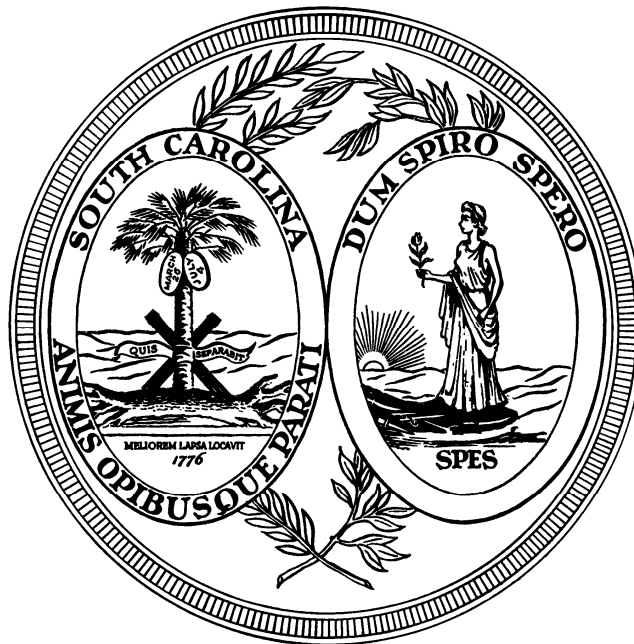# South Carolina Department of Social Services

Annual Accountability Report
Fiscal Year 2004 – 2005

September 2005

Kim S. Aydlette
State Director

Accountability Report Transmittal Form

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Table of Contents

South Carolina Department of Social Services
2004 – 2005 Annual Accountability Report

Section I: Executive Summary
South Carolina Department of Social Services
2004 – 2005 Annual Accountability Report

DSS began FY 2004-05 with new challenges. For example, the agency was appropriated about $20 million in "Maybank" money, an uncertain source of funding. This was replaced with recurring funds for FY2005-06. In addition, this was the first full year of administering all functions of the Child Care and Development Fund (CCDF) and Social Services Block Grant (SSBG) from the Department of Health and Human Services. As the lead agency for child care, SCDSS assumed the responsibility for:

1. Coordinating all current state child care expenditures and programs to increase the efficiency and impact of these resources consistent with the state's child care priorities.
2. Administering all new funding sources of child care funds and programs to leverage the state's financial and programmatic resources for maximum efficiency and impact.
3. Administering the South Carolina Child Care Coordinating Council in utilizing statewide child care expertise and interest groups to share information, exchange ideas, provide input on state plans and develop and coordinate strategies to improve the child care system.
4. Developing a statewide system for monitoring and providing technical assistance to child care providers that makes optimal use of the state's resources to improve the quality of child care.
5. Developing a state child care strategic plan that delineates goals, objectives, strategies, timelines, principal partners, and resources to support and expand accessible quality child care. The plan builds on existing planning initiatives and is submitted annually to the Governor by July 1.

SCDSS also assumed administration of SSBG, (the federal Social Services Block Grant). These funds are provided by the federal government to public and private agencies/organizations to offer a continuum of critical services such as child and adult protection, child care, and home-based services that cost effectively strengthen and support individuals and families in order to meet required national goals.

Agency Achievements

DSS has taken steps to achieve greater efficiency through technology and continues to contain administrative costs. DSS Information Systems is leasing with a contract supplier to replace outdated computer hardware, rather than purchasing new hardware. The Division of Human Resources provided automated HR Manuals to employees to allow them immediate access to critical HR information and agency policies, thereby improving communication with staff. DSS also switched to an automated employee leave system from a paper process in March 2005.

The agency continues to closely monitor and contain cell phone assignments and expenses, travel costs, and other costs not directly related to providing effective client services.

The Family Independence program obtained more than 11,000 jobs for clients. These jobs paid about $6.50 per hour on average.

The Elderly Simplification Application Program (ESAP) for elderly food stamp clients began operation this year. Under this program, certain elderly clients are able to apply for food stamps through the state office, and processing time is reduced. About three state office staff can serve these clients statewide.

In March 2005, South Carolina was recognized by the US Department of Agriculture for having a low food stamp processing error rate. In addition, DSS received the USDA's Southeastern Regional Director's award for simplifying the food stamp application process for elderly recipients, and other states have modeled programs after South Carolina's.

In 2004, DSS began implementing a plan to obtain compliance with the federal review of our child welfare program. To date, a substantial amount of progress has been made in meeting or exceeding federal standards.

Finalized adoptions increased by 14% in 2004-05. This year, 381 children received final decrees, reflecting the increase in the adoption subsidy from $250 to $1,500 in July 2004. At this rate, DSS will report approximately 600 adoptions in federal fiscal year 2005-06.

In 2005, DSS launched an initiative to assist victims of domestic violence. Using existing resources, victims of domestic violence are provided vouchers for day care so that they can work while their children are cared for in a safe environment.

DSS has taken an important first step in obtaining a certified child support enforcement automated system. An RFP for systems development has been approved and issued which will allow a qualified vendor to be hired for the project.

DSS has performed efficiently in its child support enforcement program, exceeding the national average in collections per FTE by about 60%.

In 2004-05, the agency's planning function became fully functional. Statewide management data is used more effectively to determine where caseloads are high, where required functions are not being performed in a timely manner, and where children need prompt attention.

1. Mission and Values:
The mission of the South Carolina Department of Social Services is to ensure the safety and health of children and adults who cannot protect themselves, and to assist those in need of food assistance and temporary financial assistance while transitioning into employment.

Programs:

Child Welfare	The program administered to ensure the safety and health of children. This system of services includes Child Protective Services, Foster Care and Managed Treatment, and Adoption Services.
Adult Protection	The program administered to ensure the safety and health of vulnerable adults.
Family Independence	The program that assists those in need of temporary financial and employment-related assistance.
Family Nutrition	A network of food assistance programs that improves the health and well-being of children and adults who cannot provide adequate nutrition for themselves.

Child Care Services	The program administered to increase 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.
Youth Programs	The programs that provide services to adolescents ages 10-19 for the prevention of primary and secondary pregnancies.
Child Support Enforcement	The program that enforces orders for child support, establishes paternity for children when paternity is an issue, and provides "locate" services when the whereabouts of a parent is unknown.

1. Key Strategic Goals

A. Child Welfare Goals
1. To meet or exceed the objectives in the DSS Strategic Outcomes.
2. To provide child welfare services that meet or exceed the goals outlined in the federal Program Improvement Plan (PIP) required as a response to the CFSR review.
3. To increase adoptions by 3% by 2006.

B. Adult Welfare Goals
1. To meet or exceed the objectives in the DSS Strategic Outcomes.

C. Family Assistance Goals
1. To meet or exceed the objectives in the DSS Strategic Outcomes.
2. To increase the Family Assistance stipend to the Southeastern average.
3. To be prepared to implement a congressional overhaul of TANF.
4. To expedite Family Independence (FI) services to eligible children and families.
5. To maximize the number of clients placed in employment.

D. Child Care
1. To meet or exceed the objectives in the DSS Strategic Outcomes.
2. To begin implementation of a quality rating system for child care providers that will incorporate child care licensing in the fall of 2005.

E. Family Nutrition
1. Maximize eligible families' access to the Food Stamp program.
2. Maximize eligible children and adults participating in the Emergency Food Assistance Program, Commodity Supplemental Food Program, Seniors Farmers Market Program, Child and Adult Care Food Program, After-school Snack Program, Emergency Shelter Food Program, and Summer Food Service Program.
3. To meet or exceed the objectives in the DSS Strategic Outcomes.

F. Youth Programs
1. To reduce the incidence of adolescent pregnancy among program participants.

G. Child Support Enforcement Goals
1. To meet or exceed the objectives in the DSS Strategic Outcomes.
2. To develop and implement a certified Child Support System by January 1, 2008.
3. To establish paternity in a timely fashion for children who are born out of wedlock.
4. To make certain that children with one or both parents absent from the home receive adequate financial support from their absent parent(s).
5. To establish medical insurance coverage whenever such coverage is available at reasonable cost through the non-custodial parent's or custodial parent's employer.

H. Administrative Goals
1. To provide support to program staff to assist them in meeting or exceeding the objectives in the DSS Strategic Outcomes.
2. To accomplish a smooth transition of service delivery during the departure of TERI staff.
3. To develop and implement a plan to reduce staff turnover in child welfare.
4. To improve communication, coordination, and accountability throughout DSS by implementing a comprehensive planning process.
5. To develop and implement a plan for the agency's technological needs.
6. To develop a training plan that will give staff the skills necessary to implement the core programs of the agency in a manner that meets the requirements of the PIP (program improvement plan for CPS) as well as for agency outcomes.
7. To finalize and implement the new contract negotiation, approval, and monitoring process.

2. Opportunities and Barriers

Opportunities

Opportunities - Child Welfare

- Recent statutory modifications allowing the agency to maintain and review past investigations of child abuse and/or neglect increased the agency capacity and helps make more informed assessment of safety and risk for children.
- There is a continued and ongoing emphasis in agency policy and practice on the integration of safety and risk assessment principles in the intake and investigative/assessment processes.
- Continued collaboration with the three Citizen Review Panels located in the Midlands (Richland, Kershaw, and Lexington counties), Upstate CRP (Greenwood, Abbeville, and McCormick counties), and Low Country (Charleston, Berkeley, and Dorchester counties) will enhance the child welfare system. The 2004 annual report of the panels' work has been received and the agency response has been submitted to the chairs of the three Panels. The agency and CRP's will meet in October 2005 for a retreat to discuss what has been achieved and what is planned for the coming year.
- Collaboration with other agencies and state entities has led to the development of a protocol for intervention when a child is found exposed to Methamphetamine labs. As this is a rapidly growing problem in SC, this protocol will help to coordinate all services to children and families. The Children's Law Office provided logistical coordination and research as part of their ongoing CJA grant activities.
- Staff conducts regular reviews of child fatality cases to identify trends and issues for policy, procedure and practice.
- The agency completed the process to map the automated system to the National Child Abuse and Neglect Data System (NCANDS) in order to be in full compliance with federal data requirements.
  a) New codes were added to the automated system to monitor the monthly visitation of children by CPS workers as required by policy.
  b) New code was added to monitor the actual number of children being served in the CPS caseloads – data is pulled on a monthly bases.
- Joint training for county directors, supervisors, and attorneys was provided to enhance the effectiveness of treatment and concurrent planning.

- Program Reviews of county practice are completed as per CWSR protocol. Counties develop PIP's (program improvement plans) to address areas needing improvement. Technical Assistance is provided to develop, implement and monitor the county PIP.
- Technical Assistance is provided to support practice and assist with policy implementation. Technical Assistance is based on ongoing monitoring and outcomes measures for program goals.
- Individual county recruitment plans for foster and adoptive families have been developed through collaboration of county, MTS and Adoption offices. Each plan was based on a needs-assessment of the children served. Needs-specific recruitment is initiated based on that assessment. County plans make up the statewide plan.
- The Department is continuing to participate in the national recruitment campaign with "AdoptUSKids" to recruit foster and adoptive families.
- All counties and adoption offices participate in joint planning meetings to facilitate timeliness in adoption finalizations. Strategies are identified to address case-specific and system barriers as needed.
- The Child Welfare Advisory Committee has merged the previously existing task forces and steering committees into an integrated approach for planning to address systemic issues.
- The Casey Family to Family strategies, which focus on family connections have been integrated in the Foster Care Manual (Chapter 8) and in child welfare practice via training for new staff and foster/ adoptive parents.
- Recent innovations have resulted in the development, piloting and expansion of therapeutic foster home services. Started in 2001 in five target counties, new therapeutic foster homes are now available in over half of the state's counties. Specialized Foster Home Services (SFHS) allows children to "step down" from a therapeutic care level to regular foster care in the same home without having to be placed with another family.

Opportunities - Family Independence and Family Nutrition

- Collaboration for Foster Care youth 16 to 21 years old to include educational and vocational assessment and provision of job skills services.
- A proviso was passed that allows Child Care Regulatory and Licensing to impose fees and levy fines in order to encourage compliance to safety regulations.
- TANF funding has provided the State an opportunity to bring the Family Independence stipend to an amount that approaches the southeast average.
- Recent statutory changes have created the opportunity for more child care centers to participate in the Child and Adult Care Food Program.
- Increase in the amount of federal funding provided for benefits for the Seniors Farmer's Market Program.
- The September 2005 evacuation of the gulf coast region is providing DSS the opportunity to assist relocated families access jobs and regain self-sufficiency through the Family Independence program.

Barriers

Barriers **-** CPS, Foster Care and Managed Treatment Services

- The child protective services workload has been high in comparison to foster care. As defined by the federal government, each family receiving CPS services is counted as one case, regardless of the number of children in the household. In foster care, each child in a household is counted as a separate case. If CPS cases were counted the same way, the number of CPS cases would increase by about five times justifying the need for more staff.
- A reduction in state funds impacts the ability of the agency to provide emergency services to families with specific needs, with potential effects on the safety and well being of children.
- The potential and actual loss of skilled and experienced child protection staff continues to be a great concern to all Human Services Division staff.
- An increase in reported incidents of Methamphetamine labs and the exposure of children to this dangerous drug creates a challenge to the child protection system.
- The population of 13-18 year olds in foster care continues to increase. Over the past five years, the number of teens in foster care has increased thirty-six percent. Due to significant budget reductions, DSS will monitor placements in foster care to determine when children are entering care inappropriately because of gaps in services from state agencies other than DSS.
- The agency needs to increase permanency options to include independent living services, reunification, and adoptive options.

Barriers - Adult Protective Services

- Increased number of young adults coming to the attention of Adult Protective Services. These young adults often suffer from mental, physical or developmental disabilities. Often they have "aged out" of foster care and are being served by the Departments of Mental Health and Disabilities & Special Needs. Adult Protective Services has little, or no, services or resources, to meet the needs of this population, since Adult Protective Services primarily serves persons who are in need of nursing home or residential level of care (even if served by home-based services in the community). Nursing home placement of a young vulnerable adult may not meet the social and other emotional needs of the adults.
- Adult Protective Services cases are becoming increasingly more complicated by legal considerations. These legal considerations include: property ownership, more clients unable to consent to care due to dementia, powers of attorney, conservatorships, guardianships, criminal prosecutions, and more aggressive involvement by the advocacy community.
- More demands are being placed on DSS by hospital discharge planners to become involved, many times when the legal criteria of Adult Protective Services involvement is not warranted. Often the requests have to do with discharge planning, or in some cases, involuntary consents to medical procedure.
- Lack of specialized services for clients with special needs. In the past, APS may have had to advocate for the clients and facilitate their services from the appropriate agency. Now services from the appropriate agencies are not available and the APS system is not set up to meet the needs of clients with specialized needs.

- Increased number of financial exploitation cases that are time consuming, and once the victim's resources are exploited, difficult to find public programs to meet the victim's needs. The agency continues to pursue other programs to assist with financial management.
- Increased self-neglect cases that may require costly institutional placement, but Medicaid resources are limited, and NOT ALL Adult Protection clients qualify (in fact only approximately 50% of the clients are initially eligible).

Barriers - Family Independence and Family Nutrition

- Transportation continues to be a concern in the Family Independence Program with the increase in gasoline prices.
- Approximately a third of the Family Independence caseload is composed of child-only cases headed by adult relatives. Additional resources would be needed to assist these relatives with the special needs of these children and caretakers.
- Current computer system capabilities are unable to keep up with the changing program requirements in Family Independence.
- The Food Stamp caseload has increased 70% since the year 2000 without corresponding increases in staffing.

4. Major Achievements

Major Achievements **-** Adoptions and Foster Care

- Increase in the number of Terminations of Parental Rights (TPR's) and adoption finalizations.
- South Carolina is one of the first states to provide Medicaid coverage for foster youth after age 18 exiting foster care.
- Implemented the principles of family-to-family statewide, subsequently increasing the number of foster homes.

Major Achievements **-** Adult Protective Services and Domestic Violence

- DSS has finalized an updated certification training program for APS in collaboration with USC Center for Child & Family Services. The training plan also includes advanced developmental training for APS workers after completion of the initial certification.
- DSS has approved uniform standards for treatment programs that are provided to batterers in domestic violence cases. The standards and approved providers are listed on the DSS Website.

Major Achievements **-** Family Independence and Family Nutrition

- Development of enhanced case management processes in Family Independence for delivery of training in early FY 2005.
- Hunger in low-income families was reduced by increasing food stamp participation among eligible households. South Carolina currently serves 86% of eligible households in the State of those at or below 100% of poverty.
- Increased the number of seniors participating in the Food Stamp program by 31% through the Elderly Simplified Application Project (ESAP).
- Received High Performance Bonus Award from USDA for Food Stamp Program's low error rate on closed and/or denied cases.

- Implemented the Commodity Supplemental Food Program that provides monthly food assistance to 4,000 seniors age 60 and older in 5 counties.
- Increased the number of seniors eligible to participate in the Seniors Farmers' Market Nutrition Program by 23%.

5. How is the accountability report used to improve organizational performance?
At DSS, the accountability report was used primarily as a one-time report to document agency results at the end of the year. We have changed the way we do business, and the report is no longer a document for staff to complete each September. Programs and administrative systems are continuously analyzed and reviewed, with a goal of continuous improvement and increased efficiencies.

Section II: Business Overview

At SCDSS, we serve customers of all ages and from all walks of life. We have customers who want our services, customers who need our services such as children at risk and vulnerable adults, and customers who need but do not necessarily want our services. Because of our diverse customer base, we must be a flexible and agile organization - ready to serve when and where the need arises. Again, in 2004–2005, we met this challenge, successfully serving thousands of South Carolinians.

1. Number of Employees

Fiscal Year	Positions	Employees	Vacancies
2004 – 2005	4,024	3,363	661
2003 – 2004	4,637	3,448	1,189
2002 – 2003	4,559	3,854	705
2001 – 2002	4,562	4,206	356

2. Operation Locations – See Appendix A

3. Base Budget Expenditures and Appropriations

Major Budget Categories	03-04 Actual Expenditures		04-05 Actual Expenditures		05-06 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	$120,051,988	$29,034,409	$106,633,034	$22,086,303	$107,440,181	$27,859,321
Other Operating	$75,921,669	$10,404,455	$80,895,962	$10,060,286	$98,672,508	$6,092,050
Special Items	$1,241,676	$1,241,676	$18,660,841	$1,431,676	$1,431,676	$1,431,676
Permanent Improvements	$0	$0	$0	$0	$0	$0
Case Services	$668,713,670	$38,570,540	$772,013,798	$38,242,297	$749,011,613	$47,787,072
Distributions to Subdivisions	$11,863,822	$189,580	$11,826,400	$121,200	$15,244,181	$1,693,333
Fringe Benefits	$38,130,853	$10,130,510	$34,493,100	$8,180,395	$33,734,696	$10,462,753
Non-recurring	$0	$0	$0	$0	$0	$0
Total	**$915,923,678**	**$89,571,170**	**$1,024,523,136**	**$80,122,157**	**$1,005,534,855**	**$95,326,205**

Other Expenditures

Sources of Funds	03-04 Actual Expenditures	04-05 Actual Expenditures
Supplemental Bills	$0	$0
Capital Reserve Funds	$0	$0
Bonds	$0	$0

4. Major Program Areas

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 03-04 Budget Expenditures	FY 04-05 Budget Expenditures	Key Cross References for Financial Results*
I.A,B,C,D,E.4 II.E.1,G.1,2; III	Food Stamps--EBT Issuance and Administration	**State:** 13,427,262.00 **Federal:** 508,314,768.00 **Other:** 9,661,170.00 **Total:** 531,403,200.00 **% of Total Budget: 58%**	**State:** 12,365,232.00 **Federal:** 568,870,816.00 **Other:** 9,946,077.00 **Total:** 591,182,125.00 **% of Total Budget: 58%**	
I.A,B,C,D,E.1, 3,4; II.E.1,2,3,L; III	Family Independence	**State:** 22,831,311.00 **Federal:** 59,258,386.00 **Other:** 1,020,128.00 **Total:** 83,109,825.00 **% of Total Budget: 9%**	**State:** 21,465,947.00 **Federal:** 58,750,655.00 **Other:** 8,979,384.00 **Total:** 89,195,986.00 **% of Total Budget: 9%**	
I.A,B,C,D,E.1 II.A.2,B.1,2,3; III	Foster Care Program	**State:** 27,314,265.00 **Federal:** 30,065,839.00 **Other:** 24,020,101.00 **Total:** 81,400,205.00 **% of Total Budget: 9%**	**State:** 18,843,621.00 **Federal:** 35,880,587.00 **Other:** 30,050,216.00 **Total:** 84,774,424.00 **% of Total Budget: 8%**	
I.A,B,E.1; II.E.1,N; III	Child Care Development	**State:** 3,263,924.00 **Federal:** 34,798,852.00 **Other:** 1,661,537.00 **Total:** 39,724,313.00 **% of Total Budget: 4%**	**State:** 7,912,820.00 **Federal:** 66,651,495.00 **Other:** 4,484,956.00 **Total:** 79,049,271.00 **% of Total Budget: 8%**	
I.A,B,C,D; II.F; III	Child Support Enforcement	**State:** 4,649,110.00 **Federal:** 19,319,808.00 **Other:** 11,117,575.00 **Total:** 35,086,493.00 **% of Total Budget: 4%**	**State:** 3,886,535.00 **Federal:** 20,258,326.00 **Other:** 20,454,562.00 **Total:** 44,599,423.00 **% 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 and Preventive Services, Homemaker Services, Battered Spouse/Family Violence, Child and Adult Care Food Services, Summer Food Services, Emergency Food Assistance, Special Items.

Remainder of Expenditures:	State:	18,085,298.00	State:	15,648,002.00
	Federal:	92,705,732.00	Federal:	106,136,865.00
	Other:	34,408,612.00	Other:	13,937,040.00
	Total:	145,199,642.00	Total:	135,721,907.00
	% of Total Budget: 16%		**% of Total Budget: 13%**	

* 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.

5. Key Customer Segments Linked to Key Products/Services - 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 only serves low resource families. In reality, we are a potential service provider for any individual in the state. Our key customers are as follows:

Child Welfare
- Children at risk for abuse/neglect and their families
- Foster children and foster parents
- Custodial and non-custodial parents
- Adoptive families, adoptees, birth families
- Youth at risk for parenting or already parenting

Adult Protection
- Vulnerable adults and frail elderly individuals living alone
- Individuals age 60 and over

Domestic Violence
- Shelter Providers
- Batterer Treatment Programs

Family Independence, Family Nutrition, Child Care and Youth Programs
- 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

Child Support Enforcement
- Family Independence families
- Custodial and noncustodial parents

5. Key Stakeholders (other than customers)
- Parents, childcare providers, faith-based organizations, general public, etc.

6. Key Suppliers
In serving children and families, it is critical that we maximize opportunities to partner with individuals, agencies, and organizations that can assist in meeting customer needs. The following are among our key partner suppliers:

- Community partners providing services to children and families including schools, law enforcement, employers, legislature (statute), and attorneys.
- Foster parents, group providers, and adoptive parents.
- 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.

- Federal Government including 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, and Department of Labor.
- Local Governments including county administrators and school districts.
- Private for-profit and private nonprofit individuals and groups desiring to operate adult care centers, child care centers, home day care, after school programs, and food pantries in South Carolina.
- Faith-based organizations.
- The Family Court.

Major Products and Services - The products and services provided by our agency impact people's lives. Our objective is to deliver services in a way that can be most meaningful and least intrusive. The following are major products and services:

Child Welfare
- Identification of children at risk of abuse and neglect and their families, addressing safety of children in danger of serious harm, appropriate interventions, linkage to rehabilitative services and preventive services.
- Recruiting, training and licensing foster care homes and group facilities for children.
- Recruiting and training adoptive families; adoption subsidy program; and direct services to adoptive families and adoptees.
- Foster Care Youth services to enable them to be self-sufficient.
- Young Parent Program provides case management, parenting skills and subsequent pregnancy prevention services to FI youth, ages 9-20, who have parented or are pregnant.
- Adolescent Pregnancy Prevention Initiatives provide out-of-wedlock pregnancy prevention initiatives for adolescents.
- Day Care licensing, monitoring, inspection, training and technical assistance.

Social and Economic Self –Sufficiency
- Temporary Assistance for Needy Families (TANF) provides low-income children and families with cash assistance, counseling, case management, and support services including child care, transportation, employment and education training, job placement, life skills training, vocational training, and job search assistance. This includes enhanced case management for families dealing with severe disability issues.
- Child Support Enforcement enables custodial parents to receive child support from non-custodial parents.
- The Food Stamp Program promotes the general welfare and safeguards the health and well being of the State's population by raising the nutrition level of low-income households.
- Food Stamps permit eligible households to obtain a more nutritious diet, through normal channels of trade, by increasing food purchasing power for needy households, including the elderly and disabled, and to those making the transition from welfare to work.
- The Food Stamp Employment and Training Program provides an opportunity for education, training, and job search assistance to Food Stamp Program recipients. Other Food and

Nutrition Services programs include Food Stamp Outreach, Temporary Emergency Food Assistance, At-Risk After School Snack, Summer Food Service, Child and Adult Care Food Program, Emergency Shelters Food Program, and Seniors Farmers' Market Nutrition Program.

- The Refugee Program provides intensive case management, cash assistance and services to eligible refugees.
- The Child and Adult Care Food Program, After School Snack Program, Emergency Shelter program and the Summer Food Service Program provide healthy nutritious meals and snacks to eligible participants.
- The Emergency Food Assistance Program, Commodity Supplemental Food Program, and the Seniors Farmers Market Nutrition Program provide direct food assistance and nutrition education to program participants.
- 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.
- 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.
- Young Parent Program provides case management, parenting skills and subsequent pregnancy prevention services to FI youth, under age 20, who have parented or are pregnant.
- The Community Adolescent Pregnancy Prevention Program provides out-of-wedlock pregnancy prevention initiatives for adolescents.

7. 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 that report directly to the State Director:

- General Counsel
- Planning & Quality Assurance
- Policy & Operations
- Administration & Program Support

See Appendix B for the organization chart.

Section III: Elements of Malcolm Baldrige Award Criteria

1.0 - Leadership
DSS State Director, Kim Aydlette, and the 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, we must work to foster employee participation in the process and support and encourage their individual and professional development.

1.1 How do senior leaders set, deploy, and communicate: a) short and long term direction; b) performance expectations; c) organizational values; d) empowerment and innovation; e) organizational and employee learning; and, f) ethical behavior?
(a-f) Due to severe budget cuts, senior leaders were forced to critically examine all programs and major administrative processes in order to make some difficult funding decisions. Management met with key staff throughout all programs and counties and defined the core mission of the agency. Next, management established outcomes that meet the agency's mission. Action plans and strategies were developed. Management then created an optimal organizational structure to efficiently and effectively implement the action plans. Outcome measures were established, and a plan to review measures on a monthly basis was enacted.

The agency's Business Plan can be accessed on the DSS website for all staff and the public to review. The Deputy Director for Regional and County Operations conducts regular teleconferences with all county directors and central staff to communicate expectations regarding values, empowerment, and behavior. The agency has restructured and communicated the roles and responsibilities of central office staff and the expectations to respond to county needs in a timely manner.

1.2   How do senior leaders establish and promote a focus on customers?
Senior leaders stress public responsibility and citizenship. We work to engage local offices, and supporting administrative functions, in focusing on client outcomes and supporting the service delivery system to continuously improve performance by analyzing data and making programmatic process changes. Budget shortfalls have driven cost reduction efforts. This administration has taken great efforts to avoid the reduction of service-delivery staff.

1.3 How do senior leaders maintain fiscal, legal, and regulatory accountability?
The agency undergoes a detailed legislative audit every two years, a state financial audit annually, and regular federal reviews. Review staff are responsible for ensuring that programs comply with state and federal regulations, and legal staff provide advice and recommendations for ensuring compliance with various legal concerns.

1.4 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 by senior leaders and by staff at all levels. The following are key outcomes.

I. Child Welfare

Safety

S1 **<u>Outcome</u>** - Children are, first and foremost, protected from abuse and neglect.

S2 **<u>Outcome</u>** - Children are safely maintained in their own homes whenever possible and appropriate.

Permanency

P1 **<u>Outcome</u>** - Children have permanency and stability in their living situations.

P2 **<u>Outcome</u>** - 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 **<u>Outcome</u>** - Families have enhanced capacity to provide for their children's needs.

WB2 **<u>Outcome</u>** - Children receive appropriate services to meet their educational needs.

WB3 **<u>Outcome</u>** - Children receive adequate services to meet their physical and mental health needs.

II. Adult Protection Outcomes

APS1 **<u>Outcome</u>** - 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 **<u>Outcome</u>** - 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 **<u>Outcome</u>** - Families that are eligible for Family Independence services receive those services in a timely and effective manner.

FA2 **<u>Outcome</u>** - 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 **<u>Outcome</u>** - Children in families receiving Family Assistance do not become recipients as adults.

IV. Child Care Outcomes and Measures

A. Child Care Services

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

B. Child Care Licensing and Regulatory Services

CC2 **<u>Outcome</u>** - 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 **<u>Outcome</u>** - Maximize eligible households' access to the Food and Nutrition Programs

VI. Child Support Enforcement

CSE1 **<u>Outcome</u>** - Children who are born out of wedlock have paternity established in a timely fashion.

CSE2 **<u>Outcome</u>** - Children with one or both parents absent from the home receive adequate financial support from their absent parent(s).

CSE3 **<u>Outcome</u>** - Children receive medical insurance coverage whenever such coverage is available through the non-custodial parent's or custodial parent's employer at reasonable cost.

CSE4 **<u>Outcome</u>** - Funds expended by the program produce a reasonable rate of return in child support collected for the benefit of the dependent children.

1.5 How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization?
Performance measures and employee feedback are critical elements in our ongoing efforts to improve the quality of programs and services we provide to our customers. Senior leaders meet frequently to discuss current data, trends and outcome measures, and how to implement needed improvements. They utilize performance data to assist counties in determining areas with high levels of performance as well as areas needing improvement. Periodically, a cross-section of agency staff is brought together to discuss a specific area of agency operations, identifying strengths and weaknesses, and generating ideas for improvement. The Deputy State Director of Policy and Operations has a policy to respond to issues immediately and directly.

Efforts have been made recently to make sure that all interested parties are brought to the table, ideas are discussed openly and are welcomed, and decisions are made. Also, responsibility is assigned and staff work together for the common good of the agency and the clients we serve.

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

1.7 How does senior leadership set and communicate key organizational priorities for improvement?
Senior leaders utilize workload indicators and outcome measurement data, designed around key strategic goals, to set organizational priorities. Senior leaders carefully review this data for anomalies and trends. Priorities are communicated through meetings and presentations with staff and community partners, in the agency's on-line newsletter, and through the DSS website.

1.8 How does senior leadership actively support and strengthen the community? Include how you identify and determine areas of emphasis. While we are indeed accountable for the health and well-being of the children and families we serve, we recognize that we must work with community partners to not only address the issues at hand but also alleviate root causes.

The agency has made a commitment to staff a community development effort. Through a faith-based community development effort, staff is dedicated for the purpose of creating opportunities for County directors and staff to get the community involved. Senior leadership attends local churches, faith institutions, and community functions to promote community development efforts, as well as to hear about the needs and/or successes in our local communities. A specific area on the agency web site provides information regarding our faith-based 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.

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?
DSS implemented a strategic programmatic plan in 2003, which is discussed later in this report. While further refinements and improvements are being studied, this year's process has been productive. The strategic planning process incorporated the ideas, thoughts and input of all key staff, including direct service workers, supervisors, County directors and administrative staff. Staff met in a number of planning sessions and developed outcomes and measures that were challenging to all agency staff. In March 2005, all 46 counties, state office programs and administrative divisions underwent a zero-based budget review. In addition, the agency's Business Plan that incorporates administrative and support services was updated for 2004-05.

How does your Strategic Plan account for:
a) Customer needs and expectations?
We have a number of processes in place to gauge customer needs and expectations. DSS created a committee of community advocates to review our current practices and make recommendations to improve customer satisfaction. Our Human Services program review process includes interviews with stakeholders such as Family Court Judges, Foster Parents, Attorneys and others that are involved in delivering services to protect children. Our constituent services staff routinely deal with customer problems and complaints. Outside review groups that provide input include the Citizen Review Panel, Children's Health and Safety Councils, the Children's Justice Act (CJA) Task Force, and S.C. Fair Share. These entities provide regular reports that allow us to measure stakeholder satisfaction. In addition, we meet with service providers to discuss any issues or concerns.

b) Financial, regulatory, societal and other potential risks?
We consider where communities would be without quality DSS services and whether benefits gained by families are worth the resources we expend to achieve those gains.

c) *Human resource capabilities and needs?*
We realize our employees are our greatest resource. With our financial resources stretched to the limit, staff have been required to do more with less. We undertook an initiative in early 2003 to equalize caseloads throughout the state and are continuing to maximize efficiency and effectiveness of personnel resources.

d) Operational capabilities and needs?
Efforts to analyze workforce availability/caseworker workloads in all program areas have been ongoing since 1998, but the study was never finalized. Finalizing this process was made a top priority and it has been completed.

e) Supplier/contractor/partner capabilities and needs?
We strive for mutually beneficial relationships with all suppliers, contractors, and partners in order to improve the quality and speed with which our customers are served. Many agency partners (e.g., schools, courts, treatment agencies) are both sources of referrals and service destinations for some customers. Our orientation toward shared ownership places us in the position of constantly negotiating

the terms of our partnerships, particularly shared responsibility programs dealing with teenagers, domestic violence, and substance abuse problems. Our focus on tracking needs and outcomes data helps us clarify referral guidelines and expectations we have for our treatment providers. Finally, our own workload analyses have provided a great deal of information about the costs of staffing for quality and client outcomes.

2.2 What are your key strategic objectives?

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 03-04 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures*
Food Stamps I.A,B,C,D, E.4.; II.E.1.;G.1. ;G.2., III.	The goal of the food stamp program is to promote the general welfare and safeguard the health and well-being of the state's low-income citizens by providing benefits to help recipients purchase food.	Decrease poverty by providing low-income citizens resources to buy food and to provide employment and training to recipients who are able to work.	Charts 19, 20, 21, 23
Family Independence I.A,B,C,D, E.3.,4.; II.E.1,2,3., G.1, L.; III	The goal is to provide assistance to families while they are transitioning into employment so that they will become self-sufficient.	Increase opportunities for employment by providing necessary supports	Charts 14, 15, 16
Foster Care I.A,B,C,D, E.1, III; II.A.2.,B.1,2,3.,I,Q.1,2; III.	Children will be provided a safe environment in which to live and the agency will provide a permanent living arrangement.	Ensure timely and effective services to ensure children have permanency.	Tables 1, 2 Charts 3, 4, 5, 6, 7, 8, 9, 10, 11
Child Protective and Preventative Services I.A,B,C,D, E.1;II.A.1,2,3,B.2,I.,O.,Q.1,2; III.	Children will be able to remain safely in their own home.	Ensure timely and effective intervention services when safety is compromised in the home or facility environment.	Tables 1, 2 Charts 1, 2
Child Support Enforcement I.A,B,C,D; II.F; III.	Children receive needed financial support from the non-custodial parent.	Increase child support collections.	Table 6 Charts 22

* 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.

2.3 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 research, and operations staff, establish the major policy and procedural revisions.

2.4 What are your key action plans/initiatives?

See Strategic Planning Chart

2.5 How do you communicate and deploy strategic objectives, action plans, and 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 briefly describes a sample of strategies.

2.6 Website where agency's strategic plan can be accessed.

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/.

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?

Child Welfare

Children at risk of child abuse and neglect and their families are identified by community members, through other programs and agencies, and by direct reports to the agency. State statute defines child abuse and neglect, those eligible for services and the customers we serve. 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 parents apply or are recruited. We provide training, staff support, and follow-up. Feedback from foster 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 by law. We provide financial assistance, medical services, and educational services.

Adult Protection

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 Independence

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 as mandated by law, policy, and regulations. Key program requirements are typically determined by caseworkers through needs assessment and include income supplements, help with food, childcare assistance, health insurance and case management to include 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.

Family Nutrition

For the Food Stamp Program, low-income customers are generally identified when they seek services, are referred by other agencies or through Food Stamp Outreach Program efforts. Their eligibility is determined by rules and regulation 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. Key requirements

are based on financial need to obtain nutritious food, transportation and nutrition education. Agency customers include retail grocery stores that provide food for food stamp 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.

Child Care Services
The ABC Child Care Program provides vouchers for children from birth to age 13 years of age, or to 19 years of age if they have special needs. In order to be eligible for a voucher, the parent must be working, or attending school or training, must have a gross monthly income less than 150% of poverty, and must meet one of the designated target populations, i.e. receiving TANF, children with special needs in Foster Care, or receiving child protective services. 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 and parents of children attending child care facilities. Key requirements are specified in state statutes and regulations.

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

Child Support Enforcement
Courts, employers, and Family Independence case managers refer customers. In addition, child support enforcement serves any citizen in need of services, regardless of income.

3.2 How do you keep your listening/learning methods current with changing customer/business needs?
We have established a Customer Service Task Force to assess current efforts and recommend enhancements to our customer needs. The task force is representative of agency staff as well as community partners.

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 business through such vehicles as community and professional meetings, exchange of information between professional entities, research and professional information on national trends, employer focus groups, participation in community and economic development organizations, conferences, surveys, foster care hot line, constituent services, indirect feedback through supervisors and workers, and Foster Care Review Board reports on performance.

3.3 How do you use information from customers/stakeholders to improve services or programs?
We utilize feedback from customers, community leaders, employers, staff, and others, along with local, state, and national data, to plan and/or modify programs, policies, and procedures to be congruent with good practice, statutes and federal regulations. We also utilize employer feedback, labor market data, economic data (such as hiring trends, jobs in demand, job announcements, plant closures and layoffs) in planning our approach to helping customers prepare for and secure

employment. Financial resources are sought, as available, to design initiatives for gaps in current services or to augment current services.

3.4 How do you measure customer/stakeholder satisfaction?
The following are examples:
- Outside review groups including the Citizen Review Panel, Children's Health and Safety Councils, the Children's Justice Act (CJA) Task Force, and S.C. Fair Share provide regular reports that allow us to measure stakeholder satisfaction. In addition, we meet with service providers to discuss any issues or concerns.
- 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 relationships with customers, partners, and employers is through one-on-one contacts. We actively seek out and build mutually beneficial partnerships with customers and stakeholders. Some examples of established faith-based and community partnerships (statewide, county, local) are as follows:

The Seventh Episcopal District of the African Methodist Episcopal Church – Enhanced efforts to increase access to the Summer Food Program, After-School Snack Program, Food Stamp Program and Food Pantries. Also, increased efforts to provide assistance in other program areas, including but not limited to, Adoptions, Foster Care, and services to vulnerable adults.

F.A.I.T.H. (Focused Alternative Interfaith Transportation for Health), Hampton County – An established faith-based initiative that provides medical transportation services for Hampton County residents who are without a family or friend support system. The group is also exploring other areas of need, such as employment transportation.

St. John Baptist Church, Columbia, SC – In partnership with Richland County Department of Social Services, established a Food Pantry and served as a distribution site for the Seniors Farmers Market Program.

Florence-Darlington Technical College - To provide training to clients in the field of welding, thus helping local employers meet their workforce needs.

We have also partnered with faith-based organizations and rural hospitals to pursue and secure joint grant opportunities through the Duke Endowment designed to address rural workforce needs. Agency staff, including the Director, meets with groups of stakeholders such as Foster Parent Associations, non-profit organizations, faith-based organizations and service providers from other agencies to discuss common concerns. Customers and stakeholders are also incorporated into the agency's planning process.

Senior leaders convene focus groups or retreats with key stakeholders, client advocates, and agency staff in order to look at ways to improve services to customers. Information and data obtained from these discussions are then linked to our performance management system 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 incorporate

survey data when considering service delivery process changes and improvements. A statewide advisory committee of former foster youth meets regularly with staff to make suggestions on improving the foster care program.

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

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

4.2 What are your key measures?
Key measures can be found in Section III, Category 7.

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

Staff also conduct qualitative reviews of county services to determine county strengths and weaknesses. These reviews assess the accuracy of data and improve management's ability to make timely, accurate decisions.

4.4 How do you use data/information analysis to provide effective support for decision-making?
Workload indicators and outcome measures data are reviewed on an ongoing basis and play a critical role in making decisions. We use the data to rank order the counties by performance on outcome measures. The counties meeting or exceeding the most measures are the top performers. The counties meeting the fewest measures are the poorer performers. Once we identify the bottom ten performers we will concentrate resources, technical assistance, training, and other needed services on those counties in an effort to raise performance.

The data will identify which systems need to improve statewide and which counties have specific needs. With reduced resources in the state office to respond to needs, we will be forced to concentrate efforts more efficiently.

4.5 How do you select and use comparative data and information?
Much of our data is defined by federal regulation and can be compared across states for trends and problem definition. Data from other agencies can be used in an ad-hoc fashion to compare with our data to indicate effectiveness of services and unmet customer needs. The Budget and Control Board's Office of Research and Statistics provides the agency with crucial data analysis and cross-compilation

of data from other sources that provides critical guidance when developing policy, determining if services are being delivered as planned and determining if services are meeting goals. We also utilize labor market hiring trends and other workforce data as we refine strategies for workforce development.

4.6 How do you manage organizational knowledge to accomplish the collection and transfer and maintenance of accumulated employee knowledge, and identification and sharing of best practices?
The agency created a "knowledge transfer" program and directed management staff to document the work of staff with "key" program knowledge. Staff are cross training employees to ensure that no one employee is critical to ensuring the successful performance of a program or administrative function.

5.0 – Human Resource Focus
DSS employees are responsible for providing services to our clients, and must be properly trained and motivated to ensure that quality services are rendered.

5.1 How do you and your managers/supervisors encourage and motivate employees (formally and/or informally) to develop and utilize their full potential?
Staff are encouraged to bring ideas and new approaches forward for consideration. Our extensive and comprehensive training program provides caseworkers and managers the necessary tools to do their jobs effectively as well as serves to empower staff with knowledge. Staff are encouraged to participate in ongoing, pertinent training that will provide them additional practice skills to better serve our customers. County directors understand that they are responsible for making sure their staff are recognized for performance. Studies show that pay is the third or fourth reason for staff being unhappy with or leaving their job. Lack of support and lack of recognition from their supervisor are at the top.

5.2 How do you identify and address key developmental and training needs, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation, and safety training?
Training priorities are tied to the agency's mission, values, and strategic goals. Each program has specific training requirements for staff to ensure quality delivery of services. We identify key developmental and training needs by way of data from performance management reports across programs, quality review data from regional and county offices that identifies strengths/weaknesses, program quality assurance data, and employee exit surveys.

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

5.3 How does your employee performance management system, including feedback to and from employees, support high performance?
The Employee Performance Management System (EPMS) helps bring focus to the agency mission and values. Performance evaluations and ongoing input and feedback between staff and supervisors allow us to continuously refine our focus on meeting the needs of customers and fulfilling the mission of the agency. Performance is measured, and what gets measured gets done.

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

Surveys of employees are conducted to determine effectiveness of new initiatives. Also, exit interviews are mailed to every employee leaving DSS to determine the reasons for leaving and to help direct policy for the agency as it relates to employee satisfaction. County directors are brought into critical discussions that affect their offices or staff so that they feel that they are heard. Discussions include climate issues that may impact positively or negatively on performance.

5.5 How do you maintain a safe and healthy work environment?

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

5.6 What is the extent of your involvement in the community?

At DSS, we are very involved in the community with state and local employees representing agency and customer interests on county/community boards and committees such as the Chambers of Commerce, local workforce investment boards, and community and economic development boards. We routinely work in the community to gather input on needed services, participate in resource sharing, and work to eliminate duplicative efforts among local agencies and organizations.

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

6.0 – Process Management

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

6.1 What are your key design and delivery processes (including such activities as needs assessments and efforts at continuous improvement) for product/services, and how do you incorporate new technology, changing customer and mission-related requirements, into these design and delivery processes and systems?

Our targeted client groups are served by categorically funded, policy-based program designs including child protective services, foster care, adult protective services, and adoption. 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.

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

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

The agency now measures how well we perform all key services. We measure implementation of treatment plans, error rates, 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 What are your key support processes, and how do you improve and update these processes to achieve better performance?

The agency managers meet once a quarter to review and update the DSS Business Plan. The following are some key support functions that participate in the quarterly meetings:

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

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

We believe partners must deliver customer services that adhere to the same process as our county offices. That is, we must work in concert with suppliers to establish client outcomes and suppliers must be given the necessary freedom to develop their own approach to service delivery to achieve those outcomes. Regional and county offices and suppliers of external products and services must collect, report and incorporate data in a continuous improvement approach.

7.0 – Business Results

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

7.1 What are your performance levels and trends for the key measures of customer satisfaction? Remember that a customer is defined as the recipient or beneficiary of the outputs of work efforts or the purchaser of products and services.

The agency has conducted surveys of food stamp recipients to gauge the quality of service provided. In addition, food stamp clients are interviewed at random. We have conducted welfare "leaver surveys" and food stamp "leaver surveys." Both were designed to track family economic circumstances and child well being. Also included were measures of service to customers and satisfaction with programs. For example, the welfare leaver surveys assess the extent to which customers knew of benefits for which they qualified, and their use of transitional benefits and other services.

7.2 What are your performance levels and trends for the key measures of mission accomplishment?
During 2003, the US Department of Health and Human Services, Administration for Children and Families (C&FS) initiated a review of South Carolina's child welfare programs. Table 1 indicates South Carolina's performance during the past three years for those areas reviewed by C&FS.

Category 7
Table 1
Child and Family Services Review Data Indicators

Data Indicator	National Standard (1999)	South Carolina Data (2002)	South Carolina Data (2003)	South Carolina Data (2004)	Definition of Indicator
Recurrence of Maltreatment	6.1% or less	3.4%*	2.9%*	2.2%	Of all children who were victims of substantiated or indicated child abuse and/or neglect, during the first 6 months of the reporting period, XX% had another substantiated or indicated report within a 6 month period.
Incidence of Child abuse and/or neglect in Foster Care	0.57% or less	0.51%*	0.33%*	0.44%	Of all children in foster care during period under review, XX% were the subject of substantiated or indicated maltreatment by a foster parent or facility staff
Foster Care Re-entries	8.6% or less	6.6%*	7.4%*	8.64%	Of all children who entered care during year under review, XX% re-entered within 12 months of a prior foster care episode
Stability of Foster Care Placements	86.7% or more	76%	86.63%	82.67%	Of all the children who have been in foster care less than 12 months from the time of the latest removal from home. XX% had not more than two placement settings
Length of time to Achieve Reunification	76.2% or more	82.1%*	81.9%*	82.11%	Of all the children who were reunified with their parents or caretaker, at the time of discharge from foster care, XX% were reunified in less than 12 months from the time of the latest removal from home.
Length of time to Achieve Adoption	32.0% or more	14%	15.4%	20.3%	Of all children who exited from foster care during the year under review to finalized adoption, XX% exited care in less than 24 months from the time of the latest removal from home.

*South Carolina met national standard

DSS Strategic Plan Outcome Measures

The Department of Social Services developed and published agency strategic plan outcome measures on June 13, 2003. The information in this document is used to help plan the agency's work for the 2004-2005 fiscal year. Management reports on most of the outcome measures were produced and disseminated monthly by the Planning and Research Division. Data for all of the measures was not readily available this past year, but the agency is in the process of developing alternative methods of data collection and evaluation. Outcome Measures for the fiscal year are as follows:

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

During this past fiscal year, DSS investigated more than 17,000 reports of suspected child abuse and/or neglect involving families. Of those reports, a little more than one third were found to be cases where abuse, neglect or some other type of child maltreatment likely occurred.

Category 7
Chart 1
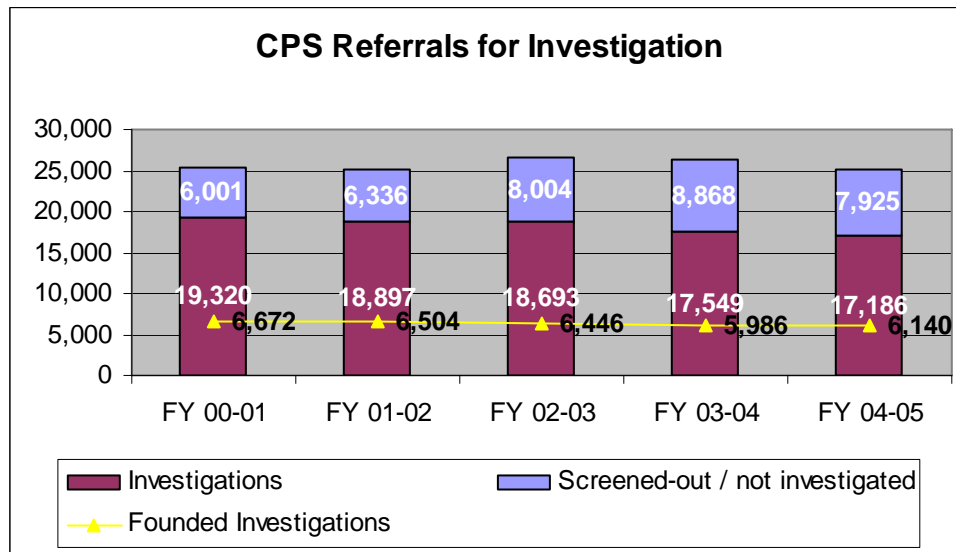
Out-of-Home Abuse and Neglect Unit (OHAN)

OHAN is part of the Child Protective Services program and is responsible for investigating allegations of abuse and neglect in childcare facilities, such as foster homes, day care facilities, and some institutional settings. Table 2 show that DSS received 788 referrals of suspected abuse and/or neglect in out-of-home placements during FY 04-05.

Category 7
Table 2

OHAN	FY 01-02		FY 02-03		FY 03-04		FY 04-05	
Total # of Referrals	**730**		**1,009**		**700**		**788**	
	# Reports		**# Reports**		**# Reports**		**# Reports**	
	Accepted	**Indicated**	**Accepted**	**Indicated**	**Accepted**	**Indicated**	**Accepted**	**Indicated**
Foster Homes	148	28	160	12	121	17	134	25
Institution/Group Homes	291	20	160	19	94	26	113	25
Day Care Facilities	N/A	N/A	96	10	76	15	104	24

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. Table 3 shows the number of Central Registry checks during the past 12 months.
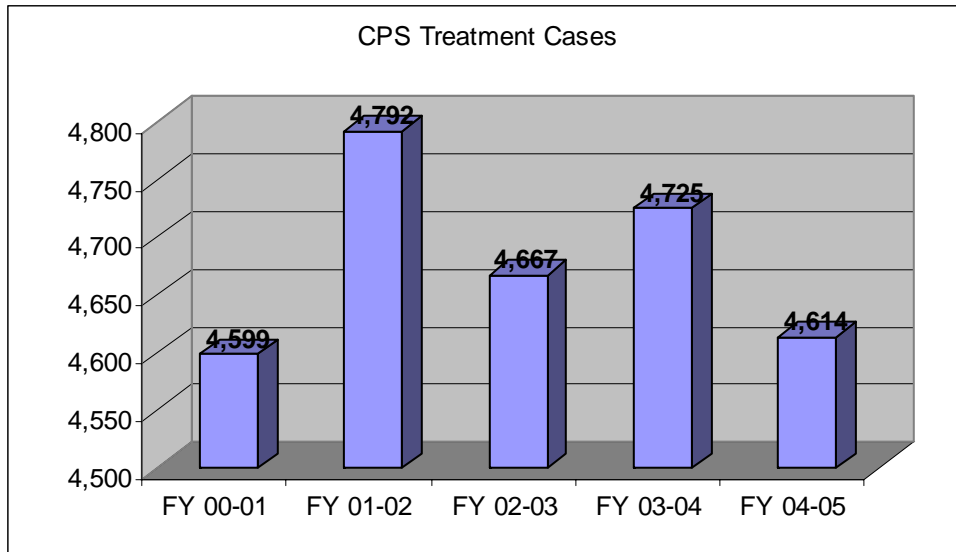
Category 7
Table 3

Central Registry Checks August 2004 – July 2005											
	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Non-Profit ($8.00***)	1,455	1,645	1,267	2,887	1,011	1,185	1,824	2,206	1,351	1,384	1,158	1,345
For-Profit ($25.00)	51	50	119	45	57	50	33	130	28	14	45	82
State Agencies ($15.00)	502	556	343	518	129	326	295	617	312	221	220	384
Private Adoptions ($25.00)	114	161	98	80	85	85	99	112	77	113	88	71
Schools** ($15.00)	382	358	44	142	429	155	176	60	105	16	267	39
Name Change ($8.00)	32	30	31	36	29	25	43	55	55	51	51	38
Other (Big Bro., Churches, etc.) ($8.00)	39	33	19	33	10	83	183	171	116	260	309	293
Non-Fee (i.e.Out-of-State, etc.)			3	4				4	2	3	4	3
CR Checks Done by Other CPS staff		6	504	1	4		4	1				
Total CR Checks	2,575	2,839	2,428	3,746	1,754	1,909	2,657	3,356	2,046	2,062	2,142	2,225
# of DC Facilities	407	300	248	395	352	427	380	517	317	400	357	340
Total DC Checks ($8.00)	1,831	1,214	1,304	1,693	2,046	1,926	1,522	2,478	1,562	1,879	1,518	1,090
Total CR and DC Checks	4,406	4,053	3,732	5,439	3,800	3,835	4,179	5,834	3,608	3,941	3,660	3,345
Total Central Registry Checks as of July 2005												**49,832**

- **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.**
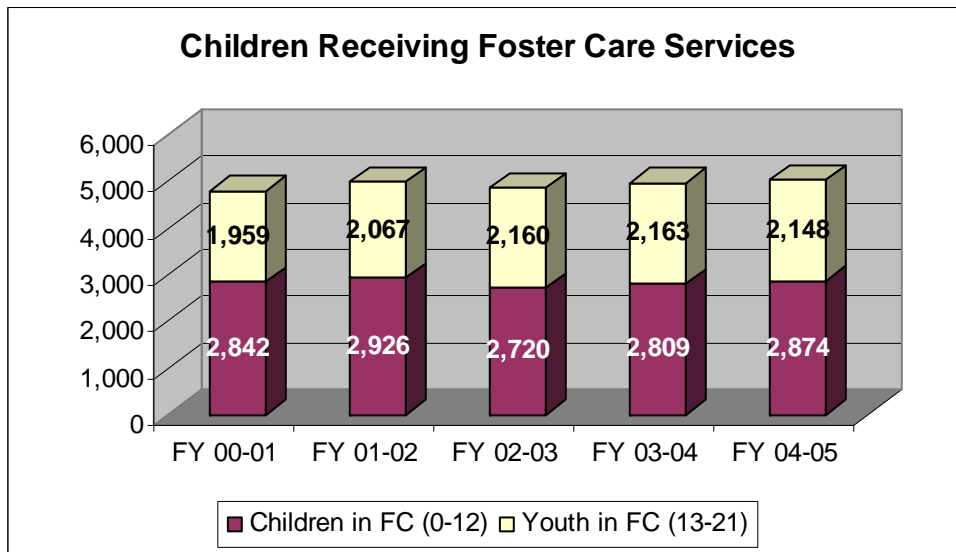- *** **Began charging fees on September 20, 2004.**

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

Chart 2 reflects the number of child welfare cases South Carolina DSS had at the end of each fiscal year where children were receiving services in their own homes. Chart 3 reflects the number of children receiving foster care services South Carolina DSS had at the end of each fiscal year.
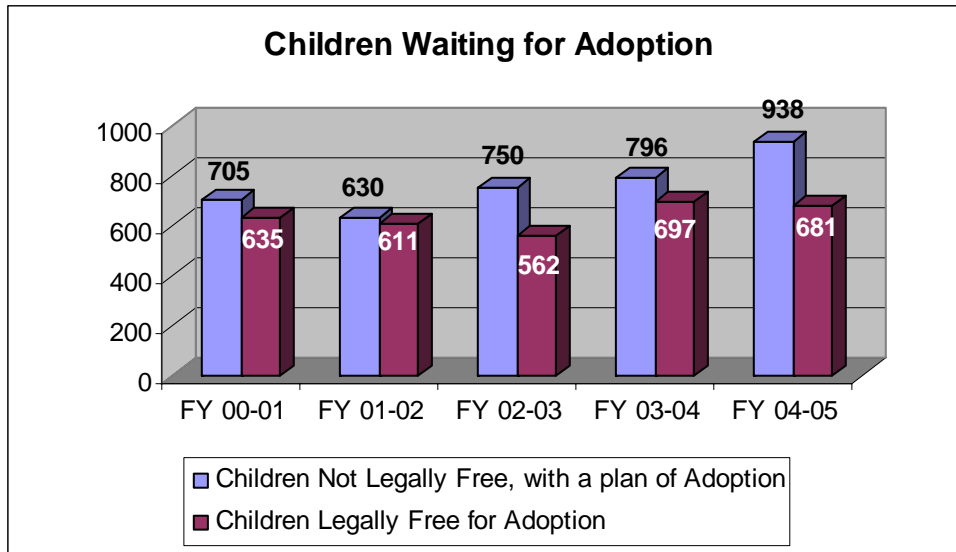
CPS Treatment Cases

Bar chart showing CPS Treatment Cases:
- FY 00-01: 4,599
- FY 01-02: 4,792
- FY 02-03: 4,667
- FY 03-04: 4,725
- FY 04-05: 4,614

Children Receiving Foster Care Services

Stacked bar chart showing Children Receiving Foster Care Services:
	FY 00-01	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Youth in FC (13-21)	1,959	2,067	2,160	2,163	2,148
Children in FC (0-12)	2,842	2,926	2,720	2,809	2,874

■ Children in FC (0-12) □ Youth in FC (13-21)

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

Charts 4 and 5 indicate the numbers of children waiting to be adopted and the numbers adopted. South Carolina had a 15% increase in the number of children adopted during this past fiscal year.
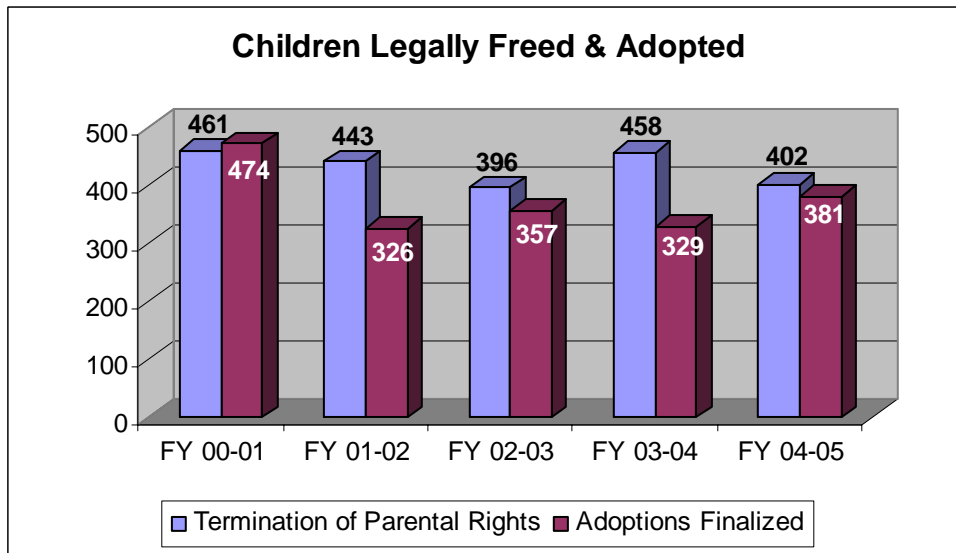
Children Waiting for Adoption

	FY 00-01	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Children Not Legally Free, with a plan of Adoption	705	630	750	796	938
Children Legally Free for Adoption	635	611	562	697	681

- Children Not Legally Free, with a plan of Adoption
- Children Legally Free for Adoption

Children Legally Freed & Adopted

	FY 00-01	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Termination of Parental Rights	461	443	396	458	402
Adoptions Finalized	474	326	357	329	381

- Termination of Parental Rights
- Adoptions Finalized

Chart 6 indicates that the average number of months it takes for a child to be adopted has been decreasing over the past four fiscal years.
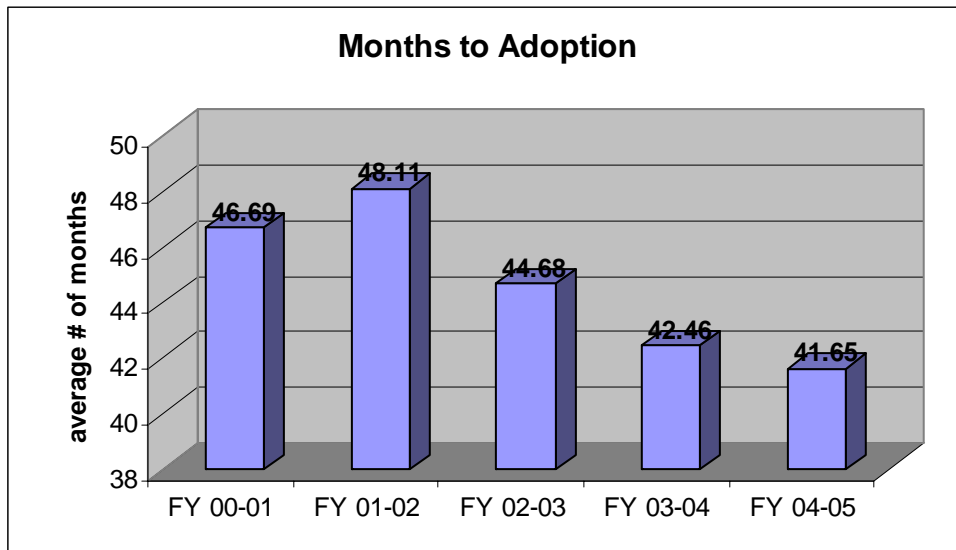
Category 7
Chart 6

Months to Adoption

Chart 7 indicates there was an increase in the department's disruption rate this past fiscal year; however, South Carolina's rate is still less than the national disruption rate of 10-12%. The rate for fiscal year 2004-2005 will be calculated after there is reasonable time to determine the success of the adoptive placements during that fiscal year. A disruption is defined as an adoptive placement that is not finalized because the child has to be moved.

Category 7
Chart 7

Adoption Disruption Rate
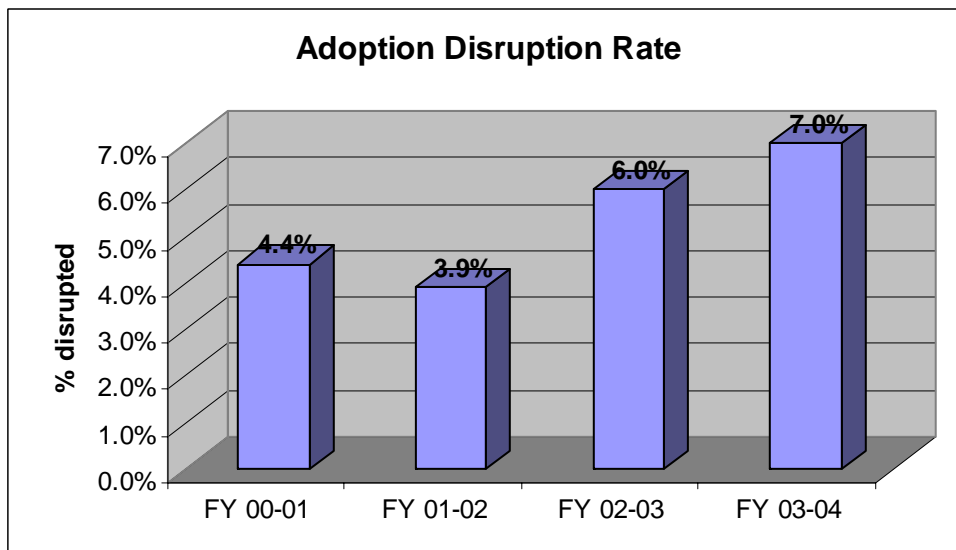
Child Welfare Outcome P2 - The continuity of family relationships and connections are preserved for children.
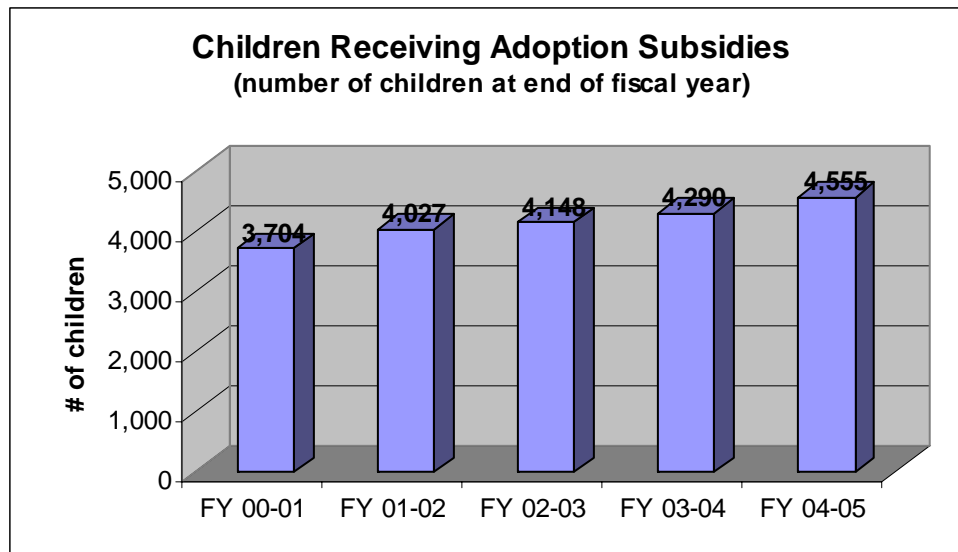
DSS has been tracking the proximity of foster care placements monthly. The outcome measure is as follows: Of all foster children (excluding those receiving specialized MTS services) what percentage are placed within their home county? As of July 2005, DSS is placing over 64.72% of foster children within their home county. The statewide objective is 70%.

In the upcoming fiscal year DSS will be tracking the placement with siblings for foster children; placements with a relative, visitation with parents and siblings in foster care, and relationships of children in care with birth parents.
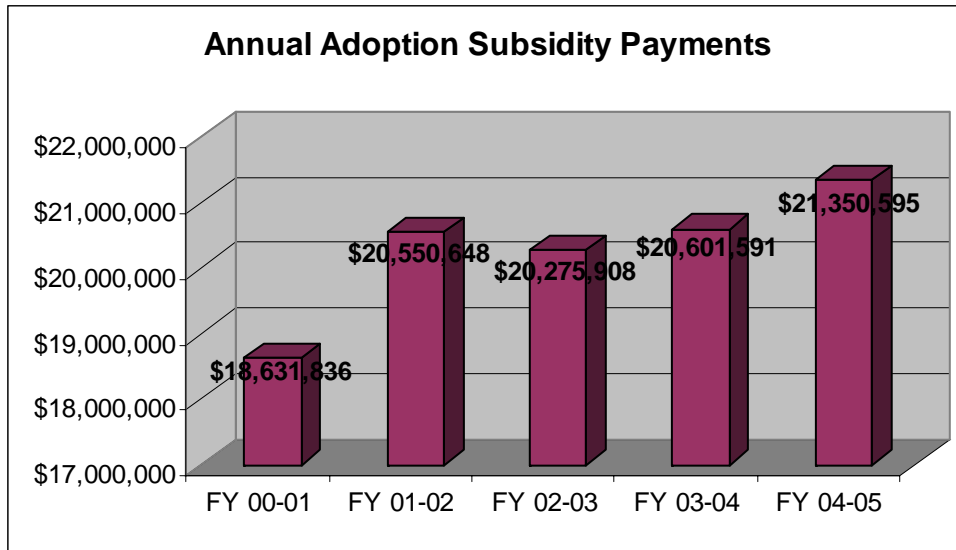
Child Welfare Outcome WB1 - Families have enhanced capacity to provide for their children's needs.

At the end of fiscal year **2004-2005,** DSS was paying adoption subsidies to **4,555** children. The total adoption subsidies paid for the year was **$21,350,595**.
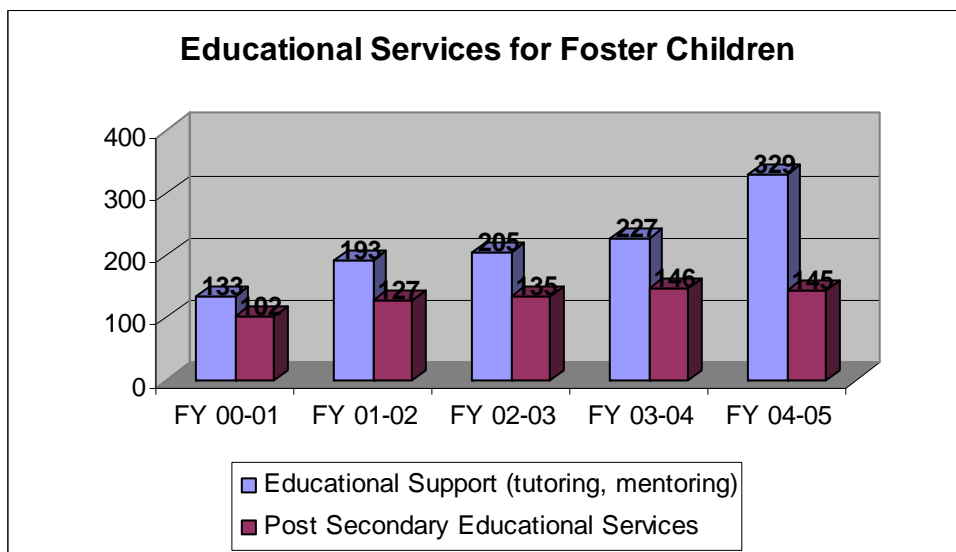
Category 7
Chart 8

Children Receiving Adoption Subsidies
(number of children at end of fiscal year)

FY 00-01	FY 01-02	FY 02-03	FY 03-04	FY 04-05
3,704	4,027	4,148	4,290	4,555

# of children

Annual Adoption Subsidity Payments

$22,000,000	
$21,000,000	
$20,000,000	
$19,000,000	
$18,000,000	
$17,000,000	

$18,631,836 (FY 00-01)
$20,550,648 (FY 01-02)
$20,275,908 (FY 02-03)
$20,601,591 (FY 03-04)
$21,350,595 (FY 04-05)

FY 00-01   FY 01-02   FY 02-03   FY 03-04   FY 04-05

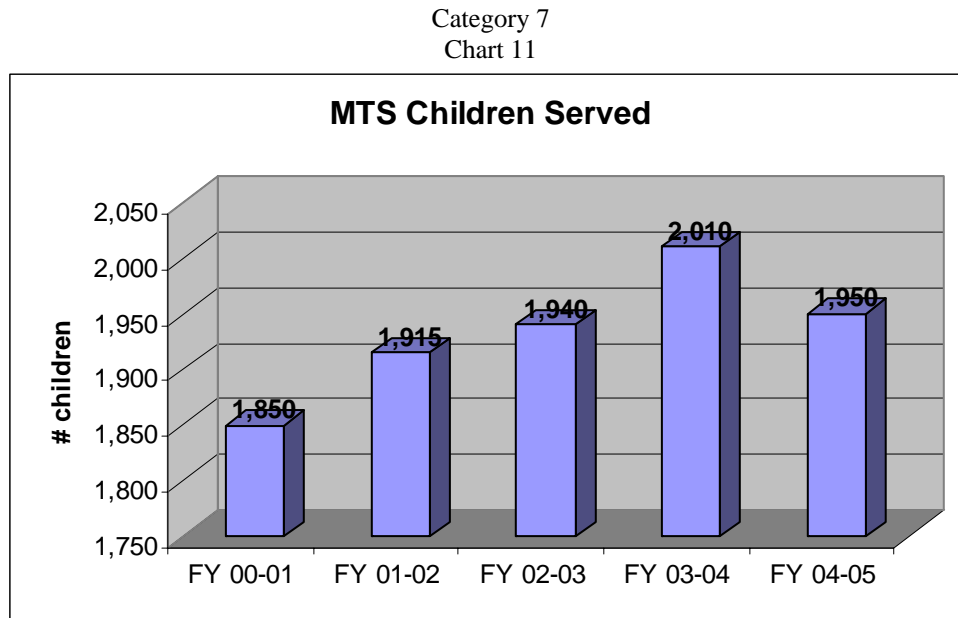**Child Welfare Outcome WB2 - Children receive appropriate services to meet their educational needs.**

During this past fiscal year, the department paid for 145 foster children to attend post-secondary education. This includes tech schools and colleges. In addition, when foster children are having difficulties in elementary, middle, and high schools and the appropriate services are not available from the school system, DSS will purchase services, such as tutoring for the foster child. During the last fiscal year, DSS purchased educational support services for 329 foster children.

Educational Services for Foster Children

400	
300	
200	
100	
0	

FY 00-01: 133, 102
FY 01-02: 193, 127
FY 02-03: 205, 135
FY 03-04: 227, 146
FY 04-05: 329, 145

FY 00-01   FY 01-02   FY 02-03   FY 03-04   FY 04-05

■ Educational Support (tutoring, mentoring)
■ Post Secondary Educational Services

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

Managed Treatment Services (MTS) provides intensive case management 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 11 shows the number of children receiving these services.

Category 7
Chart 11

MTS Children Served

FY	# children
FY 00-01	1,850
FY 01-02	1,915
FY 02-03	1,940
FY 03-04	2,010
FY 04-05	1,950

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).

Sixty-one percent of the new APS clients during last fiscal year were due to self-neglect or the potential of self-neglect.

Adult Protective Services
Types of Maltreatment for New APS Clients in FY 04-05
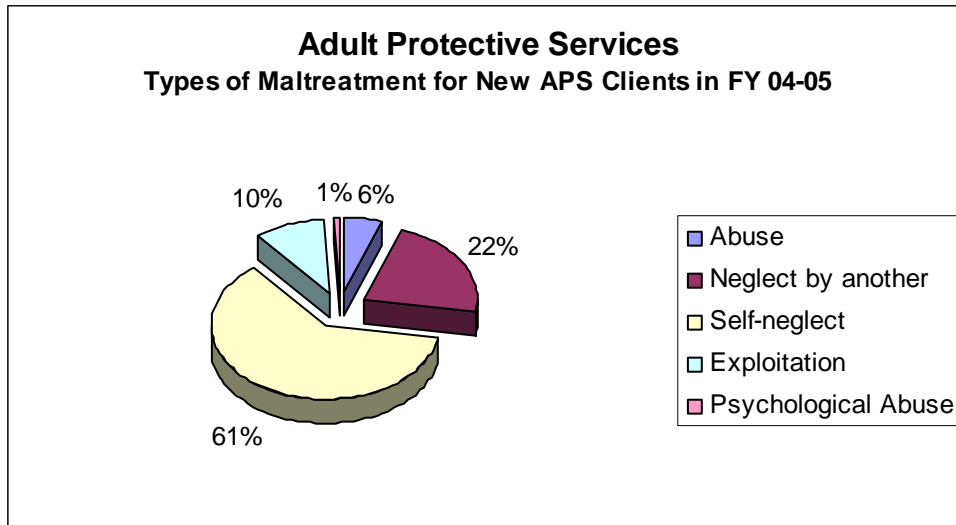
The number of new clients and the clients receiving Adult Protective Services have been declining during the past five fiscal years.

Adult Protective Services
Clients Reported and Receiving Services
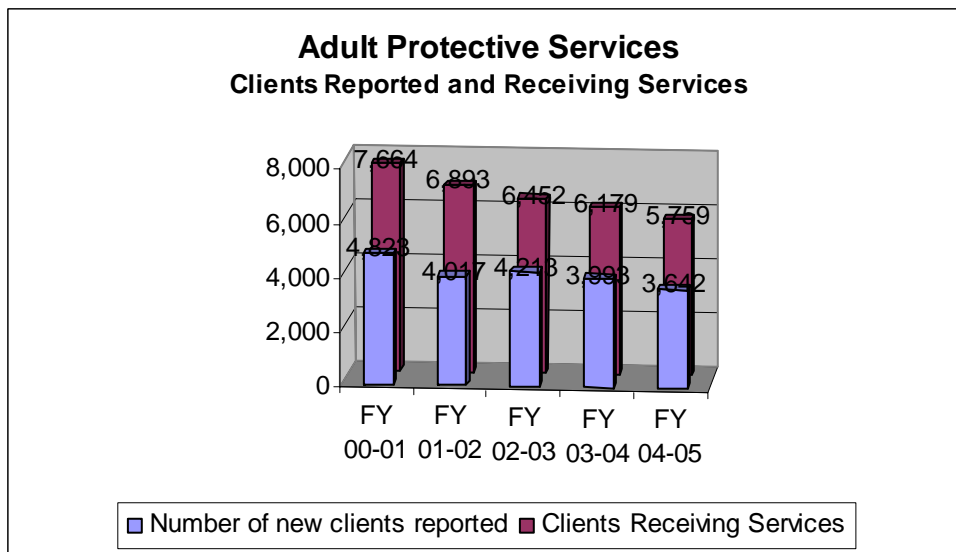
<u>**Adult Protection Outcome APS2 - Safely maintain vulnerable adults (persons 18 or older who are either subjected to or at risk of abuse, neglect or exploitation) in the least restrictive environment.**</u>

Domestic Violence

The South Carolina Department of Social Services Domestic Violence Program Plan is designed to present a holistic perspective of the agency's plans to prevent domestic violence. Our guiding principle is that community resources will work together to assure quality services and to promote healthy lives for families' experiencing domestic violence.

Domestic Violence Coordinated Councils with their Response Teams are implemented statewide. These councils provide a vehicle for change in the communities they serve by bridging the gap between services providers, creating and maintaining partnerships, and searching for resources for families. The goal of the Response Teams is to provide access to services which support the healing of children and their families exposed to domestic violence.

The Batterer Intervention Program focus is to eliminate domestic violence by providing services to batterers while supporting safety and justice for victims. Program treatment services are based on quality standards, which are utilized for intervention with clients who have been identified as perpetrators of domestic violence.

The **Battered Spouse and Family Violence Prevention Act Programs'** goal is to prevent and/or reduce the incidence of family violence and to ensure accessible emergency shelter and related assistance to those in need of services for the prevention of spouse abuse and family violence. Our Department uses the State Battered Spouse and Family Violence Prevention and Services Act funds to contract with non-profit community based agencies to:
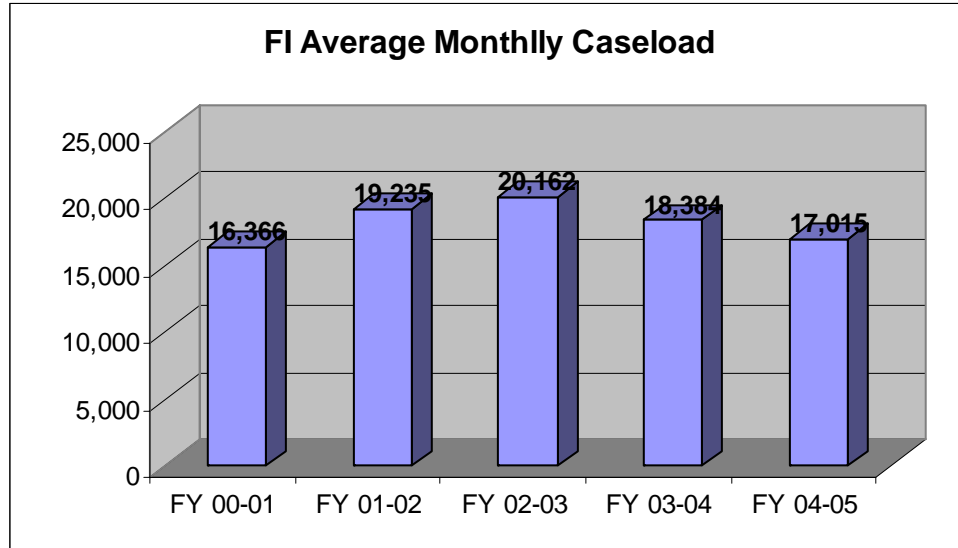
- Improve access to services by funding a regionally based network of emergency shelters; each shelter is required to provide locally based services for residents of its assigned service area, including but not limited to locally based individual crisis counseling, legal and/or client advocacy; and to locally based support group counseling for each county in the entity's service area;
- Coordinate intervention by requiring that contractors establish cooperative agreements with law enforcement and other disciplines providing intervention services for victims and families; and,
- Increase public awareness about domestic violence and its impact on the community by requiring contractors to promote community education by sponsoring workshops, public speaking with local civic and private organizations, and contacts with local media.

Category 7
Table 4

Domestic Violence					
	FY 00-01	FY 01-02	FY 02-03	FY 03-04	FY 04-05
Number emergency shelters funded	11	12	12	13	13
Number offender intervention centers funded	7	7	6	8	7
Number individuals receiving emergency shelter	10,503	4,208	3,943	3,417	16, 374
Number women/children receiving counseling services	11,821	14,261	15,316	11,198	9,663
Number offenders receiving counseling services	2,143	1,992	17,763	2,274	5,170

Family Assistance Outcome FA1 - Families that are eligible for Family Independence services receive those services in a timely and effective manner.
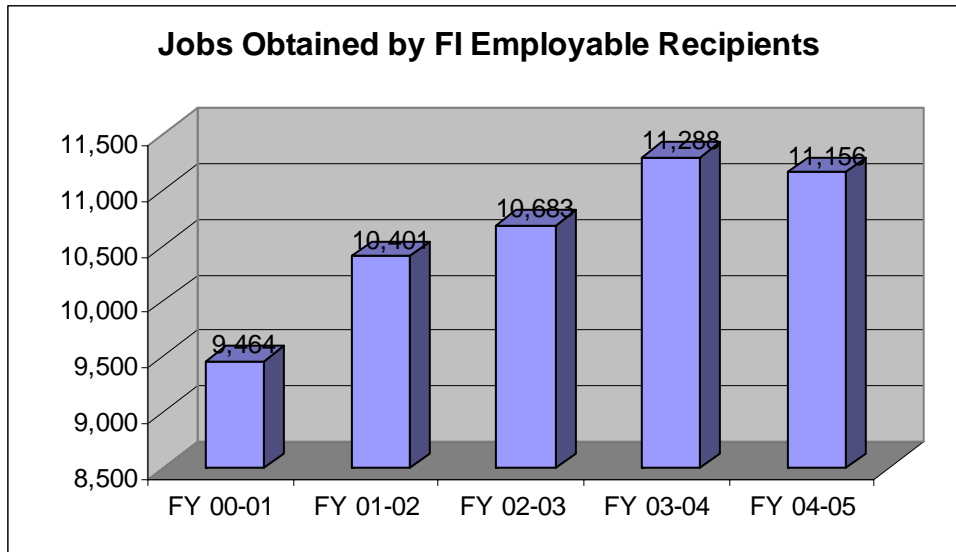
Category 7
Chart 14

FI Average Monthlly Caseload

| FY	Caseload
FY 00-01	16,366
FY 01-02	19,235
FY 02-03	20,162
FY 03-04	18,384
FY 04-05	17,015

Family Assistance Outcome FA2 - Families that are 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 in becoming 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 11,000 jobs. The average wage for those employed through DSS programs was $6.62 per hour, which is $1.47 above the minimum wage.
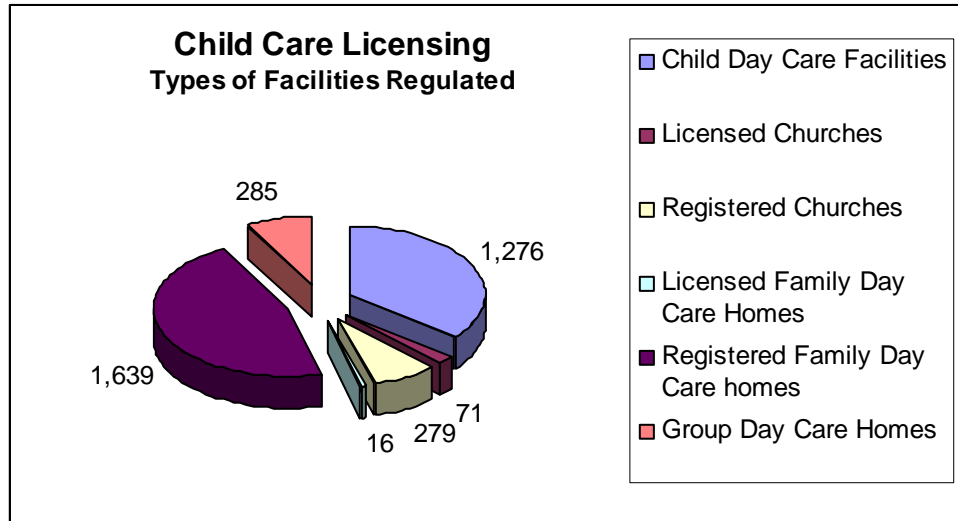
Jobs Obtained by FI Employable Recipients

Average TANF Wages per Hour
(Minimum wage = $5.15)
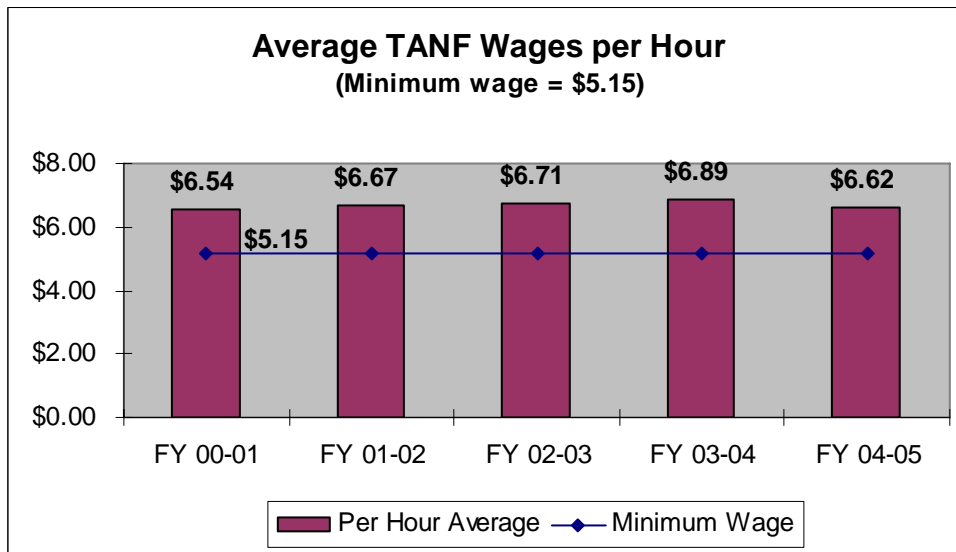
Family Assistance Outcome FA3   Outcome - Children in families receiving Family Assistance do not become recipients as adults.

Child Care Outcome CC1 - Quality, affordability, and/or availability of childcare is expanded throughout SC to help meet the needs of working families.
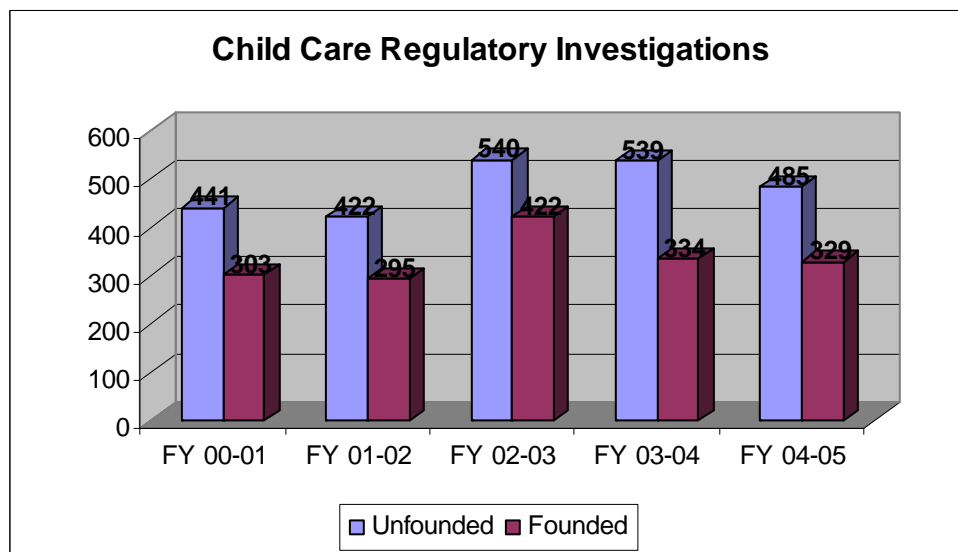
Category 7
Chart 17

Child Care Licensing
Types of Facilities Regulated

285

1,276

1,639

16   279   71

- Child Day Care Facilities
- Licensed Churches
- Registered Churches
- Licensed Family Day Care Homes
- Registered Family Day Care homes
- Group Day Care Homes

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.

Complaint Investigation is only a portion of the total visits made. These numbers do not include other regulatory visits such as supervisory and license renewal visits.

Category 7
Chart 18

Child Care Regulatory Investigations

Fiscal Year	Unfounded	Founded
FY 00-01	441	303
FY 01-02	422	295
FY 02-03	540	422
FY 03-04	539	334
FY 04-05	485	329

■ Unfounded ■ Founded

| Office of Investigations - Background Checks Conducted		
Type of Check	Background Checks Conducted in FY 03-04	Background Checks Conducted in FY 04-05
Foster Care Providers: SLED Background Check	23,799	21, 261
Foster Care Providers: FBI Fingerprint Cards	3,426	4, 504
Day Care Workers: SLED Checks	6,540	6, 246
Day Care Workers: FBI Checks	6,036	7, 468

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:
- Food Stamp Program
- Food Stamp Outreach Program
- Food Stamp 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)

The following two charts, charts 19 and 20, indicate there has been a significant increase in families receiving food stamps in South Carolina last year. An average of 216,602 households received food stamps last fiscal year.

**Average # of FS Households Served per Month**
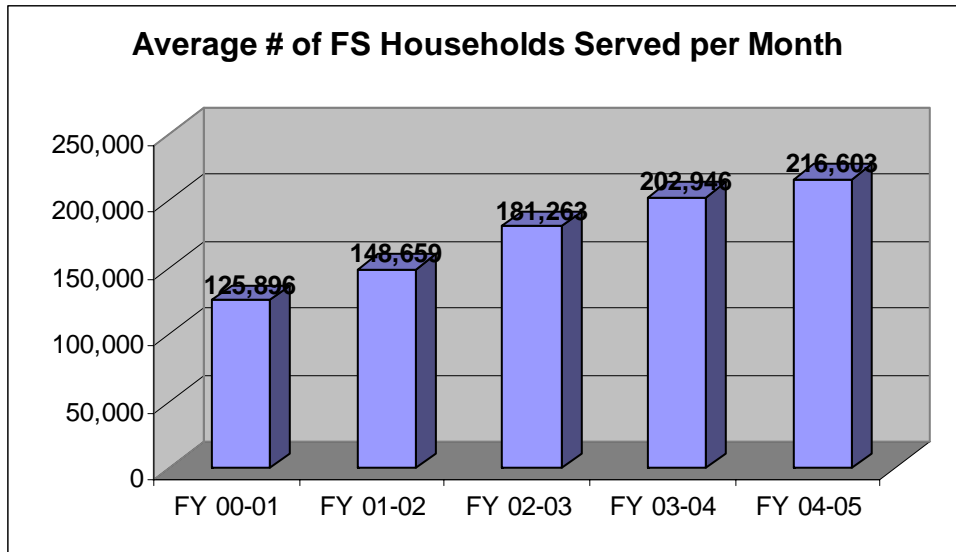
More than $550 million in food stamp benefits were issued.

Total Food Stamp Benefits by Fiscal Year
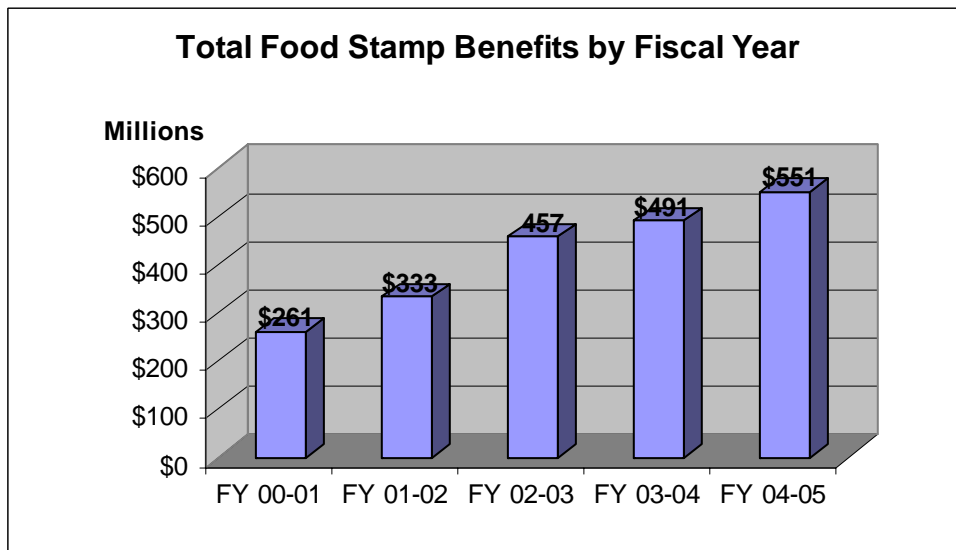
DSS's efforts to maximize the eligible persons receiving food stamps in South Carolina have been very effective. Chart 21 indicates that approximately 91% of the South Carolinians in poverty are receiving food stamps.

**Individuals in Poverty in South Carolina
Receiving Food Stamps**

|	FY 00-01	FY 01-02	FY 02-03	FY 03-04	FY 04-05
	59%	70%	83%	86%	91%
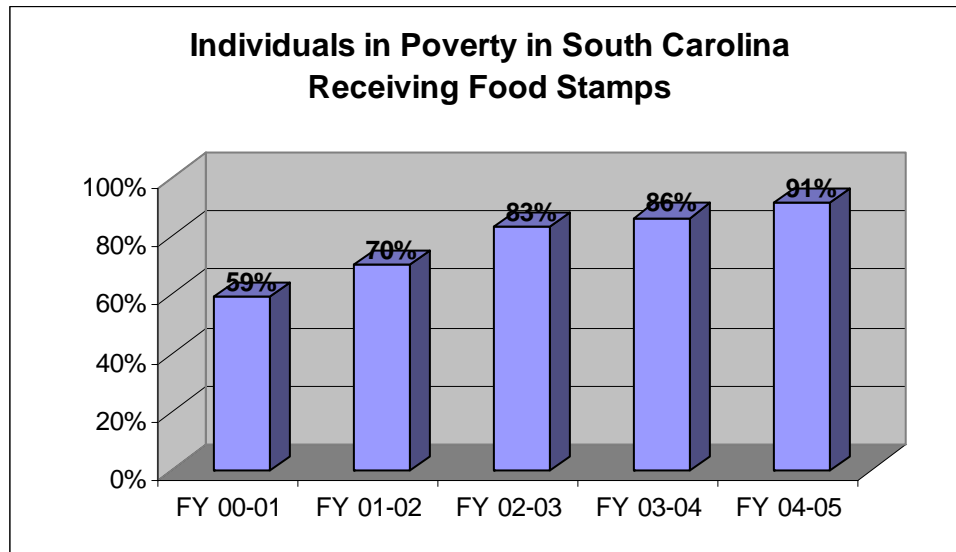
Child Support Enforcement Outcome CSE1 - Children who are born out of wedlock have paternity established in a timely fashion.

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

DSS's Office of Child Support Enforcement (OCSE) had an objective this past fiscal year to maintain the number of cases where paternity is established or acknowledged by an absent parent to the rate of at least 80% to avoid penalties. This past fiscal year we met this standard, with 82.28% of the department's child support cases having paternity established - an increase of 2.08% from the previous year's 80.20%.

Total Child Support Distributed Collections
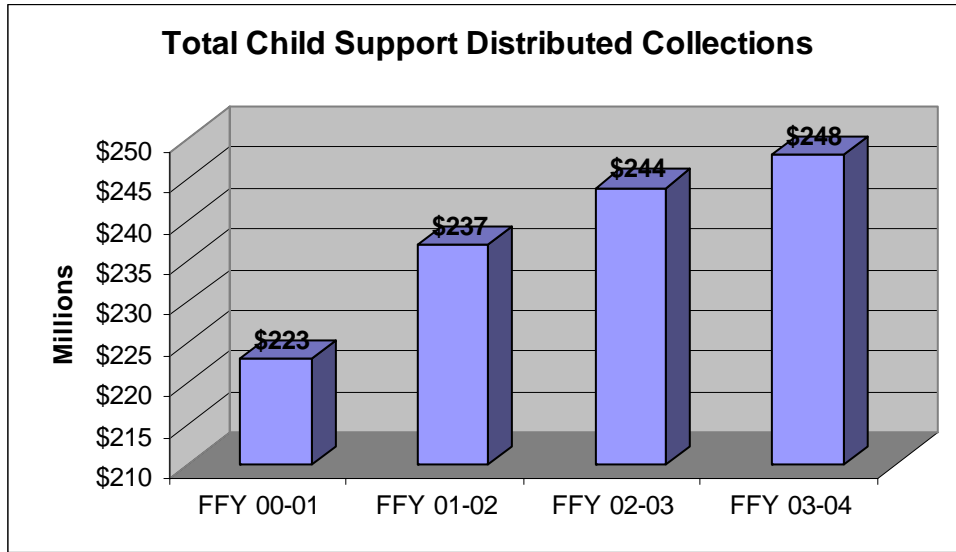
Child Support Enforcement Outcome V.3. - Children receive medical insurance coverage whenever such coverage is available through the non-custodial parent's or custodial parent's employer at reasonable cost.

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 $7.00 in child support last fiscal year for every $1 of expenditures. Table 5 shows performance objectives of the OCSE during federal fiscal year 2004.

Category 7
Table 6

Performance Criteria	Objective	FFY 2003	FFY 2004
Support Orders Issued	At least 50%	70.7%	71.17%
Paternity Established or acknowledged	At least 50%	78.8%	82.28%
Current Support Paid	At least 40%	49.1%	48.38%
Arrears Cases Paid	At least 40%	51.3%	49.21%
Cost Effectiveness (Collections/Expenditures)	At least $2.00	$6.30	$7.00

7.3 What are your performance levels and trends for the key measures of employee satisfaction, involvement, and development?

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.

7.4 What are your performance levels and trends for the key measures of supplier/contractor/partner performance?

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

7.5 What are your performance levels and trends for the key measures of regulatory/legal compliance and citizenship? 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.

Under the Food Stamp Program Provisions of the 2002 Farm Bill, all states will compete nationally for "High Performance Bonus" Awards in the Food Stamp Program in the following areas:

Payment Accuracy - the lowest combined error rate for the Federal Fiscal Year and the largest percentage of point decrease in the combined payment error rate.

Negative Error Rate - the lowest negative error rate and the largest percentage of point decrease in the negative error rates.
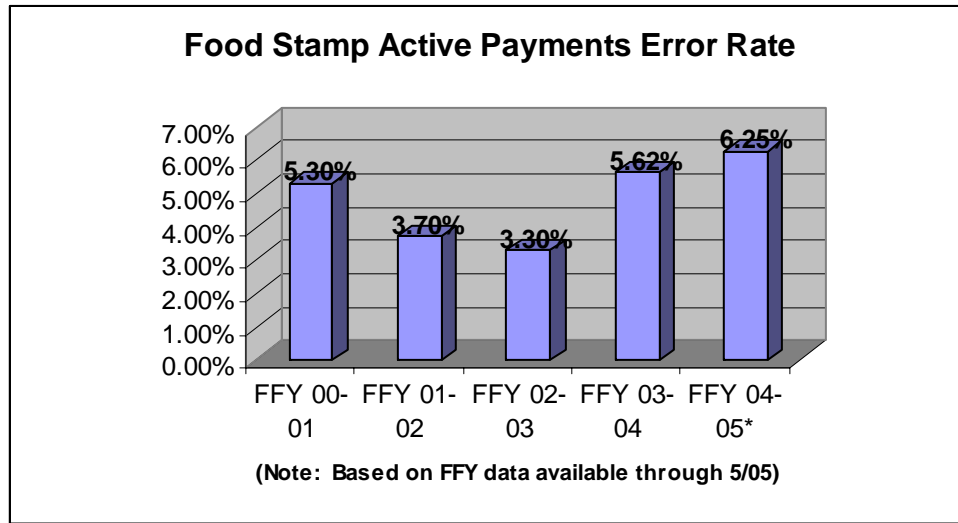
Participant Access Rate – the highest participation rate and the most improved participation rate (FNS will use the average adjusted monthly participation in a calendar year divided by the Census Bureau's count of people in poverty)

Application Processing Timeliness - the highest percentage of timely processed applications as determined through Quality Control (QC) data. The QC data will determine if an applicant was given the opportunity to participate within 30 days (or 7 days for expedited service).

South Carolina was first in the nation with the lowest negative error rate of 0.37% in FY 2004. The negative error rate measures the correctness of the state's action to deny an application or terminate the benefits of a participating household. It also measures whether a state correctly determined a household's eligibility in terms of compliance with federal procedural requirements. This measure is directly related to one of the federal government's overarching goals of improved customer service.

South Carolina's active payments error rate is 6.25% effective through March 2005.

Food Stamp Active Payments Error Rate

(Note: Based on FFY data available through 5/05)

Chart data:
- FFY 00-01: 5.30%
- FFY 01-02: 3.70%
- FFY 02-03: 3.30%
- FFY 03-04: 5.62%
- FFY 04-05*: 6.25%

7.6 What are your current levels and trends of financial performance?

In 2003, State Director Kim Aydlette ordered managers to conduct a complete review of major program and administrative processes used by the agency to determine if efficiencies and cost savings could be realized. As a result, a number of contracts that did not directly support the agency's mission were terminated. State automobiles that were rarely used were returned to the state fleet. Leases for office space in outlying areas were terminated, and staff were relocated to state office buildings. Expenses for cell phones, pagers, and fax machines have been significantly reduced. In FY 04-05 the agency continues to follow these guidelines.

Appendix A

DSS OPERATION LOCATIONS

Abbeville DSS - Main Site - Human Services Bldg.

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

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

Anderson DSS Office Building / MTSC

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

Barnwell DSS - Main Site / FIA

Beaufort DSS - Main Site / Hilton Head / MTSC

Berkeley DSS - Main Site / FIA

Calhoun DSS - Main Site / FIA and Region III

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

Cherokee DSS - Main Site

Chester DSS - Main Site

Chesterfield DSS - Main Site

Clarendon DSS - Main Site

Colleton DSS - Main Site – Bernard Warshaw / FIA

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

Dillon DSS - Main Site

Dorchester DSS - Main Site / St. George

Edgefield DSS - Main Site

Fairfield DSS - Main Site

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

Georgetown DSS - Main Site

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

Greenwood DSS - Main Site / MTSC

Hampton DSS - Main Site / FIA

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

Jasper DSS - Main Site / FIA

Kershaw DSS - Main Site – United Way Holstein Ctr.

Lancaster DSS - Main Site / FIA / Kershaw

Laurens DSS Main Site - Human Services Complex

Lee DSS - Main Site / FIA

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

McCormick DSS - Main Site

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

Marlboro DSS - Main Site / Annex / Bennettsville MTSC

Newberry DSS - Main Site

Oconee DSS - Main Site / FIA

Orangeburg DSS - Main Site

Pickens DSS - Main Site

Richland DSS - Main Site / Eastover Office / FIA

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

Saluda DSS - Main Site

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

Sumter DSS - Main Site / MTSC

Union DSS - Main Site

Williamsburg DSS – Main Site

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

Appendix B – SCDSS Organization Chart