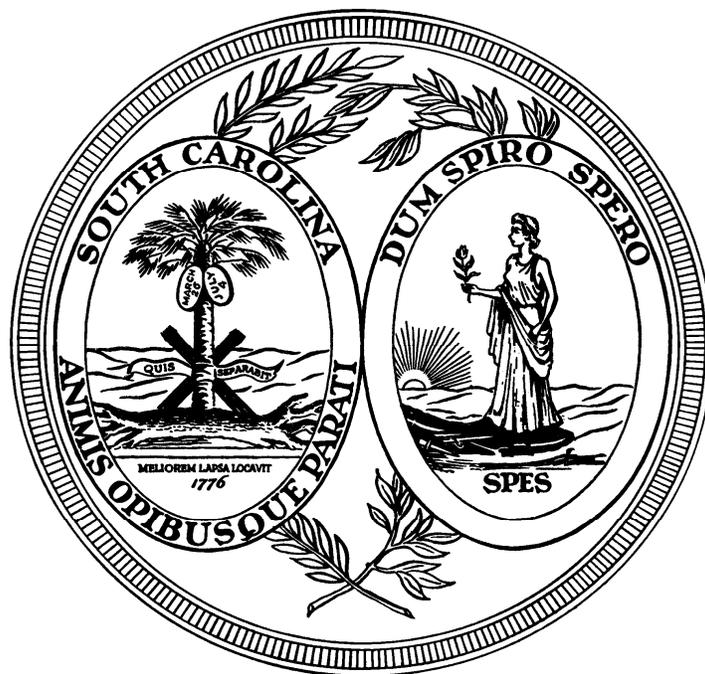


**South Carolina Department of Social Services**

**Annual Accountability Report  
Fiscal Year 2008 – 2009**



**September 2009**

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

## **Accountability Report Transmittal Form**

*Agency Name:* South Carolina Department of Social Services  
*Date of Submission:* September 2009  
*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 Summary.....2

Section II – Organizational Profile .....19

Section III – Baldrige Criteria.....27

    Category 1: Leadership.....27

    Category 2: Strategic Planning .....31

    Category 3: Customer Focus.....35

    Category 4: Measurement, Analysis and Knowledge Management.....38

    Category 5: Human Resource Focus.....40

    Category 6: Process Management.....43

    Category 7: Business Results.....44

Appendix A – Operation Locations .....69

Appendix B – Organization Chart .....71

## **South Carolina Department of Social Services 2008– 2009 Annual Accountability Report**

### **Section I: Executive Summary**

The South Carolina Department of Social Services (SCDSS) serves as a safety net for SC's neediest citizens. This function becomes most critical during times of economic downturn. FY 2008-09 was a year of extreme economic hardship for both the agency and the clients it serves. The agency suffered reductions to its base budget and absorbed unfunded mandates and costs for a total cut of \$35,260,461. During the same time period SNAP (food stamp) and TANF caseloads climbed to their highest levels in more than a decade. In fiscal year 2008-2009 the agency served more than 875,000 citizens.

While the state's unemployment rate continues at an unprecedented high of 12%, it is likely that caseloads will also continue to grow. From July 2007 to July 2009 we have seen a 32% increase in Food Stamp (SNAP) recipients and a 46% increase in TANF recipients.

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

- The agency achieved more than 500 finalized adoptions. This is the second time in two fiscal years that this record rate of adoptions has been achieved. The number of children placed in permanent adoptive homes in less than 24 months also continues to grow. About 100 children were adopted in less than 24 months.
- The Child Protective Services division continues to work to ensure the safety of SC's children. Over 23,000 children were served in in-home treatment cases and more than 9,300 were served in foster homes during state fiscal year 2008-09. Furthermore, DSS recruited 511 new foster/adoptive homes with a net gain of 74.
- The Child Support Enforcement Division established a call center to improve customer service. Currently seven workers take calls and resolve issues where previously this was handled by one worker. As a result, DSS is able to serve callers faster and more efficiently with complaints significantly reduced.
- Despite the high unemployment rates, SC's Temporary Assistance for Needy Families Program (TANF) obtained more than 8,180 jobs for welfare clients. These jobs paid approximately \$7.44 an hour, enabling these families to leave the welfare rolls and become self-sufficient.
- During the past year DSS began the implementation of a systematic modernization project. The first phase of the effort, known as the 2010 Initiative, has been completed. In this first phase, all SNAP (food stamp) and TANF case files were imaged, creating a paperless case file for these programs and as a result will save physical space. The imaged case file, eventually visible from any DSS computer in the state, allows for the establishment of a centralized call center to answer client inquiries and take action on most reported changes. The call center helps to free caseworker staff time to deal with the complex cases and the rapidly increasing caseloads. The third phase of the modernization project is currently being piloted. This phase allows counties in the state to operate under a "universal caseload" and will allow work to be equalized throughout the state.

### **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)	<p>The Adult Protective Services program protects the health and welfare of elderly and disabled adults. Services are provided to meet the adults' basic needs and to ensure their safety.</p> <p>Domestic Violence provides support to victims of family violence, their children and abusers through a network of community based nonprofit service providers. Through these providers, programs are designed to provide support for crisis intervention and prevention services.</p>
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, and/or quality and safety of child care. It includes the federal Child Care Development Fund, federal Social Services Block Grant 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 is implementing a new "Legal Case Management System" (LCMS) through federal funding from a Court Improvement Technology grant under a subcontract with SC Court Administration. This system will assist agency legal staff in improving the oversight and timeliness of child welfare legal processes. Procurement of the system has been completed, as well as the Requirements work to tailor the system to the Agency. This includes definition of the interfaces between the LCMS system and the existing CAPSS system. The final stages of system implementation are in progress. This new system will be the Agency's first system

- implementing the use of “Workflow Management” processes, resulting in a much higher level of automation of work processes and more timely and accurate recording of data.
2. The agency spent a significant portion of its time during 2008 and 2009 preparing for the on-site Child and Family Services Review (CFSR) which was conducted July 27-31, 2009. 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. There was an official CFSR Kickoff event last October involving agency staff, community partners and stakeholders. 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 South Carolina Statewide Assessment Report, which was approved by the Administration for Children and Families’ Children’s Bureau Division in May 2009. The onsite review encompassed case file reviews, case related interviews, and stakeholder interviews in three counties. Additionally there were state level interviews with agency and community partners. The final CFSR report is pending.
  3. Begun in 2008, the South Carolina Professional Development Consortium is a unique collaboration of SCDSS and seven SC Universities and Colleges. The purpose of the collaboration is to better prepare students who become DSS employees to embrace the challenge of strengthening families and promoting the safety and well-being of children in our communities with specific goals being (1) having better outcomes for families and children around safety, well-being, and permanency; and (2) having a competent and stable human service workforce to help families and children achieve better outcomes. The collaboration is assisting bachelor’s 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. Accomplishments to date are the development of a logic model with goals and objectives and a timeframe for implementation. Four key committees have been working since February 2008: curriculum, field placement, recruitment and selection, and evaluation. The Curriculum Committee has developed learning objectives, which include CFSR outcome measures, for two child welfare elective courses to be taught at each campus and a syllabus with assignments for the first course. The first child welfare course was taught beginning January 2009 with the remainder of the colleges to follow in summer or fall semesters 2009. Field placements began in January for one of the colleges and in the fall of 2009 for the other six programs.
  4. Sumter County celebrated its third Adoption Day on June 29, 2009 whereby twenty-nine DSS children were adopted by eighteen different families. 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. He is one of a few judges in South Carolina to consistently devote a day to hearing adoption cases.
  5. In May of 2009, Foster Care services underwent a week-long federal review related to IVE federal funding expenditures. This process involved the review of 100 foster children’s case files and over 400 licensing files. The reviewers checked for eligibility compliance measures related to children being in licensed placements and having timely court hearings along with adequate language in court orders. The agency passed this review and should not have to undergo another review for foster care cases until 2012.

6. In an on-going effort to improve the knowledge of persons mandated to report suspected child abuse and neglect in South Carolina, DSS has contracted with the Children's Law Center at the University of South Carolina over the past five years to provide mandated reporter training. During FY 08-09, training was provided in 73 sessions to 7,258 participants. Over the past three years, training was delivered to 14,330 mandated reporters statewide. Included in these training sessions were school teachers, school nurses and guidance counselors, law enforcement, medical personnel, nursing and social work college students, child care staff, clergy, and church school classes. This is a major accomplishment for the agency in our ongoing efforts to improve the reporting of suspected child abuse and neglect.
7. In May of 2008, South Carolina was selected as one of seven states to participate in a Breakthrough Series Collaborative aimed at increasing the capacity of both Department of Juvenile Justice and SCDSS to identify youth served by both agencies. The primary goal is improved child well-being and service provision to families and youth served by both agencies. State and local staff (Georgetown County) from each of the agencies is involved in this collaborative which is funded by Casey Family Programs.
8. SCDSS completed ongoing analyses with the Southern Institute on a Quality Improvement Project in two counties in South Carolina funded by The Duke Endowment. Greenwood and Hampton Counties served as the pilot counties. The purpose of the project was to improve the efficiency of the child welfare services process in an effort to better protect children. Human Services Staff of DSS - state and local levels - participated and a Community Engagement Component was developed. In the final phase of the project, staff from the Southern Institute assisted DSS in integrating 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.
9. For FY 2008-09, the agency placed 584 children into adoptive homes and finalized adoptions for 523 children. To increase the number of adoptive families available, a recruiter has been added to each of the four regional adoption offices.
10. Child Welfare Services has continued 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 focus of the work for FY08-09 with NRC, CPS, and FCPP was to evaluate the implementation and effectiveness of the agency's Child and Family Assessment and Services Plan (CFASP) and to begin to increase the capacity of the child welfare supervisors in the area of critical thinking and clinical supervision. This phase of development, implementation, and evaluation began in May 2009, with an onsite visit by NRC consultants to begin the review of cases to evaluate how effective the agency is in assessing and re-assessing the needs of children, parents, and foster parents. The agency has added collaboration with the National Center on Substance Abuse and Child Welfare (NCSACW) specifically in an effort to improve the policies and procedures related to handling of child protection cases where substance abuse is an issue. The work with the NCSACW started in April and May 2009 with an onsite visit that included representatives from the Department of Alcohol and Other Drug Abuse Services (DAODAS) to start the discussion about the most effective ways to work together. Conference calls to continue the planning have been held and will continue as a specific plan is developed. SCDSS will report the specific plan and results in future progress reports.
11. No Wrong Door is a new statewide effort to improve the system of care and service array for South Carolina. Included in this effort is a training collaboration comprised of all the child serving state agencies as well as some private agencies. Through a federal technical assistance

grant, SC has developed a cross agency matrix of available training. Agencies are now working in collaboration to fill gaps.

12. The South Carolina Department of Social Services (SCDSS), the African Methodist Episcopal (AME) Church, and Richland County School District One collaborated and implemented the innovative “Eyes on the Child” program. The Eyes on the Child program is designed to provide support to at-risk children thereby promoting their overall development and enhancing their performance in school. Richland One school officials teamed with SCDSS and identified children in need of additional assistance in meeting their educational goals. Volunteers from the AME Church were paired with the students to provide support, guidance and encouragement.
13. In 2008 South Carolina was selected by the National Governors Association Policy Academy, in partnership with Casey Family Programs, to participate in an initiative for “safely reducing the numbers of children in foster care”. This initiative is ongoing.
14. Through funding from the Casey Family Foundation at \$200,000 per year over four years, SCDSS has begun the implementation of a statewide family group decision-making model program supporting a child centered and family focused approach within the SC Department of Social Services. The long-range goal of the SC Families First Initiative is to ensure that the family group decision-making model is available as an intervention tool for all families in South Carolina by 2012. A roll out will be implemented where 10 counties will have access to the family group decision making model in the first year with 12 additional counties having access to this model for each subsequent year of the project. By the conclusion of this project family group decision making will be available to all 46 counties of the state.
15. A Foster Care-Medical Home Collaborative has received a three year grant which began in 2009 with the first year for planning and year two and three for implementation and evaluation of recommendations. The grant from the Duke Endowment and Kate B. Reynolds will cover planning and projects to improve services to foster children in South Carolina and North Carolina. Each state has its own Collaborative group with a core that meets jointly. This grant brings a group of interested parties in South Carolina to the table to review and propose improvements to the health care system for foster children in South Carolina. The planning group includes representatives from SCDSS, Medicaid (SCDHHS), Mental Health, SCAAP Chapter Pediatricians, USC Medical School, SC Foster Parent Association, DHEC, SC Solutions and other private organizations.
16. Safe Families, a collaborative project with Clemson University, was designed to serve as a resource for families not meeting criteria for service under indicated for abuse and neglect but who would still benefit from outside services. The program’s services are intended to prevent abuse or neglect and to enhance children’s well-being outcomes. The program is supported by churches and other community volunteers and will be continued into FY0910.
17. The Child Welfare program (specifically Foster Care services) entered into a Memorandum of Agreement (MOA) with the Department of Disabilities and Special Needs (DDSN) to improve coordination of services between agencies for youth who have developmental delays or other disabilities.
18. The Agencies CAPSS System (Children and Adults Protective Services System, known federally as the SACWIS or Statewide Automated Child Welfare Information System), has undergone a major technology upgrade that has multiple purposes. These purposes are (1) to provide major usability enhancements for the system users, (2) to bring the technology into compliance with current vendor release levels (such as Microsoft) to insure being able to have support for the technology when needed, and (3) to provide a technology platform that allows migration away from the current mainframe database technology onto a standards based Windows Server database environment, resulting in considerable cost savings as well as insuring a proper growth path for the future. This system is responsible for producing much of

the data for both Federal Reporting and State Reporting, which is an enabler for data driven or fact driven management. As an indicator of the increase in usability of the system, our average simultaneous user count has gone from about 600 concurrent users pre-conversion, to over 1,000 concurrent users post-conversion.

19. In the fall of 2007, the agency began engaging in strategy planning with the National Resource Center for Organizational Improvement (NRCOI) to identify and prioritize child welfare improvement strategies. The major child welfare improvement strategies identified were: Organizational culture reflects family centered practices focusing on safety, permanency, and well being; Agency practice becomes outcome and performance driven; Strengthen internal and external professional development capacity; Case review system will support agency and court efforts to achieve timely permanency for children and ensure their safety and well-being; Strengthen Internal Systems Development/ Capacity (CAPSS – agency’s SACWIS); and Assessment and further enhancement of independent living/transition programs. The National Resource Center Technical Assistance plan is ongoing.
20. SC completed a one year National Governors Association (NGA) Policy Academy on Youth Transitioning out of Foster Care; however, initiatives implemented during the Policy Academy are ongoing. The premise of the Academy is that although DSS is the public agency responsible for the administration of Foster Care and the Chafee Independent Living Program, other state agencies and secondary systems are also responsible for helping youth to reach their potential. Importantly, Academy team members have been integrated into the Child Welfare Advisory Committee, and NGA staff continues to be supportive in follow-up through conference calls.
21. Rental Assistance for Transition (RAFT), a partnership developed through the NGA Policy Academy, resulted in a million dollar allocation from 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, 202 youth have 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 specialized transitional home for young adults, and youth in college and in need of summer housing. The RAFT program ends on 09/30/09.
22. The SC Foster Parent Association provided 150 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 kitchen ware.
23. 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 has 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.
24. Three Regional Independent Living Forums were conducted in 06/09 in Spartanburg, Florence and Charleston. Over 600 youth and adult chaperones attended the forums to participate in workshops on education, employment and money management. The State Youth Advisory Committee (GOALL) comprised of 12 foster youth served as workshop moderators and provided a closing panel on issues surrounding permanency for youth in foster care.
25. Twenty-seven (27) DSS staff, foster parents, and providers were trained by staff of the National Resource Center on Youth Development on the Ansell-Casey Life Skills Assessment. These certified trainers will train others to administer the assessments statewide to older youth in care.

The assessments and accompanying materials support the development of life skills necessary for future self-sufficiency.

26. The Urban League Summer Leadership Institute was attended by 200 foster youth from eight counties. The youths were prepared with introductory employment skills before beginning six weeks of summer employment. These youth will continue in the leadership program throughout the year to further prepare for job readiness. Other job opportunities for youth were available through the Workforce Investment Act summer job program for at risk youth and accessed through local One Stop Centers. The Independent Living Program is represented on the State Youth Team, sponsored by the SC Department of Commerce. The Team serves to strengthen collaboration among youth serving agencies to assist youth in transition to successful adult roles.
27. The South Carolina Heart Gallery managed by the Foster Care Review Board and in collaboration with DSS, is a recruitment tool to connect waiting children with adoptive families. It features professional quality photographs of children waiting for adoption at venues around the state such as public libraries, art galleries, performing art centers, stores and other sites to recruit. The Heart Gallery also maintains a web site featuring available children. In 2008 the Heart Gallery, enhanced by employment of a full time coordinator through a new partnership between DSS and the State Foster Care Review Board, was designed to be expanded statewide.
28. Through the South Carolina Foster Parent Association training initiative, 3.0 to 3.5 hour sessions on selected topics will be delivered in county “clusters” by the various agencies that provide foster and adoptive training, including the Center for Child and Family Studies. The trainings were developed based upon the needs and availability of foster parents.
29. Foster Parent Association conference held in March 2009 was attended by over 700 parents and/or agency staff.
30. Through a long-standing partnership with the Council on Adoptable Children, SC hosted its First Adoption Conference.
31. During the fiscal year key partnership meetings at the state and local levels were held between SCDSS and the Guardian Ad Litem as well as with the Foster Care Review Boards with the purpose to foster better relationships and continued partnerships.
32. During the past fiscal year, SCDSS has been in close collaboration with the South Carolina Association of Children's Homes and Family Services (SCACHFS). The partnership has recently established three committees that have begun working together on system transformation – Funding Strategies, High End Users, and Older Adolescents.

### **Adult Protective Services and Domestic Violence**

1. Adult Protective Services continues to partner with DHHS, DDSN, DHEC, DMH, the State Long Term Care Ombudsman and Protection and Advocacy to develop and implement guidelines for agencies to assist in relocating residents when Community Residential Care Facilities (CRCF) are forced to close. The guidelines continue to enhance communication, to provide a coordinated response in relocation situations and to outline the duties and responsibilities of agencies in meeting the needs of vulnerable adults.
2. The Adult Protective Services Policy Manual has been updated to reflect the changes in South Carolina Law in order to meet the needs of our growing vulnerable adult population.
3. The Adult Protective Service Division held its APS Conference, February 18, 2009. The theme was “Vulnerable Adults: Navigating the Journey of Services.” More than 200 APS staff from across the state attended the conference.
4. APS continues the process to collaborate with internal program areas such as Intensive Foster Care and Clinical Services, Adoptions, and Independent Living to provide internal guidance with county staff and management in assisting hard to place young vulnerable adults.

5. The Adult Services Program entered into a Memorandum of Agreement (MOA) with the Department of Disabilities and Special Needs (DDSN) to improve coordination of services between agencies for individuals who have developmental delay or other disabilities.
6. The Homemaker Program coordinated statewide certification training for all newly hired social service aides through the National Home Caring Council and USC. DSS had 24 participants who became certified through this national training program.
7. Child care owners and operators statewide are receiving Domestic Violence Training made available by the DSS contractual agreement with the University of South Carolina College of Social work, The Center for Child and Family Studies. SCDSS provides child care vouchers for women living in shelters or receiving services from a state-funded domestic violence program.
8. Domestic Violence Programs continues to monitor a regional network of 13 contractual emergency shelters and 13 contractual batterer intervention programs statewide. Some programs have established satellite locations which offer advocacy and counseling services. Recipients of domestic violence services must be victims of domestic violence or their children of batterers. These providers are listed on the DSS Website.
9. Adult Services is collaborating with the Department of Health and Human Services to develop a pilot program to provide placements (Adult Family Homes) for young disabled vulnerable adults.
10. 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 of these materials. Implementation of the materials by the SC Department of Education is scheduled this autumn.

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

1. The Temporary Assistance for Needy Families Program (TANF) obtained more than 8,180 jobs for employable clients. These jobs paid an average wage of \$7.44 per hour.
2. The number of seniors participating in the Supplemental Nutrition Assistance Program (SNAP), formerly the Food Stamp Program, continues to increase through the Elderly Simplified Application Project (ESAP) since 2004. In 2009, 48% more seniors were receiving benefits than in 2004.
3. The Division of Family Assistance continues the implementation of the 2010 Initiative, which includes the implementation of the South Carolina Office Scanning Application (SCOSA) “imaging” system. Imaging of FI and SNAP cases is now statewide. With over 10 million pages scanned to date, DSS has the largest imaging project in the State. Document imaging brings the two worlds of online and paper together in a way that makes DSS more productive.
4. Through funding from the US Dept. of Health and Human Services, Administration for Children and Families, Office of Planning, Research and Evaluation, SCDSS is building 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.
5. South Carolina Nutrition education program has been expanded and is currently targeting all audiences: low income children, adults, and the elderly. Nutrition education is offered to low income families in 11 counties and has directly impacted 10,885 individuals. Indirect nutrition education has been offered through public events, DHEC nutrition website, pamphlets, and Educational Television (ETV). The “Taking Charge in the Meadowland Play” has been offered in 21 schools with 85% children receiving free or reduced lunch. SNAP applications were given to each student as a part of their take home reinforcement packet. With a reinforcement packet, parents can read nutrition information and complete the application for family assistance if

- needed. Pre and post nutrition questionnaires are used to gauge the effectiveness of the child, adult, and elderly classes that are offered. Results have shown a significant gain in the knowledge of healthy eating, calorie expenditure, and physical activity. The nutrition education program has also made great strides in collecting and reporting required demographic data.
6. The newly developed partnership with Clemson University, known as the Clemson University Youth Learning Institute, will be teaching nutrition education to youth in the upstate with a focus on SNAP recipients and eligible SNAP recipients.
  7. The ePAY Debit Card is now the method South Carolina uses to issue FI (Family Independence) 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.
  8. The SNAP and FI Benefit Services Call Center continues to expand in Columbia to improve services to the clients and to more efficiently answer questions and manage changes for applicants and recipients. It also reduces telephone traffic into local county DSS offices.
  9. Services from the TALX Corporation (known as the Work Number) continue to be used to assist in verifying employment information on individuals who apply for assistance. This number can be accessed from the worker's desk and serves to substantially expedite work for staff.
  10. The Employment Preparation Program, a four week training focusing on job skills, employment preparation and life skills and taught as a requirement of Family Independence, is now taught by internal staff for a savings of \$2 million dollars.
  11. Family Assistance, in coordination with Program Quality Assurance, developed a Family Assistance Dashboard of key data indicators to help monitor and manage agency performance. This Dashboard continues to be piloted and will undergo revisions as it is used in the field.
  12. 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. 82.9% of the active child care centers, group and family child care homes that were sampled for the survey responded, reflecting a very high response rate.
  13. 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. The 3-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 will be used to inform child care policy about the impact of the Child Care and Development Fund (CCDF) on child care services received by children in SC by analyzing how relationships among CCDF-funded quality interventions support child well-being and parental outcomes. Major accomplishments include completion of the crosswalk of data elements among multiple child care databases, data dictionaries, and the first of three analytic child care cubes (Child Care Licensing Cube).
  14. In early 2008 and 2009, SCDSS Child Care Services was invited to apply for and received National Association of Child Care Resource & Referral Agencies (NACCRA) grants that were awarded to several states for respite child care services to Marine Corps families with enrolled exceptional family member children. The two grant awards, respectively \$118,789 and \$118,830 over the combined period from March 1, 2008 to December 31, 2009, are being used to recruit, train and provide technical assistance to child care and community respite providers who render respite services in accordance with established standards and requirements to identified Marine Corps families with exceptional family member children. Through these grants, a program designed to provide needed respite child care services to Marine Corps

families with exceptional family member children is being implemented. Currently a total of 56 families with 129 children are being served.

15. SCDSS Child Care Services has partnerships with four United Way agencies that in turn provide statewide Child Care Resource and Referral Services (CCR&R). Key components of this network include provider services, community collaboration and education services, and parent services.
16. SCDSS Child Care Services continues its partnership with SC First Steps (SCFS) in a number of key areas including 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.
17. A new child care website with online records about the health and safety of child care centers and homes was launched during SFY07-08. Enhancements to this website allow parents (consumers) the ability to search the website for child care facilities in their area, as well as view information about the facility. This information helps parents to ask additional questions thus aiding them in choosing the facility that best meets their child's needs.
18. 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. The 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 9 training videos produced by SCETV and related materials. Over 3300 child care providers were trained during 2008-2009 through approximately 100 certified trainers.
19. The child care professional development system continued to grow with increases in transcripts for caregivers and directors, increased numbers of certified trainers and technical assistance providers, and improvements to the T.E.A.C.H. scholarship program. As of June 30, 2009, five articulation agreements were in place between AA early childhood departments and BA early childhood departments, increasing opportunities for caregivers to continue 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. A cohort of 25 candidates for the M.Ed. in early childhood education is in process as a state leadership initiative.
20. 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.
21. Child Care Services has been awarded supplemental funds as part of the federal economic stimulus package through the American Recovery and Reinvestment Act of 2009 (ARRA). This provides an important opportunity to provide child care services to families facing difficult economic circumstances and those most impacted by the recession. The ARRA also provides supplemental-targeted funds to improve the quality of child care by supporting the health and well-being of children. The law includes clear expectations that recipients of ARRA stimulus funds will be held accountable not only for how the funds are expended, but also for the benefits derived from the use of these funds. Benefits could include goals such as the number of jobs created and retained by ARRA-funded activities and the rationale and cost of specific ARRA investments. Proposed ARRA child care initiatives approved by Department of Social Services executive leadership and the administration include preserving child care vouchers, assisting child care providers to improve quality, and upgrading the efficiency of the child care voucher system. The child care voucher system rewrite will also allow for the integration of other child care systems, which will increase data integrity between child care programs. ARRA child care funds provide an unusual opportunity to preserve programs, make much needed but otherwise unaffordable one-time improvements to existing systems and to pilot new initiatives. Upgrades

to the professional development system operated by the Center for Child Care Career Development will improve efficiency and capacity. Grants and materials to the state's 16 technical college early childhood departments will ensure coursework offerings required by ABC standards at traditional/non-traditional hours to preserve the professional development core system. A one-time grant program for child care facilities will provide much-needed equipment and materials for classrooms as well as enhancement of business operations. Increased training opportunities will assure provider ability to meet annual training requirements. Infant-toddler guidelines will be completed with funds to include materials for providers. Parent educational materials will be updated for parents of children in child care. ARRA stimulus-funded activities will be listed on the Child Care Services website as soon as they become available.

### **Major Achievements - Child Support Enforcement**

1. In Federal Fiscal Year 2007-08, 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 increased 2.9% over the period, largely due to the one-time stimulus federal tax refunds which were intercepted.
3. CSED has secured a national vendor and is fully engaged to develop a certified, automated Child Support Enforcement system, to be completed in September 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 also continues to partner with Policy Studies, Inc. (PSI) to increase awareness of voluntary paternity acknowledgement. PSI regularly contacts hospitals, OB/GYN offices, and other entities to provide training, brochures, and support to increase the number of paternity acknowledgements in the state. In-hospital paternity acknowledgments in unmarried births increased from 35% in FFY 2007 to 43% in FFY 2008. This increase in percentage represents an increase of over 2500 in-hospital paternity acknowledgments from FFY 2007. Out of 47 hospitals in the state with birthing facilities, 38 showed an improvement. Each hospital has been given updated training, a new video to show parents regarding establishing paternity, and new resources to give to parents. PSI provided four regional training conferences and conducted at least one site visit for every hospital. Over 80% of all OBGYN offices in the state have accepted our brochures and have committed to including them in the materials they give to pregnant women. We also have partnerships with fatherhood groups, pregnancy centers, WIC, Medicaid, and other agencies that have contact with expecting mothers.
5. The CSED program collected \$5.59 in child support in the last federal fiscal year for every \$1 of expenditures. The national average is \$4.82, according to the FFY 2008 Preliminary Report to Congress published by the Federal Office of Child Support Enforcement (OCSE).
6. The CSED program established a call center to improve customer service. The program now has 7 employees in the call center where previously there was 1. As a result, the program is able to serve callers faster and more efficiently with complaints being significantly reduced.
7. The CSED piloted a videoconferencing project for the agency. Video equipment was placed in Columbia, Charleston, Florence, and Greenville and as a result of its success; equipment has been placed in 10 additional sites around the state. Use of this equipment to conduct meetings between sites has resulted in decreased travel costs and less work time lost to travel. It has been

very well received by staff that has recognized its ability to increase efficiency and communication. In addition to CSED, the equipment is regularly used by county and regional directors, SNAP, Foster Care, Quality Control, and other divisions of the agency.

8. CSED has collected over \$2,000,000 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 10 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.
9. 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 \$45,000 through this program. Currently, 170 insurers have given authorization to share their data with the CSED Insurance Match Program.
10. The Eastern Regional Interstate Child Support Association's (ERICSA) 46th Annual Training Conference & Exposition (ERICSA '09) held in April 2009 was an overwhelming success. The conference brought together over 400 child support professionals from 41 States and Territories, five Tribes, and Australia. The economic impact of the conference to the South Carolina economy was estimated to be at least \$404,241.
11. CSED has partnered with various fatherhood groups in the Alternative to Incarceration (ATI) program. ATI is offered in a limited number of counties where a local fatherhood program has taken on the task of assisting noncustodial parents with child support issues. The ATI worker attends child support contempt hearings and determines which noncustodial parents are eligible for the program. Once accepted into the program, the noncustodial parent must cooperate with the ATI program and its requirements, which include attending weekly fatherhood peer support classes, educational or employment training, and paying child support as ordered. If the parent fails to complete the program, a letter is sent to the court and the parent is placed back onto the regular enforcement track. ATI offers parents an opportunity to get their lives back on track while avoiding incarceration. It also decreases incarceration costs and jail overcrowding.

### **Major Achievements – Administration and Program Support**

1. Departmental Services has saved \$66,000 in real property leases through requested reductions in lease payment from 38 lease holders during this economic downturn.
2. DSS has begun bar coding its flat mail yielding a savings of \$0.10 to \$0.25 per piece. While savings may be minimal in FY0809, savings could approach \$25,000 for the next fiscal year.
3. During FY0809, the Agency's Procurement Office issued approximately 750 purchase orders while procurement card purchases increased to approximately 500 transactions (\$125,000) per month, thereby decreasing the cost of processing purchase orders.
4. The Division of Individual and Provider Rights received 1,780 requests for an administrative hearing in FY0809 representing an increase of 28% from the previous fiscal year. (These requests were from all of the programs DSS administers.)
5. The Division of Individual and Provider Rights conducted all federally required Civil Rights Reviews (including HIPAA, MEPA, 504, etc.), monitored all corrective action plans, and investigated all Civil Rights discrimination complaints filed against the Department.
6. The Division of Individual and Provider Rights worked with the University of South Carolina, DHEC, and the Materials Management Office to recruit and qualify Spanish interpreters.

7. The number of Economic Services cases requiring use of an interpreter and/or translated materials increased by 87% from 2,956 cases as of July 1, 2008 to 5,531 as of June 30, 2009.
8. The Division of Individual and Provider Rights has been designated by the Department of Health and Human Services (DHHS) Administration for Children and Families and the DHHS Office of Civil Rights to monitor the Department for the next five years for Multi-Ethnic Act Placement (MEPA) Compliance.
9. Human Resources Management, as a budget reduction measure, reduced the distribution of two pay stubs for approximately 22% of all DSS staff.
10. Human Resources Management processed 123,023 employment applications for 2008, averaging 10,252 per month.
11. Due to the implementation of NEOGOV, Human Resources reduced the mail out of employment applications to less than 1%.
12. The Employment Eligibility Verification or E-verify system was implemented. This system, a partnership between the Department of Homeland Security and the Social Security Administration, provides a means for participating employers to verify the employment eligibility status of newly-hired employees.
13. EPMS submission rate improved significantly from 58% to less than 5% late.
14. Wellness opportunities were improved for local staff.
15. To address efficiency issues within DSS, Process Reviews were completed during FY0809 on the following: contracts management, claims collections, hiring, computer services requests, and training.
16. The Interstate Data Exchange Consortium is a network of 16 states, with SC being the seat agency. This consortium shares multiple demographic information files on state residents with the purpose to locate non-custodial parents for child support orders and collections. During FY0809, the total number of files processed was 5,175,025. Total number of matches was 1,863,990 resulting in a match rate of 36.02%.
17. Total amount of the federal Supplemental Nutrition (SNAP) benefits used at South Carolina retailers for FY0809 totaled \$838,755,449 (electronic benefits transfer).
18. During FY0809, DSS implemented electronic delivery for the ABC child care voucher provider payments as well as Family Independence recipients. Implementation of electronic delivery for DSS payments saves the administrative costs for these payments.
19. SCDSS received a USDA award for the most improved state in the nation for key entered transactions. The actions undertaken by SCDSS moved the state from 3<sup>rd</sup> worst in the nation to 2<sup>nd</sup> best in the nation in this area.
20. During FY0809, DSS upgraded its cost allocation supportive system to Project Server 2007. The system provides information used for information technology federal reimbursement.
21. Video conferencing for 14 DSS sites was implemented, reducing travel costs for some meetings and training events.
22. Voice Recognition Software for DSS county child welfare workers was explored as a way to reduce the time caseworkers spend writing or typing case dictation.
23. A new infrastructure for web-based applications was created.
24. The concept of a universal caseload technology has been developed and was tested in the Cherokee DSS office for the Family Assistance Program to help equalize caseloads and make case processing more efficient. Universal caseload will be rolled out to all counties by June 2010.
25. A new Vehicle Management Accident Reporting System was implemented.
26. The Agency continued to expand on its strong collaboration with the University of South Carolina's Center for Child & Family Studies. The Center provided a variety of services to SCDSS including training, evaluation, and research on best practices. During FY0809, the

Center in coordination with SCDSS completed and analyzed information from a web-based service array survey of the 46 DSS County Human Service offices. The Center initiated and completed several evaluations on the agency's training. Studies on best practices centering on a wide variety of policy issues were drafted on behalf of SCDSS.

### **1.3 Key Strategic 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 aggressively recruit foster and adoptive families to increase the net gain of foster parents in FY 2009-10
- Implement Families First family engagement to better serve families and communities.
- Achieve more than 500 adoptions in FY 2009-10.
- Implement the goals and objectives of the state's 5 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 colleges and universities to establish a statewide training and internship program for DSS employees.
- Continue to work with the EDS Corporation to complete a certified child support enforcement automated system.
- 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.
- Increase professionalism of the child care workforce through revisions/updates to Early Childhood Development (ECD) 101, the entry-level course for caregivers.
- Implement state Infant – Toddler Guidelines to link to Early Learning Standards for Children ages 3-5 years.
- Expand the SC Program for Infant/Toddler Care (PITC) outreach program to improve the quality of care for infants and toddlers through training and technical assistance on-site over a sustained period of providers.
- 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 for the child care program.
- Streamline the child care provider payment process by allowing child care providers to receive and submit service voucher logs (SVLs) online.
- Increase communication between child care program areas by integrating multiple child care systems.
- Complete the final two of 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.
- Continue to increase the number of jobs for Temporary Assistance to Needy Families (TANF) clients in FY 2009-10.
- Meet or exceed federal TANF participation goal which is at 50%. The overall purposes of TANF are to provide assistance to 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.

- Staff the Supplemental Nutrition Assistance Program (SNAP) program so that caseloads do not exceed the national average.
- Finish implementation of a 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), with a planned completion date of September 30, 2010.
- 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.

#### **1.4 Key Strategic Challenges (Opportunities and/or Barriers)**

##### **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 in the loss years of experience, knowledge, and expertise, and substantial cost in training of new workers.
2. A workgroup of County Directors and State Office staff continues to examine the concerns about drug testing of clients involved in child protective services (CPS) and 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 working with DAODAS and the Child Fatality Advisory Committee to address these complex issues.
3. Drug use of all types in child protection cases is creating additional fiscal barriers as the cost and number of drug tests administered is growing. Significant problems include the lack of confidence in the validity of tests due to inherent testing factors, such as length of time since drug ingestion or possibility of client deception and whether DSS should continue with testing or instead strengthen its partnership with DAODAS whose staff is trained to provide these services.
4. 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.
5. The Child Welfare services programs continue to receive technical assistance from the National Resource Centers.
6. SCDSS continues collaboration with the Center for Fathers and Families to expand services to non-custodial fathers and/or parents whose children are receiving child welfare services.
7. SCDSS continues with a sophisticated three tiered statewide marketing and recruitment plan for foster and adoptive families aimed at increasing placement resources for children statewide. These foster and adoptive families will aid SCDSS in its implementation of specific child level needs based plans.
8. 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 must be approved by Administration for Children and Families under Health and Human Services.

9. Adult Services is working, in collaboration with Department of Health and Human Services, to develop a pilot program to provide placement (Adult Family Homes) for young disabled vulnerable adults.
10. 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 in the fall 2009.
11. Additional bilingual staff is needed to address the needs of the growing Hispanic population. Efforts will continue to identify resources for forensic interviewers involved in child abuse or neglect investigations when the involved children or adults have limited English proficiency or who have disabilities which interfere with communication.
12. Training capacity needs further enhancement to provide sufficient support for professional development of agency staff.
13. Foster and adoptive parent recruitment and support remains a challenge.
14. 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. Benefit Services Call Center expansion is planned to incorporate the entire state so that Family Independence (FI) and Supplemental Nutrition Assistance Program (SNAP) changes can be reported by telephone throughout the state and can be acted on quickly and efficiently. Universal Caseload development is being implemented statewide in local county DSS offices to employ a rotation process to evenly distribute workload activities and balance case assignment among the available workforce.
3. The SNAP caseload continues to increase with no corresponding increase in staff resources to manage this caseload growth. This increase has negatively impacted the state's payment accuracy rate as well as the timely delivery of benefits.
4. Lack of initial training and continuing education for staff and supervisors in the SNAP certification process has also impacted the state's error rate. If the cognitive task analysis(CTA) training methodology, a research-based hands-on process-orientated training approach, is successful in the pilot initiated for new SNAP eligibility workers at the end of FY 2009, the creation of new modules to re-train previously trained workers will pose an additional challenge.
5. SC DHEC provides two nutrition educators to implement the program in 11 counties. Due to growing health concerns, these efforts are greatly 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.
6. Reauthorization of the TANF Program has substantially decreased the state's flexibility allowed for delivery of the program.
7. Rural counties lack the resources for the development of necessary FI component activities.
8. 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.
9. 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,

resulting in a total of \$7 million in recurring state funds. However, the state match and maintenance of effort requirements to draw the full federal Child Care and Development Fund allocation has steadily increased to \$14.3 million for FFY 2009. 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.

### **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. Several areas were identified by the group, including a need for an automated referral process, more efficient and uniform notification of paternity and support orders, and more frequent use of the “Diligent Search” process. The automated Child Support Enforcement System is under development and will remedy the first two issues. For the third, the 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. The number of Diligent Search requests has gone from very few to approximately 850 during the past six months.
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. CSED is participating in the Administrative Offset of Economic Recovery Payments (ERP). ERP is a one-time payment of \$250 to an estimated 60 million recipients of Social Security (SSA), Supplemental Security Income (SSI), Railroad Retirement Benefits (RRB), and Veterans’ Disability Compensation or Pension Benefits. CSED will offset the ERP of delinquent noncustodial parents who are entitled to this one-time payment and will apply the offset to past due child support. The ERP offsets are projected to collect an additional \$1,000,000 in child support in South Carolina in FFY 2009.

5. 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.
6. Caseloads in the CSED remain the highest in the nation with 835 cases per FTE. The national average is 261 cases per FTE, according to the FFY 2008 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 2008 per FTE in South Carolina were \$921,883 compared to the national average of \$442,715. (Collections Distributed \$26,560,705,858/Full Time Equivalent Staff 59,995)
7. Because of the way the paternity establishment goal is set each year, the CSED is in danger of not meeting its federal goal for paternity establishment this year. This could result in financial penalties against TANF funding.
8. 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.
9. Until the completion of the automated system, federal penalties will continue.
10. Legislation is needed to set out a clear procedure for filing of liens against personal property. There are also 2 SC Code sections where use of the South Carolina Child Support Guidelines is said to be optional, which is in 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.

### **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. Planning for the future transition of these remaining environments must begin soon, due to the ever increasing risks and costs if the status quo is maintained.

### **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 Major 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.
- 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/ 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.

**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 &

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 agree to meet standards above regulatory requirements.
- 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/Consumers and their key requirements and 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
- Shelter Providers

**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 and emergency shelters and parents of children in child care
- 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: extended families, child care providers, faith-based organizations, the Family Court, law enforcement, residential facilities, foster care and citizen review panels, guardians ad litem, 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, Child Fatality Advisory Committee, group homes, therapeutic foster care providers, Foster Parent Association, First Steps, universities/colleges, Children’s Trust Fund, Children’s Law Center, USC Center for Child and Family Studies, Sisters

of Charity, the public schools and the general public. Local farmers, grocery stores, nonprofit agencies, county clerks of court, food banks, and state and national foundations are also among our key stakeholders.

#### **II.4. Key Suppliers and Partners**

In serving children and families, it is critical that we maximize opportunities to partner with individuals, agencies, and organizations that can assist in meeting customer needs. 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, Education, 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 part 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, and food pantries in South Carolina.
- Faith-based organizations
- Family Court
- The Probate Court
- Batterer Treatment Providers and Shelter Providers

#### **II.5. Operation Locations**

See Appendix A.

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

	<b>Classified</b>	<b>Unclassified</b>
<b>FTE’s</b>	<b>4,069</b>	<b>6</b>
<b>Temporary grant employees</b>	<b>362</b>	<b>0</b>
<b>Temporary hourly employees</b>	<b>121</b>	<b>0</b>
<b>Total employees</b>	<b>4,552</b>	<b>6</b>

#### **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 management 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 07-08 Actual Expenditures		FY 08-09 Actual Expenditures		FY 09-10 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 136,395,670	\$ 49,507,736	\$ 135,272,137	\$ 38,857,184	\$ 146,659,612	\$ 41,262,632
Other Operating	\$ 112,894,611	\$ 25,358,959	\$ 1,030,195,986	\$ 15,389,033	\$ 178,438,641	\$ 6,187,178
Special Items	\$ 4,471,676	\$ 4,471,676	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000
Permanent Improvements						
Case Services	\$ 970,600,675	\$ 63,379,866	\$ 314,756,534	\$ 41,855,865	\$ 1,103,764,164	\$ 51,621,079
Distributions to Subdivisions	\$ 14,369,584	\$ 3,800	\$ 14,008,024		\$ 18,869,270	\$ 1,648,333
Fringe Benefits	\$ 43,551,401	\$ 16,186,023	\$ 45,731,356	\$ 14,361,999	\$ 49,080,744	\$ 10,677,223
Non-recurring						
<b>Total</b>	\$ 1,282,283,617	\$ 158,908,060	\$ 1,541,164,037	\$ 111,664,081	\$ 1,498,012,431	\$ 112,596,445

**Other Expenditures**

Sources of Funds	FY 07-08 Actual Expenditures	FY 08-09 Actual Expenditures
Supplemental Bills	\$ 28,600,000	\$ 13,709,474
Capital Reserve Funds		
Bonds		

II. 11 Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 07-08 Budget Expenditures	FY 08-09 Budget Expenditures	Key Cross References for Financial Results*
I.A,B,C,D,E.4,II.E.1,III	Food Stamps--EBT Issuance and Administration	State: 16,373,038.00 Federal: 699,034,755.00 Other: 2,157,685.00 Total: 717,565,478.00 % of Total Budget: 56%	State: 15,943,206.00 Federal: 917,153,853.00 Other: 3,638,199.00 Total: 936,735,258.00 % of Total Budget: 61%	
I.A,B,C,D,E.1,3,4;II.E.1,2,3,L;III	Family Independence	State: 19,316,831.00 Federal: 68,813,842.00 Other: 40,246,649.00 Total: 128,377,322.00 % of Total Budget: 10%	State: 9,946,332.00 Federal: 89,883,920.00 Other: 48,436,320.00 Total: 148,266,572.00 % of Total Budget: 10%	
I.A,B,C,D,E.1;II.A.2,B.1,2,3;III	Foster Care Program	State: 57,131,179.00 Federal: 57,917,091.00 Other: 6,143,756.00 Total: 121,192,026.00 % of Total Budget: 9%	State: 46,039,707.00 Federal: 76,381,789.00 Other: 20,684,524.00 Total: 143,106,020.00 % of Total Budget: 9%	
I.A,B,E.1;II.E.1,N;II	Child Care Development	State: 10,023,162.00 Federal: 77,091,287.00 Other: 4,114,226.00 Total: 91,228,675.00 % of Total Budget: 7%	State: 8,781,681.00 Federal: 81,708,946.00 Other: 6,499,477.00 Total: 96,990,104.00 % of Total Budget: 6%	
I.A,B,C,D;II.F;III	Child Support Enforcement	State: 12,652,211.00 Federal: 29,646,594.00 Other: 14,612,668.00 Total: 56,911,473.00 % of Total Budget: 5%	State: 6,360,089.00 Federal: 33,229,578.00 Other: 17,271,909.00 Total: 56,861,576.00 % of Total Budget: 4%	

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: 43,445,839.00 Federal: 119,129,365.00 Other: 4,433,439.00 Total: 167,008,643.00 % of Total Budget: 13%	State: 24,593,066.00 Federal: 126,606,593.00 Other: 8,004,848.00 Total: 159,204,507.00 % of Total Budget: 10%
----------------------------	---	---

\*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 Award 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 for: a) short and long term direction and organizational priorities; b) performance expectations; c) organizational values; d) empowerment and innovation; e) organizational and employee learning; and, f) 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 efficiently and effectively implement the action plans with accountability. Senior leaders use workload indicators and outcome measurement data, designed around key strategic goals, to determine trends and anomalies, and to set organizational priorities.

The executive management team 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, and through the DSS website.

The agency's Business plan can be accessed on the DSS homepage for agency staff and the public to review. 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 products, 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 general public on a daily basis. This feedback is discussed and considered as we work to continuously refine and improve policies, processes, and operating practices. Other input is obtained through tracking constituent calls, 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 key performance measures are regularly reviewed by your senior leaders?***

Each of our key program areas has outcome 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 and outcome measures, and how to implement needed improvements. They 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. Also, 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 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. In addition, senior management is establishing a mentor program to help newly hired county directors while they gain valuable experience.

**1.8 *How do senior leaders create an environment for performance improvement, 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 communicate with, engage, empower, and motivate the entire workforce through 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 via 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 continuing to strengthen existing community partnerships. The agency's emphasizes it's 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.

**Category 2 – Strategic Planning**

**2.0 Strategic Planning**

We view strategic planning as the process by which we analyze the mission and goals of our organization and determine what conditions must exist to best accomplish those goals. We then initiate a sequence of events that will create those conditions including the cost-efficient allocation of resources. The effectiveness of our strategic plan is measured periodically by comparing goals and objectives to actual results.

**2.1 *What is your Strategic Planning process, 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 or the regulatory environment; d) Human resource capabilities and needs; e) The opportunities***

**and barriers you described in the Executive Summary (question 4) f) Business continuity in emergencies; and g) 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 which consists of the state office, its regions, and the 46 county offices, DSS begins the planning process at the local level with Regional planning meetings and Senior Managers Meetings held on a quarterly basis. These meetings are attended by 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. These discussions filter up to the Budget Council which is 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 agency is required by the federal DHHS Administration for Children and Families (ACF) to develop 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 also, 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 or the regulatory environment***

DSS has requested 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 needs.

**d) *Human resource 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) *The opportunities and barriers described in the Executive Summary***

See a) above.

**f) *Business 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.

**g) *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?

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)
<p><b>Supplemental Nutrition Assistance Program (SNAP)</b></p> <p>I.A,B,C,D, E.4.; II.E.1.; G.1.; G.2., III.</p>	<p>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.</p>	<p>Decrease poverty by providing low-income citizens resources to buy food and to provide employment and training to recipients who are able to work.</p>	<p>Charts 26 – 28</p>
<p><b>Family Independence</b></p> <p>I.A,B,C,D, E.3.,4.; II.E.1,2,3., G.1, L.; III</p>	<p>The goal is to provide assistance to families while they are transitioning into employment so that they will become self-sufficient.</p>	<p>Increase opportunities for employment by providing necessary supports.</p>	<p>Table 4; Charts 21 – 23</p>
<p><b>Foster Care and Adoptions</b></p> <p>I.A,B,C,D, E.1, III; II.A.2.,B.1,2,3.,I,Q.1,2; III.</p>	<p>Children will be provided a safe environment in which to live and the agency will provide a permanent living arrangement.</p>	<p>Ensure timely and effective services to ensure children have permanency.</p>	<p>Charts 5 – 18</p>
<p><b>Child Protective and Preventative Services</b></p> <p>I.A,B,C,D, E.1;II.A.1,2,3,B.2,I,O.,Q.1,2; III.</p>	<p>Children will be able to remain safely in their own home when possible.</p>	<p>Ensure timely and effective intervention services when safety is compromised in the home or facility environment.</p>	<p>Table 1; Charts 1 – 4</p>
<p><b>Adult Protective Services and Domestic Violence</b></p>	<p>Vulnerable/young disabled or elderly adults will have needs met in the least restrictive environment; victims of domestic violence, their children and abusers will receive services to promote healthy relations.</p>	<p>Ensure timely and effective intervention and support services.</p>	<p>Table 2; Charts 19-20</p>
<p><b>Child Support Enforcement</b></p> <p>I.A,B,C,D; II.F; III.</p>	<p>Children receive needed financial support from the noncustodial parent.</p>	<p>Increase child support collections.</p>	<p>Table 4; Charts 29-30</p>

**2.2 *How do you develop and track action plans that address your key strategic objectives? (Include how you allocate resources to ensure accomplishment of action plans.)***

Outcomes, developed jointly by program, planning, and operations staff, establish the major policy and procedural revisions. (Regarding the tracking of action plans, see 2.8 below).

**2.3 *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.

**2.4 *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.

**2.5 *How do your strategic objectives address the strategic challenges you identified in your organizational profile?***

Strategic objectives mirror our challenges outlined in this report.

**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 and Market Focus**

**3.0 Customer Focus (External Only)**

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

**3.1 *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.

### **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 agree to meet standards above regulatory requirements.

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

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.

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

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.
- Meeting with state and local faith and community-based leaders and organizations.

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

We believe the key to building positive 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 basic 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 use data/information analysis to provide effective support for decision making 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 business needs and direction?***

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, 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. We also use labor market hiring trends and other workforce data as we refine strategies for workforce development.

**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 employee knowledge (your knowledge assets)? How do you identify and share best practices?***

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 partners with University of South Carolina's Center for Child and Family Studies who provides best practice information on a number of policy areas which is 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 do you organize and manage work: to enable employees to develop and utilize their full potential, aligned with the organization's objectives, strategies, and action plans; and to promote cooperation, initiative, empowerment, innovation and your desired organizational culture?***

The agency is organized by similar programs and functions with experienced managers to oversee and monitor work. Each county and regional office has a director or administrator and the state office has deputy state directors or program directors to manage work. Employees participate in work design and program changes, and are encouraged to develop innovative ways to improve performance.

### **5.2 *How do you evaluate and improve your organization's human resource processes?***

The human resources-related processes are evaluated through the analysis and required responses of reports provided by audit findings, Insurance Services reports, payroll reports, the Office of Human Resources, the Retirement System, and feedback from agency employees. One goal of the Human Resources Management Division is to meet annually with the Human Resources Liaisons (HR Liaisons). The HR Liaisons are staff out stationed from State Office, and they serve the role of the human resources administrator for the assigned office. The purpose of this meeting is to provide training and information to these key human resources administrators and to receive input, suggestions and feedback from them about the agency's human resources processes. Additionally, the Human Resources Director sends periodic "HR Updates" to the HR Liaisons as an effort to provide continuous communication and solicit valuable input

### **5.3 *How do you identify and address key developmental and training needs, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation and safety training? How do you evaluate the effectiveness of this education and training? How do you encourage on the job use of the new knowledge and skills?***

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.

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. Human Resources also provide feedback to the Training Division on management and HR-related issues they have identified. Each office is responsible for conducting orientation for new employees. The Training Division also conducts periodic needs assessments and surveys to determine training needs. The training division conducts non-violent crisis intervention 3-4 times per year as an open enrollment course. This course teaches basic safety techniques for workers. Trainees are encouraged to use knowledge and skills taught in training through use of exercises, activities and case studies that are representative of casework they will encounter in the field.

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. End of session evaluations are also given for Economic Services trainings.

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

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.

**5.5 *How does your employee performance management system, including feedback to and from employees, support high performance and contribute to the achievement of your action plans? How do you motivate your employees to develop and utilize their full potential?***

Supervisor and employees in DSS work together to develop a planning stage for the EPMS (Employee Personnel Management System) that includes critical job functions and outlines the success criteria for each job function. At yearly evaluations, employees receive meaningful feedback on their job functions and, if needed, they receive guidance in areas needing improvement. This process supports high performance and the realization of the agency action plan. DSS also offers a broad array of training opportunities and is working to improve the career ladder for case workers. The agency's learning management system, 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 do you motivate your employees to develop and utilize their full potential?***

Employees are provided a variety of training opportunities in order to develop their full potential. The agency implemented the "DSS Academy" which provides interested participants a complete overview of the agency with the hopes of introducing them to all of the agency programs and services, so they can see that DSS offers a variety of career opportunities. The agency had participated in the Executive Institute Program and the Certified Manager Program (CPM) offered by the Budget and Control Board for the past few years which provides key participants in depth training with managing in a governmental environment. Most recently, DSS has been developing its own Leadership Development

Institute with its inaugural class beginning in SFY09-10. 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 other functions.

**5.7 What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction, and motivation? How do you use other measures such as employee retention and grievances? How do you determine priorities for improvement?**

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 monthly. Turnover information is prepared quarterly and areas that reflect substantial turnover is reviewed, often in conjunction with the exit interview information to determine the reasons. Grievance information is reviewed periodically for the purpose of determining the reasons for disciplinary actions and whether there are patterns that require attention. Improvement priorities are based on employee feedback from the exit interviews, management input and review of collected turnover data.

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

We recognize our employees are our greatest assets. To enhance the safety and well-being of staff, we installed electronic entry security systems at both state office buildings, installed cameras on top of the buildings so that guards can monitor key areas including parking and, installed public address systems that can be accessed from anywhere in the buildings via telephone. 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.

Our wellness organization continues to work on expanding its efforts including hosting health and community related programs. Through our “brown bag lunch” programs, we conducted seminars on such topics as domestic violence and stress management.

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.

For the past two years, DSS has set September as DSS Safety Awareness Month and encouraged 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 *What are your key processes that produce, create or add value for your customers and your organization? 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.

**6.2 *How do you incorporate organizational knowledge, new technology, changing customer and mission-related requirements, 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.

**6.3 *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 provides data analysis, data monitoring, and reporting.

**6.4 *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.

**6.5 *What are your key support processes, and how do you 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.

## **Category 7 – Key Results**

Note: Current fiscal year results are based on data that is available as of August 3, 2009. 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.

The US Department of Health and Human Services, Administration for Children and Families (ACF) initiated a review of South Carolina's child welfare programs in 2003 and again in August 2009. South Carolina met all six standards by the close of the Program Improvement Plan which ended in June 2006, and 20 of the 23 established goals. We have not received the results of the August 2009 review.

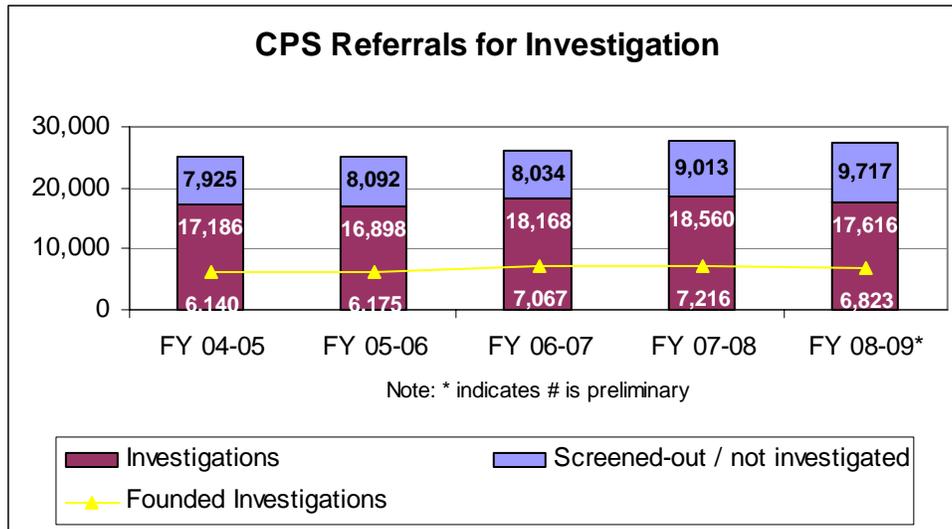
DSS has established systems to provide management and direct service staff frequent feedback on performance. This includes two separate Dashboard reports, one for Family Assistance and another for Child Welfare. These management tools provide detailed and summary information for measures that management have determined critical to improve performance throughout the state. We have 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:

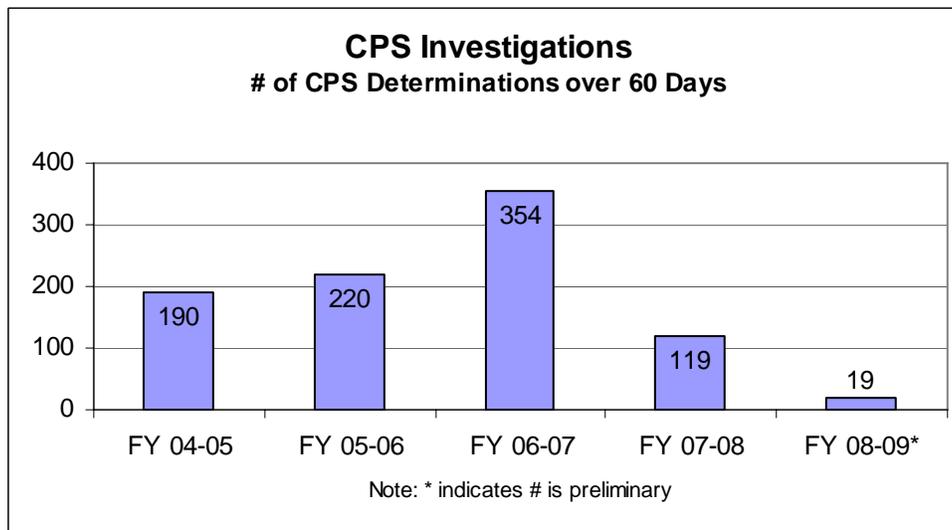
### **Child Welfare Outcome S1 - Children are, first and foremost, protected from abuse and neglect.**

Chart 1 shows that during this past fiscal year, DSS investigated just over 17,500 reports of suspected child abuse and/or neglect involving families. Of those reports, 39% 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 19 of those investigations. This is a significant improvement since the previous years.

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 over 900 referrals of suspected abuse and/or neglect in out-of-home placements during FY 2008-09.

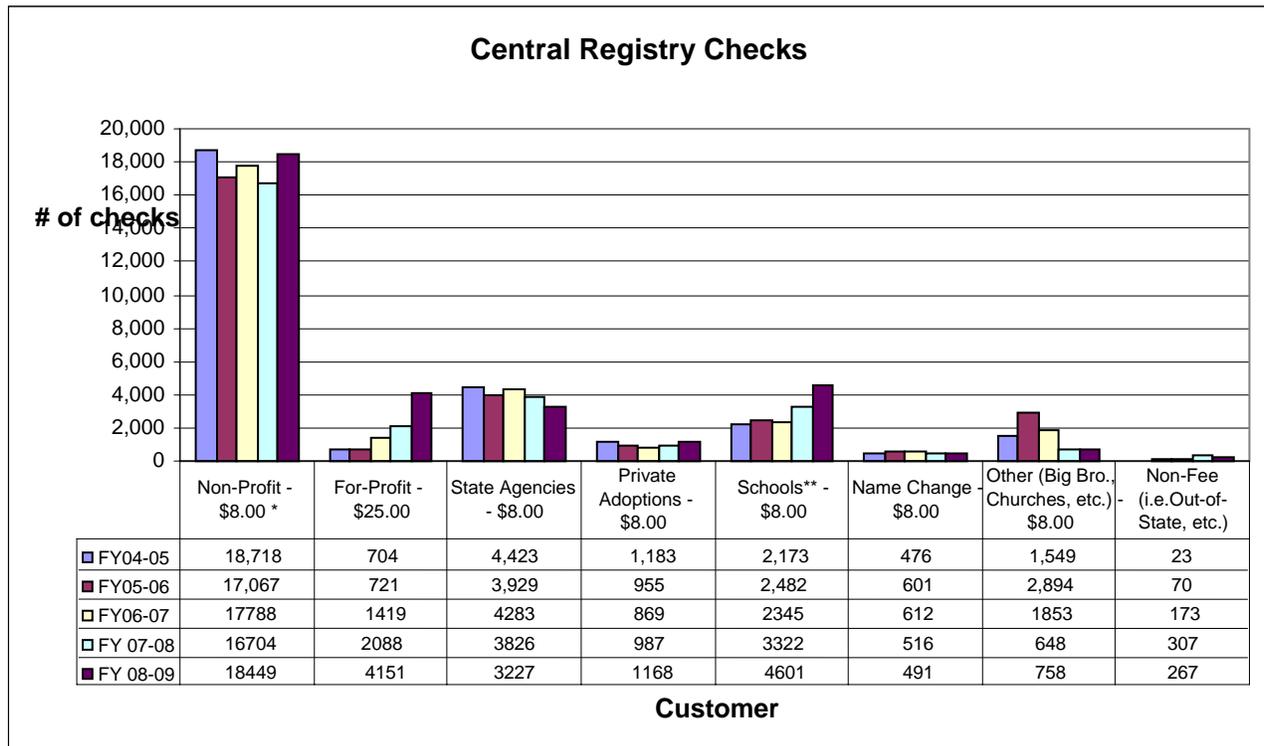
Category 7  
Table 1  
Out of Home Abuse and Neglect Assessment Unit (OHAN)  
Note: \* indicates # is preliminary

OHAN	FY 04-05		FY 05-06		FY 06-07		FY 07-08		FY 08-09*	
Total # of Referrals	600		823		894		834		968	
Investigation Type	Accepted	Indicated	Accepted	Indicated	Accepted	Indicated	Accepted	Indicated	Accepted	Indicated
Not documented	1		5		4	1				
Child Care	93	21	117	17	195	15	146	15	150	25
Foster Home	115	22	163	23	214	16	178	14	214	19
Group Home / Institution	114	19	130	16	159	15	106	5	113	11

### 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 business throughout the state to determine if prospective or current employees have a record of abuse and/or neglect. Requests for Central Registry checks increased the past fiscal year from 28,000 in FY08 to over 33,000 in FY09. Chart 3 indicates that most of those increases in requests occurred in group homes, child placing agencies, and schools.

Category 7  
Chart 3

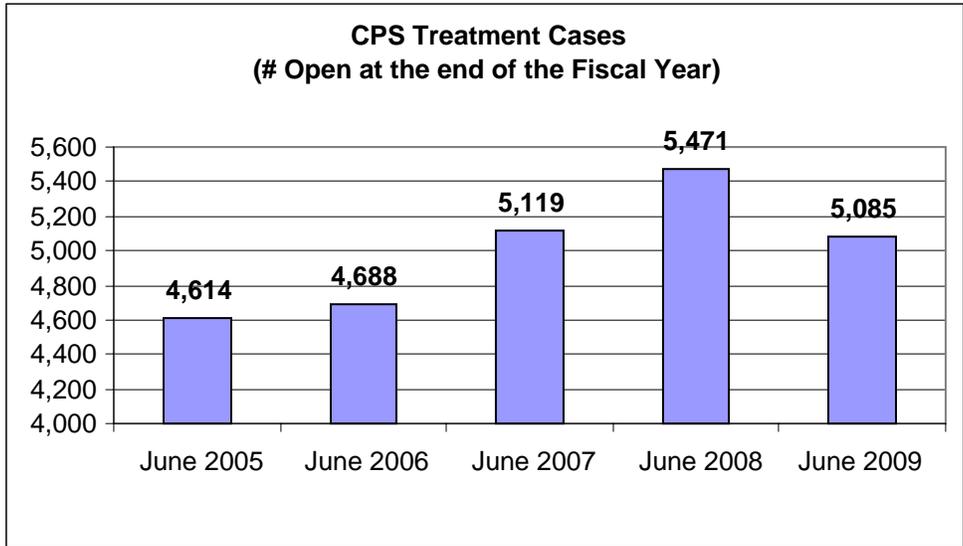


- Non-Profit includes group homes, child placing agencies, etc. Most are non-profit, although a few are for profit.
- \*\* This includes new teachers and volunteers for schools.
- \*\*\* Began charging fees on September 20, 2004.

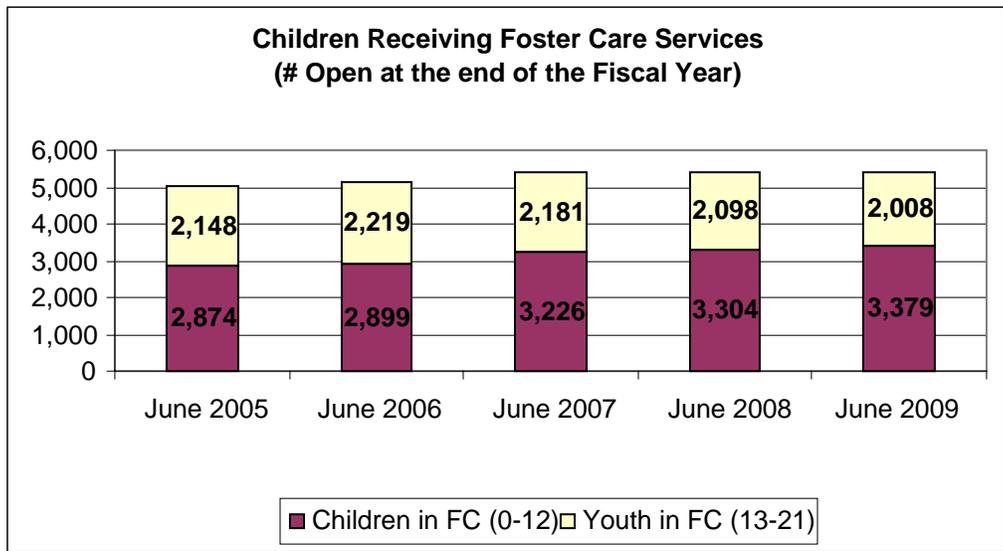
**Child Welfare Outcome S2 - Children are safely maintained in their own homes whenever possible and appropriate.**

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 number of children in foster care at the end of the fiscal year 08-09 (5,387) declined slightly from fiscal year 07-08 (5,402). We continue to see a decline in the older youth and an increase in children under 13 years old.

Category 7  
Chart 4

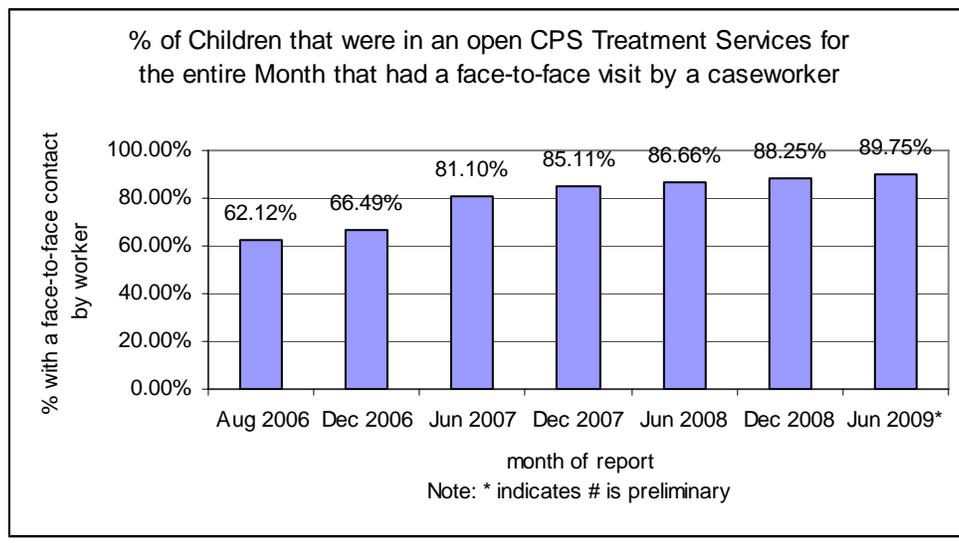


Category 7  
Chart 5



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. We concur with this recommendation and have 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 2009.

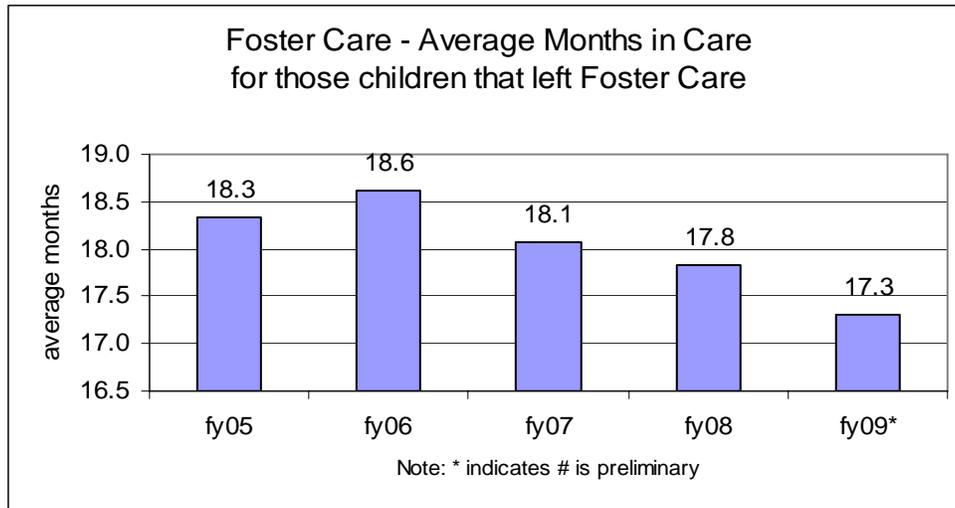
Category 7  
Chart 6



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

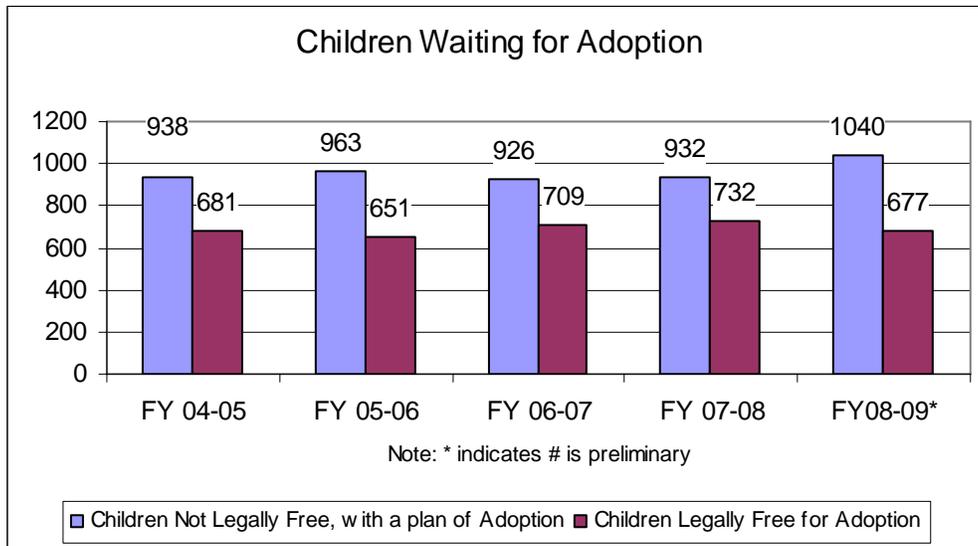
The average number of months a child spends in foster care continues to decrease. For the children that were reunited with a parent or caretaker during state fiscal year 08-09, almost 75% were returned in less than 12 months of their removal.

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 only the second time in our history. Chart 8 indicates an increase during this past fiscal year of the number of children waiting for adoption. Chart 9 also indicates an increase of the number of adoptions during the last two fiscal years.

Category 7  
Chart 8



Category 7  
Chart 9

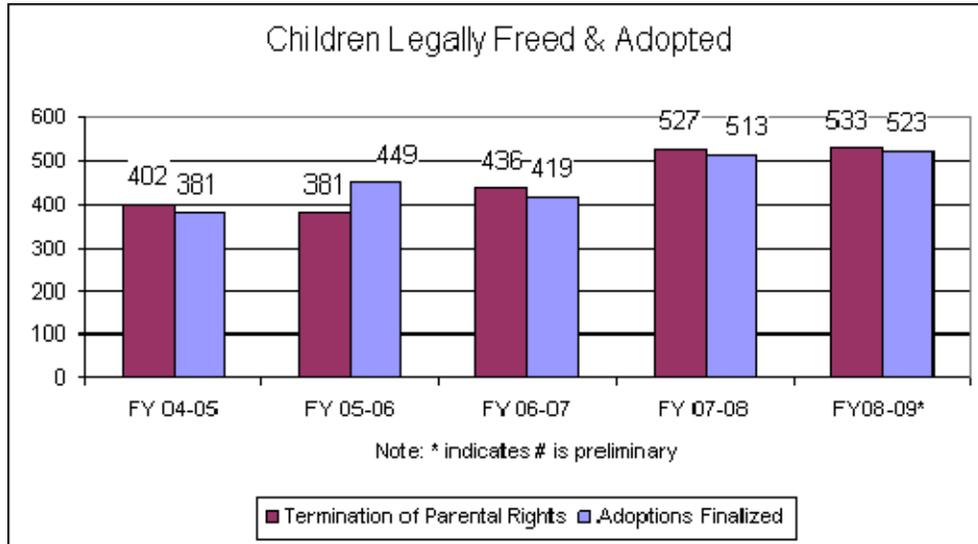


Chart 10 indicates that the average number of months it takes for a child to be adopted decreased significantly since fiscal year 2005-06. The number increased slightly in fiscal year 2008 but continued the decline in fiscal year 2009.

Category 7  
Chart 10

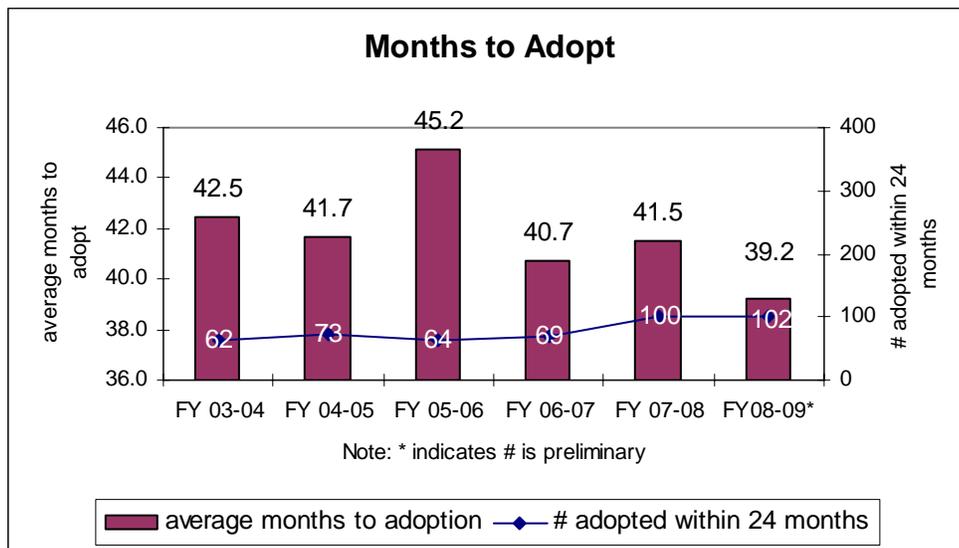
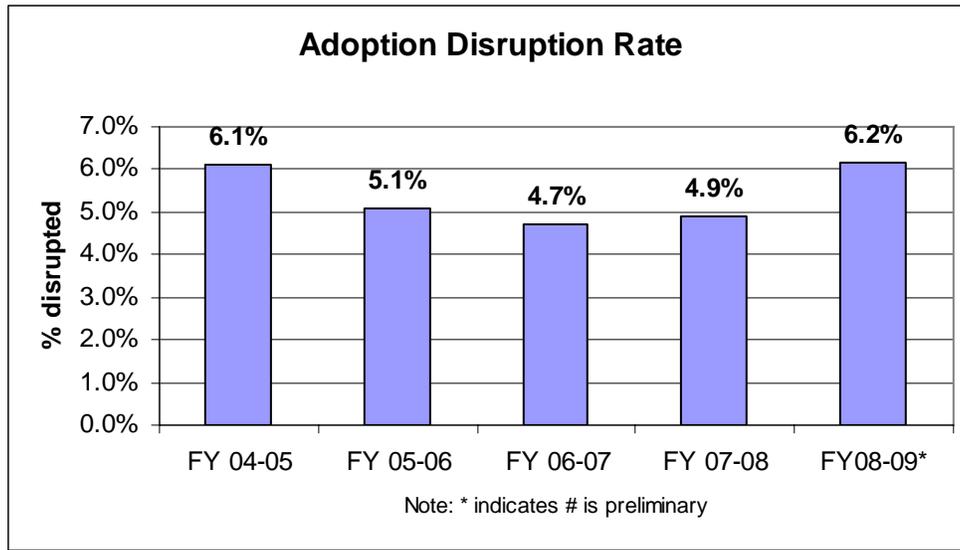


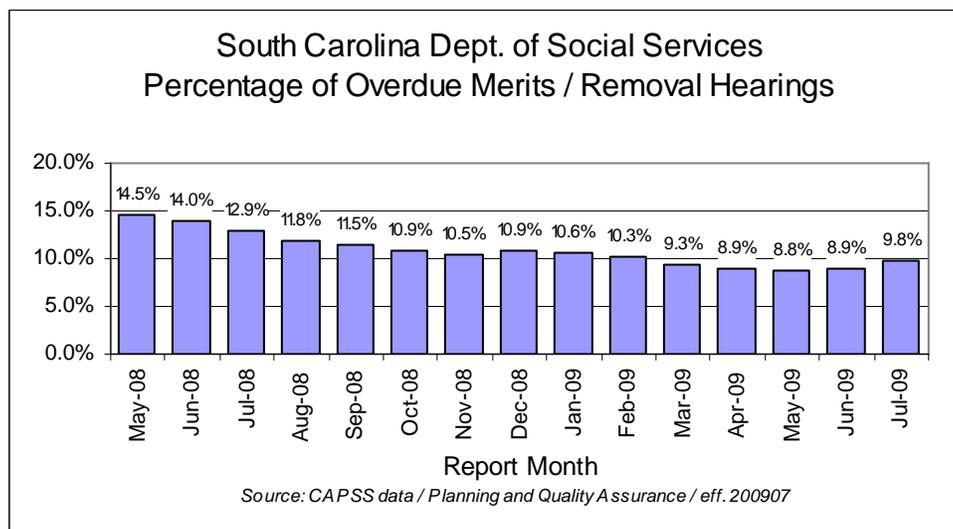
Chart 11 shows an increase in the department’s disruption rate this past fiscal year. The national average for adoption disruption is 10-12%. A disruption is defined as an adoptive placement that is not finalized because the child has to be moved.

Category 7  
Chart 11

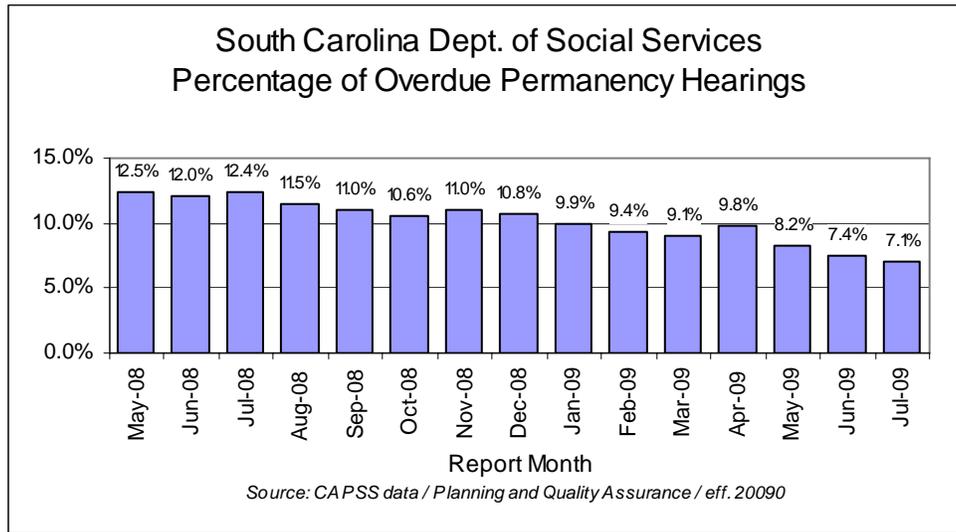


The Department began issuing a report in May 2008 on foster care removal and permanency hearings not completed timely. Hearings that are convened but not completed are not considered timely in the report. Since refocusing the agency on completing timely foster care hearings, DSS has seen a 32% reduction 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 will be implementing a new PC server based legal case management system in the fall of 2009. 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



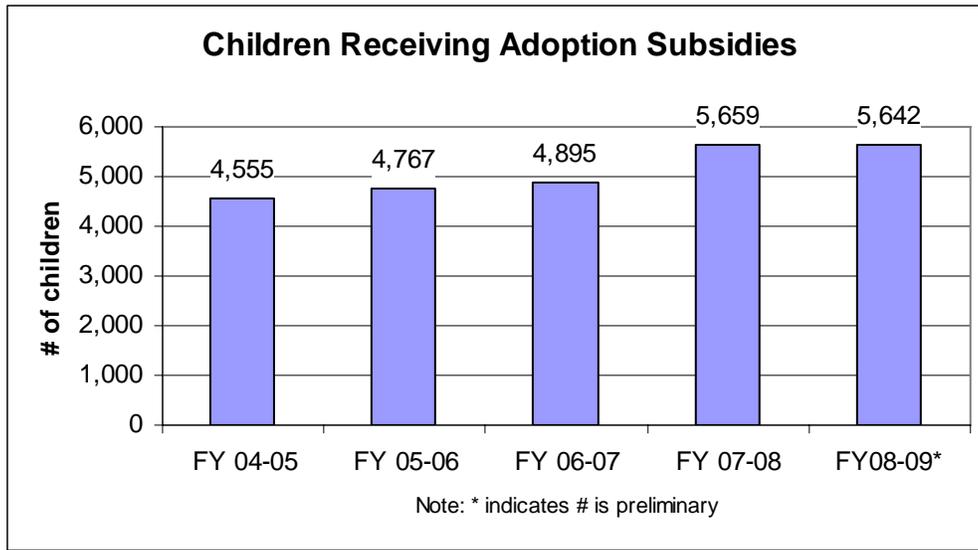
**Child Welfare Outcome P2 - The continuity of family relationships and connections are preserved for children.**

DSS has been tracking 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? At the end of June 2009, DSS was placing 67% of foster children within their home county. The statewide objective is 70%.

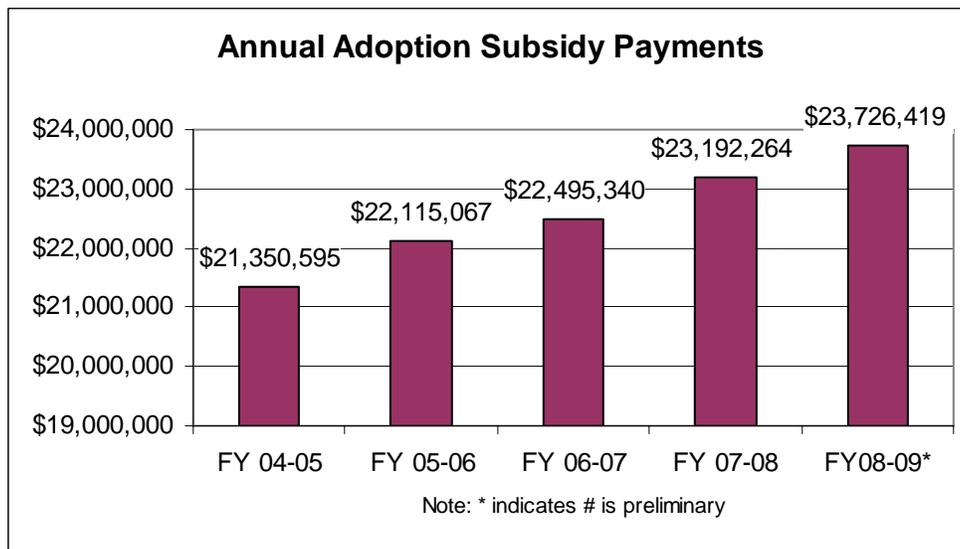
**Child Welfare Outcome WB1 - Families have enhanced capacity to provide for their children's needs.**

At the end of FY0809, DSS was paying adoption subsidies to 5,642 children. The total adoption subsidies paid for the year was almost \$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 FY0809, 156 youth received Education and Training Voucher (ETV) Assistance for post-secondary education programs or Chafee Assistance for vocational training. 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.

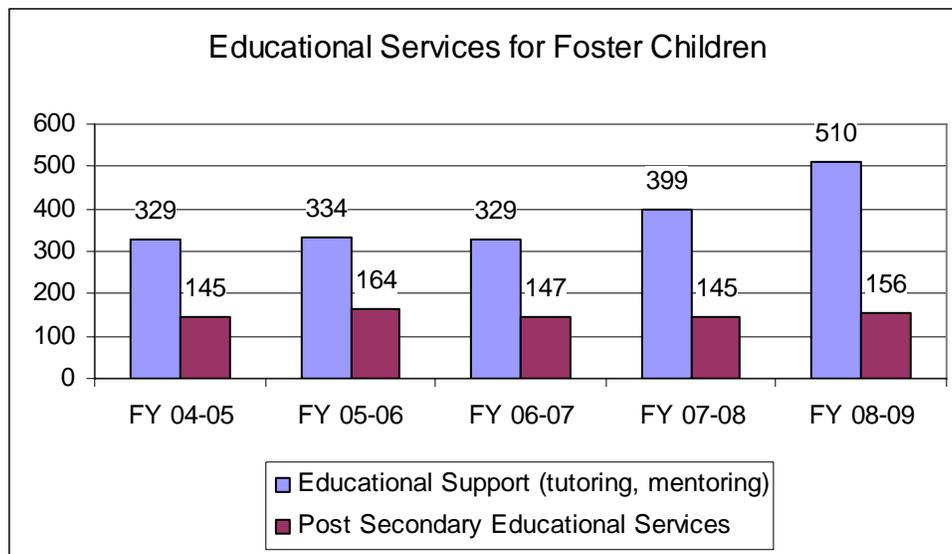
Five hundred and ten (510) youth received 934 education services in the following categories: (1) educational supports, such as tutorial services, summer school and adult education (2) senior items, such as graduation invitations and packets, SAT/ACT fees and college application fees (3) special recognition, 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.

Of the 102 foster youth graduates, 97 youth met requirements for a High School Diploma, Certificate of Completion, or GED, and 5 completed requirements for an Associate’s Degree, Vocational Certificate, or Bachelor’s Degree.

Notes:

- Data from the invoices for graduate received from county and regional offices is used to tabulate the total number of graduates. The total for 08-09 is lower than expected and may be attributed to whether or not invoices were received for all graduates at the time when this report was written.
- The S. C. Commission 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.

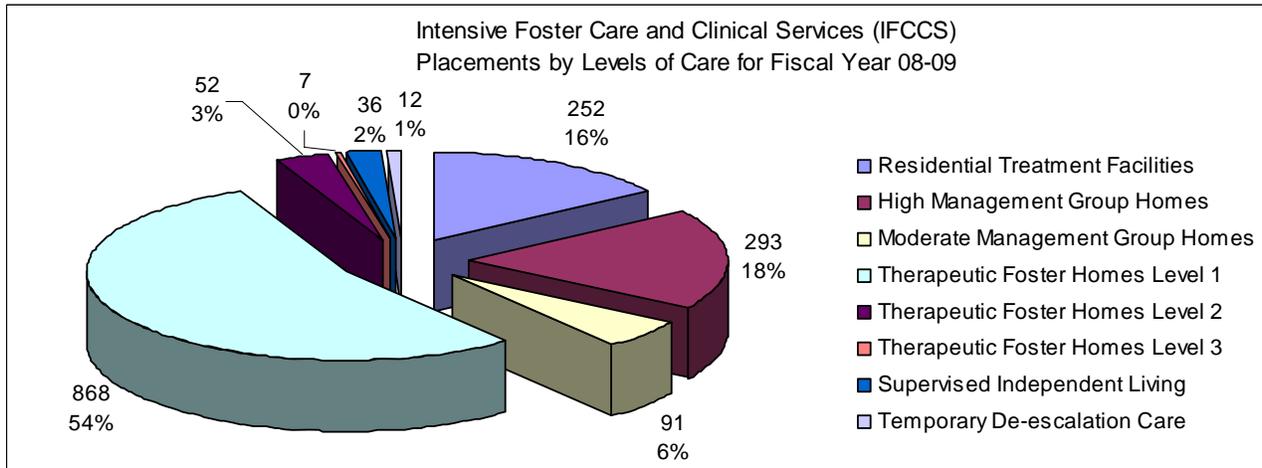
Category 7  
Chart 16



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

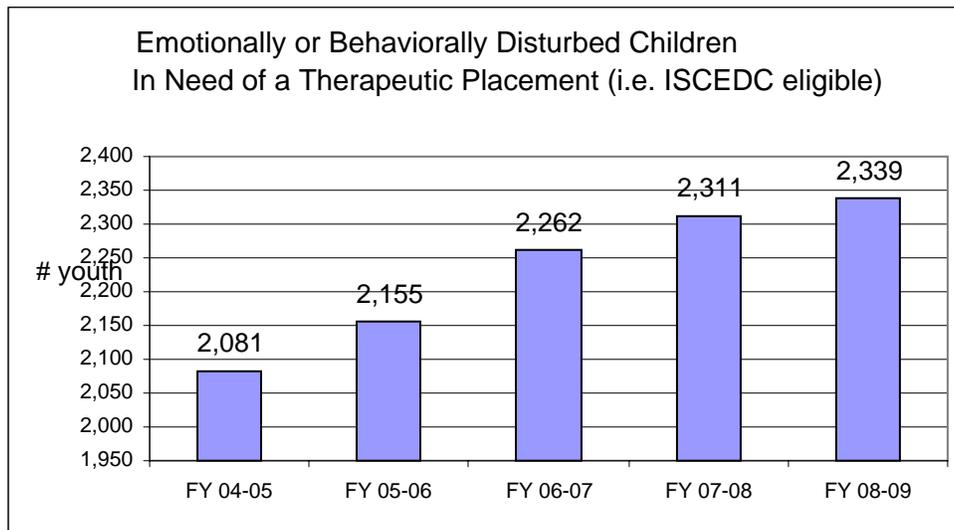
Intensive Foster Care and Clinical Services (IFCCS) provides intensive case management, as well as financial management or contract support for children in DSS custody (Foster Care) who require therapeutic placement. This service is for children who have emotional problems so severe they cannot function 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 FY0809.

Category 7  
Chart 17



In FY0809, 2339 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).

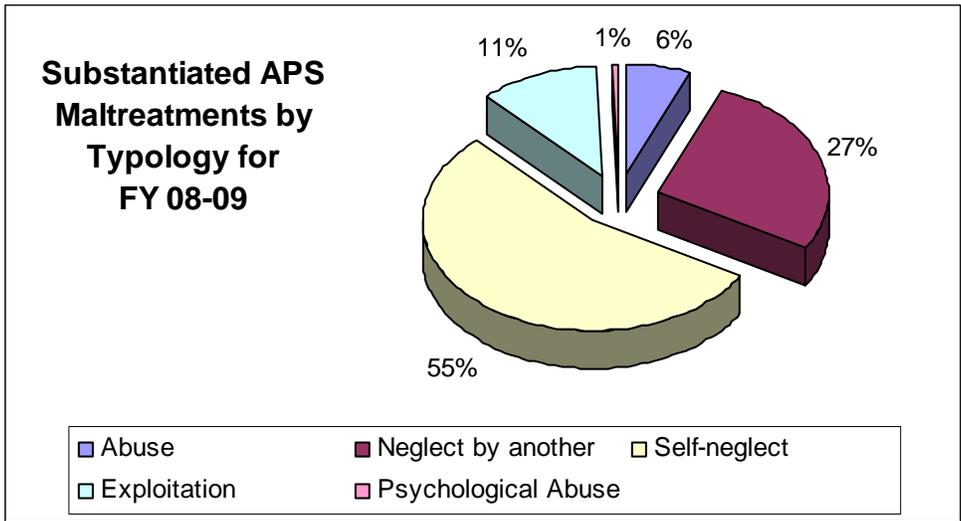
Category 7  
Chart 18



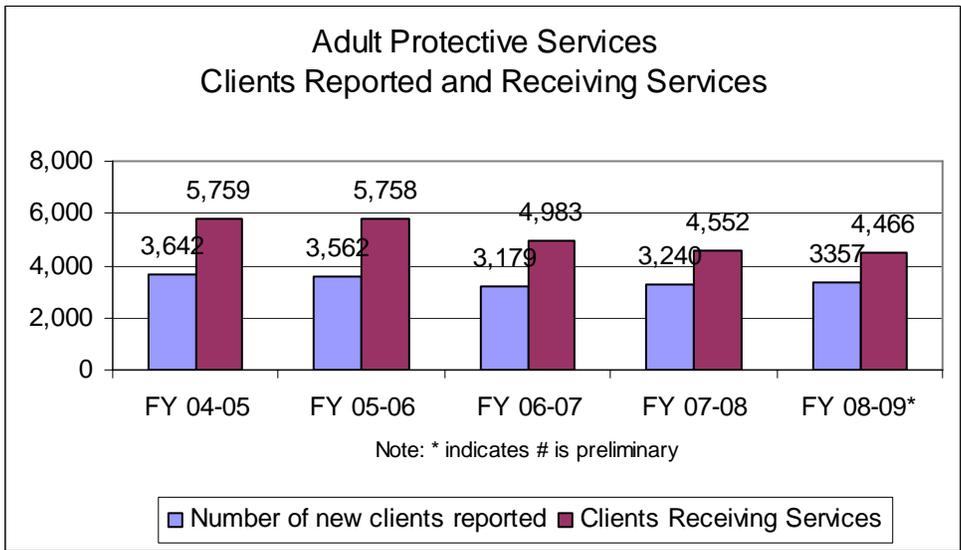
**Adult Protection Outcome APS1 - Reduce recurrence of abuse/neglect, self-neglect, and exploitation of vulnerable adults (person 18 or older who is either subjected to or at risk of abuse, neglect or exploitation).**

**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
Number emergency shelters funded	13	13	13	13	No. of emergency shelters*	18
Number batterer intervention centers funded	7	7	13	13	No. of approved Batterer intervention programs	37
Number individuals receiving emergency shelter *	3,674	3,270	7,507	3,045	No. of individuals receiving emergency shelter	6,481
Number women/children receiving counseling services **	9,663	12,419	9,783	3,164	No. of women/men/children receiving counseling services**	9,702
Number batterers receiving counseling services *	5,170	7,731	4,469	8,888	No of Batterers receiving counseling services***	3,900

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

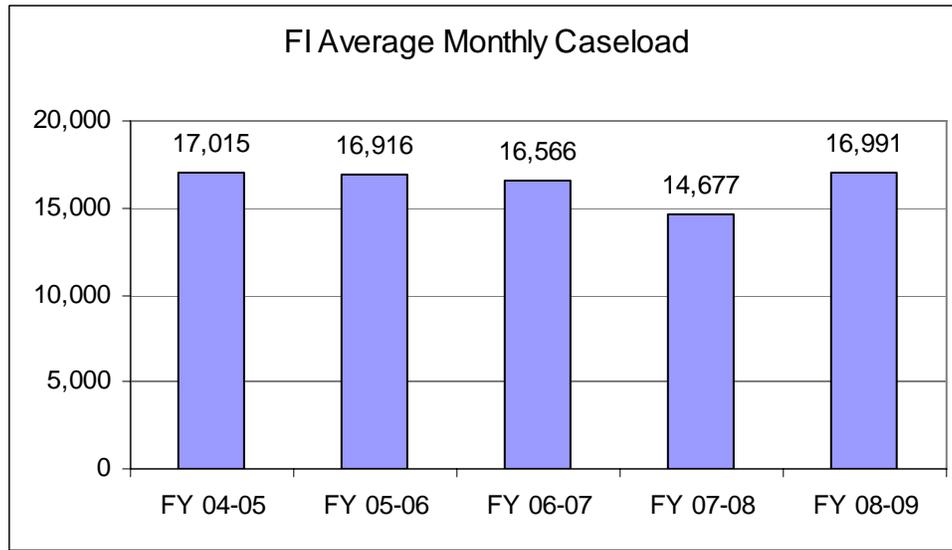
\*\* This number includes Residential and Non-Residential Counseling services provided. It also combines individual and group counseling sessions. Additionally, this number also includes Men receiving counseling services as the Federal Requirements do not separate it out. The number this year is a more accurate reflection of services provided as requested by the Federal Requirements.

\*\*\* According to program numbers submitted to the agency there were a total of 3900 batterers who received counseling and or treatment services during the 08-09 State Fiscal year. This figure was calculated from data that was submitted by providers per Federal Grant requirements. In analyzing this data there were three factors that manipulated the data received:

- 1) There was a change in the Federal requirements needed for grant purposes
- 2) The forms utilized for data collection were changed in October of 08 to reflect these new Federal guidelines
- 3) The new Federal guidelines ensured accuracy of data collection and reporting from providers.
- 4) This data reflects the number of unduplicated clients served by providers during the 08-09 Fiscal year

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

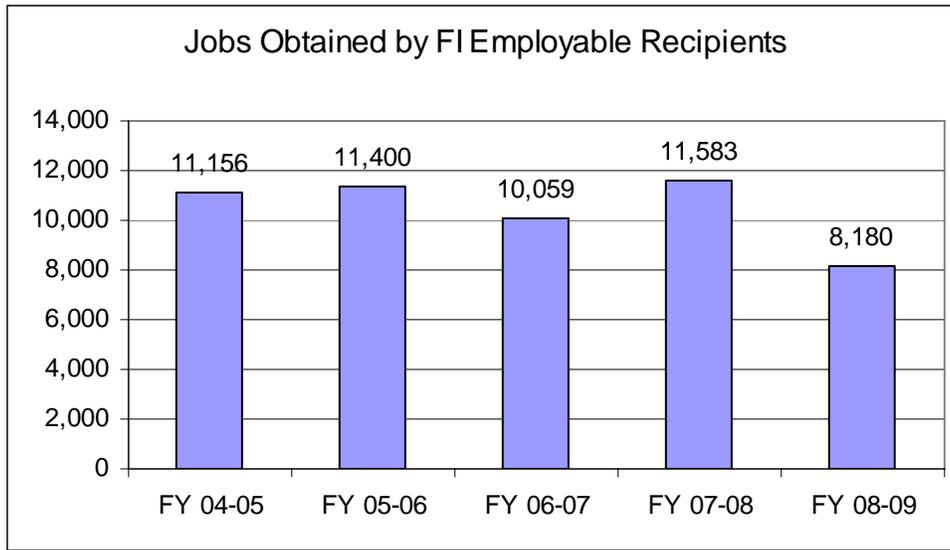
Category 7  
Chart 21



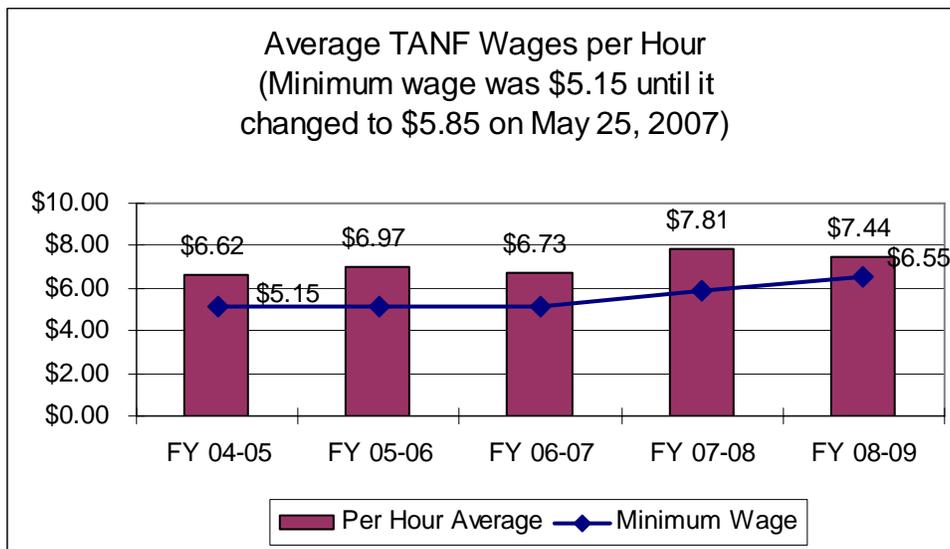
**Family Assistance Outcome FA2 - Families receiving FI services achieve a level of competence that is commensurate with their abilities while improving family functioning and self-reliance.**

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 8,100 jobs. The average wage for those employed through DSS programs was approximately \$7.44 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



Category 7  
Chart 23



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

DSS is currently conducting a study with the assistance of 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, and/or availability of child care are expanded throughout SC to help meet the needs of working families.**

A total of 43,553 children (averaging approximately 21,225 children per month) in eligible low income families received ABC Child Care vouchers so their parents could work or attend school/training in FFY08. 70% of these children were served by child care providers that voluntarily met higher performance standards established by the ABC Child Care Program. In FFY 08, 97% of child care funds were allocated for child care services (including vouchers and service improvements) and 3% for administration. Nearly all child care voucher payments to providers are processed within 8-10 working days.

**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 7/20/09, there are 3,471 regulated child care facilities. Guidelines and templates have been developed to assist child care providers with improving their level of regulatory compliance.

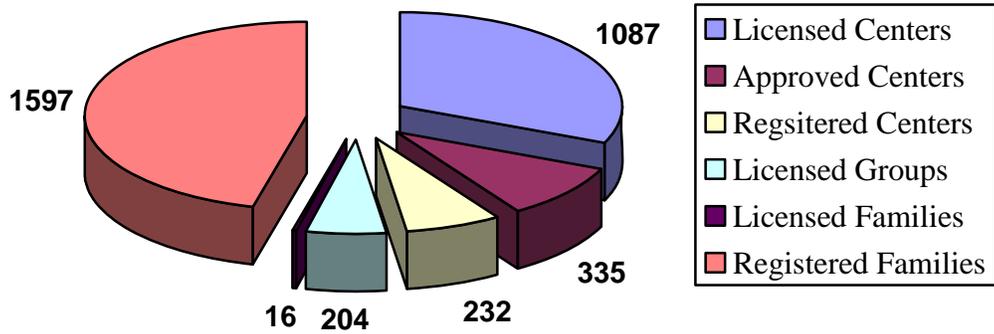
Training sessions are being conducted statewide on regulatory compliance and emergency preparedness with special emphasis on the H1N1 Flu. An Emergency Response Plan has been developed that is integrated with the overall DSS Plan and the DSS Foster Care Plan. The Child Care Licensing database is being updated.

DSS 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.

Child Care Licensing has developed a quarterly newsletter for providers. To improve efficiency, the Child Care Licensing Central Office has taken on the responsibility of processing new and renewal Family Child Care Home Registrations for two of the four Licensing regions. Over the course of the next few months, Family Home Registrations for all regions will be processed through the Central Office.

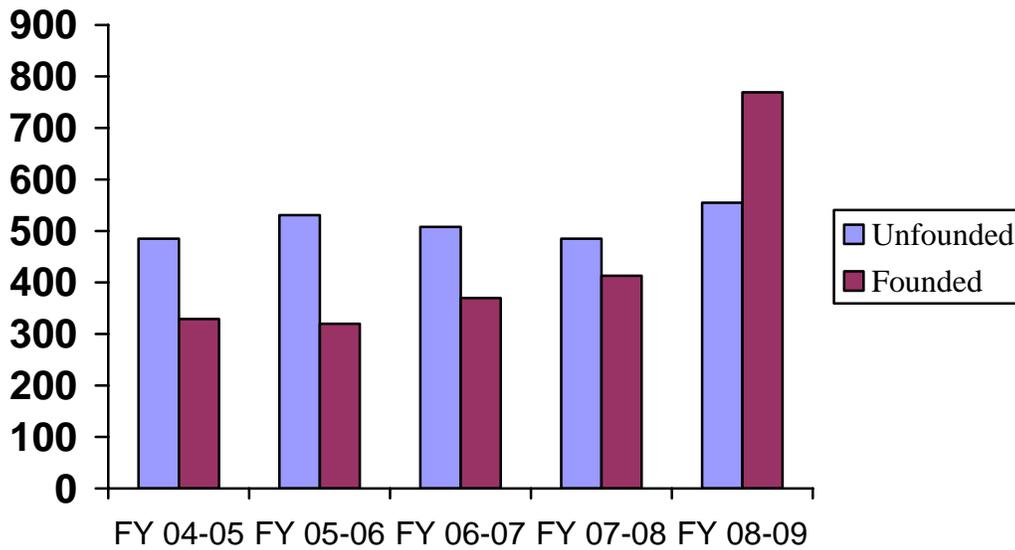
Category 7  
Chart 24

### Types of Regulated Child Care Facilities



Category 7  
Chart 25

### Child Care Licensing Complaints



Category 7  
Table 3

Division of Investigation - Background Checks Conducted

Type of Check	Background Checks Conducted FY 04-05	Background Checks Conducted FY 05-06	Background Checks Conducted FY 06-07	Background Checks Conducted FY 07-08	Background Checks Conducted FY 08-09
Foster Care Providers & Adoption Applicants: SLED Background Checks	21, 261	23,425	23,761	23,141	23,627
*Foster Care Providers & Adoptions Applicants: SLED Fingerprint Background Checks	829	4,112	4,280	5307	5,498
Foster Care Providers & Adoption Applicants: FBI Fingerprint Background Checks	3,458	3,977	3,892	5,320	5,414
Child Care Workers: SLED Fingerprint Background Checks	6, 246	8,143	8,848	11,314	10,116
Child Care Workers: FBI Fingerprint Background Checks	7, 468	7,950	8,723	11,002	10,008

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

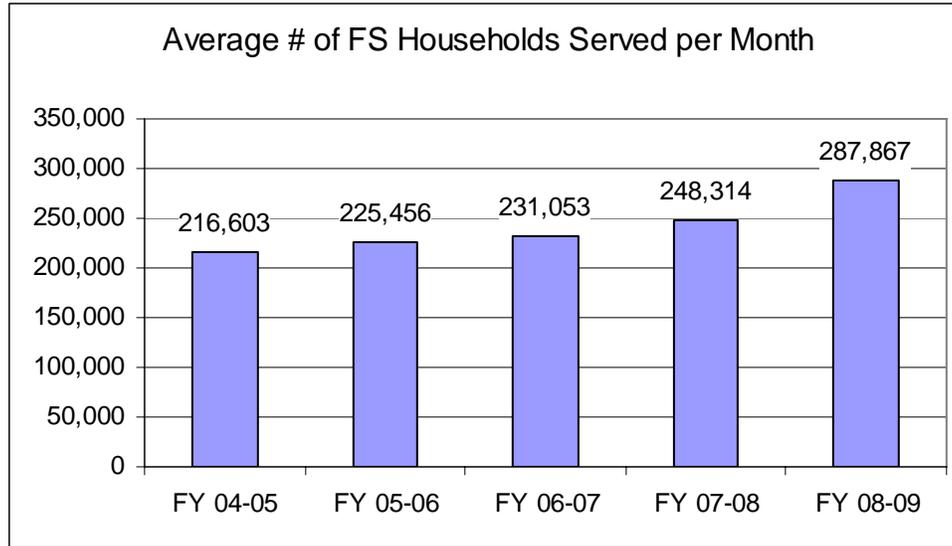
**Family Nutrition Outcome FN1 - Maximize eligible households' access to the Food and Nutrition Programs**

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)

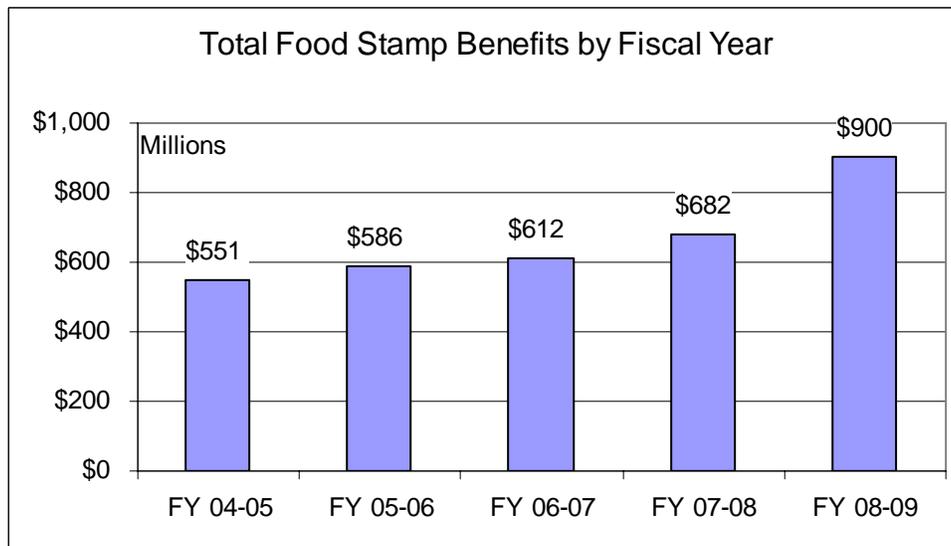
As of Oct. 1, 2008, Supplemental Nutrition Assistance Program (SNAP) became the new name for the federal Food Stamp Program. The following two charts, charts 26 and 27, indicate there has been a significant increase in families receiving SNAP in South Carolina last year. South Carolina averaged more than 287,000 households receiving SNAP benefits during the last fiscal year.

Category 7  
Chart 26

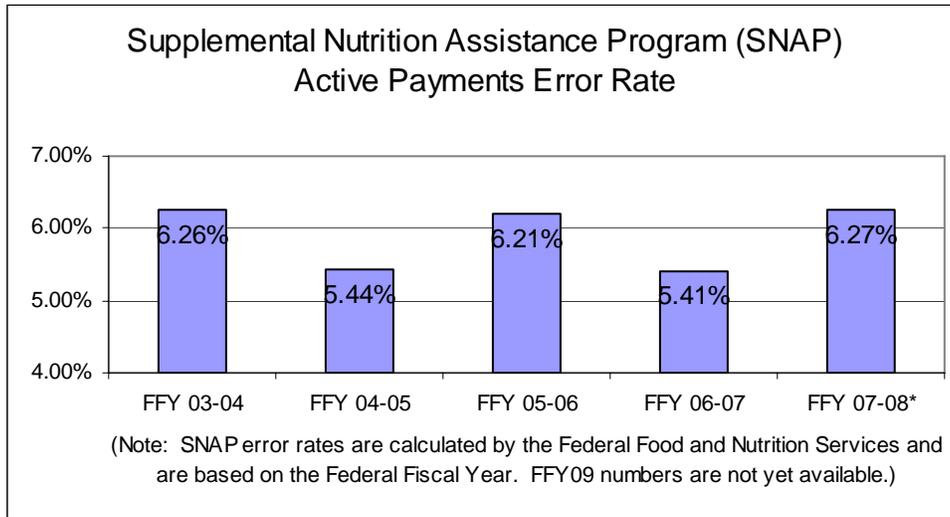


Approximately \$900 million in SNAP benefits were issued in fiscal year 2009. That is a 32% increase in total benefits from fiscal year 2008.

Category 7  
Chart 27



Category 7  
Chart 28



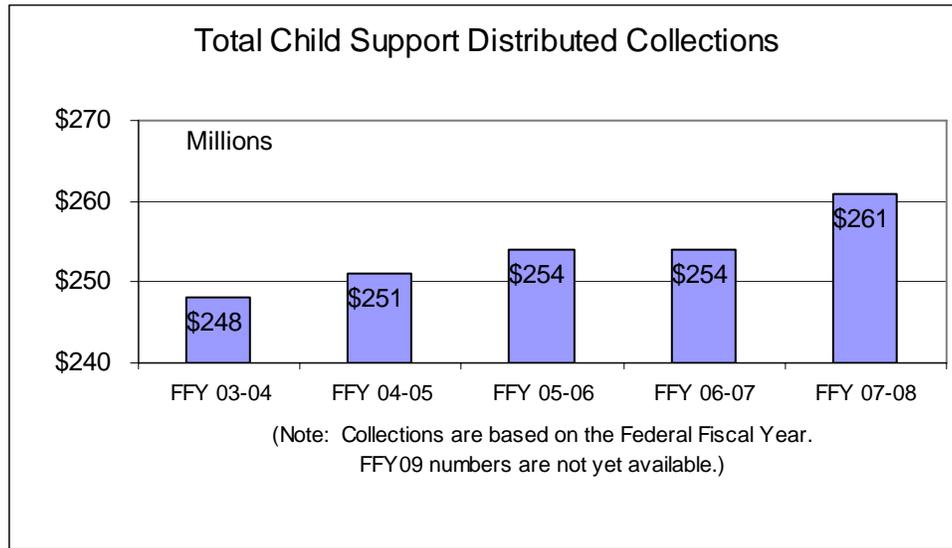
**Child Support Enforcement Outcome CSE1 - Children who are born out of wedlock have paternity established.**

This past fiscal year, Child Support Enforcement Division (CSED) established paternity or had absent parents acknowledge paternity in 89.3% of the department's child support cases.

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

Table 4 shows that the 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.)*

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. While it is not yet a federal incentive-producing or penalty-incurring performance measure, the federal government requires and we have instructed our staff to include a provision for medical support in all new or modified child support orders, both to meet the needs of children and to meet federal requirements.

**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.**

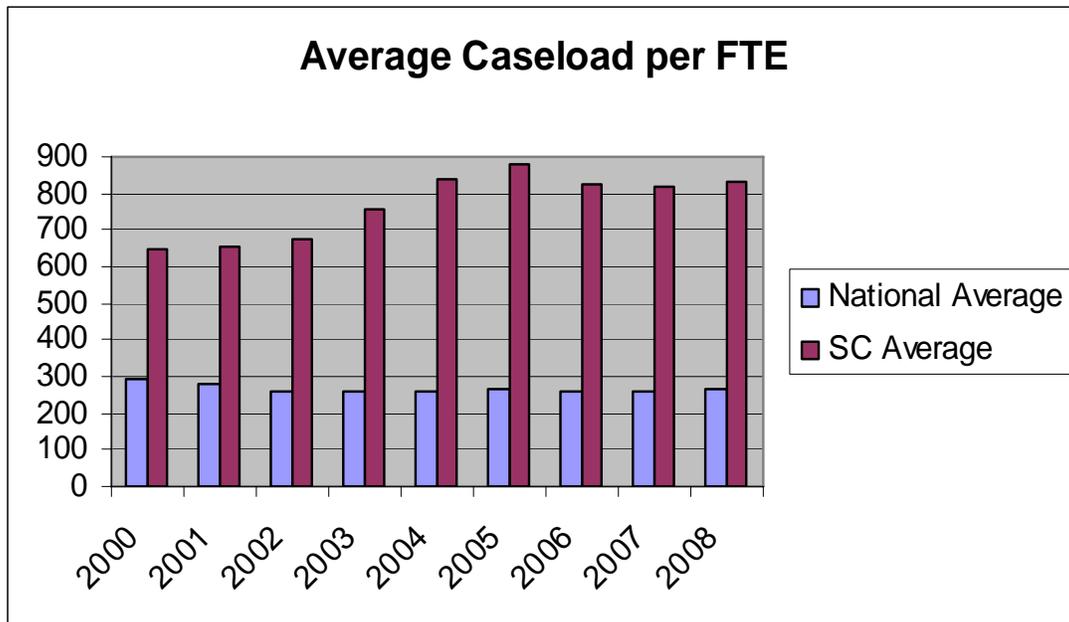
The South Carolina OCSE collected \$5.59 in child support last fiscal year for every \$1 of expenditures. Although cost effectiveness has decreased due to increased development costs for the new child support enforcement computer system, we are still well above the federal minimum requirement of \$2.00. Table 4 shows performance objectives of the OCSE during the past five federal fiscal years.

Category 7  
Table 4

Performance Criteria	Objective	FFY 2004	FFY 2005	FFY 2006	FFY 2007	FFY 2008
Support Orders Issued	At least 50%	71.2%	71.2%	75.6%	63.3%	61.8%
Paternity Established or acknowledged	At least 50%	82.3%	84.7%	84.2%	88.9%	89.3%
Current Support Paid	At least 40%	48.4%	47.4%	49.3%	51.4%	51.2%
Arrears Cases Paid	At least 40%	49.2%	53.8%	53.0%	55.7%	55.1%
Cost Effectiveness (Collections/Expenditures)	At least \$2.00	\$7.00	\$7.10	\$7.43	\$6.87	\$5.59

Caseloads in the CSED remain the highest in the nation with 835 cases per FTE. The national average is 261 cases per FTE, according to the FFY 2008 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 2008 per FTE in South Carolina were \$921,883 compared to the national average of \$44,264.

Category 7  
Chart 30



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

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 tracks complaints by program area, county, and employee. This system allows DSS to ensure that complaints are addressed and resolved. Information can be used by county directors, program managers, and state office management to determine where improvements are needed, by program area. It also allows DSS to determine 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 of financial performance?***

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 the key measures of Human Resource Results?***

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 regulatory/legal compliance and citizenship? 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 7.2.***

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.

FY 2008-09, the IAD staff performed 103 audits of the Department and providers of service. Also, IAD prepared the County Financial Statements which included in excess of \$43 million in receipts and expenditures for submission to the Comptroller General to be included in the Statewide Financial Statements. Also, 41 independent audit reports were reviewed in accordance with OMB Circular A-133. In addition, technical assistance was provided to the 46 county offices in the operation and maintenance of their local accounting systems.

In FY 2008-09, Internal Audit added two FTE's (Certified Fraud Examiner and Certified Public Accountant) to create a Fraud Prevention and Detection Unit. Internal Audit has implanted a Financial Fraud Hotline, a Fraud Detection Communication Policy, an Overall Fraud Prevention and Protection Plan for the Agency and an employee Fraud Training Program.

Internal Audit continues to place an enhanced emphasis on fraud prevention and detection both within the agency and providers of service to the agency.

## Appendix A

### DSS Operation Locations

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

**Allendale DSS** *(Main Office)*  
611 Mulberry Street, Building A  
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 29901  
**Telephone:** 843-40-4600

**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 28625  
**Telephone:** 864-260-4100

**Barnwell DSS** *(Main Office)*  
10913 Ellenton Street  
Barnwell, SC 29812  
**Telephone:** 803-541-1200 ext. 237

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

**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

**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  
McCormick, SC 29835  
**Telephone:** 864-465-2140

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

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

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

**Fairfield DSS (Main Office)**  
321 By-Pass & Kicard 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 29360  
**Telephone:** 864-833-0100

**Lexington DSS (Main Office)**  
541 Gibson Road  
Lexington, SC 29072  
**Telephone:** 803-785-7333

**Marion DSS (Main Office)**  
137 Airport Court, Suite A  
Mullins, SC 29512  
**Telephone:** 843-423-4623

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

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

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

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

**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

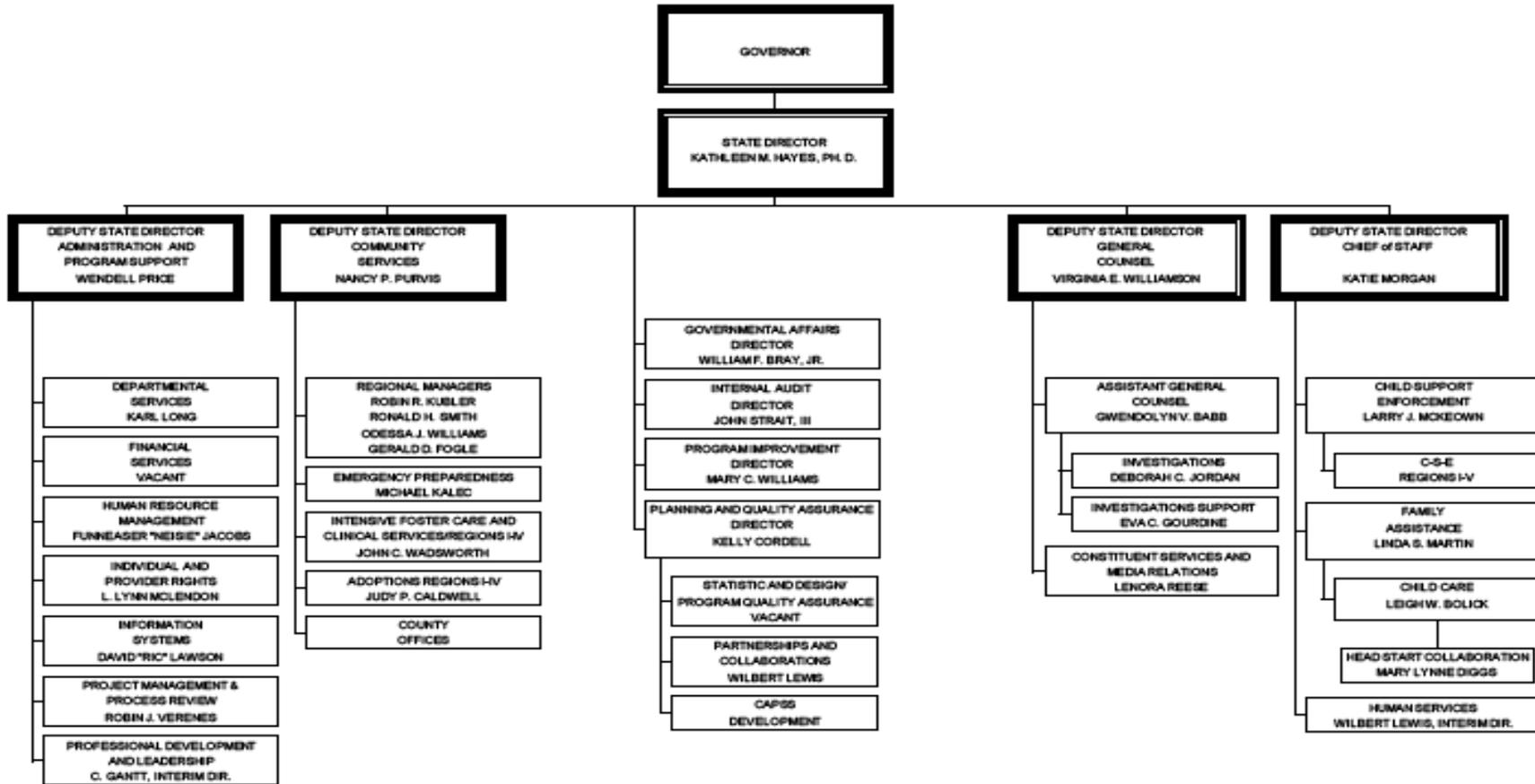
**Union DSS** (*Main Office*)  
200 S. Mountain Street  
Union, SC 29379  
**Telephone:** 864-429-1660

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

**York DSS** (*Main Office*)  
18 W. Liberty Street  
York, SC 29745  
**Telephone:** 803-684-2315

Appendix B – SCDSS Organization Chart

SOUTH CAROLINA DEPARTMENT OF SOCIAL SERVICES



MAY 08, 2009