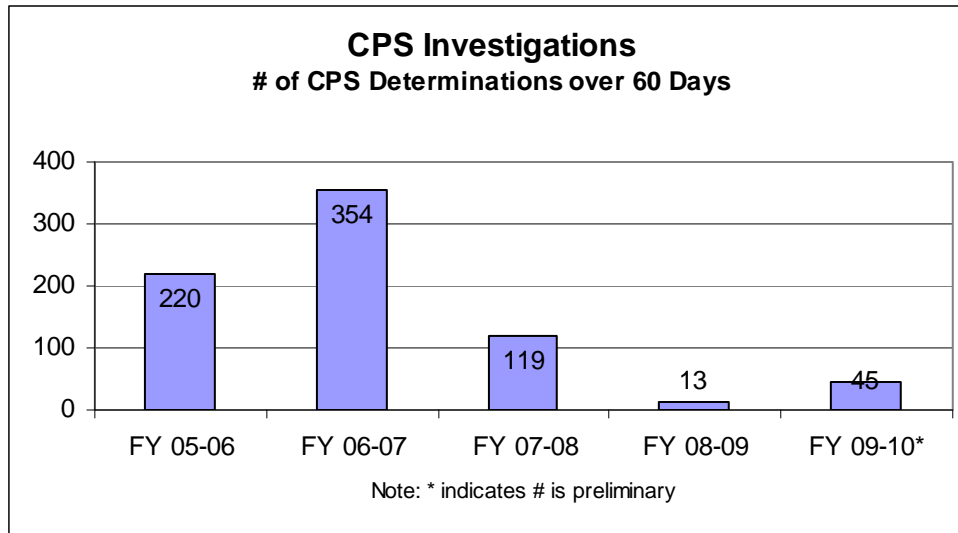
Child Welfare Outcome S1 - Children are, first and foremost, protected from abuse and neglect.

Chart 1 shows that during this past fiscal year, DSS investigated just over 18,800 reports of suspected child abuse and/or neglect involving families. Of those reports, 37% were found to be cases where abuse, neglect or some other type of child maltreatment likely occurred. Chart 2 indicates that the investigation / case decision took longer than 60 days in 45 of those investigations.

Category 7
Chart 1



Category 7
Chart 2



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

OHAN is part of the Child Protective Services Program and is responsible for investigating allegations of abuse and neglect in child care facilities, such as foster homes, day care facilities, and some institutional settings. Table 1 shows that DSS received almost 1,000 referrals of suspected abuse and/or neglect in out-of-home placements during FY 09-10.

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

Category 7
Table 1

*indicates preliminary information

OHAN	FY 05-06		FY 06-07		FY 07-08		FY 08-09		FY 09-10*	
Total # of Referrals	823		894		834		968		990	
Investigation Type	Accepted	Indicated	Accepted	Indicated	Accepted	Indicated	Accepted	Indicated	Accepted	Indicated
not documented	5		4	1						
Day Care	117	17	195	15	146	15	162	22	198	20
Foster Home	163	23	214	16	178	14	253	18	109	5
Group Home / Institution	130	16	159	15	106	5	122	11	132	9

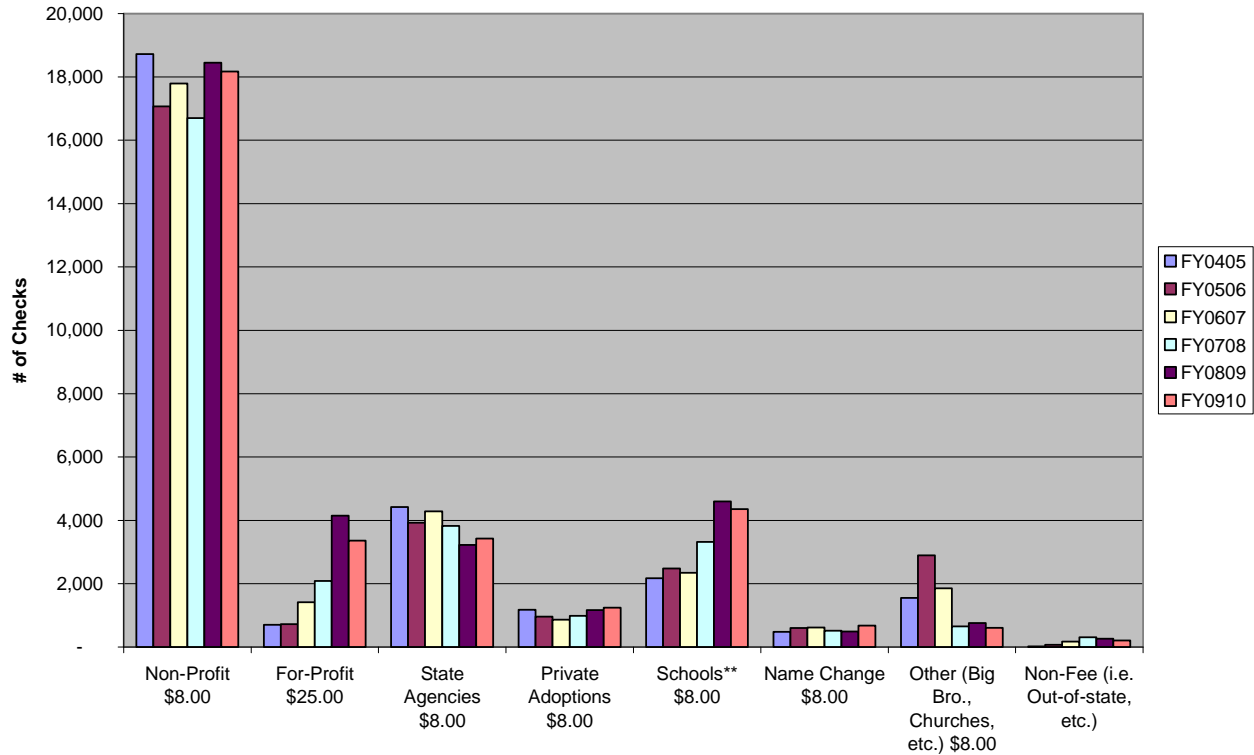
Central Registry

The Central Registry is a statewide database that maintains records of confirmed incidents of abuse and neglect in South Carolina. DSS acts as a clearinghouse for agencies and businesses throughout the State to determine if prospective or current employees have a record of abuse and/or neglect. Requests for Central Registry checks decreased this past fiscal year from 33,112 in FY 08-09 to slightly over 32,000 in FY 09-10. Chart 3 indicates that the majority of central registry checks are

with non-profit entities with a slight decrease in that category. There were modest increases from FY 08-09 to FY 09-10 in the State agencies, private agencies, and name change categories.

Category 7
Chart 3

Central Registry Checks



Fiscal Year	Non-Profit \$8.00	For-Profit \$25.00	State Agencies \$8.00	Private Adoptions \$8.00	Schools** \$8.00	Name Change \$8.00	Other (Big Bro., Churches, etc.) \$8.00	Non-Fee (i.e. Out-of-state, etc.)
FY0405	18,718	704	4,423	1,183	2,173	476	1,549	23
FY0506	17,067	721	3,929	955	2,482	601	2,894	70
FY0607	17,788	1,419	4,283	869	2,345	612	1,853	173
FY0708	16,704	2,088	3,826	987	3,322	516	648	307
FY0809	18,449	4,151	3,227	1,168	4,601	491	758	267
FY0910	18,171	3,361	3,424	1,244	4,356	681	609	210

- Non-Profits includes group homes, child placing agencies, etc. Most are non-profit, although a few are for profit.
- ** This includes new teachers and volunteers for schools.
- *** Began charging fees on September 20, 2004. There was a fee change effective July 1, 2008 per State Budget, Part 1B, Section 26 L04/

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

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

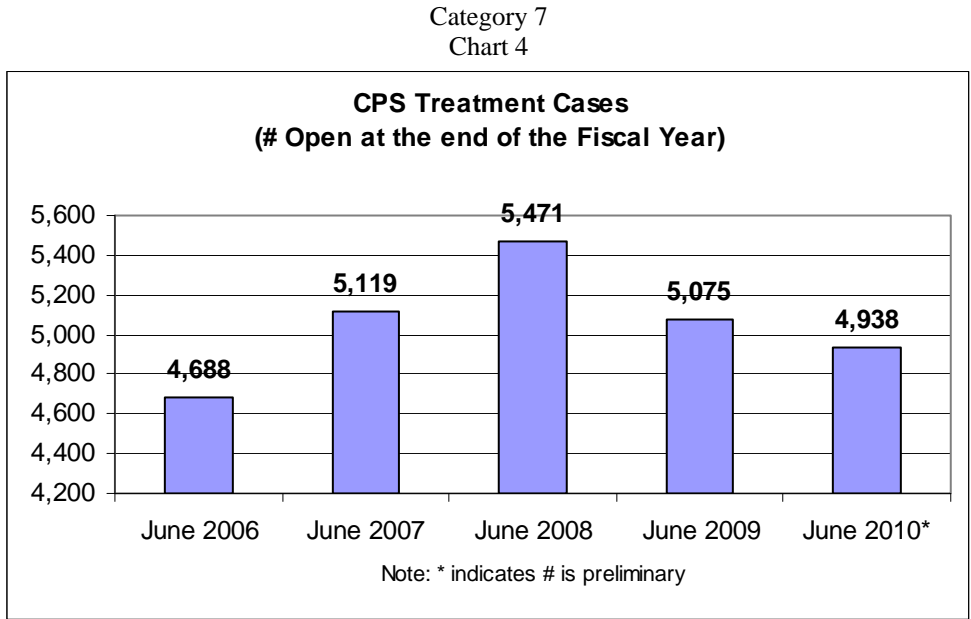
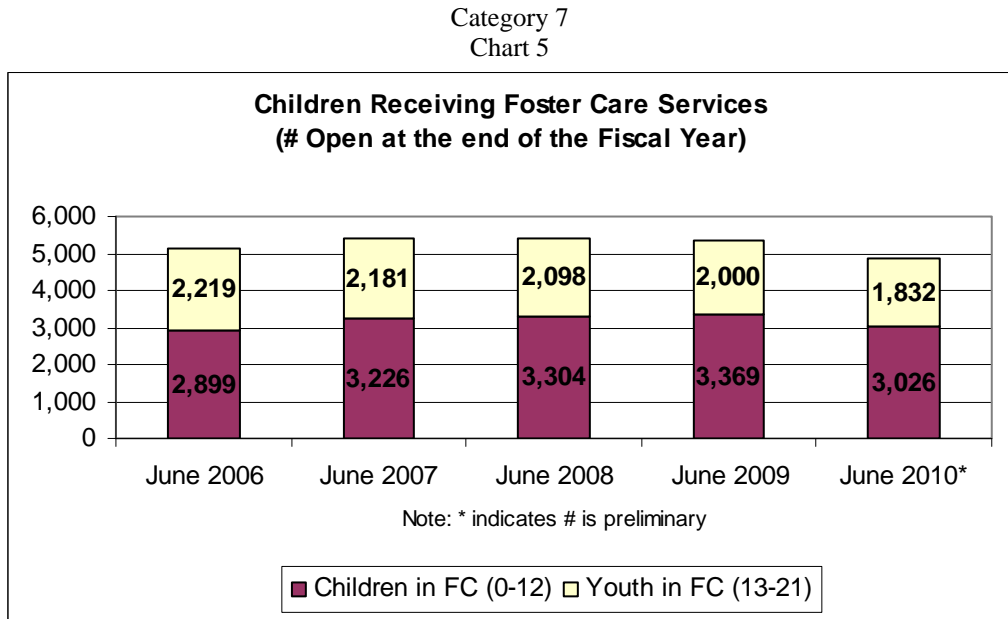
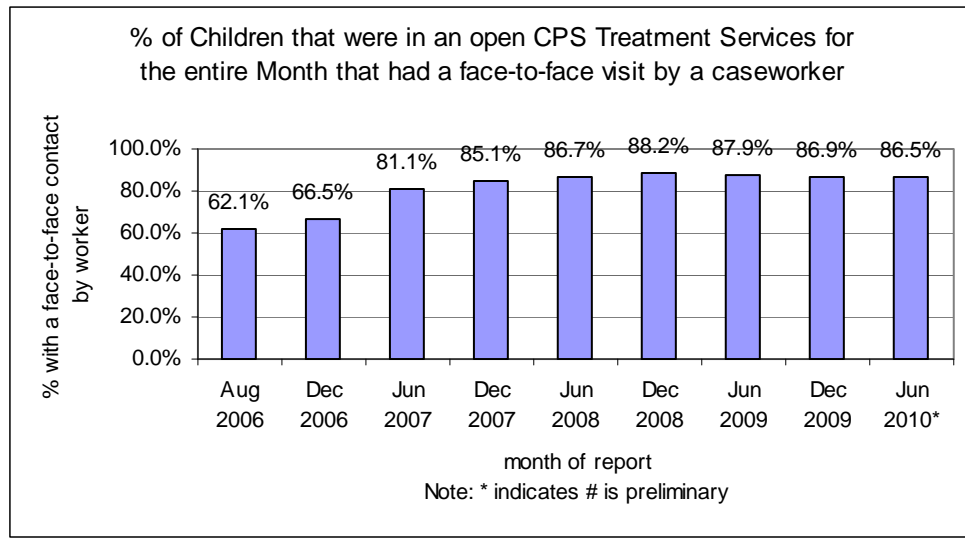


Chart 5 reflects the number of children receiving foster care services at the end of each fiscal year. The Department of Social Services, along with the Administration for Children and Families of the U.S. Department of Health and Human, has goals to safely reduce the number of children in foster care. In June 2010 the Department has the fewest children in foster care than the last nine years.



Agency policy requires caseworkers to conduct a monthly home visit for each child in a child protective services (CPS) case. Home visits help the agency to assess the safety and well being of children who were the victims of abuse or neglect. A Legislative Audit Council report published in 2006 recommended that DSS include in the accountability report the percentage of children in child protective services cases who have not been seen every 30 days. DSS concurred with this recommendation and has developed reports to identify children who have not had a monthly visit. Chart 6 indicates a huge improvement in face-to-face contact with children in CPS treatment services since that LAC report. It is very difficult to determine what percentages were due to failed face-to-face visits versus not properly documenting the visit. DSS has improved from 62% in August 2006 to almost 90% of the children in CPS treatment services with documented face-to-face visits in June 2010.

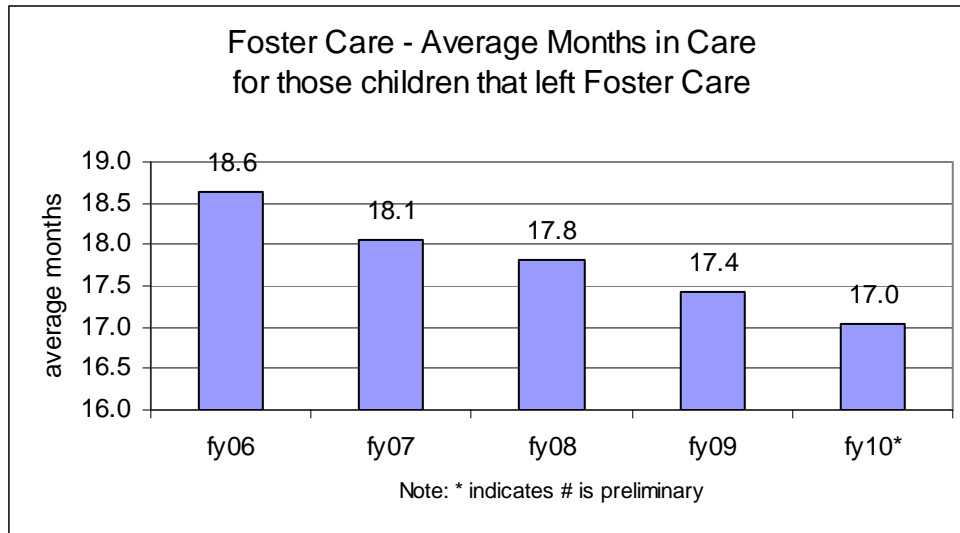
Category 7
Chart 6



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

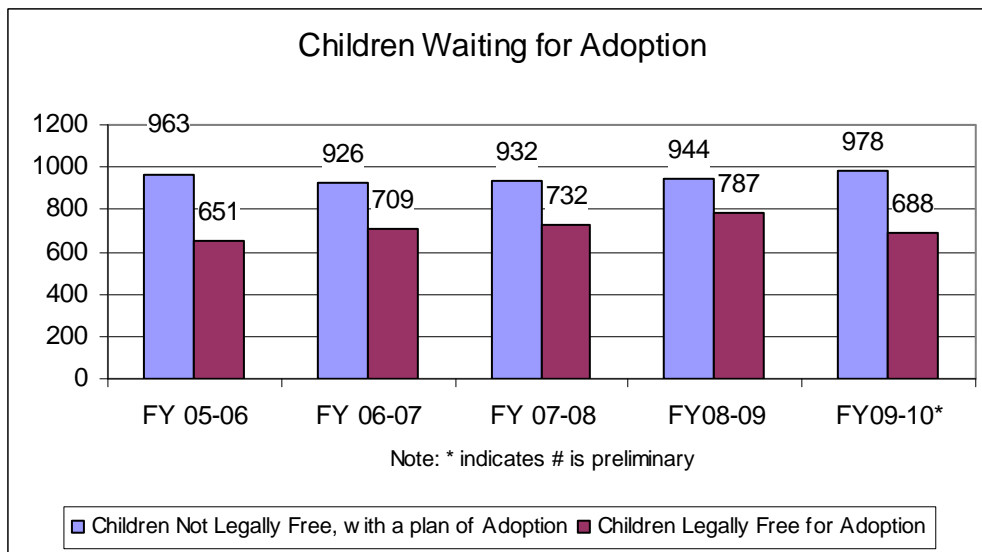
The average number of months a child spends in foster care continues to decrease. For the children that were reunited with a parent or caretaker during State FY 09-10, the majority were returned in less than 12 months of their removal.

Category 7
Chart 7



DSS exceeded 500 adoptions during a year for the first time in State fiscal year 07-08. That mark was exceeded again this past fiscal year for the third consecutive time. Chart 8 indicates the number of children waiting for adoption. Chart 9 indicates an increase of the number of adoptions during the last three fiscal years.

Category 7
Chart 8



Category 7
Chart 9

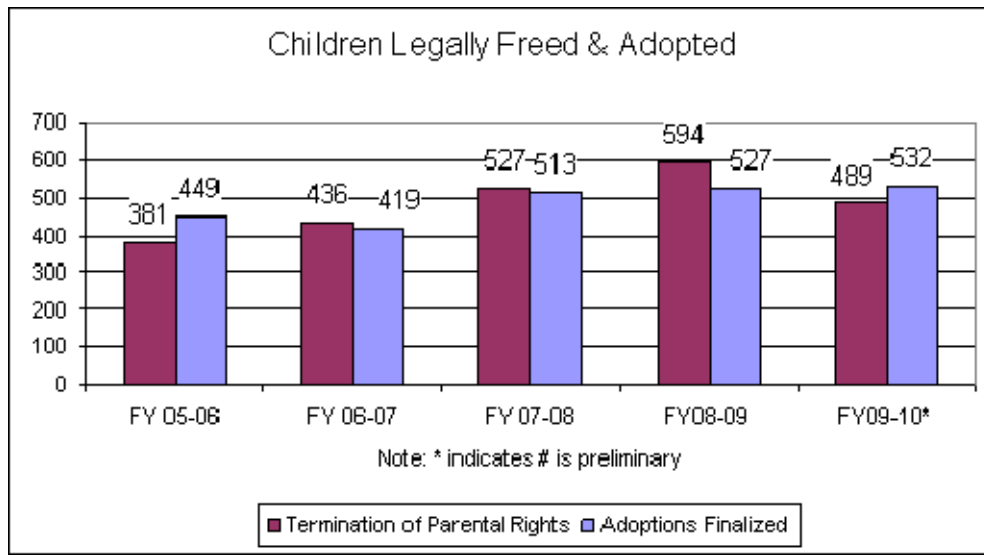


Chart 10 indicates that the average number of months it takes for a child to be adopted decreased significantly since fiscal year 2005-06. The number increased slightly in fiscal year 2008 but continued the decline in fiscal year 2009. The number in fiscal year 2010 remains similar to 2009.

Category 7
Chart 10

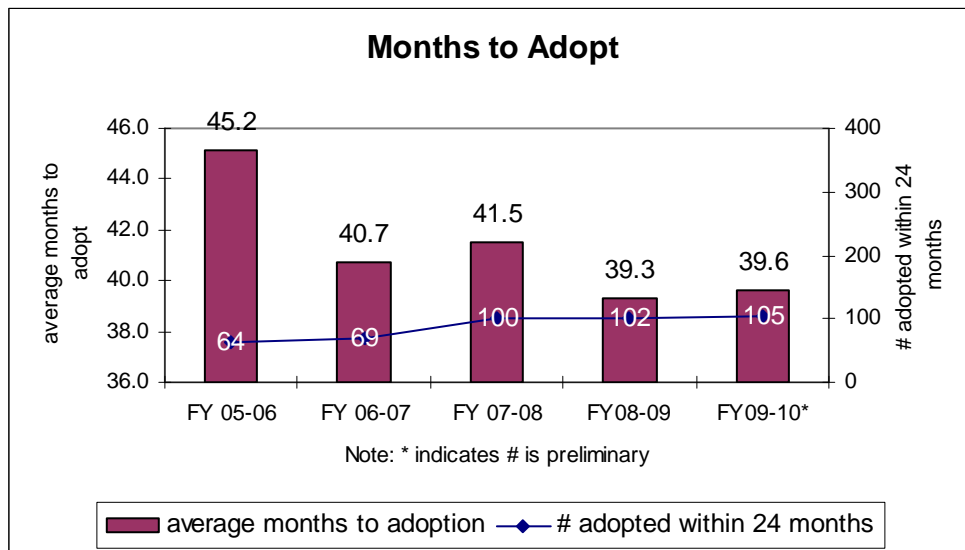
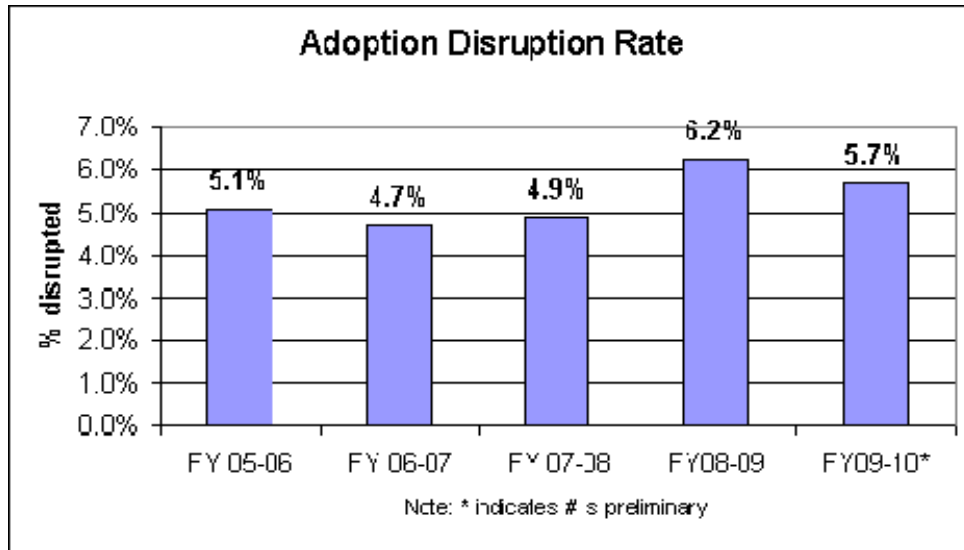


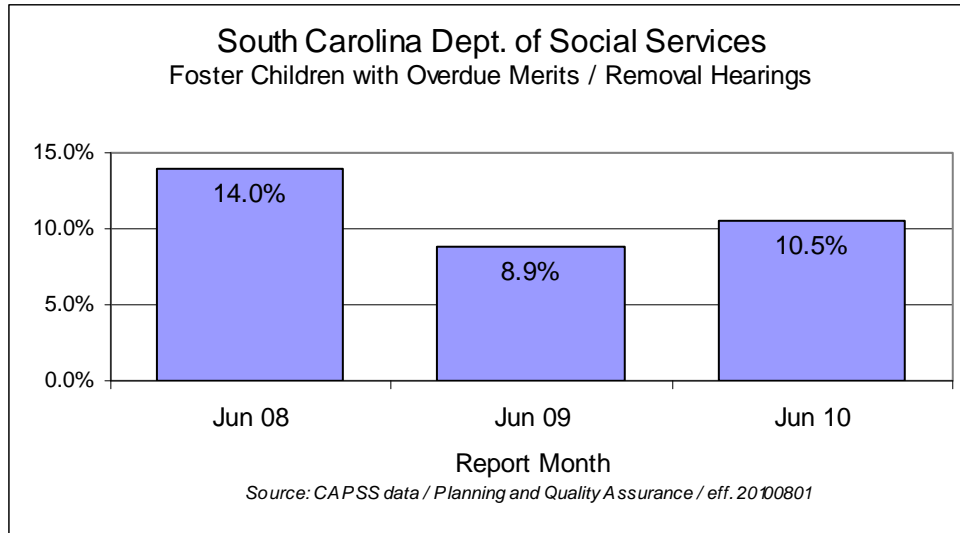
Chart 11 shows a decline in the department's disruption rate this past fiscal year. The national average for adoption disruption is 10-12%. A disruption is defined as an adoptive placement that is not finalized because the child has to be moved.

Category 7
Chart 11

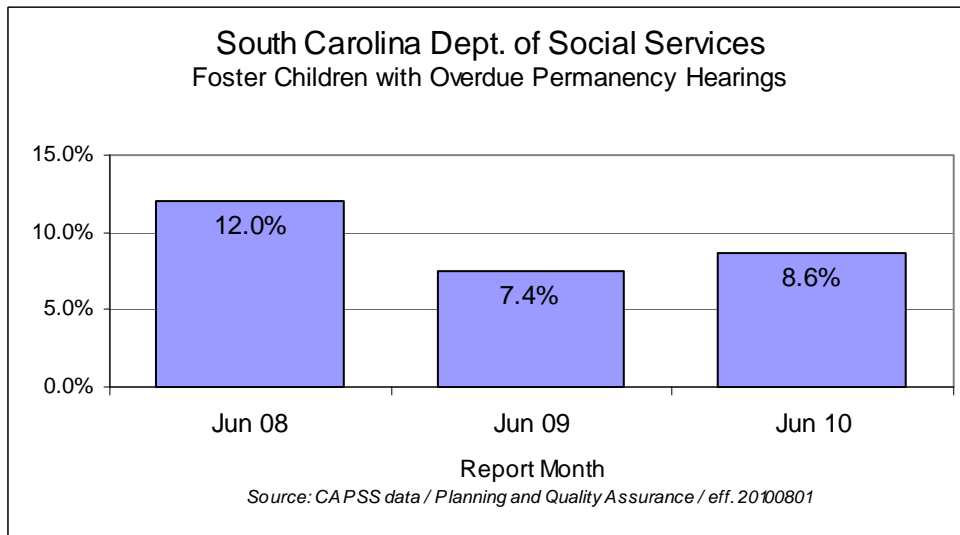


The Department began issuing a report in May 2008 on foster care removal and permanency hearings not completed timely. Hearings that are convened but not completed are not considered timely in the report. Since refocusing the agency on completing timely foster care hearings, DSS has seen a 32% reduction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

Category 7
Chart 12



Category 7
Chart 13



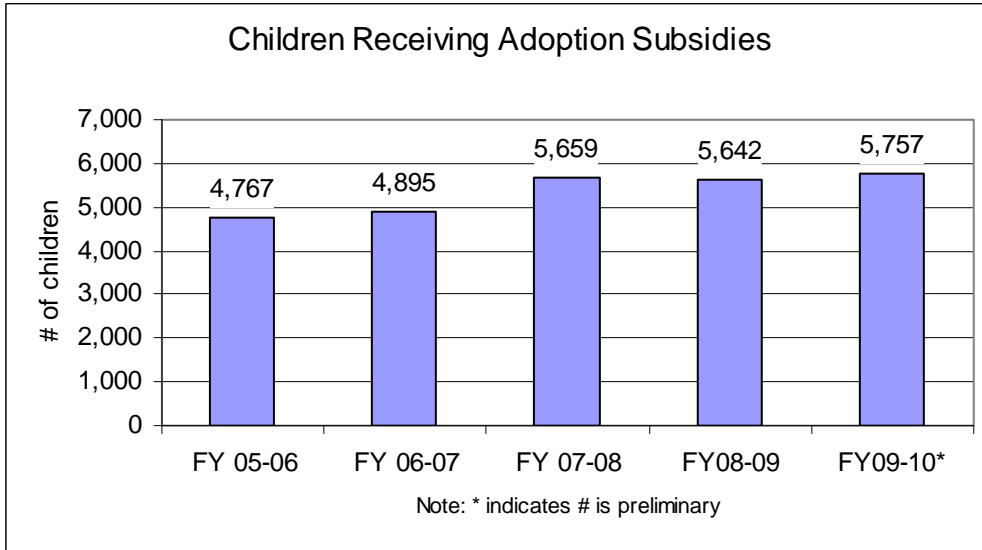
Child Welfare Outcome P2 - The continuity of family relationships and connections are preserved for children.

DSS tracks the proximity of foster care placements monthly. The outcome measure is as follows: Of all foster children (excluding those receiving specialized Intensive Foster Care and Clinical Services and Adoption Services) what percentage are placed within their home county? DSS continues to place high percentages of foster children within their home county with a statewide objective of 70%.

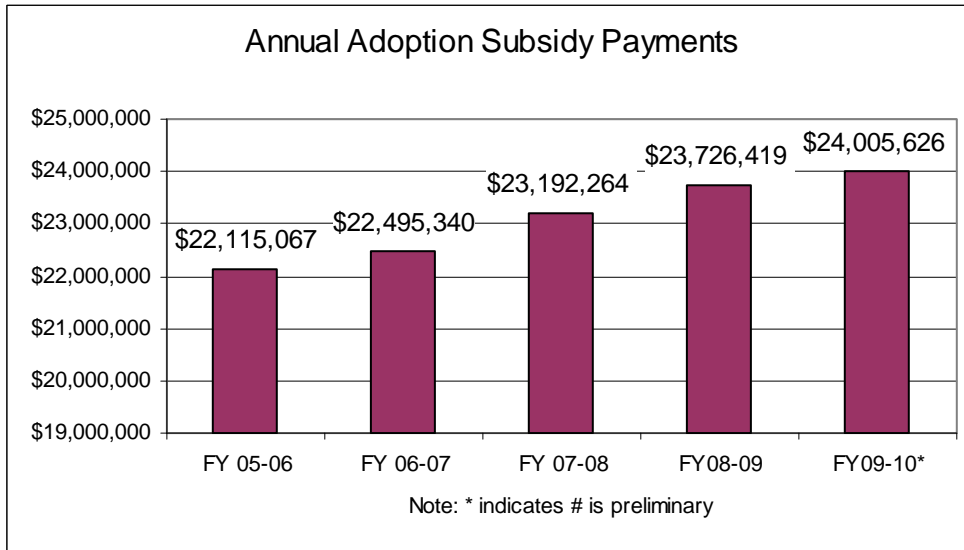
Child Welfare Outcome WB1 - Families have enhanced capacity to provide for their children’s needs.

At the end of FY 09-10, DSS was paying adoption subsidies to 5,757 children. The total adoption subsidies paid for the year was slightly over \$24 million. See Charts 14 and 15.

Category 7
Chart 14



Category 7
Chart 15



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

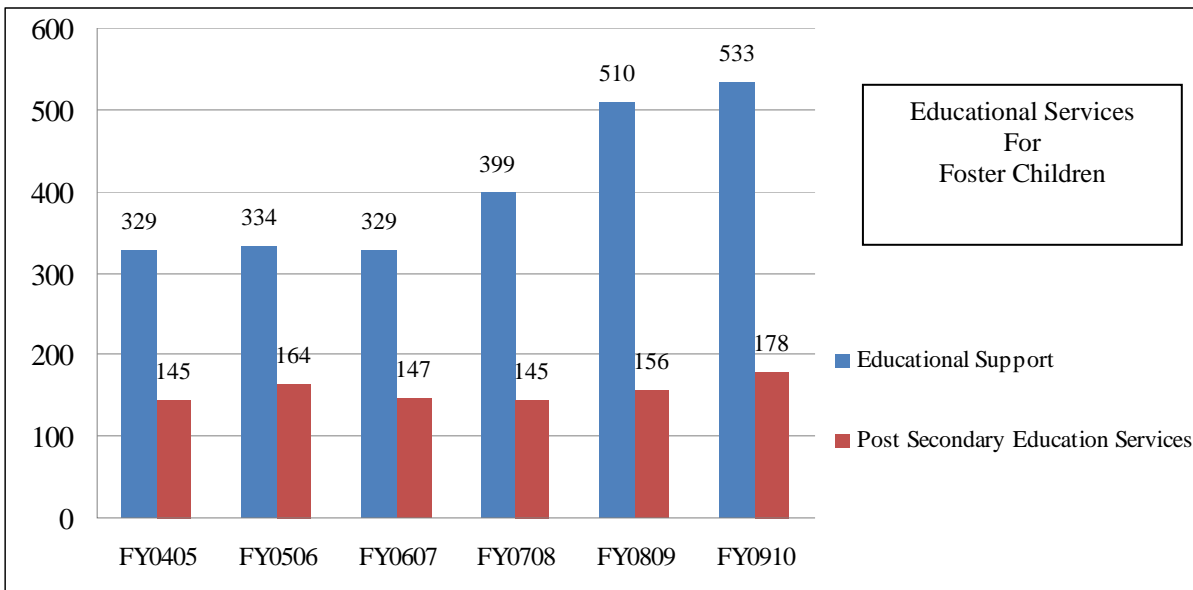
In FY 09-10, 156 youth received Education and Training Voucher (ETV) Assistance for post-secondary education programs and 22 youth received Chafee Assistance for vocational training to total 178 youth receiving post secondary and vocational training assistance. ETV assistance includes college tuition, deposits, room and board, books, computers, lab and equipment fees, and parking fees. Chafee assistance includes support for vocational training programs not covered by ETV such as barbering or other certificate programs. The Chafee Program also provided 333 employment supportive services, in addition to services provided by program partners.

Five hundred and thirty-three youth (533) received 981 education services in the following categories: (1) educational supports, such as tutorial services, summer school and adult education (2) senior items, such as graduation invitations and packets, SAT/ACT fees and college application fees (3) special recognition, such as attendance at youth conferences, ROTC and/or school related sports uniforms and equipment, honor/award travel expenses, governor’s school tuition, and/or conference presentations and (4) transportation assistance to school to complete GED or to college or vocational school. Program partners provided additional educational services.

Of the 116 foster youth graduates, 112 youth met requirements for a High School Diploma, Certificate of Completion, or GED, and 4 completed requirements for an Associate’s Degree, Vocational Certificate, or Bachelor’s Degree.

Notes:

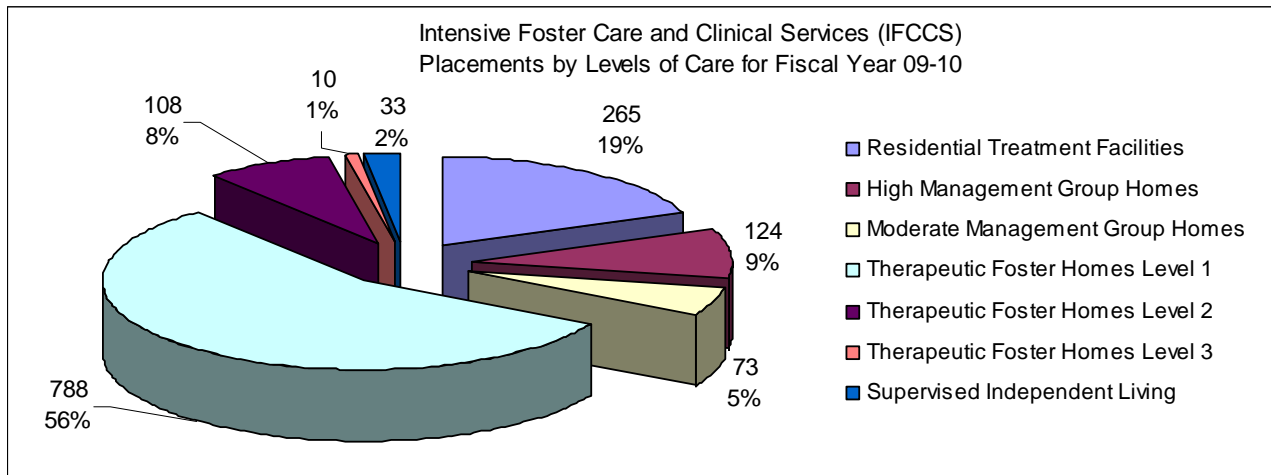
- Data used to tabulate the total number of graduates is from invoices for graduates as received from county and regional offices. The total for FY 09-10 is lower than expected and may be attributed to invoices not received for all graduates at the time when this report was written.
- The S. C. Commission on Higher Education is currently working with the agency to track the number of foster youth receiving the State’s Need Based Grant, in addition to the Independent Living Program’s Education and Training Voucher.



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

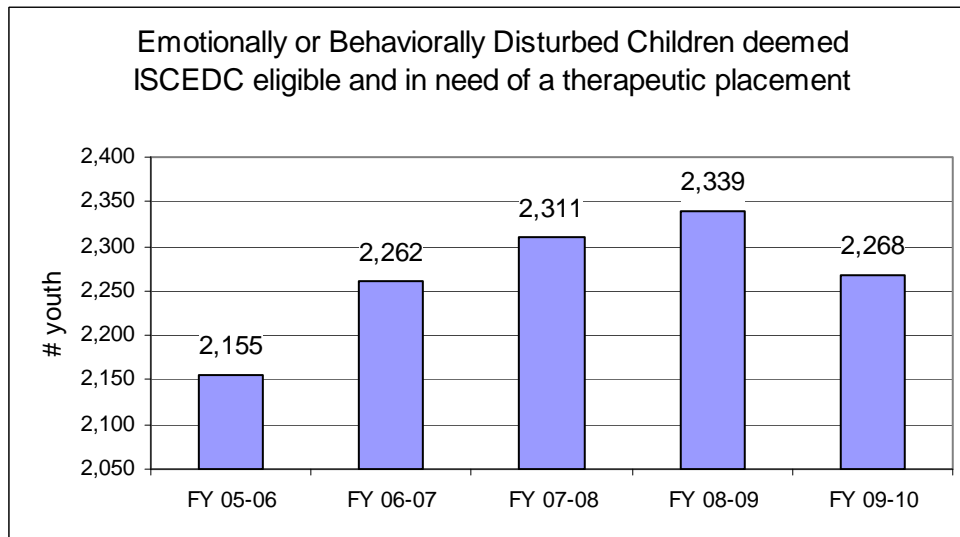
Intensive Foster Care and Clinical Services (IFCCS) provides intensive case management, as well as financial management or contract support for children in DSS custody (Foster Care) who require therapeutic placement. This service is for children who have emotional problems so severe they cannot function effectively at home or adjust in regular foster care. Chart 17 shows the numbers and types of therapeutic placements for children receiving these services during FY 09-10.

Category 7
Chart 17



In FY 09-10, 2,268 foster children were identified by local interagency staffing teams as emotionally or behaviorally disturbed and in need of a therapeutic placement (i.e. ISCEDC eligible).

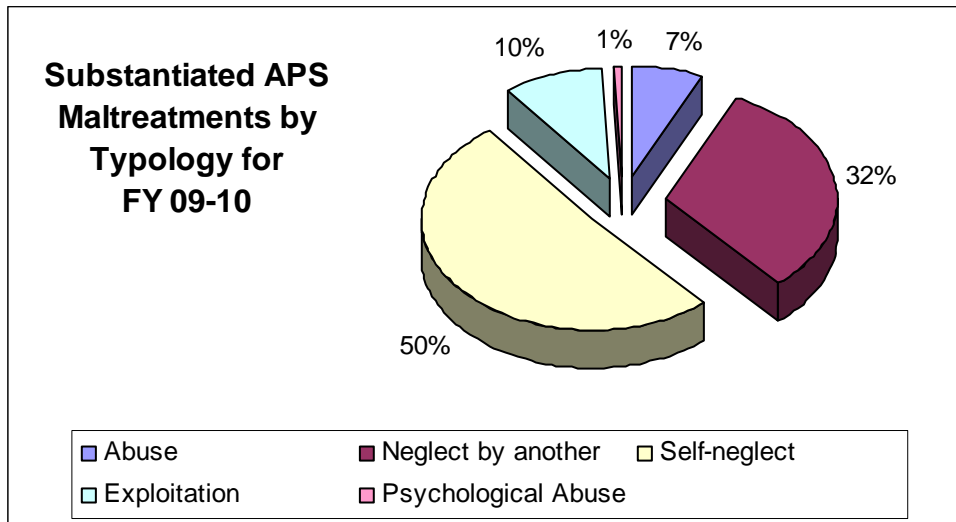
Category 7
Chart 18



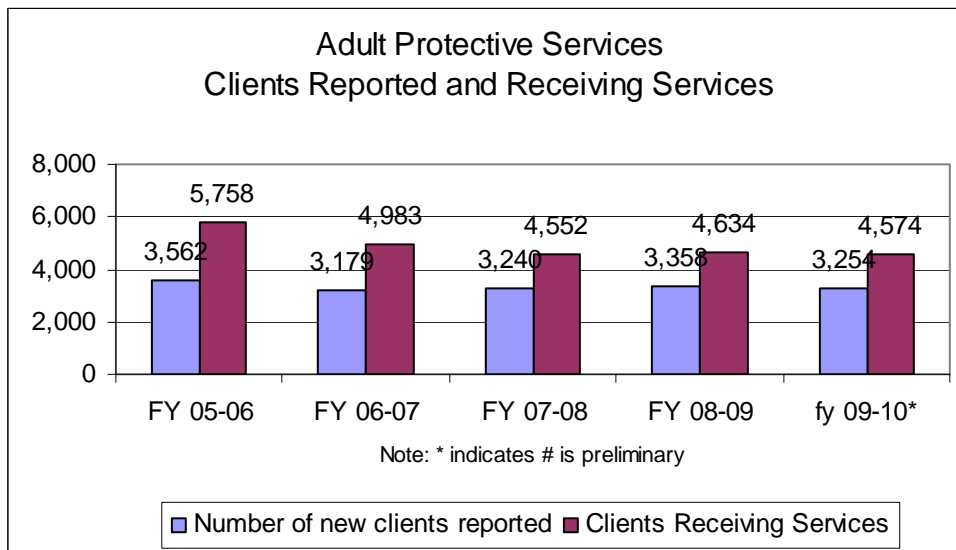
Adult Protection Outcome APS1 - Reduce recurrence of abuse/neglect, self-neglect, and exploitation of vulnerable adults (person 18 or older who is either subjected to or at risk of abuse, neglect or exploitation).

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

Category 7
Chart 19



Category 7
Chart 20



Domestic Violence

Category 7
Table 2

	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY08-09 Explanation	FY 08-09	FY 09-10
Number emergency shelters funded	13	13	13	13	No. of emergency shelters*	18	18
Number batterer intervention centers funded	7	7	13	13	No. of approved Batterer intervention Programs	37	39
Number individuals receiving emergency shelter	3,674	3,270	7,507	3,045	No. of individuals receiving emergency shelter**	6,481	2,969
Number women/children receiving counseling services	9,663	12,419	9,783	3,164	No. of women/men/children receiving counseling services***	9,702	17,438
Number batterers receiving counseling services	5,170	7,731	4,469	8,888	No of Batterers receiving counseling services****	3,900	3,295

*13 Programs with a total of **18 Emergency Shelters**

** Reflects the number of unduplicated clients served by providers during the FY 09-10. (Unduplicated=individuals) The number of duplicated (individuals who sought shelter more than one time during the year) women, children, and men receiving emergency shelter is 4,475.

The FY08-09 data combined two different reporting forms because of a change in reporting requirements. Last year's data is larger because duplicated and unduplicated numbers were previously not separated.

*** Includes Residential and Non-Residential Counseling provided services. Combines individual and group counseling sessions. Additionally, this number includes men receiving counseling services. (Federal Requirements do not separate it out.) The number for FY 09-10 is considered a more accurate reflection of services provided as outlined by Federal Requirements.

**** According to program numbers submitted to the agency, 3295 batterers received counseling and/or treatment services during the FY 09-10. The number was calculated from data submitted by providers per Federal Grant requirements.

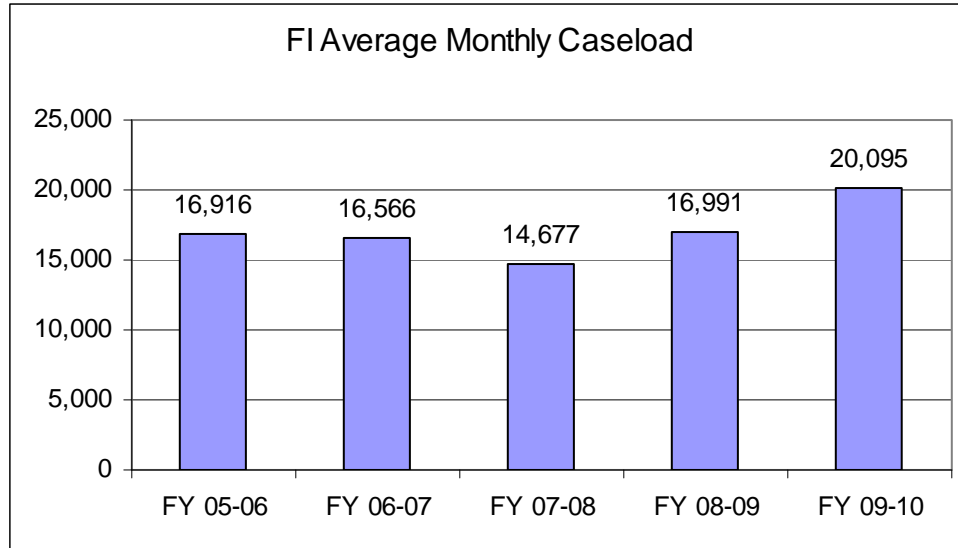
1) Data collection forms were changed in FY 08-09. Data received from providers received during that period may not be accurate.

2) The new Federal guidelines ensures better accuracy in data collection and reporting from providers.

3) This data reflects the number of unduplicated clients served by providers during the FY 09-10

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

Category 7
Chart 21

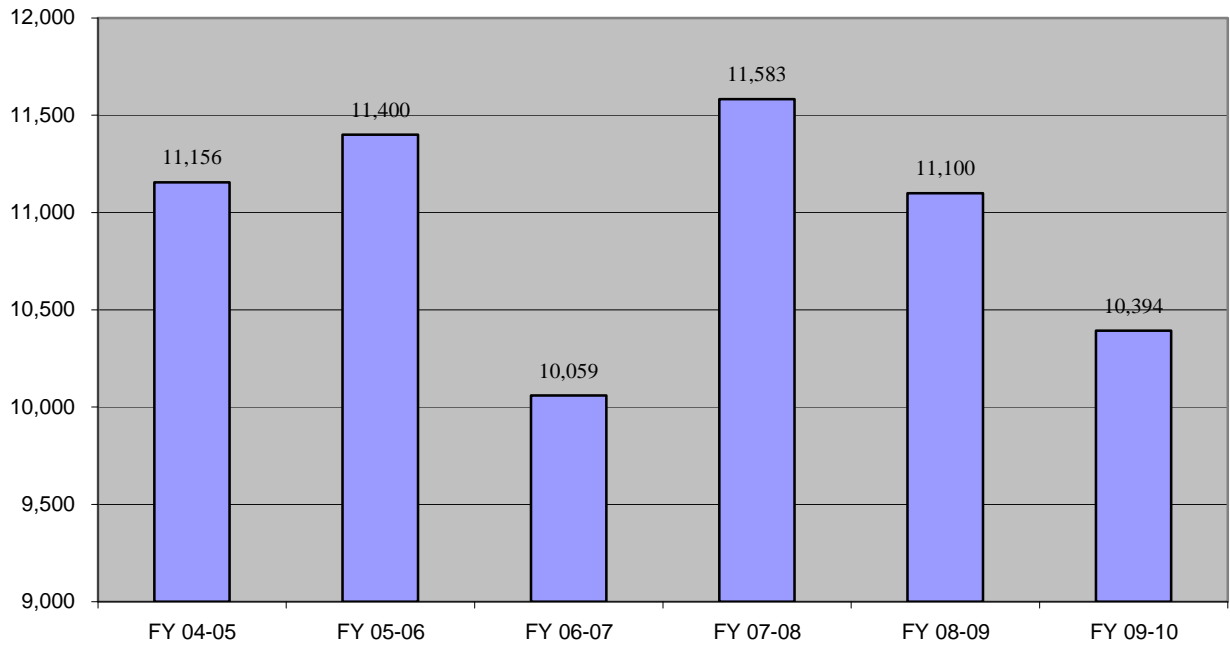


Family Assistance Outcome FA2 - Families receiving FI services achieve a level of competence that is commensurate with their abilities while improving family functioning and self-reliance.

One of the primary objectives of the Family Assistance Program (TANF) is to assist families to become independent of State financial assistance when the families have members capable of employment. Last fiscal year, through education and employment training programs, DSS assisted employable recipients in finding more than 10,000 jobs. The average wage for those employed through DSS programs was approximately \$8.11 an hour, almost \$1.00 above the minimum wage. The higher hourly wages may be partially explained by the encouragement from TANF Program to the Job Developers to assist in finding jobs above minimum wage. Other explanations include training by program, some placement activity with employers and program's assistance with transportation and child care.

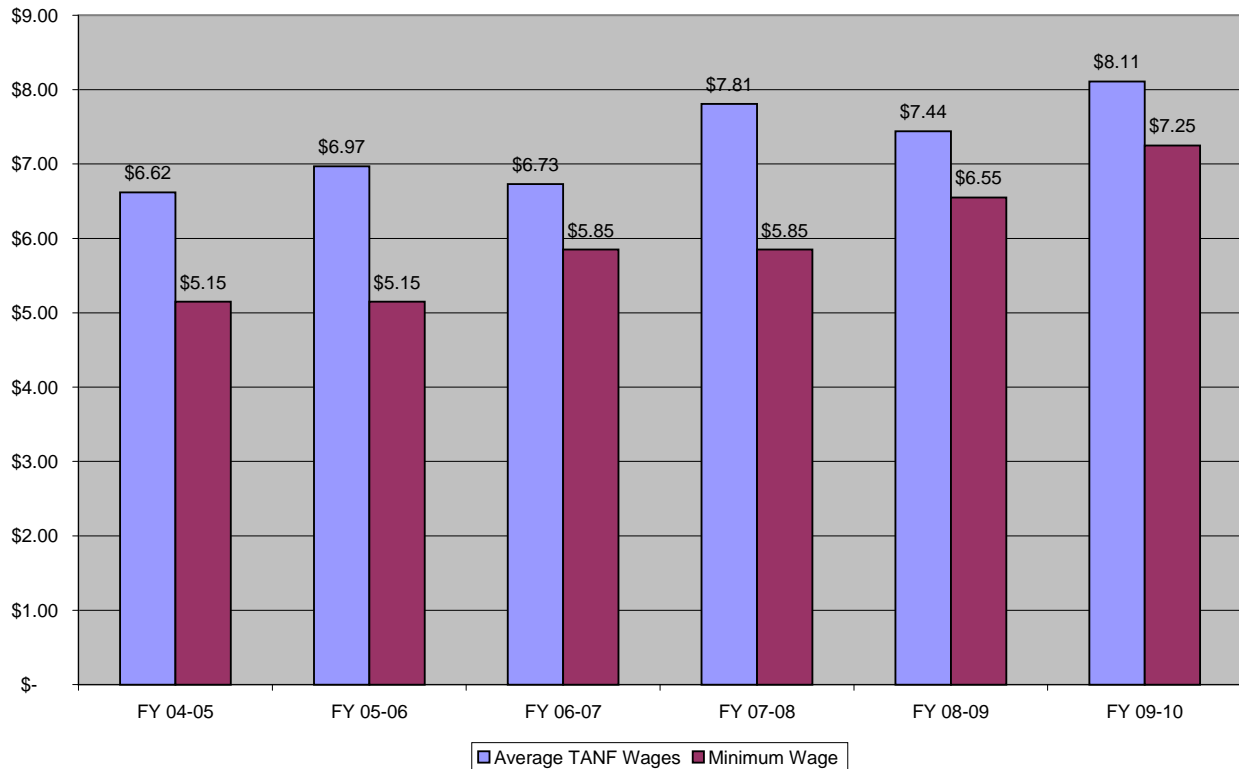
Category 7
Chart 22

Jobs Obtained by FI Employable Recipients



Source: Information obtained from PATS 402 Reports /July 2009-June 2010.

Average TANF Wages Per Hour



Source: Information obtained from PATS 402 Reports /July 2009-June 2010.

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

DSS periodically requests from the SC Budget and Control Board's Office of Research and Statistics (ORS) to track cohorts of children from the earliest automated benefit files (FY 1993-94), to see if these children have become adult recipients.

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

- Forty-two thousand eight hundred and seventy six (42,876) children (averaging 20,477 children/month) in eligible low-income families received ABC Child Care vouchers so that their parents could work or attend school/training in FFY 10. Child care providers that voluntarily met higher performance standards as established by the ABC Child Care Program served 70% of these children. In FFY 09, 96% of child care funds were allocated for child care services (including vouchers and service improvements) and 4% for

administration. Nearly all child care voucher payments to providers are processed within 8-10 working days and most are processed in less time.

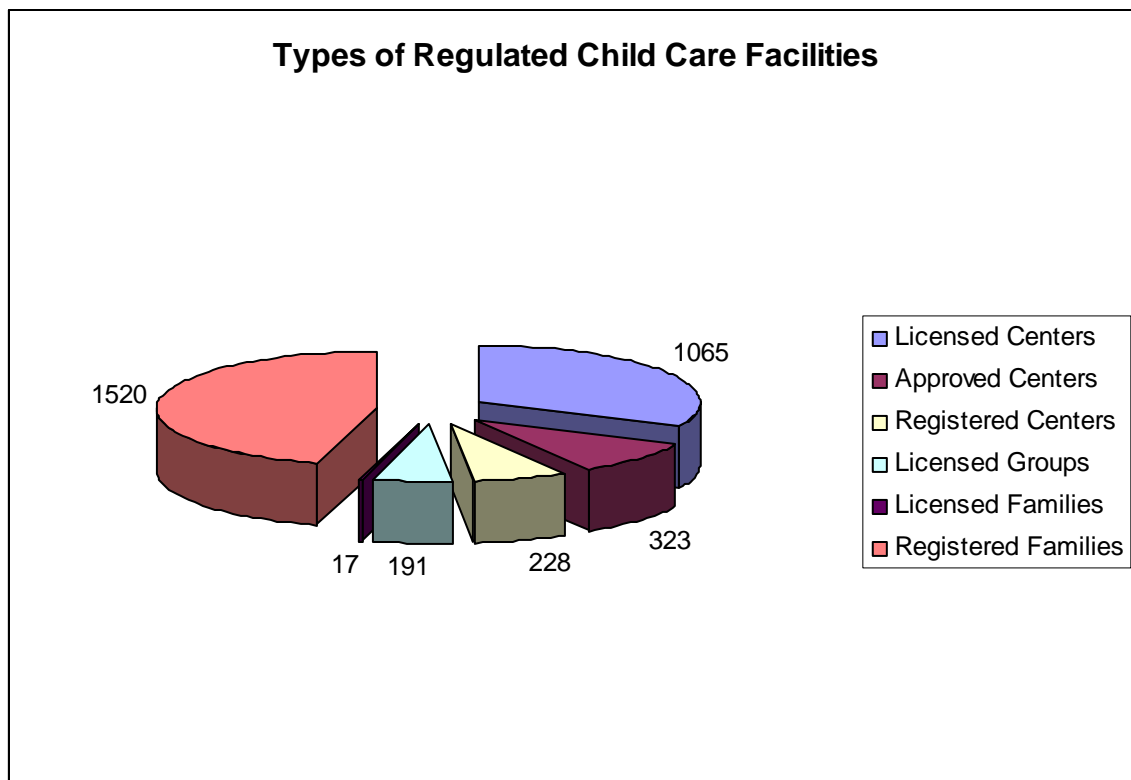
- During the second year of the ABC bonus program (October 1, 2008 – September 30, 2009) 46 more ABC centers attained Level BB status and of the 229 total centers at Level BB, 29% reached the highest bonus award for that level. Overall, Level AA centers represented 10% (74), Level BB centers represented 31% (229), and Level B centers represented 59% (433) of total centers (736) at the B Level and higher.
- Efforts to improve quality improvement have included focused provider materials grants, computer/software grants, and conference support/scholarships beginning in January 2010 with ARRA funding.
- Investments in child care professional development have included funding statewide registry of professional development courses for 40,000+ caregivers per year; and 7,000 registered/certified trainers resulting in 274 participants in Program for Infant-Toddler Caregivers (PITC) train-the-trainer, 25 MED graduates in early education, and 340+ participants in PITC distance education.
- ARRA investments results included 2,981 children retaining child care subsidies, 1,200 providers receiving professional development scholarships, educational materials, and technological improvements.
- 3,458 regulated child care programs impacted 94,000+ children. 130,000 children, birth through age 12 and to age 19 if the child has special needs, were impacted through regulations and standards statewide.

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

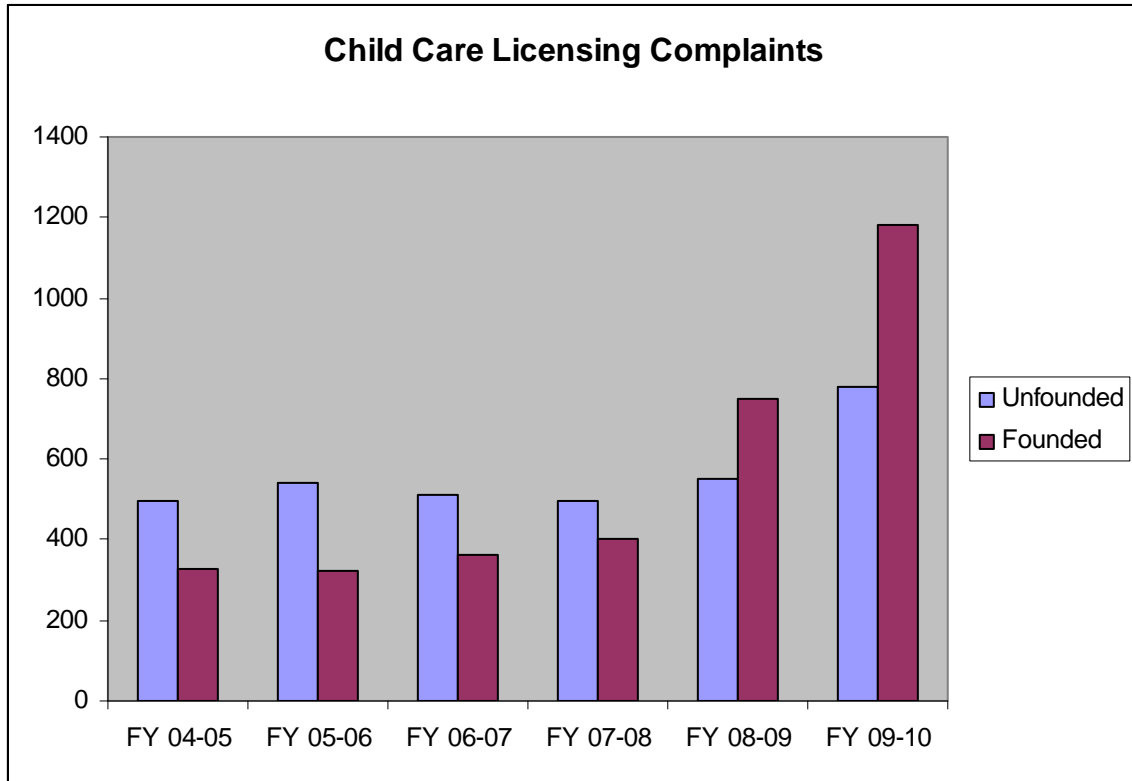
- As of 8/3/10, there were 3344 regulated child care facilities meeting basic health and safety requirements. Orientation and additional trainings were presented to child care providers to assist with improving their level of regulatory compliance.
- Training sessions were conducted statewide on regulatory compliance and emergency preparedness with special emphasis on the H1N1 Flu. An Emergency Response Plan was developed that is integrated with the overall SCDSS Plan and the SCDSS Foster Care Plan. The Child Care Licensing database is being updated.
- SCDSS Child Care Licensing assists child care providers with fire and life safety education and inspections to ensure that facilities comply with codes and standards. Providers across the State are required to satisfactorily pass a fire inspection to receive their initial license or registration. A fire inspection is subsequently required every two years as part of the renewal process. A Fire and Life Safety page for child care providers has been added to the SCDSS Child Care Services website. The features on this new webpage include checklists for

- To improve efficiency all Family Child Care Home Registrations are now being processed in the Central Office instead of the Regional Offices. Child Care Licensing has worked with the SCDSS Office of Investigations to make the scanned fingerprinting process more accessible to providers resulting in the addition of 8 monthly and bi-monthly sites to the 5 permanent sites. Child Care Licensing continues to provide quarterly newsletters for providers.
- National Association of Child Care Resource & Referral Agencies ranked SC Child Care Licensing 5th nationally in enforcement of regulations.

Category 7
Chart 24



Category 7
Chart 25



Category 7
Table 3

Type of Check	Division of Investigation Background Checks Conducted					
	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10
Foster Care Providers & Adoption Applicants: SLED Background Checks	21,261	23,425	23,761	23,141	23,627	24,480
Foster Care Providers & Adoption Applicants: SLED Fingerprint Checks	829	4,112	4,280	5,307	5,498	4,955
Foster Care Providers & Adoption Applicants: FBI Fingerprint / Background Checks	3,458	3,977	3,892	5,320	5,414	4,789
Child Care Workers: SLED Fingerprint / Background Checks	6,246	8,143	8,848	11,314	10,116	8,646
Child Care Workers: FBI Fingerprint / Background Checks	7,468	7,950	8,723	11,002	10,008	8,561

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

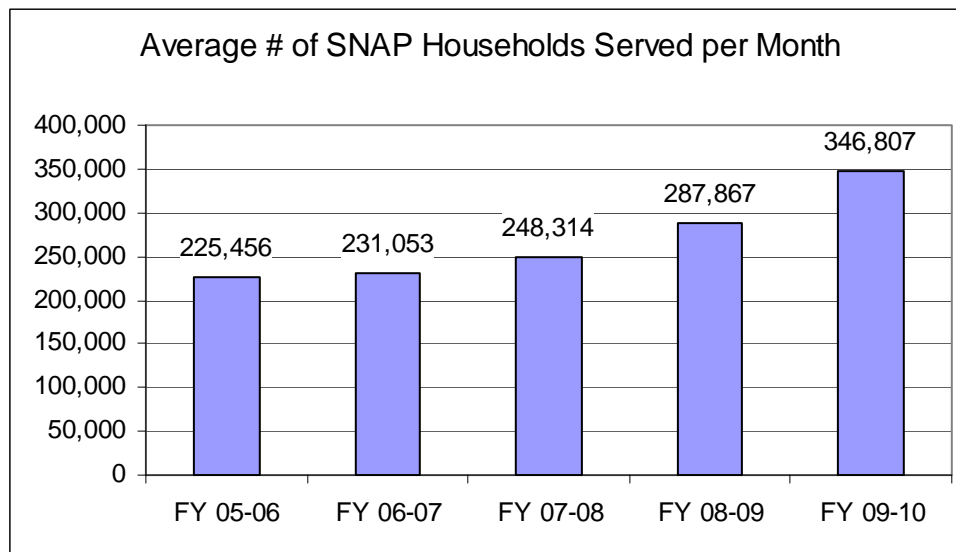
Family Nutrition Outcome FN1 - Maximize eligible households' access to the Food and Nutrition Programs

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

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

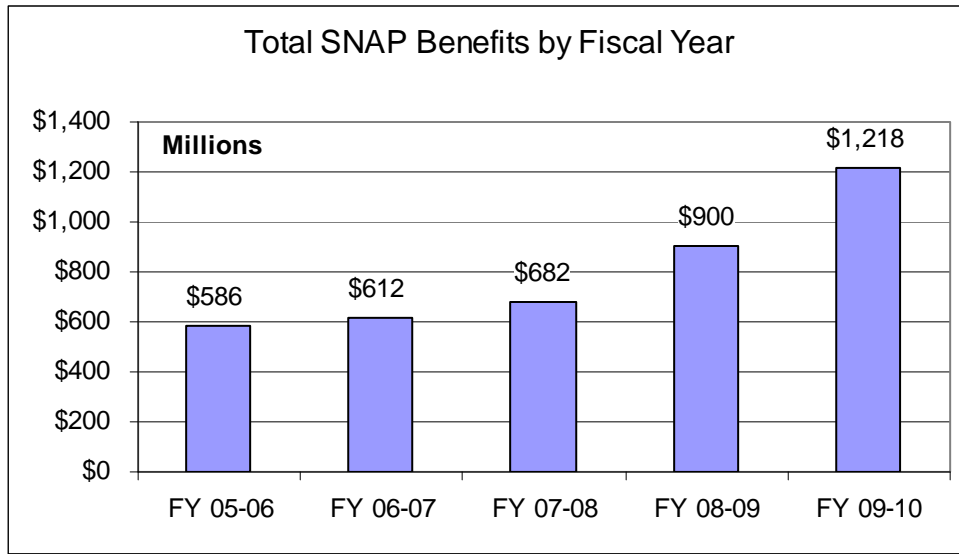
As of Oct. 1, 2008, Supplemental Nutrition Assistance Program (SNAP) became the new name for the Federal Food Stamp Program. The following two charts, charts 26 and 27, indicate there has been a significant increase in families receiving SNAP in South Carolina last year. South Carolina averaged almost 347,000 households receiving SNAP benefits during the last fiscal year.

Category 7
Chart 26

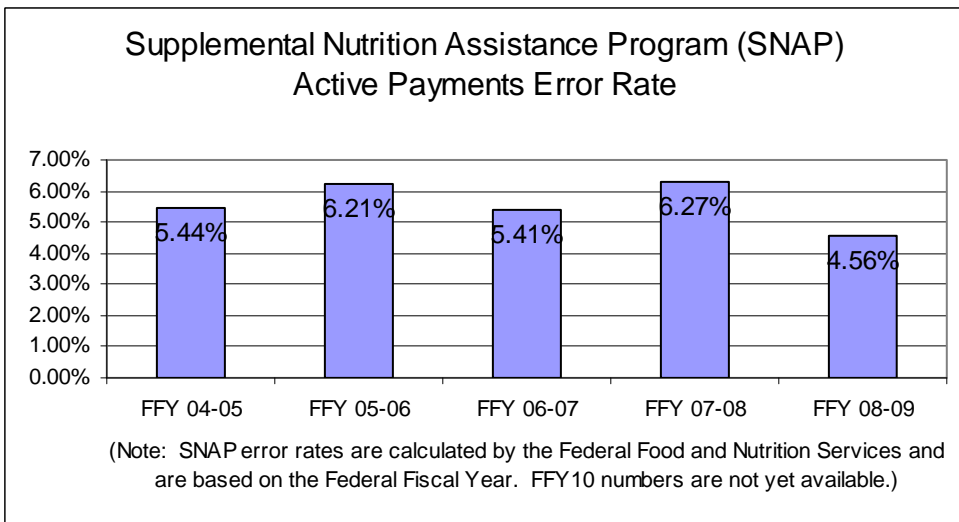


Over \$1 billion in SNAP benefits were issued in FY 09-10. That is a 35% increase in total benefits from FY 08-09.

Category 7
Chart 27



Category 7
Chart 28



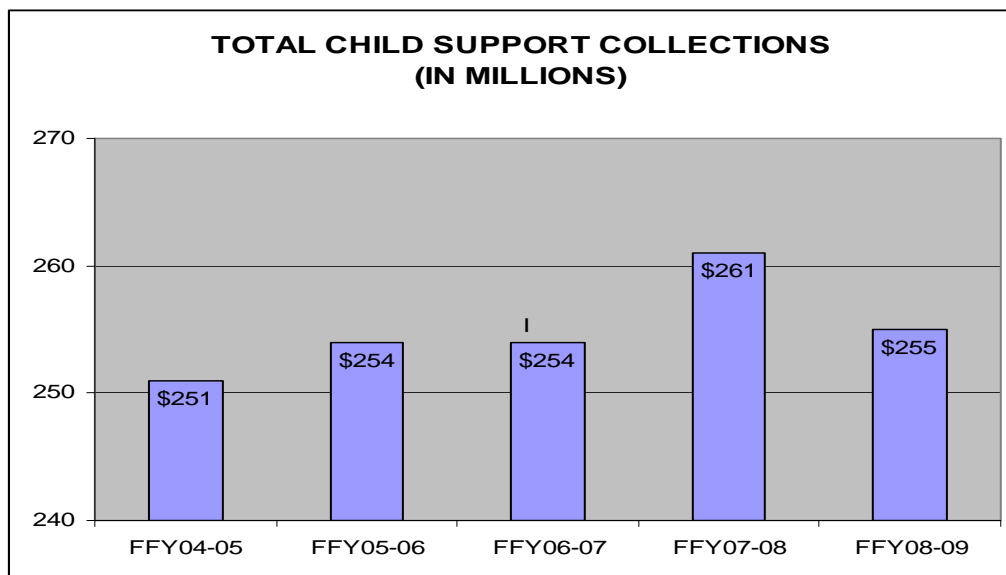
Child Support Enforcement Outcome CSE1 - Children who are born out of wedlock have paternity established.

This past fiscal year, Child Support Enforcement Division (CSED) established paternity or had absent parents acknowledge paternity in 89.23% of the department's child support cases.

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

Division of Child Support exceeded Federal standards by collecting over 51% of support owed; the Federal standard is at least 40%. In addition, over 55% of cases with arrearages received payments; the Federal standard is at least 40%. *(Please note that the CSE Program operates on the Federal Fiscal year, and FY 2008-09 data is not yet available.)(See Table 4)*

Category 7
Chart 29



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

This performance criterion was added in Federal fiscal 2005-06 for informational purposes only. With the passage this year of the Federal health care reform bill, we expect this criterion to change and are awaiting instructions from the Federal Office of Child Support Enforcement.

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

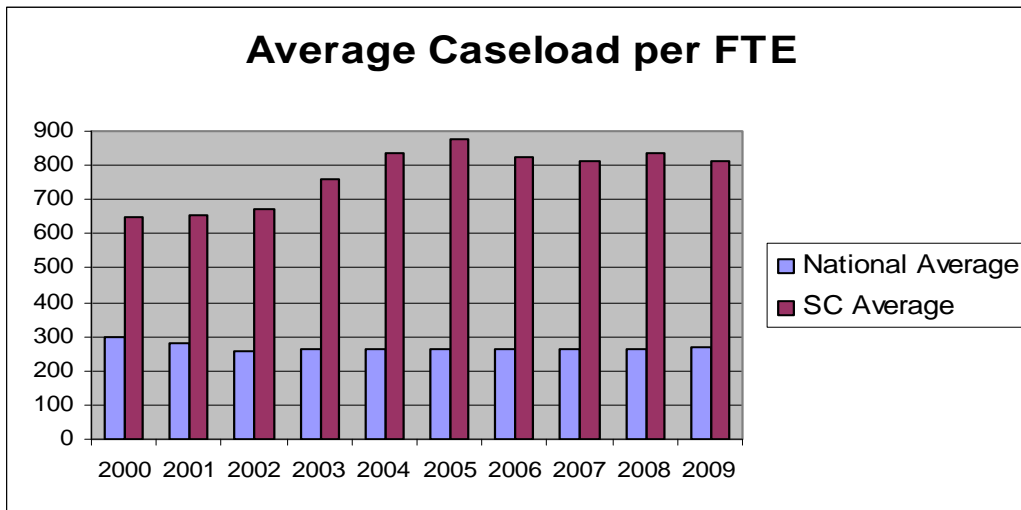
The South Carolina OCSE collected \$4.83 in child support last fiscal year for every \$1 of expenditures. Although cost effectiveness has decreased due to increased development costs for the new child support enforcement computer system, CSED is still well above the Federal minimum requirement of \$2.00. Table 4 shows performance objectives of the OCSE during the past five Federal fiscal years.

Category 7
Table 4

Performance Criteria	Objective	FFY 2005	FFY 2006	FFY 2007	FFY 2008	FFY 2009
Support Orders Issued	At least 50%	71.2%	75.6%	63.3%	61.8%	67.16
Paternity Established or acknowledged	At least 50%	84.7%	84.2%	88.9%	89.3%	89.23
Current Support Paid	At least 40%	47.4%	49.3%	51.4%	51.2%	51.25
Arrears Cases Paid	At least 40%	53.8%	53.0%	55.7%	55.1%	53.33
Cost Effectiveness (Collections/Expenditures)	At least \$2.00	\$7.10	\$7.43	\$6.87	\$5.59	\$4.83

Caseloads in the CSED remain the highest in the nation with 812 cases per FTE. The national average is 270 cases per FTE, according to the FFY 2009 Preliminary Report issued by the Federal Office of Child Support. The chart below tracks average national and South Carolina caseloads per FTE since 2000. Despite this, also according to the Preliminary Report, collections in FFY 2009 per FTE in South Carolina were \$885,746 compared to the national average of \$459,167.

Category 7
Chart 30



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

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

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

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

Tracking complaints: DSS Constituent Services track complaints by program area, county, and employee ensuring that complaints are addressed and resolved. County directors, program managers, and State office management use this information to help determine where improvements are needed. It also assists DSS in determining whether a contact is really a complaint; if the service action taken on a case is correct but the customer disagrees with the policy; or if an issue is a personnel matter. This system can be used to track letters, calls and face-to-face visits.

7.3 What are your performance levels and trends for the key measures on financial performance, including measures of cost containment, as appropriate?

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

Budget Development

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

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

Budget Monitoring

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

Post Audit Review

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

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

7.4 What are your performance levels and trends for your key measures of workforce engagement, workforce satisfaction, the development of your workforce, including leaders, workforce retention, workforce climate including workplace health, safety, and security?

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

7.5 What are your performance levels and trends for the key measures of organizational effectiveness/operational efficiency, and work system performance (these could include measures related to the following: product, service, and work system innovation rates and improvement results; improvements to cycle time; supplier and partner performance; and results related to emergency drills or exercises)?

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

7.6 What are your performance levels and trends for the key measures of regulatory/legal

compliance and community support? Note: For a governmental agency, this question would apply to compliance with laws and regulations other than the agency's central legal mandate. Results of the agency's legal mandate or mission should be addressed in question 7.1.

The Internal Audit Division (IAD) conducts examinations of the Department's fiscal operations, program management and program support activities and reports findings and recommendations to management and the State Director. Audits include 1) financial and compliance; 2) economy and efficiency; 3) program results; and, 4) performance. Other duties include providing technical assistance to the county offices in accounting for their local and client funds, reviewing independent audit reports submitted by providers of service in accordance with the Office of Management and Budget Circular A-133 (Audits of States, Local Governments and Nonprofit Organizations) and preparation of year-end financial statements for the county offices.

In FY 09-10, the IAD staff performed 121 audits of the Department and providers of service. Additionally, IAD prepared the County Financial Statements that included in excess of \$43 million in receipts and expenditures for submission to the Comptroller General to be included in the Statewide Financial Statements. Fifty-five (55) independent audit reports were reviewed in accordance with OMB Circular A-133. The Division provided technical assistance to the forty-six county offices in the operation and maintenance of their local accounting systems. IAD also began an evaluation of central office based accounting software to replace the 20+ year old software currently used in the county offices.

The Internal Audit Division continues to place an enhanced emphasis on fraud prevention and detection both within the Department and with providers of service to the Department. In FY 09-10, an Electronic Fraud Complaint Form was placed on the Department's website to assist staff and others outside the Department on the reporting of suspected fraud. This Electronic Fraud Complaint Form is in addition to the Department's Fraud Hotline. Other tasks accomplished include developing guidelines for preparing an Agency-wide Risk Assessment Plan; developing a self-assessment financial internal control questionnaire to be completed by the county offices and reviewed by IAD; and, conducting unannounced Internal Control Reviews of the Agency's financial system.

Appendix A

DSS County Operation Locations

Abbeville DSS *(Main Office)*
904 West Greenwood Street
Abbeville, S.C. 29620
Telephone: 864-366-5481

Allendale DSS *(Main Office)*
521 Barnwell Hwy.
Allendale, SC 29810
Telephone: 803-584-7048, ext. 239

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

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

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

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

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

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

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

Aiken DSS *(Main Office)*
1410 Park Avenue, SE
Aiken, S.C. 29802-1268
Telephone: 803-649-1111

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

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

Berkeley DSS *(Main Office)*
2 Belt Drive
Moncks Corner, SC 29461-2895
Telephone: 843-761-8044

Berkeley County DSS
Food Stamps & Family Independence
105 Gullede St.
Moncks Corner, SC 29461

Charleston DSS *(Main Office)*
3366 Rivers Avenue
North Charleston, SC 29405-5714
Telephone: 843-953-9400

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

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

Darlington DSS *(Main Office)*
130 E. Camden Avenue
Hartsville, SC 29550
Telephone: 843-332-2231

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

St George Branch Office

201 Johnston Street
St. George, SC 29477
843-563-9524

Edgefield DSS (Main Office)

120 W.A. Reel Drive
Edgefield, SC 29824
Telephone: 803-637-4040

Florence DSS (Main Office)

2685 S. Irby Street, Box A
Florence, SC 29505
Telephone: 843-669-3354

Greenville DSS (Main Office)

301 University Ridge
Greenville, SC 29603
Telephone: 864-467-7700

Hampton DSS (Main Office)

102 Ginn Altman Avenue, Suite A
Hampton, SC 29924
Telephone: 803-943-3641

Jasper DSS (Main Office)

204 N. Jacob Smart Boulevard
Ridgeland, SC 29936
Telephone: 843-726-7747

Lancaster DSS (Main Office)

1837 Pageland Highway
Lancaster, SC 29721
Telephone: 803-286-6914

Lee DSS (Main Office)

820 Brown Street
Bishopville, SC 29010
Telephone: 803-484-5376

McCormick DSS (Main Office)

215 N. Mine Street, Hwy 28 N.
McCormick, SC 29835
Telephone: 864-465-2140

Marlboro DSS (Main Office)

714 S. Parsonage Street
Bennettsville, SC 29512
Telephone: 843-479-7181

Oconee DSS (Main Office)

223A Kenneth Street
Walhalla, SC 29691
Telephone: 864-638-4400

Fairfield DSS (Main Office)

321 By-Pass & Kicaid Bridge Road
Winnsboro, SC 29180
Telephone: 803-635-5502

Georgetown DSS (Main Office)

330 Dozier Street
Georgetown, SC 29440
Telephone: 843-546-5134

Greenwood DSS (Main Office)

1118 Phoenix Street
Greenwood, SC 29648
Telephone: 864-229-5258

Horry DSS (Main Office)

1951 Industrial Park Road
Conway, SC 29526
Telephone: 843-915-4700

Kershaw DSS (Main Office)

110 E. Dekalb Street
Camden, SC 29020
Telephone: 803-432-7676

Laurens DSS (Main Office)

93 Human Services Road
Laurens, SC 29325
Telephone: 864-833-0100

Lexington DSS (Main Office)

1070 S. Lake Dr., Suite A
Lexington, SC 29073
Telephone: 803-785-7333

Marion DSS (Main Office)

137 Airport Court, Suite A
Mullins, SC 29574
Telephone: 843-423-4623

Newberry DSS (Main Office)

2107 Wilson Road
Newberry, SC 29108
Telephone: 803-321-2155

Orangeburg DSS (Main Office)

2570 St. Matthews Road
Orangeburg, SC 29118
Telephone: 803-531-3101

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

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

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

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

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

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

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

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

York DSS *(Main Office)*
933 Heckle Blvd.
York, SC 29732
Telephone: 803-684-2315

DSS Regional Operation Locations

Region I - Columbia

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

Region II – Charleston

Child Support Enforcement
Charleston Regional Office
3346 Rivers Ave. - Suite E
North Charleston, SC 29405
Phone: (843)953-9700
Fax: (843)953-9155
(Allendale, Beaufort, Berkeley, Charleston, Colleton,
Dorchester, Hampton, Jasper)

Region III – Florence

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

Region IV – Greenville

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

Adoption Services: Region I County DSS

714 N. Pleasantburg Dr.
Greenville, SC 2960
(864) 282-4730 Main

Adoption Services: Region II County DSS

2638 Two Notch Rd. Suite 200
Columbia, SC 29204
(803) 898-8980 Main

Adoption Services: Region III County DSS

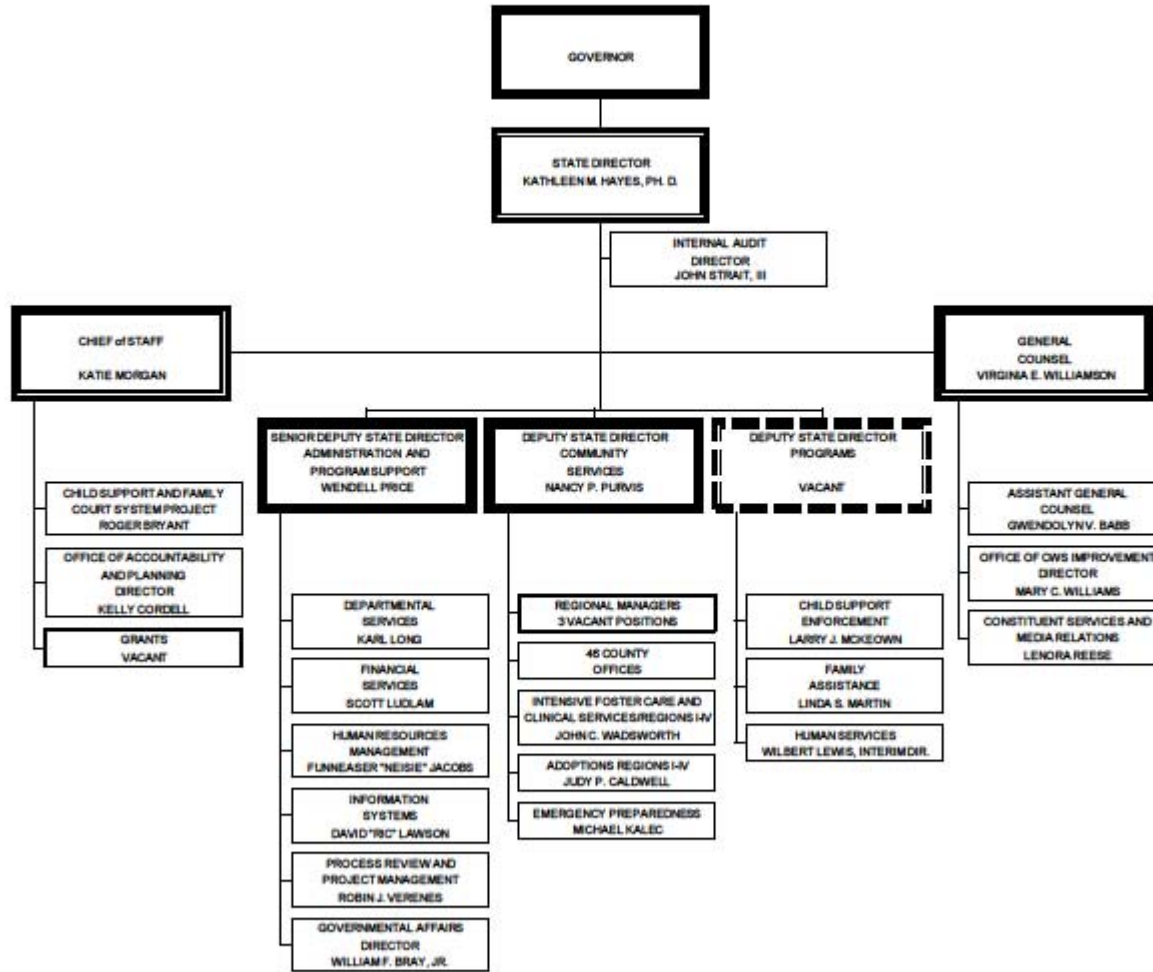
3346 Rivers Ave. Suite F
N. Charleston, SC 29405
(843) 953-9750 Main

Adoption Services: Region IV County DSS

181 East Evans St.
Florence Business and Technology Center-112
Florence, SC 29506
(843) 661-2495 Main

Appendix B

SOUTH CAROLINA DEPARTMENT OF SOCIAL SERVICES



SEPTEMBER 15, 2010