Legislative Oversight Committee
South Carolina House of Representatives
Post Office Box 11867
Columbia, South Carolina 29211
Telephone: (803) 212-6810 • Fax: (803) 212-6811

2016 Annual Restructuring Report Extension Request Guidelines

PLEASE NOTE:

The information included in the agency's report will appear online for all legislators and the public to view.

Agency Name:	**SC Department of Social Services**
Date Request Submitted:	**December 21, 2015**

Background

Committee Standard Practices 4.2.2 - 4.2.4

Extensions for Annual Restructuring Reports

4.2.2 The Chairman may, for reasons he determines as good cause, provide an agency an extension and new deadline to submit its Annual Restructuring Report ("New Deadline"). The Chairman will not provide more than two extensions without unanimous consent from the full committee.

4.2.3 Before the Chairman will consider a request from an agency for an extension, the agency must fully complete a Committee Extension Request form, as approved by the Committee Chairman, and provide it to the Chairman for consideration.

4.2.4 Until the agency receives a response, it should continue to complete the report to the best of its ability as if it is due on the original deadline.

Submission Process

Note this Extension Request Form will be published online.

Agency	SC Department of Social Services
Date of Submission	12/21/2015

Instructions : Please complete this Extension Request Form. The completed form should be submitted electronically to the House Legislative Oversight Committee (HCommLegOv@schouse.gov) in both the original format (Excel) and saved as a PDF for online reporting. Please direct any questions about this process to Jennifer Dobson (jenniferdobson@schouse.gov) or Charles Appleby (charlesappleby@schouse.gov).

I. Extension Request

1	State the date the agency orginially received the report guidelines:	*12/2/2015*
2	State the date the agency submitted this request for an extension:	*12/21/2015*
3	State the orginial deadline for the report:	January 12, 2016, first day of session as provided by statute
4	State the number of additional days the agency is requesting:	*30*
5	State the new deadline if the additional days are granted:	*2/11/2016*

II. History of Extensions

1	List the years in which the agency previously requested an extension, putting the years the extension was gratned in bold:	**2015**

III. Good Cause

Submission Process

1	Please state good cause as to why the Committee should grant the extension requested by the agency. Please limit the response to 1,000 words or less.	*Since November 2015, DSS has been revising our mission statement and developing a strategic plan for the agency for 2016. This process is now in its final stages. In order for the information provided in the 2016 Restructuring Report to the General Assembly to be the most accurate and reflect the new strategic plan for 2016, DSS respectfully requests an extension of 30 days until February 11, 2016, to submit the 2016*

IV. Verfication

1	Please state the name of the agency head, or person designated and authorized by the agency head to do so, that has approved and reviewed the information provided in this Extension Request form.	*State Name of Agency Representative Providing Verfication about this Extension Request*
2	Does the agency head, or designated person by the agency head, affirm that the information contained in this form from the agency is complete and accurate to the extent of his or her knowledge.	*State Yes or No*

V. Committee Response

Leave this section blank.

1	Date extension was granted:	21-Dec-15
2	Number of additional days granted:	30
3	New deadline for agency response:	11-Feb-16

DSS

Serving Children and Families

V. SUSAN ALFORD
STATE DIRECTOR

NIKKI R. HALEY
GOVERNOR

February 11, 2016

The Honorable Wm. Weston J. Newton, Chairman
SC House Legislative Oversight Committee
PO Box 11867
Columbia, SC 29211

Dear Chairman Newton:

Enclosed is the Department of Social Services' (DSS) submission of the 2016 Annual Restructuring Report for the House Legislative Oversight Committee. In late January 2016, DSS completed its first agency-wide strategic plan in recent years. The agency's mission statement was updated and strategic priorities, goals and objectives reflecting the Director's vision and information/suggestions received from the SC Legislative Audit Council, House and Senate Oversight Committees, stakeholders and employees were developed. The goals and objectives in this strategic plan are intentionally designed to help break down silos within the agency. Therefore, many of them encompass multiple program areas and divisions.

The strategic plan is in the beginning stages of implementation and will be rolled out across the agency over the next year. Many of the specific details requested for 2016 Annual Restructuring Report are still under development and have been marked as such in the report. Many of the items will be completed and published in the Annual Accountability Report later this year following the full development and implementation of this strategic plan.

We are including a copy of the new strategic plan for your reference and information.

Sincerely,

Signature Redacted

V. Susan Alford
Director
SCDSS

SOUTH CAROLINA DEPARTMENT OF SOCIAL SERVICES
OFFICE OF THE DIRECTOR, P.O. BOX 1520, COLUMBIA, SC 29202-1520
TELEPHONE: (803) 898-1390 • FAX: (803) 898-7277
WEB SITE: www.dss.sc.gov

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2016 Annual Restructuring Report Guidelines

PLEASE NOTE:

The information included in the agency's report will appear online for all legislators and the public to view.

Agency Name:	**SC Department of Social Services**
Date Report Submitted:	**February 11, 2016**

Agency Head

First Name	Susan
Last Name:	Alford
Email Address:	Susan.Alford@dss.sc.gov
Phone Number:	803-898-0585

General Instructions

SUBMISSIONS	
What to submit?	Please submit this document in electronically only in both the original format (Excel) as well as in a PDF document. Save the document as "2016 - Agency ARR (*insert date agency submits report*)."
When to submit?	The deadline for submission is by the first day of session, January 12, 2016.
Where to submit?	Email all electronic copies to HCommLegOv@schouse.gov.

NOTE: If the agency enters its Name and the Date of Submission in the "Cover Page" tab, it should automatically populate at the top of each tab in this report.

WHERE INFORMATION WILL APPEAR	
Where will submissions appear?	The information included in the agency's report will appear online for all legislators and the public to view. On the South Carolina Statehouse Website it will appear on the Publications page as well as on the individual agency page, which can be accessed from the House Legislative Oversight Page.

QUESTIONS	
Who to contact?	House Legislative Oversight at 803-212-6810.

OTHER INFORMATION	
House Legislative Oversight	
Mailing	Post Office Box 11867
Phone	803-212-6810
Fax	803-212-6811
Email	HCommLegOv@schouse.gov
Web	The agency may visit the South Carolina General Assembly Home Page (http://www.scstatehouse.gov) and click on "Citizens' Interest" then click on "House Legislative Oversight Committee Postings and Reports."

Legal Standards

This is the first chart in the report because the legal standards which apply to the agency should serve as the basis for the agency's mission, vision and strategic plan.

Agency Responding	SC Department of Social Services
Date of Submission	11-Feb-16

Instructions : List all state and federal statutes, regulations and provisos that apply to the agency ("Laws") and a summary of the statutory requirement and/or authority granted in the particular Law listed. If the agency grouped Laws together last year, they can continue to do so this year. However, please be aware that when the agency goes under study, the House Legislative Oversight Committee will ask it to list each Law individually. The Committee makes this request so the agency can then analyze each of the Laws to determine which current Laws may need to be modified or eliminated, as well as any new Laws possibly needed, to allow the agency to be more effective and efficient or to ensure the Law matches current practices and systems. Included below is an example, with a partial list of Laws which apply to the Department of Juvenile Justice. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Item #	Statute, Regulation, or Proviso Number	State or Federal	Summary of Statutory Requirement and/or Authority Granted	Is the law a Statute, Proviso or Regulation?
1	SC Code Title 43, Chapter 1	State	Creates the State Department of Social Services and provides for appointment of State Director of Social Services who is appointed by and subject to removal by the Governor. Provides for agency's authority to supervise and administer public welfare and child protective services activities of the State and to administer federal funds granted in furtherance of the agency's duties. Requires agency to administer federal Social Services Block Grant Program. Requires the State Director to submit to the Governor and the General Assembly an annual budget with consideration given to federal funds allotted to the State for the agency's purposes and once every five years, to conduct a substantive quality review of the child protective services and foster care programs in each county and each adoption office. Provides for the selection of the directors of the county departments of social services by the State Director who serve at the pleasure of the State Director and requires that State Department of Social Services supervise and administer activities of all county departments of social services.	Statute

Legal Standards

2	SC Code Title 43, Chapter 3	State	Provides for the establishment of county departments of social services and county boards of social services in each county and specifies the duties, powers, and responsibilities of county directors of the county departments of social services, to include the submission of annual reports and budget estimates to the State Director.	Statute
3	SC Code Title 43, Chapter 5	State	Requires the agency to implement and administer a public welfare program. Specifies the means for obtaining child support payments from absent parents, Authorizes the agency to enter into cooperative agreements to reimburse county officials for cost of developing and implementing a child support collection and paternity determination program.	Statute
4	SC Code Title 43, Chapter 35	State	Requires the agency to operate an Adult Protective Services Program, to investigate noncriminal reports of alleged abuse, neglect, and exploitation of vulnerable adults, and to participate as a member of the Vulnerable Adults Fatalities Review Committee.	Statute
5	SC Code Title 63, Chapter 7	State	Identifies agency responsibilities related to child protection and permanency planning to include responsibilities for identification, investigation, and intervention of reported cases of child abuse and neglect. Sets forth processing standards and requirements for child abuse and neglect cases brought in the family court, to include specification of required components of treatment plans and standards for terminating parental rights. Specifies confidentiality requirements for records maintained by the agency in child welfare matters. Also sets forth the requirements for protection and nurture of children placed in foster care and standards to be used to evaluate foster care placements for children in the agency's custody.	Statute
6	SC Code Title 63 Chapter 9	State	Identifies agency responsibilities under the South Carolina Adoption Act, for establishment and maintenance of the Responsible Father Registry, and for operation of the State Adoption Services and the Statewide Adoption Exchange programs. Provides agency authority to administer the South Carolina Adoption Supplemental Benefits Act, and to serve as the State compact administrator for the Interstate Compact for Adoption and Medical Assistance and the Interstate Compact on the Placement of Children.	Statute
7	SC Code Title 63 Chapter 11	State	Sets forth the agency's responsibility to administer licensing and oversight of Child Welfare Agencies.	Statute
8	SC Code Title 63 Chapter 13	State	Sets forth the agency's responsibilities for the regulation and oversight of childcare facilities, group childcare homes, and family childcare homes.	Statute
9	SC Code Title 63 Chapter 17	State	Sets forth responsibilities incumbent upon the agency for the establishment of paternity and child support obligations and the specifies the means by which paternity and support obligations may be judicially and administratively established. Identifies means by which established support obligations may be administratively collected by the agency, to include income withholding in cooperation with the clerks of court. Requires the agency to create and maintain an Employer New Hire Reporting program. Specifies agency duties under the Uniform Interstate Family Support Act.	Statute
10	SC Code Title 23, Chapter 1	State	Requires all State and Local Law Enforcement Officers to implement the use of body-worn cameras pursuant to guidelines established by the Law Enforcement Training Council.	Statute

Legal Standards

11	SC Administrative Code of Regulations Chapter 114, Regulation 114–550	State	Sets forth agency responsibility for licensing of foster homes.	Regulation
12	SC Administrative Code of Regulations Chapter 114, Regulation 114–590	State	Sets forth agency responsibility for licensing of Residential Group Care facilities for children.	Regulation
13	SC Administrative Code of Regulations Chapter 114, Regulation 114–590	State	Sets forth agency responsibility for licensing of Child Placing agencies.	Regulation
14	Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.)	Federal	Authorizes block grants to states for the funding of Temporary Assistance for Needy Families (TANF), allowing flexibility to states in the usage of federal funding to operate a program designed to (1) provide assistance to needy families so that children may be cared for in their own homes or in the homes of relatives; (2) end the dependence of needy parents on government benefits by promoting job preparation, work, and marriage; (3) prevent and reduce the incidence of out-of-wedlock pregnancies and establish annual numerical goals for preventing and reducing the incidence of these pregnancies; and (4) encourage the formation and maintenance of two-parent families. Requires State to contribute funds based on a maintenance-of-effort (MOE) requirement. Authorizes funding for child care through the Child Care and Development Block Grant.	Statute
15	Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.)	Federal	Authorizes formula grant funds to states for the provision of child welfare-related services to children and their families, including funding under the Stephanie Tubbs Jones Child Welfare Services program (Subpart 1) and the Promoting Safe and Stable Families Program (Subpart 2). The agency uses the Subpart 1 funds in its efforts to prevent the neglect, abuse, or exploitation of children; support at-risk families through services which allow children, where appropriate, to remain with their families or return to their families in a timely manner; promote the safety, permanency, and well-being of children in foster care and adoptive families; and provide training, professional development, and support to ensure a well-qualified workforce. The agency uses the Subpart 2 funds to support programs and services related to family support and preservation, safe and timely reunification, and adoption support services.	Statute

Legal Standards

16	Title IV-D of the Social Security Act (42 U.S.C. 651 et seq.)	Federal	Creates the Child Support Enforcement (CSE) program, a federal-state program, designed to help strengthen families by securing financial support for children from their noncustodial parent on a consistent and continuing basis and by helping some families to remain self-sufficient and off public assistance by providing the requisite CSE services. Families receiving TANF benefits, foster care payments under Title IV-E, or Medicaid coverage under Title XIX of the Social Security Act, are automatically referred for CSE services at no charge. Collections on behalf of families receiving TANF benefits are used, in part, to reimburse state and federal governments for TANF payments made to the family. The CSE program provides seven major services on behalf of children: (1) parent location, (2) paternity establishment, (3) establishment of child support orders, (4) review and modification of child support orders, (5) collection of child support payments, (6) distribution of child support payments, and (7) establishment and enforcement of medical support.	Statute
17	Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.)	Federal	Amends the Child Abuse Prevention and Treatment Act (CAPTA) which provides for federal funding to the states in support of prevention, assessment, investigation, prosecution, and treatment activities and also provides grants to public agencies for demonstration programs and projects. Also identifies the federal role in supporting research, evaluation, technical assistance, and data collection activities; establishes the federal Office on Child Abuse and Neglect; and sets forth a minimum definition of child abuse and neglect.	Statute
18	Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.)	Federal	Creates the Supplemental Nutrition Assistance Program (SNAP), formerly called the Food Stamp Program, which is designed to increase the food purchasing power of low-income households to obtain a nutritionally adequate low-cost diet. Recipients of TANF, Supplemental Security Income (SSI), or state-funded General Assistance programs are categorically eligible for SNAP benefits. The agency administers the SNAP program for South Carolina families by certifying applicant households and issuing Electronic Benefit Transfer (EBT) cards to approved households.	Statute
19	Title 45 Code of Federal Regulations, Part 98-99	Federal	Sets forth requirements for states' administration of Child Care and Development Fund.	Federal Regulation
20	Title 45 Code of Federal Regulations, Part 205	Federal	Sets forth requirements for states' administration of federally funded public assistance programs	Federal Regulation
21	Title 45 Code of Federal Regulations, Part 233	Federal	Sets forth provisions regarding coverage and eligibility for participation in federally funded public assistance programs.	Federal Regulation
22	Title 45 Code of Federal Regulations, Parts 260-285	Federal	Sets forth the requirements for states' administration of the TANF program.	Federal Regulation

Legal Standards

23	Title 45 Code of Federal Regulations, Parts 301-308	Federal	Sets forth the requirements for states' administration of the Child Support Enforcement program.	Federal Regulation
24	Title 45 Code of Federal Regulations, Part 1340	Federal	Implements the Child Abuse Prevention and Treatment Act and seeks to assist states in efforts to improve and expand child abuse and neglect prevention and treatment activities by making grants available to states to improve and expand child abuse and neglect prevention and treatment programs. .	Federal Regulation
25	Title 45 Code of Federal Regulations, Part 1355	Federal	Sets forth the general requirements for federal financial participation in state programs operated under Titles IV-B and IV-E of the Social Security Act.	Federal Regulation
26	Title 45 Code of Federal Regulations, Part 1356	Federal	Sets forth the requirements for states to be eligible to receive federal financial participation in the costs of foster care maintenance payments and adoption under Title IV–E of the Social Security Act.	Federal Regulation
27	Title 45 Code of Federal Regulations, Part 1357	Federal	Sets forth the requirements for states to submit and have approved a consolidated, five-year Child and Family Services Plan (CFSP) In order to receive funding under title IV-B of the Social Security Act.	Federal Regulation
28	Title 7 Code of Federal Regulations, Parts 271-280	Federal	Sets forth policies and procedures governing state agencies participating in the SNAP program, formerly known as the food stamp program.	Federal Regulation
29	33.10 DHHS: Medicaid Eligibility Transfer	SC Proviso	Transfers DSS employees engaged full-time in determining the eligibility of applicants for the South Carolina Medicaid Program to DHHS.	SC Proviso
30	33.35 DHHS: Child Support Enforcement System	SC Proviso	Directs DHHS to transfer up to three million dollars to DSS for the Child Support Enforcement System.	SC Proviso
31	34.44 DHEC: Obesity	SC Proviso	Directs DSS to work with DHEC to reduce obesity.	SC Proviso
32	34.49 DHEC: Abstinence Until Marriage Emerging Programs	SC Proviso	Directs DSS to receive quarterly reports within 15 days of the end of each quarter.	SC Proviso
33	38.1 DSS: Fee Retention	SC Proviso	Allows DSS to retain all state funds above $800,000 collected under the Child Support Enforcement Program from refunds and identified program overpayments.	SC Proviso
34	38.2 DSS: Recovered State Funds	SC Proviso	Directs DSS to withhold a portion of State Funds recovered under Title IV-D Program in order to allow full participation in the federal "set off" program offered by the IRS. This proviso further provides for the use of these funds.	SC Proviso
35	38.3 DSS: Foster Children Burial	SC Proviso	Allows DSS to expend up to $1,500 for the burial of foster children.	SC Proviso

Legal Standards

36	38.4 DSS: Battered Spouse Funds	SC Proviso	Appropriations shall be allocated through contractual agreement to providers of battered spouse services and may also be used for public awareness and contracted services for victims of this social problem including the abused and children accompanying the abused.	SC Proviso
37	38.5 DSS: Court Examiner Service Exemption	SC Proviso	Exempts DSS employees from serving as court examiners.	SC Proviso
38	38.6 DSS: TANF Advance Funds	SC Proviso	Establishes guidelines for allowing DSS to advance TANF funds.	SC Proviso
39	38.7 DSS: Fee Schedule	SC Proviso	Establishes the fee schedule to be used during the fiscal year for Day Care, Central Registry Checks, Other Children's Services, Licensing Residential Group Homes, Licensing Child Care Institutions, and Licensing Child Placing Agencies.	SC Proviso
40	38.8 DSS: Food Stamp Fraud	SC Proviso	Allows DSS to retain the state portion of funds recouped for the collection of recipient claims in TANF and Food Stamp programs.	SC Proviso
41	38.9 DSS: TANF - Immunization Certificates	SC Proviso	Requires TANF applicants and/or recipients to provide proof of age appropriate immunizations for children.	SC Proviso
42	38.10 DSS: County Director's Pay	SC Proviso	Provides guidelines for the allocation of pay increases to county director and regional director staff.	SC Proviso
43	38.11 DSS: Use of Funds Authorization	SC Proviso	Authorizes the department to receive and expend funds awarded to investigative units of the department as a result of a donation, contribution, prize, grant or court order. Sets guidelines and requires a report to the Senate Finance Committee and House Ways & Means by January 30th.	SC Proviso
44	38.12 DSS: Use of Funds Authorization	SC Proviso	When DSS is directed to provide funds to a not-for-profit or 501(c)(3) organization they must use these funds to serve persons who are eligible for one or more DSS program.	SC Proviso
45	38.13 DSS: Grant Authority	SC Proviso	Authorizes the department to make grant to community-based not-for-profit for local projects that further the objectives of DSS programs. Sets guidelines for these grants.	SC Proviso
46	38.14 DSS: Family Foster Care Payments	SC Proviso	Establishes monthly amounts by age for the basic needs of foster children.	SC Proviso
47	38.15 DSS: Penalty Assessment	SC Proviso	Authorizes the department to impose monetary penalties for violations of statutes or regulations other than foster home licensing that DSS regulates. Establishes guidelines and a hearing process for these penalties.	SC Proviso
48	38.16 DSS: Child Support Enforcement Automated System Carry Forward	SC Proviso	Authorizes DSS to carry forward unexpended Child Support automated system and related penalties for the same purpose.	SC Proviso
49	38.17 DSS: Child Support Enforcement System	SC Proviso	Requires a report detailing the status of the Child Support Enforcement System. This report is due to the General Assembly by August 31st.	SC Proviso
50	38.18 DSS: Child Care Voucher	SC Proviso	Requires DSS to use child care vouchers for providers that exceed the state's minimum child care licensing standards.	SC Proviso

Legal Standards

51	38.19 DSS: Meals in Emergency Operations	SC Proviso	Allows DSS to provide meals to employees not permitted to leave their stations and are required to work during actual emergencies.	SC Proviso
52	38.20 DSS: Day Care Facilities Supervision Ratios	SC Proviso	Suspends for one year child care ratios	SC Proviso
53	38.21 DSS: Foster Care Goals	SC Proviso	Establishes the maximum number of Title IV-E funded children who will remain in foster care greater than 24 months will not exceed a total of 2,617 during the fiscal year.	SC Proviso
54	38.22 DSS: Comprehensive Teen Pregnancy Prevention Funding	SC Proviso	Establishes the comprehensive teen pregnancy prevention program.	SC Proviso
55	38.23 DSS: SNAP Coupons	SC Proviso	Establishes a program for SNAP recipients to obtain additional fresh fruits and vegetables.	SC Proviso
56	38.29 DSS: Local Child Fatality Review Committees	SC Proviso	Creates and funds Local Child Fatality Review Committees (local committees) pursuant to the authority granted in Sections 43-1-60(3), 43-1-80, and 63-7-910(E) of the 1976 Code to allow for the rapid and expeditious review of reported child fatalities which come within the investigative authority of the department.	SC Proviso
57	61.2 INDEF: State Employee Compensation Prohibited	SC Proviso	Prohibits the compensation of state employees appointed by the court as examiners, guardians ad litem or attorneys.	SC Proviso
58	91.19 LEG: LAC Matching Federal Funds	SC Proviso	Authorizes the LAC to use funds appropriated in this act as state matching funds for federal funds available for audits and reviews.	SC Proviso
59	93.18 DOA: Compensation - Reporting of Supplemental Salaries	SC Proviso	Establishes guidelines and reporting requirements for supplemental salaries. The employing agency must report this information on or before August thirty-first of each year and must include the total amount and source of the salary supplement received by the employee during the preceding fiscal year (July first through June thirtieth). The Human Resources Division of the Budget and Control Board shall formulate policies and procedures to ensure compliance with the reporting provisions of this proviso.	SC Proviso
60	93.19 DOA: Compensation Increase - Appropriated Funds Ratio	SC Proviso	Requires that compensation increases for classified, unclassified, and agency heads be at the same ratio as the employee's base salary.	SC Proviso
61	93.21 DOA: Military Service	SC Proviso	Allows full-time employees who served on active duty as a result of "Operation Enduring Freedom" or "Operation Noble Eagle" may use up to 45 days annual leave and up to 90 days of sick leave as if it were annual leave.	SC Proviso
62	93.25 DOA: Sale of Surplus Real Property	SC Proviso	Directs the distribution of proceeds from the sale of surplus real property.	SC Proviso

Legal Standards

63	93.26 DOA: Compensation - Agency Head Salary	SC Proviso	The appointing authority must have the prior favorable recommendation of the Agency Head Salary Commission to set, discuss, offer, or pay a salary for the agency head or technical college president at a rate that exceeds the minimum of the range established by the Agency Head Salary Commission.	SC Proviso
64	93.27 DOA: Cyber Security	SC Proviso	All state agencies must adopt and implement cyber security policies, guidelines and standards developed by the Division of State Technology. The Division of State Technology may conduct audits on state agencies except public institutions of higher learning, technical colleges, political subdivisions, and quasi-governmental bodies as necessary to monitor compliance with established cyber security policies, guidelines and standards.	SC Proviso
65	102.4 RFAO: SC Health & Human Services Data Warehouse	SC Proviso	Establishes the SC Health & Human Services Data Warehouse and sets reporting requirements.	SC Proviso
66	104.1 SFAA: Procurement of Art Objects	SC Proviso	Requires Purchasing Agency head to provide written justification of the need and benefit to the State for objects above $1,000. Justification must be reviewed and approved prior to acquisition.	SC Proviso
67	104.2 SFAA: Vacant Positions	SC Proviso	Authorizes the B&C Board to delete any permanent positions in an agency that remains vacant for more than one year.	SC Proviso
68	105.1 SFAA/AUD: Annual Audit of Federal Programs	SC Proviso	Each state agency receiving federal funds subject to the audit requirements of the Single Audit Act Amendments of 1996 and OMB Circular A-133, Audits of States, Local Governments and Nonprofit Organizations shall remit to the State Auditor an amount representing an equitable portion of the expense of contracting with a nationally recognized CPA firm to conduct a portion of the audit of the State's federal financial assistance.	SC Proviso
69	117.1 GP: Revenues, Deposits Credited to General Fund	SC Proviso	Directs the remittance of revenues to the General Fund.	SC Proviso
70	117.3 GP: Fiscal Year Definitions	SC Proviso	Sets the dates for the Fiscal Year.	SC Proviso
71	117.6 GP: Case Service Billing Payments Prior Year	SC Proviso	Authorizes agencies receiving case services to pay with current years funds obligations received after the close of the old fiscal year. This does not apply to billings on hand at the close of the old fiscal year.	SC Proviso
72	117.7 GP: Fee Increases	SC Proviso	No state agency may increase existing fees and provides exceptions.	SC Proviso
73	117.9 GP: Transfers of Appropriations	SC Proviso	Establishes guidelines for the transfer of appropriations during the fiscal year.	SC Proviso
74	117.10 GP: Federal Funds - DHEC, DSS, DHHS - Disallowances	SC Proviso	Allows DSS to cover program operations of prior fiscal years where adjustment of such prior years are necessary under federal regulations or audit exceptions.	SC Proviso
75	117.13 GP: Discrimination Policy	SC Proviso	Establishes guidelines for the state discrimination policy and requires agencies to report to State Human Affairs Commission by October 31 of each year.	SC Proviso

Legal Standards

76	117.14 GP: Personal Service Reconciliation, FTEs	SC Proviso	Provides guidelines for the establishment, management, and reconciliation of FTE's. Allows the B&C Board to delete positions determined to be unfunded.	SC Proviso
77	117.15 GP: Allowance for Residences & Compensation Restrictions	SC Proviso	Provides guidelines for the compensation of state employees.	SC Proviso
78	117.17 GP: Replacement of Personal Property	SC Proviso	Allows DSS to replace personal property damaged or destroyed by a client while in the custody of the agency. Establishes guidelines.	SC Proviso
79	117.18 GP: Business Expense Reimbursement	SC Proviso	Establishes guidelines for the reimbursement of business expenses for agency heads and deputy directors.	SC Proviso
80	117.19 GP: Per Diem	SC Proviso	Establishes the per diem rate for boards, commissions, and committees at $35 per day and forbids per diem for employees of the state.	SC Proviso
81	117.20 GP: Travel - Subsistence Expenses & Mileage	SC Proviso	Establishes the travel subsistence and mileage rates for the fiscal year and provides guidelines.	SC Proviso
82	117.21 GP: Organizations Receiving State Appropriations Report	SC Proviso	Requires organizations receiving contributions to provide the state agency making the contribution an accounting of how the funds will be spent, copy of the current year adopted budget, and a copy of the most recent financial statement.	SC Proviso
83	117.23 GP: Carry Forward	SC Proviso	Authorizes agencies to carry forward up to 10% of unspent general fund appropriations to the current fiscal year. Establishes guidelines.	SC Proviso
84	117.24 GP: TEFRA-Tax Equity and Fiscal Responsibility Act	SC Proviso	Establishes guidelines to amend the State Medicaid Plan to provide benefits for disabled children as allowed by the Tax Equity and Fiscal Responsibility Act.	SC Proviso
85	117.25 GP: Prison Industries	SC Proviso	State agencies must first consider contracting for services or purchasing goods and services through SCDC Prison Industries Program.	SC Proviso
86	117.26 GP: Travel Report	SC Proviso	Establishes guidelines and requires state agencies to report to the Comptroller General travel expenditures for the prior fiscal year.	SC Proviso
87	117.28 GP: State Operated Day Care Facilities Fees	SC Proviso	Requires state agencies operating day care facility to charge at a minimum fees that are comparable to those charged by private day care facilities in the local community.	SC Proviso
88	117.29 GP: Base Budget Analysis	SC Proviso	Requires state agencies to make public their Annual Accountability Report on or before September 15th and sets guidelines for the report.	SC Proviso
89	117.30 GP: Collection on Dishonored Payments	SC Proviso	Allows state agencies to collect a service charge to cover the costs associated with the processing and collection of dishonored or electronic payments where any amount is not paid due to insufficient funds.	SC Proviso

Legal Standards

90	117.32 GP: Voluntary Separation Incentive Program	SC Proviso	State agencies may implement voluntary separation incentive programs with the consultation of B&C Board OHR. Establishes guidelines and reporting requirements.	SC Proviso
91	117.34 GP: Debt Collection Reports	SC Proviso	Requires state agencies to report to SFC and W&M by the end of February the amount of outstanding debt and all methods used to collect it.	SC Proviso
92	117.41 GP: South Carolina Recycling Initiative	SC Proviso	Requires state agencies to purchase recycled steel unless the item cannot be acquired competitively at a reasonable price.	SC Proviso
93	117.43 GP: Sole Source Procurements	SC Proviso	Requires the B&C Board to evaluate all sole source and emergency procurements.	SC Proviso
94	117.45 GP: Parking Fees	SC Proviso	Forbids state agencies from imposing additional parking fees or increasing the current fees during the fiscal year. This does not apply to college or universities.	SC Proviso
95	117.47 GP: Insurance Claims	SC Proviso	Requires any insurance reimbursement to an agency may be used to offset expenses related to the claim.	SC Proviso
96	117.48 GP: Organizational Charts	SC Proviso	Requires state agencies to submit to OHR a current organization chart by September 1st.	SC Proviso
97	117.49 GP: Agencies Affected by Restructuring	SC Proviso	Establishes guidelines for agencies affected by restructuring.	SC Proviso
98	117.50 GP: Agency Administrative Support Collaboration	SC Proviso	Encourages agencies to combine administrative support functions with other agencies in order to maximize efficiency and effectiveness.	SC Proviso
99	117.54 GP: ISCEDC Funding Transfer	SC Proviso	Directs DMH, DDSN, and DJJ to transfer $1,199,456 to DSS for support of the Interagency System for Caring for Emotionally Disturbed Children. Transfer of funds shall be accomplished by September 30th.	SC Proviso
100	117.55 GP: Employee Bonuses	SC Proviso	State agencies may use state, federal , and other funds to provide bonuses not to exceed three thousand dollars. Employees earning $100,000 or more are not eligible. Establishes guidelines for bonuses.	SC Proviso
101	117.56 GP: FEMA Flexibility	SC Proviso	Provides flexibility in providing for the state share for any federally declared disaster funds.	SC Proviso
102	117.58 GP: Year-End Financial Statements - Penalties	SC Proviso	Establishes guidelines for the submission of year-end financial statements by state agencies and provides for penalties.	SC Proviso
103	117.59 GP: Purchase Card Incentive Rebates	SC Proviso	Allows agencies to retain any purchase card incentive rebate premiums and used to support operations.	SC Proviso
104	117.65 GP: Attorney Dues	SC Proviso	Agencies are authorized to pay mandatory dues to SC Bar Assoc. for employed attorneys.	SC Proviso
105	117.69 GP: Voluntary Furlough	SC Proviso	Allows agencies under certain circumstances to implement voluntary furlough programs and establishes guidelines.	SC Proviso

Legal Standards

106	117.71 GP: Reduction in Force Antidiscrimination	SC Proviso	In the event of a reduction in force implemented by a state agency or institution, the state agency or institution must comply with Title VII of the Civil Rights Act of 1964 or any other applicable federal or state antidiscrimination laws.	SC Proviso
107	117.72 GP: Reduction in Force/Agency Head Furlough	SC Proviso	In the event a reduction in force is implemented by a state agency or institution, the agency head shall be required to take five days furlough in the current fiscal year.	SC Proviso
108	117.74 GP: IMD Operations	SC Proviso	Requires that IMD funds be used for out of home placement providers. Requires an annual report to be submitted.	SC Proviso
109	117.75 GP: Fines and Fees Report	SC Proviso	Requires a report of the fines and fees charged and collected in the prior fiscal year by September 1st.	SC Proviso
110	117.76 GP: Mandatory Furlough	SC Proviso	Establishes guidelines for a mandatory furlough.	SC Proviso
111	117.77 GP: Reduction In Force	SC Proviso	Establishes guidelines for a reduction in force.	SC Proviso
112	117.78 GP: Cost Savings When Filling Vacancies Created by Retirement	SC Proviso	Whenever classified FTEs become vacant because of employee retirements, it is the intent of the General Assembly that state agencies should realize personnel costs savings of at least 25% in the aggregate when managing these vacant positions.	SC Proviso
113	117.79 GP: Information Technology for Health Care	SC Proviso	HHS shall advance the use of health information technology and health information exchange to improve quality and efficiency of health care and to decrease the costs of health care.	SC Proviso
114	117.81 GP: Reduction in Compensation	SC Proviso	No state agency or political subdivision of this state may decrease the compensation of an employee, including dismissal, suspension, or demotion, solely because the employee gave sworn testimony regarding alleged wrongdoing to a standing committee, subcommittee of a standing committee, or study committee of the Senate or the House of Representatives.	SC Proviso
115	117.82 GP: Deficit Monitoring	SC Proviso	If an agency determines the likelihood of a deficit for the current fiscal year exists, the agency shall submit to the Office of State Budget within fourteen days, a plan to minimize or eliminate the projected deficit.	SC Proviso
116	117.83 GP: Commuting Costs	SC Proviso	State government employees who use a permanently assigned agency or state owned vehicle to commute from their permanently assigned work location to and from the employee's home must either reimburse the agency in which they are employed for the cost of fuel or the personal use of the vehicle must be considered income and as such reported by the Comptroller General in accordance with IRS regulations.	SC Proviso
117	117.84 GP: Bank Account Transparency and Accountability	SC Proviso	Each state agency, except state institutions of higher learning, which has composite reservoir bank accounts or any other accounts containing public funds which are not included in the Comptroller General's Statewide Accounting and Reporting System or the South Carolina Enterprise Information System shall prepare a report for each account disclosing every transaction of the account in the prior fiscal year.	SC Proviso

Legal Standards

118	117.85 GP: Websites	SC Proviso	Agencies shall be responsible for providing on its Internet website a link to the Internet website of any agency, other than the individual agency, department, or institution, that posts on its Internet website that agency, department, or institution's monthly state procurement card statements or monthly reports containing all or substantially all the same information contained in the monthly state procurement card statements.	SC Proviso
119	117.88 GP Civil Conspiracy Defense Costs	SC Proviso	For any claim that has not reached a judgment, if a state or local government employee or former state or local government employee ("government employee") is personally sued for civil conspiracy based in part upon a personnel or employment action or decision regarding an employee, the court must, prior to trial, make a final determination whether the action or decision giving rise to the suit was made by the government employee within the scope of their official duty.	SC Proviso
120	117.89 GP: Recovery Audits	SC Proviso	The Budget and Control Board shall contract with one or more consultants to conduct recovery audits of payments made by state agencies included in this act to vendors. The audits must be designed to detect and recover overpayments and erroneous payments to the vendors and to recommend improved state agency accounting operations.	SC Proviso
121	117.93 GP: Agency Reduction Management	SC Proviso	Encourages state agencies, if they are assessed a base reduction, to try to realize savings through: 1) payroll management, including, but not limited to, furloughs, reductions in employee compensation, and hiring freezes; 2) eliminate administrative overhead that doesn't directly impact the agency's mission; and as a final option 3) reduce program funding.	SC Proviso
122	117.99 GP: First Steps - BabyNet	SC Proviso	First Steps to School Readiness, the School for the Deaf and Blind, the Department of Disabilities and Special Needs, the Department of Health and Human Services, the Department of Mental Health and the Department of Social Services shall each provide on a common template developed by the agencies, a quarterly report to the Chairman of the House Ways and Means Committee and the Chairman of Senate Finance outlining all programs provided by them for BabyNet; all federal funds received and expended on BabyNet and all state funds expended on BabyNet. Each entity and agency shall report on its share of the state's ongoing maintenance of effort as defined by the US Department of Education under IDEA Part C.	SC Proviso
123	117.100 GP: Single Audit Schedule of Federal Expenditures	SC Proviso	To ensure timely completion of the of the Statewide Single Audit, state agencies which do not receive a separate audit of federal expenditures, must submit to the Office of the State Auditor a schedule of federal program expenditures in a format prescribed by the Office of the State Auditor, no later than August fifteenth of each year.	SC Proviso
124	117.107 GP: Technology and Remediation	SC Proviso	The funds appropriated to the Budget and Control Board for the Division of Information Security shall be used to develop and implement a statewide information security program. A portion of the non-recurring funds may be used for enterprise technology and remediation, and distributed to state agencies to address the State's most serious information security vulnerabilities as determined by the Division of Information Security and the Division of State Information Technology.	SC Proviso

Legal Standards

125	117.110 GP: Data Breach Notification	SC Proviso	An agency of this State owning or licensing computerized data or other data that includes personal identifying information shall disclose any breach of the security of the system following discovery or notification of the breach in the security of the data to any resident of this State whose personal identifying information was, or is reasonably believed to have been, acquired by an unauthorized person.	SC Proviso
126	117.115 GP: Continuation of Teen Pregnancy Prevention Project Accountability	SC Proviso	Qualifying organizations applying for General Funds provided as a special item in this act and titled Continuation of Teen Pregnancy Prevention must include in its application a proposed annual budget and agreement to provide quarterly reports to the grantor state agency detailing the expenditure of funds and the project's accomplishments.	SC Proviso
127	117.118 GP: Information Technology and Information Security Plans	SC Proviso	By October 1, 2014, all state agencies must submit an information technology plan and an information security plan for Fiscal Year 2014-15 to the Budget and Control Board's Division of Technology.	SC Proviso
128	117.125 GP: Employee Compensation	SC Proviso	Establishes the cost of living increase for the current fiscal year and directs its distribution.	SC Proviso
129	117.130 GP: Child Fatality Review	SC Proviso	Requires agencies specified to implement recommendations contained in the Legislative Audit Council's October 2014 report "A Review of Child Welfare Services at the Department of Social Services".	SC Proviso
130	117.132 GP: Refugee Resettlement Program	SC Proviso	No state funds shall be expended to assist in the United States Refugee Resettlement Program unless the county council of the county where the resettlement is to occur approves the relocation.	SC Proviso
131	118.1 SR: Year End Expenditures	SC Proviso	Establishes guidelines for year end expenditures and sets the date for the end of FY16.	SC Proviso
132	118.3 SR: Contingency Reserve Fund	SC Proviso	Creates a contingency Reserve Fund and establishes guidelines.	SC Proviso
133	118.7 SR: Prohibits Public Funded Lobbyists	SC Proviso	Prohibits state agencies and institutions from using General Fund Appropriations to hire private or contract lobbyists.	SC Proviso
134	118.9 SR: Agency Deficit Notice	SC Proviso	Directs the Comptroller General or the Office of State Budget provide each member of the General Assembly with written notification when it reports to the B&C Board on any agency, department, or institution that is spending authorized appropriations at a rate that predicts or projects a general fund deficit and to make monthly progress reports on the entity's plan to reduce or eliminate the deficit.	SC Proviso
			(a) Information Security and Technology Infrastructure $922,991 (b) County Phone System Upgrade $ 310,234 (c) Antioch Center $150,000 (d) CR Neal Dream Center $ 150,000	

Legal Standards

135	118.14 SR: Non-recurring Revenue	SC Proviso	(e) Epworth Children's Home $ 100,000 (f) Phillis Wheatley Center - Let's Move Summer Camp and After School Program $100,000 (g) Pleasant Valley Connection Community Center $25,000 (h) Donaldson Revitalization Group Center - Homeless Adults Transition Services $50,000 (i) United Center for Community Care - Greenwood County $200,000	SC Proviso

Mission, Vision and Goals

This is the second chart because the agency's mission and vision should have a basis in the legal standards, which the agency provided in the previous chart. After the agency knows the laws it must satisfy, along with its mission and vision, it can then set goals to satisfy those laws and achieve that vision (and the strategy and objectives to accomplish each goal - see next chart). To ensure accountability, one person below the head of the agency should be responsible for each goal. The same person is not required to be responsible for all of the goals.

Agency Responding	SC Department of Social Services
Date of Submission	11-Feb-16
Fiscal Year for which information below pertains	2015-16

Instructions : Provide the agency's mission, vision and laws (i.e. state and/or federal statutes) which serve as the basis for the agency's mission and vision.

Mission	To serve South Carolina by promoting the safety and well-being of children and vulnerable adults, helping individuals achieve stability and strengthening families.
Legal Basis for agency's mission	Title 43 & Title 63
Vision	The South Carolina Department of Social Services (DSS) is committed to its mission of serving South Carolina by promoting the safety and well-being of children and vulnerable adults, helping individuals achieve stability, and strengthening families.
Legal Basis for agency's vision	Title 43 & Title 63

Instructions :
1) Under the "Legal Responsibilities Satisfied" column, enter the legal responsibilities (i.e. state and/or federal statutes and provisos) the goal is satisfying. All of the laws mentioned in the previous chart (i.e. Legal Standards Chart) should be included next to one of the agency's goals. When listing the Legal Responsibilities Satisfied, the agency can group the standards together when applicable (i.e. SC Code 63-19-320 thru 63-19-450). Make sure it is clear whether the agency is referencing state or federal laws and whether it is a proviso or statute.
2) Under the "Goals and Description" column, enter the number and description of the goal which will help the agency achieve its vision (i.e. Goal 1 - Increase the number of job opportunities available to juveniles to 20 per juvenile within the next 2 years). The agency should have 3-4 high level goals.
3) Under the "Describe how the Goal is SMART" column, enter the information which shows the goal is Specific, Measurable, Attainable, Relevant and Time-bound.
4) Under the "Public Benefit/Intended Outcome" column, enter the intended outcome of accomplishing the goal.
5) Under the "Responsible Person" columns, provide information about the individual who has primary responsibility/accountability for each goal. The Responsible Person has different teams of employees beneath him/her to help accomplish the goal. The Responsible Person is the person who, in conjunction with his/her team(s) and approval from higher level superiors, determines the strategy and objectives to accomplish the goal. In addition, this is the person who monitors the progress and makes any changes needed to the strategies and objectives to ensure the goal is accomplished. Under the "Position" column, enter the Responsible Person's position/title at the agency.

Legal Responsibilities Satisfied	Goals & Description	Describe how the Goal is S.M.A.R.T.	Public Benefit/Intended Outcome	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:
(i.e. state and federal statutes or provisos the goal is satisfying)	(i.e. Goal 1 - insert description)	**S**pecific **M**easurable **A**ttainable **R**elevant **T**ime-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome			
These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Goal 1 - Promote the safety and well-being of children and vulnerable adults; promote permanency for children.	This goal is S.M.A.R.T as it is supported by multiple objectives, strategies, and performance measures that are very specific, measurable, attainable, relevant to the agecny's mission, and time-bound.	The intended outcome of this goal is the increased promotion of the safety, permanency, and well-being of children and vulnerable adults. This includes making quality intake decisions, improving the timeliness of initiating investigations, improving the quality and consistency of ongoing assessments of safety and risk, reducing repeat maltreatment, developing a Case Practice Model, improving the permanency and stability of children and vulnerable adults in their living situations, ensuring the educational, physical and mental health needs of children and vulnerable adults are addressed, providing services and supports to help youth in foster care successfully transition to living independently, improving the continuity of family connections, educating families and training providers to help ensure children receive safe and quality child care, improving the assessment, referral and follow-up of domestic violence services, and more.	Joan Meacham, Chief of Staff, and the Deputy and Division Directors	4 months	Chief of Staff, Deputy and Division Directors.
These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Goal 2 - Help preserve the family unit by enhancing the capacity of individuals and families to provide for their own needs.	This goal is S.M.A.R.T as it is supported by multiple objectives, strategies, and performance measures that are very specific, measurable, attainable, relevant to the agecny's mission, and time-bound.	The intended outcome of this goal is that family units will be preserved by enhancing the capacity of individuals and families to provide for their own needs. This includes increasing the recruitment, retention, and capacity of foster and adoptive parents, helping prepare and transition clients to employment and self-sufficiency, ensuring appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner, providing assistance to custodial parents hwo need help obtaining child support payments, completing the transformation of the Child Support Program, and more.	Joan Meacham, Chief of Staff, and the Deputy and Division Directors	4 months	Chief of Staff, Deputy and Division Directors.
These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Goal 3 - Ensure DSS workforce is supported in their efforts to provide high-quality service that is responsibe and engaged.	This goal is S.M.A.R.T as it is supported by multiple objectives, strategies, and performance measures that are very specific, measurable, attainable, relevant to the agecny's mission, and time-bound.	The intended outcome of this goal is that the workforce at DSS is supported in their efforts to provide high-quality service that is responsible and engaged. This includes recruting and retaining a sufficient workfroce of qualified and diverse individuals, improving the performance and quality of service through continuous professional development, coaching, training, and cross training, fostering a culture of customer service, both internally and externally, managing caseloads by establishing and implementing caseload standards, establishing and maintaining a Continuous Quality Improvement System and enhancing the capacity of DSS staff to analyze and use data to inform and imrpove decision-making, strengthening and supporting the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff, developing uniform processes for updating and disseminating policy updates, including statutory changes, enduring all contracts have a defined purpose and include measurable outomces and deliverables, protecting the assets of DSS, ensuring accountability over funds, and helping prevent and defect fraud waste, and abuse, and more.	Joan Meacham, Chief of Staff, and the Deputy and Division Directors	4 months	Chief of Staff, Deputy and Division Directors.
These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Goal 4 - Foster trust, collaboration and communication with stakeholders to improve outcomes for children, families and vulnerable adults.	This goal is S.M.A.R.T as it is supported by multiple objectives, strategies, and performance measures that are very specific, measurable, attainable, relevant to the agecny's mission, and time-bound.	The intended outcome of this goal is to foster trust, collaboration and communication with stakeholders to improve outcomes for children, families and vulnerable adults. This includes strengthening partner relationships and increasing recognition that safety and well-being of children and vulnerable adults is the responsibility of the entire community, increasing awareness of DSS mission, programs, services, and strategic priorities, strengthening alignment among DSS and other governmental agencies to provide more effective and efficient services to clients, fostering a culture of transparency, providing timely, consistent, accurate and culturally responsive communication, improving responsiceness to public feedback, providing two-way communication channels to keep employees and partners informed while soliciting on-going input, and more.	Joan Meacham, Chief of Staff, and the Deputy and Division Directors	4 months	Chief of Staff, Deputy and Division Directors.

Strategy, Objectives and Responsibility

This is the next chart because once the agency determines its goals, and those responsible for each goal, it then needs to determine the strategy and objectives to accomplish each goal. To ensure accountability, one person should be responsible for each objective. This can be the same person responsible for the goal, if it is a small agency, or, for larger agencies, a person who reports to the person responsible for the goal. The same person is not required to be responsible for all of the objectives.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions :

1) Under the "Legal Responsibilities Satisfied" column, enter the legal responsibilities (i.e. state and/or federal statutes and provisos) the goal or objective is satisfying. For each goal, the agency can copy and paste the information from the Mission, Vision and Goals Chart. All of the legal standards mentioned for a particular goal should be included next to one of the objectives under that goal. When listing the Legal Responsibilities Satisfied, the agency can group the standards together when applicable (i.e. 63-19-320 thru 63-19-370). Make sure it is clear whether the agency is referencing state or federal laws and whether it is a proviso or statute.

2) Under the "Strategic Plan Part and Description" column, enter the strategic plan part number and description (i.e. Goal 1 - Increase the number of job opportunities available to juveniles to 20 per juvenile within the next 2 years). For each goal, the agency can copy and paste the information from the Mission, Vision and Goals Chart. If the agency is still utilizing the same strategies and objectives it submitted as part of the Accountability Report, it can copy and paste those into this chart, then fill in the remainder of the columns. However, if the agency has trouble explaining how each objective is SMART, it may need to revise its objectives. In addition, if the agency has revised its strategic plan since submitting its last Accountability Report, please provide information from the most current strategic plan.

3) Under the "Describe how it is SMART" column, enter the information which shows how each goal and objective is Specific, Measurable, Attainable, Relevant and Time-bound.

4) Under the "Public Benefit/Intended Outcome" column, enter the intended outcome of accomplishing each goal and objective.

5) Under the "Responsible Person" columns, provide information about the individual who has primary responsibility/accountability for each goal and objective. The Responsible Person for a goal has different teams of employees beneath him/her to help accomplish the goal. The Responsible Person for an objective has employees and possibly different teams of employees beneath him/her to help accomplish the objective. The Responsible Person for a goal is the person who, in conjunction with his/her team(s) and approval from higher level superiors, determines the strategy and objectives needed to accomplish the goal. The Responsible Person for an objective is the person who, in conjunction with his/her employees and approval from higher level superiors, sets the performance measure targets and heads the game plan for how to accomplish the objective for which he/she is responsible. Under the "Position" column, enter the Responsible Person's position/title at the agency. Under "Office Address" column, enter the address for the office from which the Responsible Person works. Under the "Department/Division" column, enter the department or division at the agency in which the Responsible Person works. Under the "Department/Division Summary" column, enter a brief summary (no more than 1-2 sentences) of what that department or division does in the agency.

Legal Responsibilities Satisfied:	***Strategic Plan Part and Description***	**How it is S.M.A.R.T.:**	**Public Benefit/Intended Outcome:**	**Responsible Person Name:**	**Number of months person has been responsible for the goal or objective:**	**Position:**	**Office Address:**	**Department or Division:**	**Department or Division Summary:**
(i.e. state and federal statutes or provisos the goal or objective is satisfying)	(i.e. Goal 1 - Insert description, Strategy 1.1 - Insert Description, Objective 1.1.1 - Insert Description)	Describe how each goal and objective is... **S**pecific; **M**easurable; **A**ttainable; **R**elevant; and **T**ime-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome						
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Goal 1 - Promote the safety and well-being of children and vulnerable adults; promote permanency for children.	This goal is S.M.A.R.T as it is supported by multiple objectives, strategies, and performance measures that are very specific, measurable, attainable, relevant to the agecny's mission, and time-bound.	The intended outcome of this goal is the increased promotion of the safety, permanency, and well-being of children and vulnerable adults. This includes making quality intake decisions, improving the timeliness of initiating investigations, improving the quality and consistency of ongoing assessments of safety and risk, reducing repeat maltreatment, developing a Case Practice Model, improving the permanency and stability of children and vulnerable adults in their living situations, ensuring the educational, physical and mental health needs of children and vulnerable adults are addressed, providing services and supports to help youth in foster care successfully transition to living independently, improving the continuity of family connections, educating families and training providers to help ensure children receive safe and quality child care, improving the assessment, referral and follow-up of domestic violence services, and more.	Joan Meacham, Chief of Staff, and the Deputy and Division Directors	4	Chief of Staff, Deputy and Division Directors.	*1535 Confederate Avenue Ext. Columbia, SC 29201*	Multiple	Multiple
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*A1: Assess and improve the quality of Abuse and Neglect Report Intake decisions.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ A1a: Regularly evaluate results of initial regional intake roll-out (volume and quality). □ A1b: Develop plan for statewide implementation of regionalized intake, including hiring of additional Human Services employees needed for successful implementation. □ A1c: Complete conversion and training for VOIP phone system. □ A1d: Improve tools and consistency across regions for screening children and vulnerable adults. □ A1e: Increase public awareness regarding mandated reporters and criteria for accepted abuse and neglect reports.	Taron Davis	6	Deputy Director of Child Welfare Services	*1535 Confederate Avenue Ext. Columbia, SC 29201*	Child Welfare Services	Child Welfare Services encompasses Child Protective Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety, permanency, and well-being of chidlren.
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*A2: Improve the timeliness of initiating investigations.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	*□ A2a: Conduct regular review of Investigation timeframes.* *□ A2b: Conduct regular quality assurance case reviews to ensure timely services.* *□ A2c: Complete the Business Process Redesign for Assessment and implement recommendations.*	Taron Davis	6	Deputy Director of Child Welfare Services	*1535 Confederate Avenue Ext. Columbia, SC 29201*	Child Welfare Services	Child Welfare Services encompasses Child Protective Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety, permanency, and well-being of chidlren.
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*A3: Improve the quality and consistency of ongoing assessments of safety and risk to children and vulnerable adults.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ A3a: Complete the development and pilot of the new Child and Family Assessment and Case Planning Tool. □ A3b: Develop a new Adult Assessment and Case Planning Tool. □ A3c: Build capacity and skills for identifying, reporting, and determining services for victims of sex trafficking. □ A3d: Build Supervisory capacity and skills to continually improve support for critical thinking around child and adult vulnerability and caregiver protective capacity. □ A3e: Implement trauma-based assessment.	This objective encompasses multiple program areas.	Multiple	Multiple	*1535 Confederate Avenue Ext. Columbia, SC 29201*	This objective encompasses multiple program areas.	Multiple
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*A4: Reduce repeat maltreatment for children and vulnerable adults.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ A4a: Utilize Family Engagement services in conjunction with the Signs of Safety framework to identify and engage family networks and enhance the family's ability to provide ongoing safety. □ A4b: Build staff competencies to create ongoing safety networks for children prior to all case closures. □ A4c: Develop a strategy / framework for engaging family and community supports for vulnerable adults. □ A4d: Assess services on a regional level that are available for children and vulnerable adults and their caregivers.	Taron Davis	6	Deputy Director of Child Welfare Services	*1535 Confederate Avenue Ext. Columbia, SC 29201*	Child Welfare Services	Child Welfare Services encompasses Child Protective Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety, permanency, and well-being of chidlren.
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*A5: Develop a Case Practice Model that clearly articulates Best Practice and the core values that inform how DSS interacts with children, families and vulnerable adults to increase safety and well-being.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ A5a: Provide regional trauma-informed care training for all front line staff. □ A5b: Continue progress towards full statewide implementation of Signs of Safety.	Taron Davis	6	Deputy Director of Child Welfare Services	*1535 Confederate Avenue Ext. Columbia, SC 29201*	Child Welfare Services	Child Welfare Services encompasses Child Protective Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety, permanency, and well-being of chidlren.

Strategy, Objectives and Responsibility

These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*A6: Improve the permanency and stability of children and vulnerable adults in their living situations by providing supports to help preserve the family unit.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ A6a: Promote positive permanency through ensuring that decisions made for children are helping to meet the ultimate goal of 1) Reunification 2) Adoption by Family 3) Custody and Guardianship by Family or 4) Adoption by other. □ A6b: Improve caseworker decision-making to help ensure placement, including Kinship placement, is in the best interest of the child and consistent with achieving the goal of permanency. □ A6c: Develop protocol and guidelines to help DSS staff evaluate and better assess the need for congregate care. □ A6d: Develop and increase placement options for vulnerable adults. □ A6e: Evaluate need for implementation of training for Adult Protective Services homemaker staff to assist adults in meeting their Activities of Daily Living.	This objective encompasses multiple program areas.	Multiple	Multiple	*1535 Confederate Avenue Ext. Columbia, SC 29201*	This objective encompasses multiple program areas.	Multiple
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*A7: Ensure the educational, physical and mental health needs of children and vulnerable adults are addressed.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ A7a: Increase eligibility and access for children and youth to Interagency System for Caring for Emotionally Disturbed Children (ISCEDC). □ A7b: Address barriers for access to Medicaid services. □ A7c: Implement the Health and Education passports in Child and Adult Protective Services System (CAPSS). □ A7d: Increase technical assistance for implementation of Developmental Screenings. □ A7e: Improve the quality and availability of services for vulnerable adults.	This objective encompasses multiple program areas.	Multiple	Multiple	*1535 Confederate Avenue Ext. Columbia, SC 29201*	This objective encompasses multiple program areas.	Multiple
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*A8: Provide services and supports to help youth in foster care successfully transition to living independently.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ A8a: Utilize best practices to engage and support youth in identifying positive supports and lifelong connections to assist youth in the transition from foster care to self-sufficiency. □ A8b: Conduct case planning with all youth to include at least two adults of the youth's choice. □ A8c: Conduct transition planning with youth and their support network prior to the youth's 18th birthday. □ A8d: Improve practice, services, and resources for youth through continued tracking and data analysis of the National Youth in Transition Database.	Taron Davis	6	Deputy Director of Child Welfare Services	*1535 Confederate Avenue Ext. Columbia, SC 29201*	Child Welfare Services	Child Welfare Services encompasses Child Protective Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety, permanency, and well-being of chidlren.
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*A9: Improve the continuity of family connections and work towards equitable access to services by ensuring services are aligned with the needs of children and connected to their neighborhood, community, faith, extended family, tribe, school and friends.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ A9a: Provide program service array aligned with the needs of children, youth, families and vulnerable adults. □ A9b: Provide access to Community Based Prevention Services; ensure services are aligned with DSS policy and expected outcomes are clearly articulated and measured.	Taron Davis	6	Deputy Director of Child Welfare Services	*1535 Confederate Avenue Ext. Columbia, SC 29201*	Child Welfare Services	Child Welfare Services encompasses Child Protective Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety, permanency, and well-being of chidlren.
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*A10: Educate families and train providers to help ensure children receive safe and quality child care.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ A10a: Inform parents about safe child care and provide accurate and updated information to guide parent's informed decision-making. □ A10b: Recruit Centers to participate in Quality Child Care program. □ A10c: Implement business redesign recommendations to increase safety measures and monitoring of child care facilities.	Amber Gillum	27	Deputy Director of Economic Services	*1535 Confederate Avenue Ext. Columbia, SC 29201*	Economic Services	Economic Services encompasses economic assistance programs such as Family Independence, the Supplemental Nutrition Assistance Program, the Quality Child Care program, and others.
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*A11: Improve assessment, referral and follow-up of domestic violence services.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ A11a: Ensure staff is properly trained on domestic violence assessment and referrals. □ A11b: Implement programming aimed at reducing domestic violence.	Joan Meacham	1	Chief of Staff	*1535 Confederate Avenue Ext. Columbia, SC 29201*	Adult Advocacy Division	The Adult Advocacy Division encompasses Adult Protective Services, Domestic Violence Services, and other services for vulnerable adults.
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*Goal 2 - Help preserve the family unit by enhancing the capacity of individuals and families to provide for their own needs.*	This goal is S.M.A.R.T as it is supported by multiple objectives, strategies, and performance measures that are very specific, measurable, attainable, relevant to the agecny's mission, and time-bound.	The intended outcome of this goal is that family units will be preserved by enhancing the capacity of individuals and families to provide for their own needs. This includes increasing the recruitment, retention, and capacity of foster and adoptive parents, helping prepare and transition clients to employment and self-sufficiency, ensuring appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner, providing assistance to custodial parents hwo need help obtaining child support payments, completing the transformation of the Child Support Program, and more.	Joan Meacham, Chief of Staff, and the Deputy and Division Directors	4	Chief of Staff, Deputy and Division Directors.	*1535 Confederate Avenue Ext. Columbia, SC 29201*	Multiple	Multiple departments
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*B1: Increase recruitment, retention, and capacity of foster and adoptive parents.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ B1a: Enhance availability and quality of post-adoptive support services. □ B1b: Target recruitment for adoption of older children and sibling groups. □ B1c: Implement business process redesign for foster care licensing. □ B1d: Develop and implement business process redesign for recruitment of prospective adoptive families. □ B1e: Increase monthly foster care rate based on current data for the Southeast region, provide assistance to kinship caretakers. □ B1f: Complete county-based data sheets for foster home recruitment campaign. □ B1g: Provide ongoing training for foster parents and congregate care providers on services and resources available to youth and how to access and receive funding for these services. □ B1h: Periodically review payment rates paid to foster parents and other foster care providers and assess if they are reasonable for current conditions.	Taron Davis	6	Deputy Director of Child Welfare Services	*1535 Confederate Avenue Ext. Columbia, SC 29201*	Child Welfare Services	Child Welfare Services encompasses Child Protective Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety, permanency, and well-being of chidlren.
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*B2: Help prepare and transition clients to employment and self-sufficiency.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ B2a: Provide temporary resources, programs and support services to qualified recipients, including Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP) and Child Care Vouchers. □ B2b: Increase number of child care vouchers. □ B2c: Provide quality workforce readiness training. □ B2d: Enhance the marketing of workforce services to prospective employers. □ B2e: Provide family strengthening programs and support services. □ B2f: Evaluate the effectiveness of family strengthening programs and support services and modify as needed to improve outcomes.	Amber Gillum	27	Deputy Director of Economic Services	*1535 Confederate Avenue Ext. Columbia, SC 29201*	Economic Services	Economic Services encompasses economic assistance programs such as Family Independence, the Supplemental Nutrition Assistance Program, the Quality Child Care program, and others.
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*B3: Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ B3a: Help prevent fraud and abuse of programs by maintaining effective benefits integrity program. □ B3b: Provide timely and accurate Board payments for Foster Parents and congregate care facilities. □ B3c: Evaluate and improve process of providing clothing allowance for children in foster care. □ B3d: Develop and evaluate process of Medicaid eligibility for children in care and vulnerable adults in DSS custody. □ B3e: Work with Clerks of Court to ensure child support payments are disbursed in a timely manner.	This objective encompasses multiple program areas.	Multiple	Multiple	*1535 Confederate Avenue Ext. Columbia, SC 29201*	This objective encompasses multiple program areas.	Multiple

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These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*B4: Provide assistance to custodial parents who need help obtaining child support payments.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ B4a: Ensure Support Orders are established accurately and in a timely manner. □ B4b: Utilize administrative remedies and behavioral economics to promote consistent, timely payments of child support.	Katie Morgan	30	Director of Child Support Services	3150 Harden Street Extension, Columbia, SC 29203	Child Support Services	The Child Support Services division collects and disburses child support payments to custodial parents.
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*B5: Complete the transformation of the Child Support Program.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ B5a: Complete the development of the Palmetto Automated Child Support System (PACSS). □ B5b: Clearly communicate Child Support System project milestones, progress and challenges, both internally and externally. □ B5c: Complete change management policies, procedures, and practice to move from a decentralized program to a centralized program for collection and distribution of child support and spousal support.	Katie Morgan	30	Director of Child Support Services	3150 Harden Street Extension, Columbia, SC 29203	Child Support Services	The Child Support Services division collects and disburses child support payments to custodial parents.
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*Goal 3 - Ensure DSS workforce is supported in their efforts to provide high-quality service that is responsive and engaged.*	This goal is S.M.A.R.T as it is supported by multiple objectives, strategies, and performance measures that are very specific, measurable, attainable, relevant to the agecny's mission, and time-bound.	The intended outcome of this goal is that the workforce at DSS is supported in their efforts to provide high-quality service that is responsible and engaged. This includes recruting and retaining a sufficient workfroce of qualified and diverse individuals, improving the performance and quality of service through continuous professional development, coaching, training, and cross training, fostering a culture of customer service, both internally and externally, managing caseloads by establishing and implementing caseload standards, establishing and maintaining a Continuous Quality Improvement System and enhancing the capacity of DSS staff to analyze and use data to inform and imrpove decision-making, strengthening and supporting the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff, developing uniform processes for updating and disseminating policy updates, including statutory changes, enduring all contracts have a defined purpose and include measurable outomces and deliverables, protecting the assets of DSS, ensuring accountability over funds, and helping prevent and defect fraud waste, and abuse, and more.	Joan Meacham, Chief of Staff, and the Deputy and Division Directors	4	Chief of Staff, Deputy and Division Directors.	*1535 Confederate Avenue Ext. Columbia, SC 29201*	Multiple	Multiple departments
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*C1: Recruit and retain sufficient workforce of qualified and diverse individuals.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ C1a: Streamline hiring and on-boarding of staff. □ C1b: Work with Universities to establish pipeline of qualified applicants. □ C1c: Enhance recruitment marketing efforts. □ C1d: Improve HR systems throughout hiring process. □ C1e: Enhance employee orientation. □ C1f: Implement student loan repayment and tuition incentive program for DSS Staff. □ C1g: Develop career ladder, with performance incentives, for staff in human services, economic services, child support and other divisions. □ C1h: Provide in-band and equity pay increases. □ C1i: Hire and train casework staff to expand 2nd and 3rd shift pilot program; evaluate impact of pilot on staff turnover. □ C1j: Conduct annual employee satisfaction surveys and provide feedback to staff on results; utilize results to improve retention efforts. □ C1k: Evaluate and improve employee exit survey process; utilize results to improve retention efforts.	Barbara Derrick	9	Deputy Director of Administration	*1535 Confederate Avenue Ext. Columbia, SC 29201*	Division of Adminstration	The Division of Administration encompasses the administrative functions of the agency, including finance, procurement, HR, IT, IT security, data, facilities, and more.
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*C2: Improve performance and quality of service through continuous professional development, coaching, training, and cross training.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ C2a: Hire Training Director and Regional trainers. □ C2b: Create comprehensive staff training plan. □ C2c: Support staff in attending Leadership Development opportunities for DSS middle managers and executive leadership across all disciplines. □ C2d: Implement system to track employee training. □ C2e: Develop strategies for cross-training throughout the Department. □ C2f: Ensure proper resources and infrastructure (e.g. desks, phones, computers, building space, etc.) are provided for newly hired employees in a timely manner.	Barbara Derrick	9	Deputy Director of Administration	*1535 Confederate Avenue Ext. Columbia, SC 29201*	Division of Adminstration	The Division of Administration encompasses the administrative functions of the agency, including finance, procurement, HR, IT, IT security, data, facilities, and more.
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*C3: Foster a culture of customer service, both internally and externally.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ C3a: Ensure customers are well-informed of services and resources available; communicate consistently throughout the Department. □ C3b: Provide Customer Service training (during onboarding and on-going).	This objective encompasses multiple program areas.	Multiple	Multiple	*1535 Confederate Avenue Ext. Columbia, SC 29201*	This objective encompasses multiple program areas.	Multiple
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*C4: Manage caseloads by establishing and implementing caseload standards.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ C4a: Conduct ongoing analysis and evaluation of statewide caseload / caseworker need based on best practice standards. □ C4b: Develop formal methodology for even distribution of caseloads and allocation of staff across all Divisions. □ C4c: Hire additional caseworkers across all program areas to decrease caseloads and improve service quality statewide. □ C4d: Improve resources in General Counsel's office to help reduce caseloads, expedite case processing, and improve case quality.	Taron Davis	6	Deputy Director of Child Welfare Services	*1535 Confederate Avenue Ext. Columbia, SC 29201*	Child Welfare Services	Child Welfare Services encompasses Child Protective Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety, permanency, and well-being of chidlren.
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*C5: Establish and maintain a Continuous Quality Improvement System and enhance the capacity of DSS staff to analyze and use data to inform and improve decision-making.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ C5a: Develop written protocol and policies for CQI. □ C5b: Evaluate the use of data for performance management. □ C5c: Ensure staff are equipped and resourced to accurately conduct data entry. □ C5d: Effectively communicate agency data and outcomes to stakeholders.	This objective encompasses multiple program areas.	Multiple	Multiple	*1535 Confederate Avenue Ext. Columbia, SC 29201*	This objective encompasses multiple program areas.	Multiple
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ C6a: Develop and implement counseling support program for workforce. □ C6b: Provide staff training on violence, prevention, de-escalation, and safety protocols. □ C6c: Promote safety of staff through re-design of office building environments (lighting, keyless access, cameras, panic button, etc.)	Barbara Derrick	9	Deputy Director of Administration	*1535 Confederate Avenue Ext. Columbia, SC 29201*	Division of Adminstration	The Division of Administration encompasses the administrative functions of the agency, including finance, procurement, HR, IT, IT security, data, facilities, and more.
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*C7: Develop uniform process for updating and disseminating policy updates, including statutory changes.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ C7a: Update policy manuals throughout the Department. □ C7b: Decrease use of Directed Memos in policy updates. □ C7c: Evaluate possibility of developing an Office of Policy Management.	This objective encompasses multiple program areas.	Multiple	Multiple	*1535 Confederate Avenue Ext. Columbia, SC 29201*	This objective encompasses multiple program areas.	Multiple

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These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ C8c: Standardize process for grants and contracts including approvals, tracking, and evaluation.	Barbara Derrick	9	Deputy Director of Administration	*1535 Confederate Avenue Ext. Columbia, SC 29201*	Division of Adminstration	The Division of Administration encompasses the administrative functions of the agency, including finance, procurement, HR, IT, IT security, data, facilities, and more.
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*C9: Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ C9a: Create an Office of the Inspector General to improve oversight of the agency and to increase the safety and security of agency personnel and assets. □ C9b: Continue to provide, through the Administrative Services divisions, services that support divisions, regional and county offices in providing effective client services, oversight and internal controls. □ C9c: Perform internal audits on a regular basis to help to determine if internal controls within the Agency are performing properly, and make recommendations to help resolve any findings. □ C9d: Monitor and help to resolve any findings that might relate to DSS, when they are found in Single Audits received from our subrecipients. □ C9e: Continue to carry out a Fraud Prevention and Detection Program, which includes periodic random surprise audits, an Agency fraud hotline for reporting fraud, and periodic Fraud Prevention training. □ C9f: Coordinate with law enforcement, DSS Inspector General's Office and the SC Inspector General's Office on fraud investigations.	This objective encompasses multiple program areas.	Multiple	Multiple	*1535 Confederate Avenue Ext. Columbia, SC 29201*	This objective encompasses multiple program areas.	Multiple
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*Goal 4 - Foster trust, collaboration and communication with stakeholders to improve outcomes for children, families and vulnerable adults.*	This goal is S.M.A.R.T as it is supported by multiple objectives, strategies, and performance measures that are very specific, measurable, attainable, relevant to the agecny's mission, and time-bound.	The intended outcome of this goal is to foster trust, collaboration and communication with stakeholders to improve outcomes for children, families and vulnerable adults. This includes strengthening partner relationships and increasing recognition that safety and well-being of children and vulnerable adults is the responsibility of the entire community, increasing awareness of DSS mission, programs, services, and strategic priorities, strengthening alignment among DSS and other governmental agencies to provide more effective and efficient services to clients, fostering a culture of transparency, providing timely, consistent, accurate and culturally responsive communication, improving responsiceness to public feedback, providing two-way communication channels to keep employees and partners informed while soliciting on-going input, and more.	Joan Meacham, Chief of Staff, and the Deputy and Division Directors	4	Chief of Staff, Deputy and Division Directors.	*1535 Confederate Avenue Ext. Columbia, SC 29201*	Multiple	Multiple departments
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*D1: Strengthen partner relationships and increase recognition that safety and well-being of children and vulnerable adults is the responsibility of the entire community.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ D1a: Define "partners"; ensure consistent definition throughout DSS through standardized MOU processing. □ D1b: Inventory existing partnerships and identify which divisions work with each; publish on Unite. □ D1c: Enhance Partner Meetings and ensure more consistency in meeting processes and outcomes across regions. □ D1d: Provide "DSS 101" for legislators, media and partners. □ D1e: Continue to strengthen DSS Advisory Group.	This objective encompasses multiple program areas.	Multiple	Multiple	*1535 Confederate Avenue Ext. Columbia, SC 29201*	This objective encompasses multiple program areas.	Multiple
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*D2: Increase awareness of DSS mission, programs, services and strategic priorities.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ D2a: Develop a Strategic Communications Plan including: o Guidelines for external communication. o Guidelines on what information is legally discoverable. o Policy for approvals for utilizing social media, response to media requests, etc. o Common definitions for key terms. □ D2b: Develop a plan for quarterly video messages from Director and DSS Senior Staff. □ D2c: Proactively tell the positive stories and outcomes of DSS.	Karen Wingo	6	Director of Communications and Legislative Affairs	*1535 Confederate Avenue Ext. Columbia, SC 29201*	Communications and Legislative Affairs	This division encompases legislative and media relations, as well as constituent services and communications.
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*D3: Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ D3a: Convene "roundtables" consisting of DSS and partner agency representatives.	This objective encompasses multiple program areas.	Multiple	Multiple	*1535 Confederate Avenue Ext. Columbia, SC 29201*	This objective encompasses multiple program areas.	Multiple
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*D4: Foster a culture of transparency.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ D4a: Train agency staff on how to safely share information while adhering to statutory requirements as it relates to confidentiality. □ D4b: Increase awareness among external stakeholders and legislators about confidentiality requirements.	Barbara Derrick	9	Deputy Director of Administration	*1535 Confederate Avenue Ext. Columbia, SC 29201*	Division of Adminstration	The Division of Administration encompasses the administrative functions of the agency, including finance, procurement, HR, IT, IT security, data, facilities, and more.
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*D5: Provide timely, consistent, accurate and culturally responsive communication.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ D5a: Ensure internal and external audiences can easily access a comprehensive, up-to-date DSS resource directory and information. □ D5b: Improve access, capabilities and utilization of technology in communication. □ D5c: Develop, update and publish information using a wide range of vehicles such as videos, tip sheets, brochures, TV monitors, fact sheets, etc. □ D5d: Establish a speaker's bureau. □ D5e: Launch the redesigned internal and external website.	Karen Wingo	6	Director of Communications and Legislative Affairs	*1535 Confederate Avenue Ext. Columbia, SC 29201*	Communications and Legislative Affairs	This division encompases legislative and media relations, as well as constituent services and communications.
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*D6: Improve responsiveness to public feedback.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ D6a: Standardize mechanisms for constituent feedback including centralized log for all divisions. □ D6b: Standardize process for Freedom of Information Act (FOIA) responses. □ D6c: Develop critical incidence response protocol.	Karen Wingo	6	Director of Communications and Legislative Affairs	*1535 Confederate Avenue Ext. Columbia, SC 29201*	Communications and Legislative Affairs	This division encompases legislative and media relations, as well as constituent services and communications.
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	*D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.*	This objective is S.M.A.R.T. as it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time-bound.	□ D7a: Create electronic internal feedback loop for staff on website. □ D7b: Improve utilization of face-to-face meetings as a two-way communication vehicle. □ D7c: Utilize employee satisfaction surveys as two-way communication vehicle.	This objective encompasses multiple program areas.	Multiple	Multiple	*1535 Confederate Avenue Ext. Columbia, SC 29201*	This objective encompasses multiple program areas.	Multiple

Associated Programs

This is the next chart because once the agency has determined its goals, strategies and objectives, the agency needs to determine which of its programs will help achieve those objectives and goals and which programs may need to be curtailed or eliminated. If one program is helping accomplish an objective that a lot of other programs are also helping accomplish, the agency should consider whether the resources needed for that program could be better utilized (i.e. so the agency can most effectively and efficiently accomplish all of its goals and objectives) if they were distributed among the other programs that are helping accomplish the same objective or among programs that are helping accomplish other objectives.

Agency Responding	SC Department of Social Services
Date of Submission	11-Feb-16
Fiscal Year for which information below pertains	2015-16

Instructions :
1) Under the "Name of Agency Program" column, enter the name of every program at the agency on a separate row.
2) Under the "Description of Program" column, enter a 1-3 sentence description of the agency program.
3) Under the "Legal Statute Requiring Program" column, enter the legal statute which requires (this is different than allows) the program, if the program is required by a state or federal statute or proviso. Make sure it is clear whether the agency is referencing state or federal laws and whether it is a proviso or statute. If the program is not required by a state or federal statute or proviso, enter "none."
3) Under the "Objective the Program Helps Accomplish" column, enter the strategic plan objective number and description. The agency can copy the Objective number and description from the first column of the Strategy, Objective and Responsibility Chart. Enter ONLY ONE objective per row. If an agency program helps accomplish multiple objectives, insert additional rows with that agency program information and enter each different objective it helps accomplish on a separate row.

Name of Agency Program	Description of Program	Legal Statute or Proviso Requiring the Program	Objective the Program Helps Accomplish (The agency can copy the Objective number and description from the first column of the Strategy, Objective and Responsibility Chart) List ONLY ONE strategic objective per row.
Agency Administration	The Agency Administration Program tracks general state office administrative support costs (such as Human Resource Management, Finance, Budgets, Procurement, etc.)	Title 43 & Title 63	*B3: Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.*
Agency Administration	The Agency Administration Program tracks general state office administrative support costs (such as Human Resource Management, Finance, Budgets, Procurement, etc.)	Title 43 & Title 63	*C1: Recruit and retain sufficient workforce of qualified and diverse individuals.*
Agency Administration	The Agency Administration Program tracks general state office administrative support costs (such as Human Resource Management, Finance, Budgets, Procurement, etc.)	Title 43 & Title 63	*C2: Improve performance and quality of service through continuous professional development, coaching, training, and cross training.*
Agency Administration	The Agency Administration Program tracks general state office administrative support costs (such as Human Resource Management, Finance, Budgets, Procurement, etc.)	Title 43 & Title 63	*C4: Manage caseloads by establishing and implementing caseload standards.*
Agency Administration	The Agency Administration Program tracks general state office administrative support costs (such as Human Resource Management, Finance, Budgets, Procurement, etc.)	Title 43 & Title 63	*C5: Establish and maintain a Continuous Quality Improvement System and enhance the capacity of DSS staff to analyze and use data to inform and improve decision-*
Agency Administration	The Agency Administration Program tracks general state office administrative support costs (such as Human Resource Management, Finance, Budgets, Procurement, etc.)	Title 43 & Title 63	*C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.*
Agency Administration	The Agency Administration Program tracks general state office administrative support costs (such as Human Resource Management, Finance, Budgets, Procurement, etc.)	Title 43 & Title 63	*C7: Develop uniform process for updating and disseminating policy updates, including statutory changes.*
Agency Administration	The Agency Administration Program tracks general state office administrative support costs (such as Human Resource Management, Finance, Budgets, Procurement, etc.)	Title 43 & Title 63	*C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.*
Agency Administration	The Agency Administration Program tracks general state office administrative support costs (such as Human Resource Management, Finance, Budgets, Procurement, etc.)	Title 43 & Title 63	*C9: Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.*
Agency Administration	The Agency Administration Program tracks general state office administrative support costs (such as Human Resource Management, Finance, Budgets, Procurement, etc.)	Title 43 & Title 63	*D2: Increase awareness of DSS mission, programs, services and strategic priorities.*
Agency Administration	The Agency Administration Program tracks general state office administrative support costs (such as Human Resource Management, Finance, Budgets, Procurement, etc.)	Title 43 & Title 63	*D3: Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.*
Agency Administration	The Agency Administration Program tracks general state office administrative support costs (such as Human Resource Management, Finance, Budgets, Procurement, etc.)	Title 43 & Title 63	*D4: Foster a culture of transparency.*
Agency Administration	The Agency Administration Program tracks general state office administrative support costs (such as Human Resource Management, Finance, Budgets, Procurement, etc.)	Title 43 & Title 63	*D5: Provide timely, consistent, accurate and culturally responsive communication.*

Associated Programs

Agency Administration	The Agency Administration Program tracks general state office administrative support costs (such as Human Resource Management, Finance, Budgets, Procurement, etc.)	Title 43 & Title 63	*D6: Improve responsiveness to public feedback.*
Agency Administration	The Agency Administration Program tracks general state office administrative support costs (such as Human Resource Management, Finance, Budgets, Procurement, etc.)	Title 43 & Title 63	*D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.*
Information Resource Management	Information Resource Management enhances and upgrades technology to improve customer access and accuracy of information as well as worker time.	Title 43 & Title 63	*B3: Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.*
Information Resource Management	Information Resource Management enhances and upgrades technology to improve customer access and accuracy of information as well as worker time.	Title 43 & Title 63	*C1: Recruit and retain sufficient workforce of qualified and diverse individuals.*
Information Resource Management	Information Resource Management enhances and upgrades technology to improve customer access and accuracy of information as well as worker time.	Title 43 & Title 63	*C2: Improve performance and quality of service through continuous professional development, coaching, training, and cross training.*
Information Resource Management	Information Resource Management enhances and upgrades technology to improve customer access and accuracy of information as well as worker time.	Title 43 & Title 63	*C5: Establish and maintain a Continuous Quality Improvement System and enhance the capacity of DSS staff to analyze and use data to inform and improve decision-making.*
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Information Resource Management	Information Resource Management enhances and upgrades technology to improve customer access and accuracy of information as well as worker time.	Title 43 & Title 63	*D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.*
County Office Administration	The County Office Administration Program tracks administrative support costs of the counties.	Title 43 & Title 63	*B3: Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.*
County Office Administration	The County Office Administration Program tracks administrative support costs of the counties.	Title 43 & Title 63	*C1: Recruit and retain sufficient workforce of qualified and diverse individuals.*
County Office Administration	The County Office Administration Program tracks administrative support costs of the counties.	Title 43 & Title 63	*C2: Improve performance and quality of service through continuous professional development, coaching, training, and cross training.*
County Office Administration	The County Office Administration Program tracks administrative support costs of the counties.	Title 43 & Title 63	*C5: Establish and maintain a Continuous Quality Improvement System and enhance the capacity of DSS staff to analyze and use data to inform and improve decision-making.*
County Office Administration	The County Office Administration Program tracks administrative support costs of the counties.	Title 43 & Title 63	*C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.*
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County Office Administration	The County Office Administration Program tracks administrative support costs of the counties.	Title 43 & Title 63	*C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.*
County Office Administration	The County Office Administration Program tracks administrative support costs of the counties.	Title 43 & Title 63	*C9: Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.*
County Office Administration	The County Office Administration Program tracks administrative support costs of the counties.	Title 43 & Title 63	*D2: Increase awareness of DSS mission, programs, services and strategic priorities.*

Associated Programs

County Office Administration	The County Office Administration Program tracks administrative support costs of the counties.	Title 43 & Title 63	*D3: Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.*
County Office Administration	The County Office Administration Program tracks administrative support costs of the counties.	Title 43 & Title 63	*D4: Foster a culture of transparency.*
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County Office Administration	The County Office Administration Program tracks administrative support costs of the counties.	Title 43 & Title 63	*D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.*
County Local Support	The County Local Support Program track tracks transactions submitted by County Government for office space, facility services, janitorial services, utilities, telephone services and related supplies, for the county offices.	Title 43 & Title 63	*B3: Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.*
County Local Support	The County Local Support Program track tracks transactions submitted by County Government for office space, facility services, janitorial services, utilities, telephone services and related supplies, for the county offices.	Title 43 & Title 63	*C1: Recruit and retain sufficient workforce of qualified and diverse individuals.*
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Children's Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*B3: Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.*
Children's Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*C1: Recruit and retain sufficient workforce of qualified and diverse individuals.*
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Children's Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.*

Associated Programs

Children's Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*C9: Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.*
Children's Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*D2: Increase awareness of DSS mission, programs, services and strategic priorities.*
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Children's Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*D5: Provide timely, consistent, accurate and culturally responsive communication.*
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Children's Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.*
Adult Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*B3: Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.*
Adult Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*C1: Recruit and retain sufficient workforce of qualified and diverse individuals.*
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Adult Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*C9: Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.*
Adult Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*D2: Increase awareness of DSS mission, programs, services and strategic priorities.*
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Adult Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*D4: Foster a culture of transparency.*
Adult Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*D5: Provide timely, consistent, accurate and culturally responsive communication.*
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Adult Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.*
Family Independence	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*B3: Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.*
Family Independence	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*C1: Recruit and retain sufficient workforce of qualified and diverse individuals.*
Family Independence	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*C2: Improve performance and quality of service through continuous professional development, coaching, training, and cross training.*
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Associated Programs

Family Independence	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.*
Family Independence	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*C7: Develop uniform process for updating and disseminating policy updates, including statutory changes.*
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Family Independence	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*D2: Increase awareness of DSS mission, programs, services and strategic priorities.*
Family Independence	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*D3: Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.*
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Economic Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*B3: Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.*
Economic Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*C1: Recruit and retain sufficient workforce of qualified and diverse individuals.*
Economic Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*C2: Improve performance and quality of service through continuous professional development, coaching, training, and cross training.*
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Economic Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.*
Economic Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*C7: Develop uniform process for updating and disseminating policy updates, including statutory changes.*
Economic Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.*
Economic Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*C9: Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.*
Economic Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*D2: Increase awareness of DSS mission, programs, services and strategic priorities.*
Economic Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*D3: Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.*
Economic Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*D4: Foster a culture of transparency.*
Economic Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*D5: Provide timely, consistent, accurate and culturally responsive communication.*
Economic Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*D6: Improve responsiveness to public feedback.*
Economic Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	*D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.*

Associated Programs

CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*A1: Assess and improve the quality of Abuse and Neglect Report Intake decisions.*
CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*A2: Improve the timeliness of initiating investigations.*
CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*A3: Improve the quality and consistency of ongoing assessments of safety and risk to children and vulnerable adults.*
CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*A4: Reduce repeat maltreatment for children and vulnerable adults.*
CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*A5: Develop a Case Practice Model that clearly articulates Best Practice and the core values that inform how DSS interacts with children, families and vulnerable adults to increase safety and well-being.*
CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*A6: Improve the permanency and stability of children and vulnerable adults in their living situations by providing supports to help preserve the family unit.*
CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*A7: Ensure the educational, physical and mental health needs of children and vulnerable adults are addressed.*
CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*A9: Improve the continuity of family connections and work towards equitable access to services by ensuring services are aligned with the needs of children and connected to their neighborhood, community, faith, extended family, tribe, school and friends.*
CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*A10: Educate families and train providers to help ensure children receive safe and quality child care.*
CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*B1: Increase recruitment, retention, and capacity of foster and adoptive parents.*

Associated Programs

CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*B2: Help prepare and transition clients to employment and self-sufficiency.*
CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*B3: Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.*
CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*C1: Recruit and retain sufficient workforce of qualified and diverse individuals.*
CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*C2: Improve performance and quality of service through continuous professional development, coaching, training, and cross training.*
CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*C3: Foster a culture of customer service, both internally and externally.*
CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*C4: Manage caseloads by establishing and implementing caseload standards.*
CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*C5: Establish and maintain a Continuous Quality Improvement System and enhance the capacity of DSS staff to analyze and use data to inform and improve decision-making.*
CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.*
CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*C7: Develop uniform process for updating and disseminating policy updates, including statutory changes.*
CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.*

Associated Programs

CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*C9: Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.*
CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*D1: Strengthen partner relationships and increase recognition that safety and well-being of children and vulnerable adults is the responsibility of the entire community.*
CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*D2: Increase awareness of DSS mission, programs, services and strategic priorities.*
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CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*D4: Foster a culture of transparency.*
CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*D5: Provide timely, consistent, accurate and culturally responsive communication.*
CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*D6: Improve responsiveness to public feedback.*
CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.*
Legal Representation	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs, program areas, and in all matters concerned with litigation.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*A1: Assess and improve the quality of Abuse and Neglect Report Intake decisions.*
Legal Representation	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs, program areas, and in all matters concerned with litigation.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*A2: Improve the timeliness of initiating investigations.*

Associated Programs

Legal Representation	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs, program areas, and in all matters concerned with litigation.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*A3: Improve the quality and consistency of ongoing assessments of safety and risk to children and vulnerable adults.*
Legal Representation	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs, program areas, and in all matters concerned with litigation.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*A4: Reduce repeat maltreatment for children and vulnerable adults.*
Legal Representation	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs, program areas, and in all matters concerned with litigation.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*A5: Develop a Case Practice Model that clearly articulates Best Practice and the core values that inform how DSS interacts with children, families and vulnerable adults to increase safety and well-being.*
Legal Representation	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs, program areas, and in all matters concerned with litigation.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*A6: Improve the permanency and stability of children and vulnerable adults in their living situations by providing supports to help preserve the family unit.*
Legal Representation	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs, program areas, and in all matters concerned with litigation.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*A7: Ensure the educational, physical and mental health needs of children and vulnerable adults are addressed.*
Legal Representation	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs, program areas, and in all matters concerned with litigation.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*A9: Improve the continuity of family connections and work towards equitable access to services by ensuring services are aligned with the needs of children and connected to their neighborhood, community, faith, extended family, tribe, school and friends.*
Legal Representation	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs, program areas, and in all matters concerned with litigation.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*A10: Educate families and train providers to help ensure children receive safe and quality child care.*
Legal Representation	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs, program areas, and in all matters concerned with litigation.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*B1: Increase recruitment, retention, and capacity of foster and adoptive parents.*
Legal Representation	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs, program areas, and in all matters concerned with litigation.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*B2: Help prepare and transition clients to employment and self-sufficiency.*
Legal Representation	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs, program areas, and in all matters concerned with litigation.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*B3: Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.*

Associated Programs

Legal Representation	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs, program areas, and in all matters concerned with litigation.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*C1: Recruit and retain sufficient workforce of qualified and diverse individuals.*
Legal Representation	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs, program areas, and in all matters concerned with litigation.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*C2: Improve performance and quality of service through continuous professional development, coaching, training, and cross training.*
Legal Representation	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs, program areas, and in all matters concerned with litigation.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*C3: Foster a culture of customer service, both internally and externally.*
Legal Representation	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs, program areas, and in all matters concerned with litigation.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*C4: Manage caseloads by establishing and implementing caseload standards.*
Legal Representation	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs, program areas, and in all matters concerned with litigation.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*C5: Establish and maintain a Continuous Quality Improvement System and enhance the capacity of DSS staff to analyze and use data to inform and improve decision-making.*
Legal Representation	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs, program areas, and in all matters concerned with litigation.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.*
Legal Representation	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs, program areas, and in all matters concerned with litigation.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*C7: Develop uniform process for updating and disseminating policy updates, including statutory changes.*
Legal Representation	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs, program areas, and in all matters concerned with litigation.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.*
Legal Representation	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs, program areas, and in all matters concerned with litigation.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*C9: Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.*
Legal Representation	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs, program areas, and in all matters concerned with litigation.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*D1: Strengthen partner relationships and increase recognition that safety and well-being of children and vulnerable adults is the responsibility of the entire community.*

Associated Programs

Legal Representation	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs, program areas, and in all matters concerned with litigation.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*D2: Increase awareness of DSS mission, programs, services and strategic priorities.*
Legal Representation	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs, program areas, and in all matters concerned with litigation.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*D3: Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.*
Legal Representation	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs, program areas, and in all matters concerned with litigation.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*D4: Foster a culture of transparency.*
Legal Representation	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs, program areas, and in all matters concerned with litigation.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*D5: Provide timely, consistent, accurate and culturally responsive communication.*
Legal Representation	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs, program areas, and in all matters concerned with litigation.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*D6: Improve responsiveness to public feedback.*
Legal Representation	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs, program areas, and in all matters concerned with litigation.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7	*D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.*
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home services that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*A1: Assess and improve the quality of Abuse and Neglect Report Intake decisions.*
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home services that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*A2: Improve the timeliness of initiating investigations.*
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home services that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*A3: Improve the quality and consistency of ongoing assessments of safety and risk to children and vulnerable adults.*
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home services that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*A4: Reduce repeat maltreatment for children and vulnerable adults.*
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home services that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*A5: Develop a Case Practice Model that clearly articulates Best Practice and the core values that inform how DSS interacts with children, families and vulnerable adults to increase safety and well-being.*
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home services that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*A6: Improve the permanency and stability of children and vulnerable adults in their living situations by providing supports to help preserve the family unit.*
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home services that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*A7: Ensure the educational, physical and mental health needs of children and vulnerable adults are addressed.*
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home services that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*A8: Provide services and supports to help youth in foster care successfully transition to living independently.*
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home services that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*A9: Improve the continuity of family connections and work towards equitable access to services by ensuring services are aligned with the needs of children and connected to their neighborhood, community, faith, extended family, tribe, school and friends.*

Associated Programs

Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home services that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*A10: Educate families and train providers to help ensure children receive safe and quality child care.*
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home services that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*B1: Increase recruitment, retention, and capacity of foster and adoptive parents.*
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home services that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*B2: Help prepare and transition clients to employment and self-sufficiency.*
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home services that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*B3: Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.*
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home services that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*C1: Recruit and retain sufficient workforce of qualified and diverse individuals.*
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home services that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*C2: Improve performance and quality of service through continuous professional development, coaching, training, and cross training.*
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home services that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*C3: Foster a culture of customer service, both internally and externally.*
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home services that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*C4: Manage caseloads by establishing and implementing caseload standards.*
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home services that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*C5: Establish and maintain a Continuous Quality Improvement System and enhance the capacity of DSS staff to analyze and use data to inform and improve decision-making.*
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home services that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.*
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home services that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*C7: Develop uniform process for updating and disseminating policy updates, including statutory changes.*
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home services that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.*
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home services that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*C9: Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.*
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home services that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*D1: Strengthen partner relationships and increase recognition that safety and well-being of children and vulnerable adults is the responsibility of the entire community.*
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home services that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*D2: Increase awareness of DSS mission, programs, services and strategic priorities.*
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home services that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*D3: Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.*
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home services that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*D4: Foster a culture of transparency.*
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home services that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*D5: Provide timely, consistent, accurate and culturally responsive communication.*
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home services that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*D6: Improve responsiveness to public feedback.*
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home services that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.*
Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*A1: Assess and improve the quality of Abuse and Neglect Report Intake decisions.*
Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*A2: Improve the timeliness of initiating investigations.*
Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*A3: Improve the quality and consistency of ongoing assessments of safety and risk to children and vulnerable adults.*
Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*A4: Reduce repeat maltreatment for children and vulnerable adults.*
Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*A5: Develop a Case Practice Model that clearly articulates Best Practice and the core values that inform how DSS interacts with children, families and vulnerable adults to increase safety and well-being.*

Associated Programs

Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*A6: Improve the permanency and stability of children and vulnerable adults in their living situations by providing supports to help preserve the family unit.*
Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*A7: Ensure the educational, physical and mental health needs of children and vulnerable adults are addressed.*
Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*A8: Provide services and supports to help youth in foster care successfully transition to living independently.*
Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*A9: Improve the continuity of family connections and work towards equitable access to services by ensuring services are aligned with the needs of children and connected to their neighborhood, community, faith, extended family, tribe, school and friends.*
Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*A10: Educate families and train providers to help ensure children receive safe and quality child care.*
Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*B1: Increase recruitment, retention, and capacity of foster and adoptive parents.*
Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*B2: Help prepare and transition clients to employment and self-sufficiency.*
Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*B3: Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.*
Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*C1: Recruit and retain sufficient workforce of qualified and diverse individuals.*
Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*C2: Improve performance and quality of service through continuous professional development, coaching, training, and cross training.*
Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*C3: Foster a culture of customer service, both internally and externally.*
Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*C4: Manage caseloads by establishing and implementing caseload standards.*
Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*C5: Establish and maintain a Continuous Quality Improvement System and enhance the capacity of DSS staff to analyze and use data to inform and improve decision-making.*
Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.*
Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*C7: Develop uniform process for updating and disseminating policy updates, including statutory changes.*
Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.*
Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*C9: Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.*
Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*D1: Strengthen partner relationships and increase recognition that safety and well-being of children and vulnerable adults is the responsibility of the entire community.*
Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*D2: Increase awareness of DSS mission, programs, services and strategic priorities.*
Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*D3: Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.*
Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*D4: Foster a culture of transparency.*
Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*D5: Provide timely, consistent, accurate and culturally responsive communication.*
Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*D6: Improve responsiveness to public feedback.*
Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.14	*D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.*

Associated Programs

Emotionally Distrubed Children	This program provides within the framework of federal and state mandates, to support outof-home services that are child centered and family focused; to contribute to the protection of children and their wellbeing, and to effectively serve children who are in need of promote therapeutic placements.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*A1: Assess and improve the quality of Abuse and Neglect Report Intake decisions.*
Emotionally Distrubed Children	This program provides within the framework of federal and state mandates, to support outof-home services that are child centered and family focused; to contribute to the protection of children and their wellbeing, and to effectively serve children who are in need of promote therapeutic placements.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*A2: Improve the timeliness of initiating investigations.*
Emotionally Distrubed Children	This program provides within the framework of federal and state mandates, to support outof-home services that are child centered and family focused; to contribute to the protection of children and their wellbeing, and to effectively serve children who are in need of promote therapeutic placements.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*A3: Improve the quality and consistency of ongoing assessments of safety and risk to children and vulnerable adults.*
Emotionally Distrubed Children	This program provides within the framework of federal and state mandates, to support outof-home services that are child centered and family focused; to contribute to the protection of children and their wellbeing, and to effectively serve children who are in need of promote therapeutic placements.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*A4: Reduce repeat maltreatment for children and vulnerable adults.*
Emotionally Distrubed Children	This program provides within the framework of federal and state mandates, to support outof-home services that are child centered and family focused; to contribute to the protection of children and their wellbeing, and to effectively serve children who are in need of promote therapeutic placements.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*A5: Develop a Case Practice Model that clearly articulates Best Practice and the core values that inform how DSS interacts with children, families and vulnerable adults to increase safety and well-being.*
Emotionally Distrubed Children	This program provides within the framework of federal and state mandates, to support outof-home services that are child centered and family focused; to contribute to the protection of children and their wellbeing, and to effectively serve children who are in need of promote therapeutic placements.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*A6: Improve the permanency and stability of children and vulnerable adults in their living situations by providing supports to help preserve the family unit.*
Emotionally Distrubed Children	This program provides within the framework of federal and state mandates, to support outof-home services that are child centered and family focused; to contribute to the protection of children and their wellbeing, and to effectively serve children who are in need of promote therapeutic placements.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*A7: Ensure the educational, physical and mental health needs of children and vulnerable adults are addressed.*
Emotionally Distrubed Children	This program provides within the framework of federal and state mandates, to support outof-home services that are child centered and family focused; to contribute to the protection of children and their wellbeing, and to effectively serve children who are in need of promote therapeutic placements.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*A8: Provide services and supports to help youth in foster care successfully transition to living independently.*
Emotionally Distrubed Children	This program provides within the framework of federal and state mandates, to support outof-home services that are child centered and family focused; to contribute to the protection of children and their wellbeing, and to effectively serve children who are in need of promote therapeutic placements.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*A9: Improve the continuity of family connections and work towards equitable access to services by ensuring services are aligned with the needs of children and connected to their neighborhood, community, faith, extended family, tribe, school and friends.*
Emotionally Distrubed Children	This program provides within the framework of federal and state mandates, to support outof-home services that are child centered and family focused; to contribute to the protection of children and their wellbeing, and to effectively serve children who are in need of promote therapeutic placements.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*A10: Educate families and train providers to help ensure children receive safe and quality child care.*
Emotionally Distrubed Children	This program provides within the framework of federal and state mandates, to support outof-home services that are child centered and family focused; to contribute to the protection of children and their wellbeing, and to effectively serve children who are in need of promote therapeutic placements.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*B1: Increase recruitment, retention, and capacity of foster and adoptive parents.*
Emotionally Distrubed Children	This program provides within the framework of federal and state mandates, to support outof-home services that are child centered and family focused; to contribute to the protection of children and their wellbeing, and to effectively serve children who are in need of promote therapeutic placements.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*B2: Help prepare and transition clients to employment and self-sufficiency.*
Emotionally Distrubed Children	This program provides within the framework of federal and state mandates, to support outof-home services that are child centered and family focused; to contribute to the protection of children and their wellbeing, and to effectively serve children who are in need of promote therapeutic placements.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*B3: Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.*
Emotionally Distrubed Children	This program provides within the framework of federal and state mandates, to support outof-home services that are child centered and family focused; to contribute to the protection of children and their wellbeing, and to effectively serve children who are in need of promote therapeutic placements.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*C1: Recruit and retain sufficient workforce of qualified and diverse individuals.*
Emotionally Distrubed Children	This program provides within the framework of federal and state mandates, to support outof-home services that are child centered and family focused; to contribute to the protection of children and their wellbeing, and to effectively serve children who are in need of promote therapeutic placements.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*C2: Improve performance and quality of service through continuous professional development, coaching, training, and cross training.*
Emotionally Distrubed Children	This program provides within the framework of federal and state mandates, to support outof-home services that are child centered and family focused; to contribute to the protection of children and their wellbeing, and to effectively serve children who are in need of promote therapeutic placements.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*C3: Foster a culture of customer service, both internally and externally.*
Emotionally Distrubed Children	This program provides within the framework of federal and state mandates, to support outof-home services that are child centered and family focused; to contribute to the protection of children and their wellbeing, and to effectively serve children who are in need of promote therapeutic placements.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*C4: Manage caseloads by establishing and implementing caseload standards.*
Emotionally Distrubed Children	This program provides within the framework of federal and state mandates, to support outof-home services that are child centered and family focused; to contribute to the protection of children and their wellbeing, and to effectively serve children who are in need of promote therapeutic placements.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*C5: Establish and maintain a Continuous Quality Improvement System and enhance the capacity of DSS staff to analyze and use data to inform and improve decision-making.*
Emotionally Distrubed Children	This program provides within the framework of federal and state mandates, to support outof-home services that are child centered and family focused; to contribute to the protection of children and their wellbeing, and to effectively serve children who are in need of promote therapeutic placements.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.*
Emotionally Distrubed Children	This program provides within the framework of federal and state mandates, to support outof-home services that are child centered and family focused; to contribute to the protection of children and their wellbeing, and to effectively serve children who are in need of promote therapeutic placements.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*C7: Develop uniform process for updating and disseminating policy updates, including statutory changes.*

Associated Programs

Emotionally Distrubed Children	This program provides within the framework of federal and state mandates, to support outof-home services that are child centered and family focused; to contribute to the protection of children and their wellbeing, and to effectively serve children who are in need of promote therapeutic placements.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.*
Emotionally Distrubed Children	This program provides within the framework of federal and state mandates, to support outof-home services that are child centered and family focused; to contribute to the protection of children and their wellbeing, and to effectively serve children who are in need of promote therapeutic placements.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*C9: Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.*
Emotionally Distrubed Children	This program provides within the framework of federal and state mandates, to support outof-home services that are child centered and family focused; to contribute to the protection of children and their wellbeing, and to effectively serve children who are in need of promote therapeutic placements.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*D1: Strengthen partner relationships and increase recognition that safety and well-being of children and vulnerable adults is the responsibility of the entire community.*
Emotionally Distrubed Children	This program provides within the framework of federal and state mandates, to support outof-home services that are child centered and family focused; to contribute to the protection of children and their wellbeing, and to effectively serve children who are in need of promote therapeutic placements.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*D2: Increase awareness of DSS mission, programs, services and strategic priorities.*
Emotionally Distrubed Children	This program provides within the framework of federal and state mandates, to support outof-home services that are child centered and family focused; to contribute to the protection of children and their wellbeing, and to effectively serve children who are in need of promote therapeutic placements.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*D3: Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.*
Emotionally Distrubed Children	This program provides within the framework of federal and state mandates, to support outof-home services that are child centered and family focused; to contribute to the protection of children and their wellbeing, and to effectively serve children who are in need of promote therapeutic placements.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*D4: Foster a culture of transparency.*
Emotionally Distrubed Children	This program provides within the framework of federal and state mandates, to support outof-home services that are child centered and family focused; to contribute to the protection of children and their wellbeing, and to effectively serve children who are in need of promote therapeutic placements.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*D5: Provide timely, consistent, accurate and culturally responsive communication.*
Emotionally Distrubed Children	This program provides within the framework of federal and state mandates, to support outof-home services that are child centered and family focused; to contribute to the protection of children and their wellbeing, and to effectively serve children who are in need of promote therapeutic placements.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*D6: Improve responsiveness to public feedback.*
Emotionally Distrubed Children	This program provides within the framework of federal and state mandates, to support outof-home services that are child centered and family focused; to contribute to the protection of children and their wellbeing, and to effectively serve children who are in need of promote therapeutic placements.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.*
IMD Group Homes	This is a Special Item to provide for IMD transition funds ot be applied only for out of home placement in providers which operate DSS or DHEC licensed institutional, residential, or treatment programs.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*A1: Assess and improve the quality of Abuse and Neglect Report Intake decisions.*
IMD Group Homes	This is a Special Item to provide for IMD transition funds ot be applied only for out of home placement in providers which operate DSS or DHEC licensed institutional, residential, or treatment programs.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*A2: Improve the timeliness of initiating investigations.*
IMD Group Homes	This is a Special Item to provide for IMD transition funds ot be applied only for out of home placement in providers which operate DSS or DHEC licensed institutional, residential, or treatment programs.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*A3: Improve the quality and consistency of ongoing assessments of safety and risk to children and vulnerable adults.*
IMD Group Homes	This is a Special Item to provide for IMD transition funds ot be applied only for out of home placement in providers which operate DSS or DHEC licensed institutional, residential, or treatment programs.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*A4: Reduce repeat maltreatment for children and vulnerable adults.*
IMD Group Homes	This is a Special Item to provide for IMD transition funds ot be applied only for out of home placement in providers which operate DSS or DHEC licensed institutional, residential, or treatment programs.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*A5: Develop a Case Practice Model that clearly articulates Best Practice and the core values that inform how DSS interacts with children, families and vulnerable adults to increase safety and well-being.*
IMD Group Homes	This is a Special Item to provide for IMD transition funds ot be applied only for out of home placement in providers which operate DSS or DHEC licensed institutional, residential, or treatment programs.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*A6: Improve the permanency and stability of children and vulnerable adults in their living situations by providing supports to help preserve the family unit.*
IMD Group Homes	This is a Special Item to provide for IMD transition funds ot be applied only for out of home placement in providers which operate DSS or DHEC licensed institutional, residential, or treatment programs.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*A7: Ensure the educational, physical and mental health needs of children and vulnerable adults are addressed.*
IMD Group Homes	This is a Special Item to provide for IMD transition funds ot be applied only for out of home placement in providers which operate DSS or DHEC licensed institutional, residential, or treatment programs.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*A8: Provide services and supports to help youth in foster care successfully transition to living independently.*
IMD Group Homes	This is a Special Item to provide for IMD transition funds ot be applied only for out of home placement in providers which operate DSS or DHEC licensed institutional, residential, or treatment programs.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*A9: Improve the continuity of family connections and work towards equitable access to services by ensuring services are aligned with the needs of children and connected to their neighborhood, community, faith, extended family, tribe, school and friends.*
IMD Group Homes	This is a Special Item to provide for IMD transition funds ot be applied only for out of home placement in providers which operate DSS or DHEC licensed institutional, residential, or treatment programs.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*A10: Educate families and train providers to help ensure children receive safe and quality child care.*
IMD Group Homes	This is a Special Item to provide for IMD transition funds ot be applied only for out of home placement in providers which operate DSS or DHEC licensed institutional, residential, or treatment programs.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*B1: Increase recruitment, retention, and capacity of foster and adoptive parents.*
IMD Group Homes	This is a Special Item to provide for IMD transition funds ot be applied only for out of home placement in providers which operate DSS or DHEC licensed institutional, residential, or treatment programs.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*B2: Help prepare and transition clients to employment and self-sufficiency.*
IMD Group Homes	This is a Special Item to provide for IMD transition funds ot be applied only for out of home placement in providers which operate DSS or DHEC licensed institutional, residential, or treatment programs.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*B3: Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.*

Associated Programs

IMD Group Homes	This is a Special Item to provide for IMD transition funds ot be applied only for out of home placement in providers which operate DSS or DHEC licensed institutional, residential, or treatment programs.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*C1: Recruit and retain sufficient workforce of qualified and diverse individuals.*
IMD Group Homes	This is a Special Item to provide for IMD transition funds ot be applied only for out of home placement in providers which operate DSS or DHEC licensed institutional, residential, or treatment programs.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*C2: Improve performance and quality of service through continuous professional development, coaching, training, and cross training.*
IMD Group Homes	This is a Special Item to provide for IMD transition funds ot be applied only for out of home placement in providers which operate DSS or DHEC licensed institutional, residential, or treatment programs.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*C3: Foster a culture of customer service, both internally and externally.*
IMD Group Homes	This is a Special Item to provide for IMD transition funds ot be applied only for out of home placement in providers which operate DSS or DHEC licensed institutional, residential, or treatment programs.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*C4: Manage caseloads by establishing and implementing caseload standards.*
IMD Group Homes	This is a Special Item to provide for IMD transition funds ot be applied only for out of home placement in providers which operate DSS or DHEC licensed institutional, residential, or treatment programs.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*C5: Establish and maintain a Continuous Quality Improvement System and enhance the capacity of DSS staff to analyze and use data to inform and improve decision-making.*
IMD Group Homes	This is a Special Item to provide for IMD transition funds ot be applied only for out of home placement in providers which operate DSS or DHEC licensed institutional, residential, or treatment programs.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.*
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IMD Group Homes	This is a Special Item to provide for IMD transition funds ot be applied only for out of home placement in providers which operate DSS or DHEC licensed institutional, residential, or treatment programs.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.*
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IMD Group Homes	This is a Special Item to provide for IMD transition funds ot be applied only for out of home placement in providers which operate DSS or DHEC licensed institutional, residential, or treatment programs.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550	*D6: Improve responsiveness to public feedback.*
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APS Case Management	The purpose of this program is to investigate reports of abuse, neglect or exploitation of vulnerable adults that are senile; mentally retarded, developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for their own care and protection, and to provide protective services to these adults in the least restrictive environment.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 35; SC Proviso 38.7	*A2: Improve the timeliness of initiating investigations.*
APS Case Management	The purpose of this program is to investigate reports of abuse, neglect or exploitation of vulnerable adults that are senile; mentally retarded, developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for their own care and protection, and to provide protective services to these adults in the least restrictive environment.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 35; SC Proviso 38.7	*A3: Improve the quality and consistency of ongoing assessments of safety and risk to children and vulnerable adults.*
APS Case Management	The purpose of this program is to investigate reports of abuse, neglect or exploitation of vulnerable adults that are senile; mentally retarded, developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for their own care and protection, and to provide protective services to these adults in the least restrictive environment.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 35; SC Proviso 38.7	*A4: Reduce repeat maltreatment for children and vulnerable adults.*
APS Case Management	The purpose of this program is to investigate reports of abuse, neglect or exploitation of vulnerable adults that are senile; mentally retarded, developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for their own care and protection, and to provide protective services to these adults in the least restrictive environment.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 35; SC Proviso 38.7	*A5: Develop a Case Practice Model that clearly articulates Best Practice and the core values that inform how DSS interacts with children, families and vulnerable adults to increase safety and well-being.*
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Associated Programs

APS Case Management	The purpose of this program is to investigate reports of abuse, neglect or exploitation of vulnerable adults that are senile; mentally retarded, developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for their own care and protection, and to provide protective services to these adults in the least restrictive environment.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 35; SC Proviso 38.7	*D1: Strengthen partner relationships and increase recognition that safety and well-being of children and vulnerable adults is the responsibility of the entire community.*
APS Case Management	The purpose of this program is to investigate reports of abuse, neglect or exploitation of vulnerable adults that are senile; mentally retarded, developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for their own care and protection, and to provide protective services to these adults in the least restrictive environment.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 35; SC Proviso 38.7	*D2: Increase awareness of DSS mission, programs, services and strategic priorities.*
APS Case Management	The purpose of this program is to investigate reports of abuse, neglect or exploitation of vulnerable adults that are senile; mentally retarded, developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for their own care and protection, and to provide protective services to these adults in the least restrictive environment.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 35; SC Proviso 38.7	*D3: Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.*
APS Case Management	The purpose of this program is to investigate reports of abuse, neglect or exploitation of vulnerable adults that are senile; mentally retarded, developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for their own care and protection, and to provide protective services to these adults in the least restrictive environment.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 35; SC Proviso 38.7	*D4: Foster a culture of transparency.*
APS Case Management	The purpose of this program is to investigate reports of abuse, neglect or exploitation of vulnerable adults that are senile; mentally retarded, developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for their own care and protection, and to provide protective services to these adults in the least restrictive environment.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 35; SC Proviso 38.7	*D5: Provide timely, consistent, accurate and culturally responsive communication.*
APS Case Management	The purpose of this program is to investigate reports of abuse, neglect or exploitation of vulnerable adults that are senile; mentally retarded, developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for their own care and protection, and to provide protective services to these adults in the least restrictive environment.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 35; SC Proviso 38.7	*D6: Improve responsiveness to public feedback.*
APS Case Management	The purpose of this program is to investigate reports of abuse, neglect or exploitation of vulnerable adults that are senile; mentally retarded, developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for their own care and protection, and to provide protective services to these adults in the least restrictive environment.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 35; SC Proviso 38.7	*D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.*
APS Assistance Payments	This program protects the health and welfare of elderly and disabled adults who are 18 years of age or older and are victims of actual or potential abuse, neglect, or exploitation. Assistance payments as well as services are provided to meet their basic needs, including safety. Adult Protective Services include mental health services, arrangement of living quarters, obtainment of financial benefits to which a vulnerable adult is entitled, as well as medical services, supplies, and legal services.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 35; SC Proviso 38.7	*A1: Assess and improve the quality of Abuse and Neglect Report Intake decisions.*
APS Assistance Payments	This program protects the health and welfare of elderly and disabled adults who are 18 years of age or older and are victims of actual or potential abuse, neglect, or exploitation. Assistance payments as well as services are provided to meet their basic needs, including safety. Adult Protective Services include mental health services, arrangement of living quarters, obtainment of financial benefits to which a vulnerable adult is entitled, as well as medical services, supplies, and legal services.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 35; SC Proviso 38.7	*A2: Improve the timeliness of initiating investigations.*
APS Assistance Payments	This program protects the health and welfare of elderly and disabled adults who are 18 years of age or older and are victims of actual or potential abuse, neglect, or exploitation. Assistance payments as well as services are provided to meet their basic needs, including safety. Adult Protective Services include mental health services, arrangement of living quarters, obtainment of financial benefits to which a vulnerable adult is entitled, as well as medical services, supplies, and legal services.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 35; SC Proviso 38.7	*A3: Improve the quality and consistency of ongoing assessments of safety and risk to children and vulnerable adults.*
APS Assistance Payments	This program protects the health and welfare of elderly and disabled adults who are 18 years of age or older and are victims of actual or potential abuse, neglect, or exploitation. Assistance payments as well as services are provided to meet their basic needs, including safety. Adult Protective Services include mental health services, arrangement of living quarters, obtainment of financial benefits to which a vulnerable adult is entitled, as well as medical services, supplies, and legal services.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 35; SC Proviso 38.7	*A4: Reduce repeat maltreatment for children and vulnerable adults.*
APS Assistance Payments	This program protects the health and welfare of elderly and disabled adults who are 18 years of age or older and are victims of actual or potential abuse, neglect, or exploitation. Assistance payments as well as services are provided to meet their basic needs, including safety. Adult Protective Services include mental health services, arrangement of living quarters, obtainment of financial benefits to which a vulnerable adult is entitled, as well as medical services, supplies, and legal services.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 35; SC Proviso 38.7	*A5: Develop a Case Practice Model that clearly articulates Best Practice and the core values that inform how DSS interacts with children, families and vulnerable adults to increase safety and well-being.*
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APS Assistance Payments	This program protects the health and welfare of elderly and disabled adults who are 18 years of age or older and are victims of actual or potential abuse, neglect, or exploitation. Assistance payments as well as services are provided to meet their basic needs, including safety. Adult Protective Services include mental health services, arrangement of living quarters, obtainment of financial benefits to which a vulnerable adult is entitled, as well as medical services, supplies, and legal services.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 35; SC Proviso 38.7	*B1: Increase recruitment, retention, and capacity of foster and adoptive parents.*
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Employment & Training Case Mgmt	This program provides assistance to welfare recipients to maximize their strengths and abilities to become fully employed; to become socially and economically independent.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC Proviso 38.6	*A9: Improve the continuity of family connections and work towards equitable access to services by ensuring services are aligned with the needs of children and connected to their neighborhood, community, faith, extended family, tribe, school and friends.*
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Employment & Training Case Services	This program assists SNAP recipients in obtaining employment and achieving self-sufficiency. Participation in SNAP E&T is required for able-bodied SNAP recipients ages 18-49 who do not have dependents. Mandatory participants must participate 30 hours per week in an approved E&T program activity. This requirement may be met with a combination of work and, when the total hours worked is less than 30 a week, other education or training activities.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC Proviso 38.6	*C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.*
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Employment & Training Case Services	This program assists SNAP recipients in obtaining employment and achieving self-sufficiency. Participation in SNAP E&T is required for able-bodied SNAP recipients ages 18-49 who do not have dependents. Mandatory participants must participate 30 hours per week in an approved E&T program activity. This requirement may be met with a combination of work and, when the total hours worked is less than 30 a week, other education or training activities.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC Proviso 38.6	*C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.*
Employment & Training Case Services	This program assists SNAP recipients in obtaining employment and achieving self-sufficiency. Participation in SNAP E&T is required for able-bodied SNAP recipients ages 18-49 who do not have dependents. Mandatory participants must participate 30 hours per week in an approved E&T program activity. This requirement may be met with a combination of work and, when the total hours worked is less than 30 a week, other education or training activities.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC Proviso 38.6	*C9: Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.*
Employment & Training Case Services	This program assists SNAP recipients in obtaining employment and achieving self-sufficiency. Participation in SNAP E&T is required for able-bodied SNAP recipients ages 18-49 who do not have dependents. Mandatory participants must participate 30 hours per week in an approved E&T program activity. This requirement may be met with a combination of work and, when the total hours worked is less than 30 a week, other education or training activities.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC Proviso 38.6	*D1: Strengthen partner relationships and increase recognition that safety and well-being of children and vulnerable adults is the responsibility of the entire community.*
Employment & Training Case Services	This program assists SNAP recipients in obtaining employment and achieving self-sufficiency. Participation in SNAP E&T is required for able-bodied SNAP recipients ages 18-49 who do not have dependents. Mandatory participants must participate 30 hours per week in an approved E&T program activity. This requirement may be met with a combination of work and, when the total hours worked is less than 30 a week, other education or training activities.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC Proviso 38.6	*D2: Increase awareness of DSS mission, programs, services and strategic priorities.*
Employment & Training Case Services	This program assists SNAP recipients in obtaining employment and achieving self-sufficiency. Participation in SNAP E&T is required for able-bodied SNAP recipients ages 18-49 who do not have dependents. Mandatory participants must participate 30 hours per week in an approved E&T program activity. This requirement may be met with a combination of work and, when the total hours worked is less than 30 a week, other education or training activities.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC Proviso 38.6	*D3: Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.*

Associated Programs

Employment & Training Case Services	This program assists SNAP recipients in obtaining employment and achieving self-sufficiency. Participation in SNAP E&T is required for able-bodied SNAP recipients ages 18-49 who do not have dependents. Mandatory participants must participate 30 hours per week in an approved E&T program activity. This requirement may be met with a combination of work and, when the total hours worked is less than 30 a week, other education or training activities.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC Proviso 38.6	*D4: Foster a culture of transparency.*
Employment & Training Case Services	This program assists SNAP recipients in obtaining employment and achieving self-sufficiency. Participation in SNAP E&T is required for able-bodied SNAP recipients ages 18-49 who do not have dependents. Mandatory participants must participate 30 hours per week in an approved E&T program activity. This requirement may be met with a combination of work and, when the total hours worked is less than 30 a week, other education or training activities.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC Proviso 38.6	*D5: Provide timely, consistent, accurate and culturally responsive communication.*
Employment & Training Case Services	This program assists SNAP recipients in obtaining employment and achieving self-sufficiency. Participation in SNAP E&T is required for able-bodied SNAP recipients ages 18-49 who do not have dependents. Mandatory participants must participate 30 hours per week in an approved E&T program activity. This requirement may be met with a combination of work and, when the total hours worked is less than 30 a week, other education or training activities.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC Proviso 38.6	*D6: Improve responsiveness to public feedback.*
Employment & Training Case Services	This program assists SNAP recipients in obtaining employment and achieving self-sufficiency. Participation in SNAP E&T is required for able-bodied SNAP recipients ages 18-49 who do not have dependents. Mandatory participants must participate 30 hours per week in an approved E&T program activity. This requirement may be met with a combination of work and, when the total hours worked is less than 30 a week, other education or training activities.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC Proviso 38.6	*D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.*
TANF Assistance Payments	TANF is a block grant program to help move recipients into work and turn welfare into a program of temporary assistance. Under the welfare reform legislation of 1996, TANF replaced the old welfare programs known as the Aid to Families with Dependent Children (AFDC) program, the Job Opportunities and Basic Skills Training (JOBS) program, and the Emergency Assistance (EA) program. The law ended Federal entitlement to assistance and instead created TANF as a block grant that provides States, Territories, and Tribes Federal funds each year. These funds cover benefits and services targeted to needy families.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC Proviso 38.6	*A9: Improve the continuity of family connections and work towards equitable access to services by ensuring services are aligned with the needs of children and connected to their neighborhood, community, faith, extended family, tribe, school and friends.*
TANF Assistance Payments	TANF is a block grant program to help move recipients into work and turn welfare into a program of temporary assistance. Under the welfare reform legislation of 1996, TANF replaced the old welfare programs known as the Aid to Families with Dependent Children (AFDC) program, the Job Opportunities and Basic Skills Training (JOBS) program, and the Emergency Assistance (EA) program. The law ended Federal entitlement to assistance and instead created TANF as a block grant that provides States, Territories, and Tribes Federal funds each year. These funds cover benefits and services targeted to needy families.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC Proviso 38.6	*B2: Help prepare and transition clients to employment and self-sufficiency.*
TANF Assistance Payments	TANF is a block grant program to help move recipients into work and turn welfare into a program of temporary assistance. Under the welfare reform legislation of 1996, TANF replaced the old welfare programs known as the Aid to Families with Dependent Children (AFDC) program, the Job Opportunities and Basic Skills Training (JOBS) program, and the Emergency Assistance (EA) program. The law ended Federal entitlement to assistance and instead created TANF as a block grant that provides States, Territories, and Tribes Federal funds each year. These funds cover benefits and services targeted to needy families.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC Proviso 38.6	*B3: Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.*
TANF Assistance Payments	TANF is a block grant program to help move recipients into work and turn welfare into a program of temporary assistance. Under the welfare reform legislation of 1996, TANF replaced the old welfare programs known as the Aid to Families with Dependent Children (AFDC) program, the Job Opportunities and Basic Skills Training (JOBS) program, and the Emergency Assistance (EA) program. The law ended Federal entitlement to assistance and instead created TANF as a block grant that provides States, Territories, and Tribes Federal funds each year. These funds cover benefits and services targeted to needy families.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC Proviso 38.6	*C1: Recruit and retain sufficient workforce of qualified and diverse individuals.*
TANF Assistance Payments	TANF is a block grant program to help move recipients into work and turn welfare into a program of temporary assistance. Under the welfare reform legislation of 1996, TANF replaced the old welfare programs known as the Aid to Families with Dependent Children (AFDC) program, the Job Opportunities and Basic Skills Training (JOBS) program, and the Emergency Assistance (EA) program. The law ended Federal entitlement to assistance and instead created TANF as a block grant that provides States, Territories, and Tribes Federal funds each year. These funds cover benefits and services targeted to needy families.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC Proviso 38.6	*C2: Improve performance and quality of service through continuous professional development, coaching, training, and cross training.*

Associated Programs

TANF Assistance Payments	TANF is a block grant program to help move recipients into work and turn welfare into a program of temporary assistance. Under the welfare reform legislation of 1996, TANF replaced the old welfare programs known as the Aid to Families with Dependent Children (AFDC) program, the Job Opportunities and Basic Skills Training (JOBS) program, and the Emergency Assistance (EA) program. The law ended Federal entitlement to assistance and instead created TANF as a block grant that provides States, Territories, and Tribes Federal funds each year. These funds cover benefits and services targeted to needy families.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC Proviso 38.6	*C3: Foster a culture of customer service, both internally and externally.*
TANF Assistance Payments	TANF is a block grant program to help move recipients into work and turn welfare into a program of temporary assistance. Under the welfare reform legislation of 1996, TANF replaced the old welfare programs known as the Aid to Families with Dependent Children (AFDC) program, the Job Opportunities and Basic Skills Training (JOBS) program, and the Emergency Assistance (EA) program. The law ended Federal entitlement to assistance and instead created TANF as a block grant that provides States, Territories, and Tribes Federal funds each year. These funds cover benefits and services targeted to needy families.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC Proviso 38.6	*C4: Manage caseloads by establishing and implementing caseload standards.*
TANF Assistance Payments	TANF is a block grant program to help move recipients into work and turn welfare into a program of temporary assistance. Under the welfare reform legislation of 1996, TANF replaced the old welfare programs known as the Aid to Families with Dependent Children (AFDC) program, the Job Opportunities and Basic Skills Training (JOBS) program, and the Emergency Assistance (EA) program. The law ended Federal entitlement to assistance and instead created TANF as a block grant that provides States, Territories, and Tribes Federal funds each year. These funds cover benefits and services targeted to needy families.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC Proviso 38.6	*C5: Establish and maintain a Continuous Quality Improvement System and enhance the capacity of DSS staff to analyze and use data to inform and improve decision-making.*
TANF Assistance Payments	TANF is a block grant program to help move recipients into work and turn welfare into a program of temporary assistance. Under the welfare reform legislation of 1996, TANF replaced the old welfare programs known as the Aid to Families with Dependent Children (AFDC) program, the Job Opportunities and Basic Skills Training (JOBS) program, and the Emergency Assistance (EA) program. The law ended Federal entitlement to assistance and instead created TANF as a block grant that provides States, Territories, and Tribes Federal funds each year. These funds cover benefits and services targeted to needy families.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC Proviso 38.6	*C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.*
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TANF Assistance Payments	TANF is a block grant program to help move recipients into work and turn welfare into a program of temporary assistance. Under the welfare reform legislation of 1996, TANF replaced the old welfare programs known as the Aid to Families with Dependent Children (AFDC) program, the Job Opportunities and Basic Skills Training (JOBS) program, and the Emergency Assistance (EA) program. The law ended Federal entitlement to assistance and instead created TANF as a block grant that provides States, Territories, and Tribes Federal funds each year. These funds cover benefits and services targeted to needy families.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC Proviso 38.6	*C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.*
TANF Assistance Payments	TANF is a block grant program to help move recipients into work and turn welfare into a program of temporary assistance. Under the welfare reform legislation of 1996, TANF replaced the old welfare programs known as the Aid to Families with Dependent Children (AFDC) program, the Job Opportunities and Basic Skills Training (JOBS) program, and the Emergency Assistance (EA) program. The law ended Federal entitlement to assistance and instead created TANF as a block grant that provides States, Territories, and Tribes Federal funds each year. These funds cover benefits and services targeted to needy families.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC Proviso 38.6	*C9: Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.*
TANF Assistance Payments	TANF is a block grant program to help move recipients into work and turn welfare into a program of temporary assistance. Under the welfare reform legislation of 1996, TANF replaced the old welfare programs known as the Aid to Families with Dependent Children (AFDC) program, the Job Opportunities and Basic Skills Training (JOBS) program, and the Emergency Assistance (EA) program. The law ended Federal entitlement to assistance and instead created TANF as a block grant that provides States, Territories, and Tribes Federal funds each year. These funds cover benefits and services targeted to needy families.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC Proviso 38.6	*D1: Strengthen partner relationships and increase recognition that safety and well-being of children and vulnerable adults is the responsibility of the entire community.*
TANF Assistance Payments	TANF is a block grant program to help move recipients into work and turn welfare into a program of temporary assistance. Under the welfare reform legislation of 1996, TANF replaced the old welfare programs known as the Aid to Families with Dependent Children (AFDC) program, the Job Opportunities and Basic Skills Training (JOBS) program, and the Emergency Assistance (EA) program. The law ended Federal entitlement to assistance and instead created TANF as a block grant that provides States, Territories, and Tribes Federal funds each year. These funds cover benefits and services targeted to needy families.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC Proviso 38.6	*D2: Increase awareness of DSS mission, programs, services and strategic priorities.*

Associated Programs

TANF Assistance Payments	TANF is a block grant program to help move recipients into work and turn welfare into a program of temporary assistance. Under the welfare reform legislation of 1996, TANF replaced the old welfare programs known as the Aid to Families with Dependent Children (AFDC) program, the Job Opportunities and Basic Skills Training (JOBS) program, and the Emergency Assistance (EA) program. The law ended Federal entitlement to assistance and instead created TANF as a block grant that provides States, Territories, and Tribes Federal funds each year. These funds cover benefits and services targeted to needy families.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC Proviso 38.6	*D3: Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.*
TANF Assistance Payments	TANF is a block grant program to help move recipients into work and turn welfare into a program of temporary assistance. Under the welfare reform legislation of 1996, TANF replaced the old welfare programs known as the Aid to Families with Dependent Children (AFDC) program, the Job Opportunities and Basic Skills Training (JOBS) program, and the Emergency Assistance (EA) program. The law ended Federal entitlement to assistance and instead created TANF as a block grant that provides States, Territories, and Tribes Federal funds each year. These funds cover benefits and services targeted to needy families.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC Proviso 38.6	*D4: Foster a culture of transparency.*
TANF Assistance Payments	TANF is a block grant program to help move recipients into work and turn welfare into a program of temporary assistance. Under the welfare reform legislation of 1996, TANF replaced the old welfare programs known as the Aid to Families with Dependent Children (AFDC) program, the Job Opportunities and Basic Skills Training (JOBS) program, and the Emergency Assistance (EA) program. The law ended Federal entitlement to assistance and instead created TANF as a block grant that provides States, Territories, and Tribes Federal funds each year. These funds cover benefits and services targeted to needy families.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC Proviso 38.6	*D5: Provide timely, consistent, accurate and culturally responsive communication.*
TANF Assistance Payments	TANF is a block grant program to help move recipients into work and turn welfare into a program of temporary assistance. Under the welfare reform legislation of 1996, TANF replaced the old welfare programs known as the Aid to Families with Dependent Children (AFDC) program, the Job Opportunities and Basic Skills Training (JOBS) program, and the Emergency Assistance (EA) program. The law ended Federal entitlement to assistance and instead created TANF as a block grant that provides States, Territories, and Tribes Federal funds each year. These funds cover benefits and services targeted to needy families.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC Proviso 38.6	*D6: Improve responsiveness to public feedback.*
TANF Assistance Payments	TANF is a block grant program to help move recipients into work and turn welfare into a program of temporary assistance. Under the welfare reform legislation of 1996, TANF replaced the old welfare programs known as the Aid to Families with Dependent Children (AFDC) program, the Job Opportunities and Basic Skills Training (JOBS) program, and the Emergency Assistance (EA) program. The law ended Federal entitlement to assistance and instead created TANF as a block grant that provides States, Territories, and Tribes Federal funds each year. These funds cover benefits and services targeted to needy families.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC Proviso 38.6	*D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.*
Child Support Enforcement	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child Support Enforcement Project, establishes and enforces orders for child support, establishes paternity for children when paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support payments. ICSSD also provides enhanced fatherhood initiatives and new linkages to child welfare services and employment-related services to improve the capability of both custodial and non-custodial parents to provide their children with the financial, physical and emotional support they deserve and need to be safe and to thrive.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 5; SC Code Title 63, Chapter 17; Title IV-D of the Social Security Act (42 U.S.C. 651 et seq.); Title 45 Code of Federal Regulations Parts 301-308; SC Proviso 38.7; SC Proviso 38.16; SC Proviso 38.17	*A9: Improve the continuity of family connections and work towards equitable access to services by ensuring services are aligned with the needs of children and connected to their neighborhood, community, faith, extended family, tribe, school and friends.*
Child Support Enforcement	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child Support Enforcement Project, establishes and enforces orders for child support, establishes paternity for children when paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support payments. ICSSD also provides enhanced fatherhood initiatives and new linkages to child welfare services and employment-related services to improve the capability of both custodial and non-custodial parents to provide their children with the financial, physical and emotional support they deserve and need to be safe and to thrive.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 5; SC Code Title 63, Chapter 17; Title IV-D of the Social Security Act (42 U.S.C. 651 et seq.); Title 45 Code of Federal Regulations Parts 301-308; SC Proviso 38.7; SC Proviso 38.16; SC Proviso 38.17	*B3: Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.*
Child Support Enforcement	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child Support Enforcement Project, establishes and enforces orders for child support, establishes paternity for children when paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support payments. ICSSD also provides enhanced fatherhood initiatives and new linkages to child welfare services and employment-related services to improve the capability of both custodial and non-custodial parents to provide their children with the financial, physical and emotional support they deserve and need to be safe and to thrive.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 5; SC Code Title 63, Chapter 17; Title IV-D of the Social Security Act (42 U.S.C. 651 et seq.); Title 45 Code of Federal Regulations Parts 301-308; SC Proviso 38.7; SC Proviso 38.16; SC Proviso 38.17	*B4: Provide assistance to custodial parents who need help obtaining child support payments.*
Child Support Enforcement	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child Support Enforcement Project, establishes and enforces orders for child support, establishes paternity for children when paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support payments. ICSSD also provides enhanced fatherhood initiatives and new linkages to child welfare services and employment-related services to improve the capability of both custodial and non-custodial parents to provide their children with the financial, physical and emotional support they deserve and need to be safe and to thrive.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 5; SC Code Title 63, Chapter 17; Title IV-D of the Social Security Act (42 U.S.C. 651 et seq.); Title 45 Code of Federal Regulations Parts 301-308; SC Proviso 38.7; SC Proviso 38.16; SC Proviso 38.17	*B5: Complete the transformation of the Child Support Program.*

Associated Programs

Child Support Enforcement	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child Support Enforcement Project, establishes and enforces orders for child support, establishes paternity for children when paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support payments. ICSSD also provides enhanced fatherhood initiatives and new linkages to child welfare services and employment-related services to improve the capability of both custodial and non-custodial parents to provide their children with the financial, physical and emotional support they deserve and need to be safe and to thrive.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 5; SC Code Title 63, Chapter 17; Title IV-D of the Social Security Act (42 U.S.C. 651 et seq.); Title 45 Code of Federal Regulations Parts 301-308; SC Proviso 38.7; SC Proviso 38.16; SC Proviso 38.17	*C1: Recruit and retain sufficient workforce of qualified and diverse individuals.*
Child Support Enforcement	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child Support Enforcement Project, establishes and enforces orders for child support, establishes paternity for children when paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support payments. ICSSD also provides enhanced fatherhood initiatives and new linkages to child welfare services and employment-related services to improve the capability of both custodial and non-custodial parents to provide their children with the financial, physical and emotional support they deserve and need to be safe and to thrive.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 5; SC Code Title 63, Chapter 17; Title IV-D of the Social Security Act (42 U.S.C. 651 et seq.); Title 45 Code of Federal Regulations Parts 301-308; SC Proviso 38.7; SC Proviso 38.16; SC Proviso 38.17	*C2: Improve performance and quality of service through continuous professional development, coaching, training, and cross training.*
Child Support Enforcement	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child Support Enforcement Project, establishes and enforces orders for child support, establishes paternity for children when paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support payments. ICSSD also provides enhanced fatherhood initiatives and new linkages to child welfare services and employment-related services to improve the capability of both custodial and non-custodial parents to provide their children with the financial, physical and emotional support they deserve and need to be safe and to thrive.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 5; SC Code Title 63, Chapter 17; Title IV-D of the Social Security Act (42 U.S.C. 651 et seq.); Title 45 Code of Federal Regulations Parts 301-308; SC Proviso 38.7; SC Proviso 38.16; SC Proviso 38.17	*C3: Foster a culture of customer service, both internally and externally.*
Child Support Enforcement	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child Support Enforcement Project, establishes and enforces orders for child support, establishes paternity for children when paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support payments. ICSSD also provides enhanced fatherhood initiatives and new linkages to child welfare services and employment-related services to improve the capability of both custodial and non-custodial parents to provide their children with the financial, physical and emotional support they deserve and need to be safe and to thrive.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 5; SC Code Title 63, Chapter 17; Title IV-D of the Social Security Act (42 U.S.C. 651 et seq.); Title 45 Code of Federal Regulations Parts 301-308; SC Proviso 38.7; SC Proviso 38.16; SC Proviso 38.17	*C4: Manage caseloads by establishing and implementing caseload standards.*
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Child Support Enforcement	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child Support Enforcement Project, establishes and enforces orders for child support, establishes paternity for children when paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support payments. ICSSD also provides enhanced fatherhood initiatives and new linkages to child welfare services and employment-related services to improve the capability of both custodial and non-custodial parents to provide their children with the financial, physical and emotional support they deserve and need to be safe and to thrive.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 5; SC Code Title 63, Chapter 17; Title IV-D of the Social Security Act (42 U.S.C. 651 et seq.); Title 45 Code of Federal Regulations Parts 301-308; SC Proviso 38.7; SC Proviso 38.16; SC Proviso 38.17	*C7: Develop uniform process for updating and disseminating policy updates, including statutory changes.*
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Child Support Enforcement	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child Support Enforcement Project, establishes and enforces orders for child support, establishes paternity for children when paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support payments. ICSSD also provides enhanced fatherhood initiatives and new linkages to child welfare services and employment-related services to improve the capability of both custodial and non-custodial parents to provide their children with the financial, physical and emotional support they deserve and need to be safe and to thrive.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 5; SC Code Title 63, Chapter 17; Title IV-D of the Social Security Act (42 U.S.C. 651 et seq.); Title 45 Code of Federal Regulations Parts 301-308; SC Proviso 38.7; SC Proviso 38.16; SC Proviso 38.17	*D4: Foster a culture of transparency.*
Child Support Enforcement	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child Support Enforcement Project, establishes and enforces orders for child support, establishes paternity for children when paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support payments. ICSSD also provides enhanced fatherhood initiatives and new linkages to child welfare services and employment-related services to improve the capability of both custodial and non-custodial parents to provide their children with the financial, physical and emotional support they deserve and need to be safe and to thrive.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 5; SC Code Title 63, Chapter 17; Title IV-D of the Social Security Act (42 U.S.C. 651 et seq.); Title 45 Code of Federal Regulations Parts 301-308; SC Proviso 38.7; SC Proviso 38.16; SC Proviso 38.17	*D5: Provide timely, consistent, accurate and culturally responsive communication.*
Child Support Enforcement	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child Support Enforcement Project, establishes and enforces orders for child support, establishes paternity for children when paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support payments. ICSSD also provides enhanced fatherhood initiatives and new linkages to child welfare services and employment-related services to improve the capability of both custodial and non-custodial parents to provide their children with the financial, physical and emotional support they deserve and need to be safe and to thrive.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 5; SC Code Title 63, Chapter 17; Title IV-D of the Social Security Act (42 U.S.C. 651 et seq.); Title 45 Code of Federal Regulations Parts 301-308; SC Proviso 38.7; SC Proviso 38.16; SC Proviso 38.17	*D6: Improve responsiveness to public feedback.*
Child Support Enforcement	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child Support Enforcement Project, establishes and enforces orders for child support, establishes paternity for children when paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support payments. ICSSD also provides enhanced fatherhood initiatives and new linkages to child welfare services and employment-related services to improve the capability of both custodial and non-custodial parents to provide their children with the financial, physical and emotional support they deserve and need to be safe and to thrive.	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 5; SC Code Title 63, Chapter 17; Title IV-D of the Social Security Act (42 U.S.C. 651 et seq.); Title 45 Code of Federal Regulations Parts 301-308; SC Proviso 38.7; SC Proviso 38.16; SC Proviso 38.17	*D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.*
SNAP Eligibility	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to low-income individuals and families so they can purchase food. The SNAP 2 Work program provides employment-related services. Nutrition Program consists of a network of food assistance programs thatThe Family improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.	SC Code Title 43, Chapter 1; Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.); Title 7 Code of Federal Regulations, Parts 271-280	*A9: Improve the continuity of family connections and work towards equitable access to services by ensuring services are aligned with the needs of children and connected to their neighborhood, community, faith, extended family, tribe, school and friends.*
SNAP Eligibility	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to low-income individuals and families so they can purchase food. The SNAP 2 Work program provides employment-related services. Nutrition Program consists of a network of food assistance programs thatThe Family improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.	SC Code Title 43, Chapter 1; Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.); Title 7 Code of Federal Regulations, Parts 271-280	*B2: Help prepare and transition clients to employment and self-sufficiency.*
SNAP Eligibility	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to low-income individuals and families so they can purchase food. The SNAP 2 Work program provides employment-related services. Nutrition Program consists of a network of food assistance programs thatThe Family improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.	SC Code Title 43, Chapter 1; Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.); Title 7 Code of Federal Regulations, Parts 271-280	*B3: Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.*
SNAP Eligibility	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to low-income individuals and families so they can purchase food. The SNAP 2 Work program provides employment-related services. Nutrition Program consists of a network of food assistance programs thatThe Family improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.	SC Code Title 43, Chapter 1; Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.); Title 7 Code of Federal Regulations, Parts 271-280	*C1: Recruit and retain sufficient workforce of qualified and diverse individuals.*
SNAP Eligibility	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to low-income individuals and families so they can purchase food. The SNAP 2 Work program provides employment-related services. Nutrition Program consists of a network of food assistance programs thatThe Family improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.	SC Code Title 43, Chapter 1; Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.); Title 7 Code of Federal Regulations, Parts 271-280	*C2: Improve performance and quality of service through continuous professional development, coaching, training, and cross training.*
SNAP Eligibility	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to low-income individuals and families so they can purchase food. The SNAP 2 Work program provides employment-related services. Nutrition Program consists of a network of food assistance programs thatThe Family improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.	SC Code Title 43, Chapter 1; Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.); Title 7 Code of Federal Regulations, Parts 271-280	*C3: Foster a culture of customer service, both internally and externally.*

Associated Programs

SNAP Eligibility	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to low-income individuals and families so they can purchase food. The SNAP 2 Work program provides employment-related services. Nutrition Program consists of a network of food assistance programs thatThe Family improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.	SC Code Title 43, Chapter 1; Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.); Title 7 Code of Federal Regulations, Parts 271-280	*C4: Manage caseloads by establishing and implementing caseload standards.*
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Family Preservation	This program prevents the unnecessary separation of children from their families, improve the quality of care and services to children and their families, and ensure permanency for children by reuniting them with their parents, by adoption or by anothe permanent living arrangement.	SC Code Title 43, Chapter 1; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.)	*A5: Develop a Case Practice Model that clearly articulates Best Practice and the core values that inform how DSS interacts with children, families and vulnerable adults to increase safety and well-being.*
Family Preservation	This program prevents the unnecessary separation of children from their families, improve the quality of care and services to children and their families, and ensure permanency for children by reuniting them with their parents, by adoption or by anothe permanent living arrangement.	SC Code Title 43, Chapter 1; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.)	*A6: Improve the permanency and stability of children and vulnerable adults in their living situations by providing supports to help preserve the family unit.*
Family Preservation	This program prevents the unnecessary separation of children from their families, improve the quality of care and services to children and their families, and ensure permanency for children by reuniting them with their parents, by adoption or by anothe permanent living arrangement.	SC Code Title 43, Chapter 1; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.)	*A9: Improve the continuity of family connections and work towards equitable access to services by ensuring services are aligned with the needs of children and connected to their neighborhood, community, faith, extended family, tribe, school and friends.*
Family Preservation	This program prevents the unnecessary separation of children from their families, improve the quality of care and services to children and their families, and ensure permanency for children by reuniting them with their parents, by adoption or by anothe permanent living arrangement.	SC Code Title 43, Chapter 1; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.)	*C1: Recruit and retain sufficient workforce of qualified and diverse individuals.*
Family Preservation	This program prevents the unnecessary separation of children from their families, improve the quality of care and services to children and their families, and ensure permanency for children by reuniting them with their parents, by adoption or by anothe permanent living arrangement.	SC Code Title 43, Chapter 1; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.)	*C2: Improve performance and quality of service through continuous professional development, coaching, training, and cross training.*
Family Preservation	This program prevents the unnecessary separation of children from their families, improve the quality of care and services to children and their families, and ensure permanency for children by reuniting them with their parents, by adoption or by anothe permanent living arrangement.	SC Code Title 43, Chapter 1; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.)	*C3: Foster a culture of customer service, both internally and externally.*
Family Preservation	This program prevents the unnecessary separation of children from their families, improve the quality of care and services to children and their families, and ensure permanency for children by reuniting them with their parents, by adoption or by anothe permanent living arrangement.	SC Code Title 43, Chapter 1; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.)	*C4: Manage caseloads by establishing and implementing caseload standards.*
Family Preservation	This program prevents the unnecessary separation of children from their families, improve the quality of care and services to children and their families, and ensure permanency for children by reuniting them with their parents, by adoption or by anothe permanent living arrangement.	SC Code Title 43, Chapter 1; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.)	*C5: Establish and maintain a Continuous Quality Improvement System and enhance the capacity of DSS staff to analyze and use data to inform and improve decision-making.*
Family Preservation	This program prevents the unnecessary separation of children from their families, improve the quality of care and services to children and their families, and ensure permanency for children by reuniting them with their parents, by adoption or by anothe permanent living arrangement.	SC Code Title 43, Chapter 1; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.)	*C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.*
Family Preservation	This program prevents the unnecessary separation of children from their families, improve the quality of care and services to children and their families, and ensure permanency for children by reuniting them with their parents, by adoption or by anothe permanent living arrangement.	SC Code Title 43, Chapter 1; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.)	*C7: Develop uniform process for updating and disseminating policy updates, including statutory changes.*
Family Preservation	This program prevents the unnecessary separation of children from their families, improve the quality of care and services to children and their families, and ensure permanency for children by reuniting them with their parents, by adoption or by anothe permanent living arrangement.	SC Code Title 43, Chapter 1; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.)	*C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.*
Family Preservation	This program prevents the unnecessary separation of children from their families, improve the quality of care and services to children and their families, and ensure permanency for children by reuniting them with their parents, by adoption or by anothe permanent living arrangement.	SC Code Title 43, Chapter 1; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.)	*C9: Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.*
Family Preservation	This program prevents the unnecessary separation of children from their families, improve the quality of care and services to children and their families, and ensure permanency for children by reuniting them with their parents, by adoption or by anothe permanent living arrangement.	SC Code Title 43, Chapter 1; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.)	*D1: Strengthen partner relationships and increase recognition that safety and well-being of children and vulnerable adults is the responsibility of the entire community.*
Family Preservation	This program prevents the unnecessary separation of children from their families, improve the quality of care and services to children and their families, and ensure permanency for children by reuniting them with their parents, by adoption or by anothe permanent living arrangement.	SC Code Title 43, Chapter 1; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.)	*D2: Increase awareness of DSS mission, programs, services and strategic priorities.*
Family Preservation	This program prevents the unnecessary separation of children from their families, improve the quality of care and services to children and their families, and ensure permanency for children by reuniting them with their parents, by adoption or by anothe permanent living arrangement.	SC Code Title 43, Chapter 1; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.)	*D3: Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.*
Family Preservation	This program prevents the unnecessary separation of children from their families, improve the quality of care and services to children and their families, and ensure permanency for children by reuniting them with their parents, by adoption or by anothe permanent living arrangement.	SC Code Title 43, Chapter 1; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.)	*D4: Foster a culture of transparency.*
Family Preservation	This program prevents the unnecessary separation of children from their families, improve the quality of care and services to children and their families, and ensure permanency for children by reuniting them with their parents, by adoption or by anothe permanent living arrangement.	SC Code Title 43, Chapter 1; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.)	*D5: Provide timely, consistent, accurate and culturally responsive communication.*
Family Preservation	This program prevents the unnecessary separation of children from their families, improve the quality of care and services to children and their families, and ensure permanency for children by reuniting them with their parents, by adoption or by anothe permanent living arrangement.	SC Code Title 43, Chapter 1; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.)	*D6: Improve responsiveness to public feedback.*

Associated Programs

Family Preservation	This program prevents the unnecessary separation of children from their families, improve the quality of care and services to children and their families, and ensure permanency for children by reuniting them with their parents, by adoption or by anothe permanent living arrangement.	SC Code Title 43, Chapter 1; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.)	*D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.*
Homemaker	The Homemaker Program assists individuals and families with activities of daily living, personal care, and home management in order to overcome specific barriers.	Title 43 & Title 63	*A5: Develop a Case Practice Model that clearly articulates Best Practice and the core values that inform how DSS interacts with children, families and vulnerable adults to increase safety and well-being.*
Homemaker	The Homemaker Program assists individuals and families with activities of daily living, personal care, and home management in order to overcome specific barriers.	Title 43 & Title 63	*A6: Improve the permanency and stability of children and vulnerable adults in their living situations by providing supports to help preserve the family unit.*
Homemaker	The Homemaker Program assists individuals and families with activities of daily living, personal care, and home management in order to overcome specific barriers.	Title 43 & Title 63	*A9: Improve the continuity of family connections and work towards equitable access to services by ensuring services are aligned with the needs of children and connected to their neighborhood, community, faith, extended family, tribe, school and friends.*
Homemaker	The Homemaker Program assists individuals and families with activities of daily living, personal care, and home management in order to overcome specific barriers.	Title 43 & Title 63	*C1: Recruit and retain sufficient workforce of qualified and diverse individuals.*
Homemaker	The Homemaker Program assists individuals and families with activities of daily living, personal care, and home management in order to overcome specific barriers.	Title 43 & Title 63	*C2: Improve performance and quality of service through continuous professional development, coaching, training, and cross training.*
Homemaker	The Homemaker Program assists individuals and families with activities of daily living, personal care, and home management in order to overcome specific barriers.	Title 43 & Title 63	*C3: Foster a culture of customer service, both internally and externally.*
Homemaker	The Homemaker Program assists individuals and families with activities of daily living, personal care, and home management in order to overcome specific barriers.	Title 43 & Title 63	*C4: Manage caseloads by establishing and implementing caseload standards.*
Homemaker	The Homemaker Program assists individuals and families with activities of daily living, personal care, and home management in order to overcome specific barriers.	Title 43 & Title 63	*C5: Establish and maintain a Continuous Quality Improvement System and enhance the capacity of DSS staff to analyze and use data to inform and improve decision-making.*
Homemaker	The Homemaker Program assists individuals and families with activities of daily living, personal care, and home management in order to overcome specific barriers.	Title 43 & Title 63	*C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.*
Homemaker	The Homemaker Program assists individuals and families with activities of daily living, personal care, and home management in order to overcome specific barriers.	Title 43 & Title 63	*C7: Develop uniform process for updating and disseminating policy updates, including statutory changes.*
Homemaker	The Homemaker Program assists individuals and families with activities of daily living, personal care, and home management in order to overcome specific barriers.	Title 43 & Title 63	*C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.*
Homemaker	The Homemaker Program assists individuals and families with activities of daily living, personal care, and home management in order to overcome specific barriers.	Title 43 & Title 63	*C9: Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.*
Homemaker	The Homemaker Program assists individuals and families with activities of daily living, personal care, and home management in order to overcome specific barriers.	Title 43 & Title 63	*D1: Strengthen partner relationships and increase recognition that safety and well-being of children and vulnerable adults is the responsibility of the entire community.*
Homemaker	The Homemaker Program assists individuals and families with activities of daily living, personal care, and home management in order to overcome specific barriers.	Title 43 & Title 63	*D2: Increase awareness of DSS mission, programs, services and strategic priorities.*
Homemaker	The Homemaker Program assists individuals and families with activities of daily living, personal care, and home management in order to overcome specific barriers.	Title 43 & Title 63	*D3: Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.*
Homemaker	The Homemaker Program assists individuals and families with activities of daily living, personal care, and home management in order to overcome specific barriers.	Title 43 & Title 63	*D4: Foster a culture of transparency.*
Homemaker	The Homemaker Program assists individuals and families with activities of daily living, personal care, and home management in order to overcome specific barriers.	Title 43 & Title 63	*D5: Provide timely, consistent, accurate and culturally responsive communication.*
Homemaker	The Homemaker Program assists individuals and families with activities of daily living, personal care, and home management in order to overcome specific barriers.	Title 43 & Title 63	*D6: Improve responsiveness to public feedback.*
Homemaker	The Homemaker Program assists individuals and families with activities of daily living, personal care, and home management in order to overcome specific barriers.	Title 43 & Title 63	*D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.*
Battered Spouse	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of community based/nonprofit children and abusers through a network of community based/nonprofit service providers. Programs are designed to provide crisis intervention and prevention services.	Title 43 & Title 63	*A5: Develop a Case Practice Model that clearly articulates Best Practice and the core values that inform how DSS interacts with children, families and vulnerable adults to increase safety and well-being.*
Battered Spouse	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of community based/nonprofit children and abusers through a network of community based/nonprofit service providers. Programs are designed to provide crisis intervention and prevention services.	Title 43 & Title 63	*A6: Improve the permanency and stability of children and vulnerable adults in their living situations by providing supports to help preserve the family unit.*

Associated Programs

Battered Spouse	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of community based/nonprofit children and abusers through a network of community based/nonprofit service providers. Programs are designed to provide crisis intervention and prevention services.	Title 43 & Title 63	*A9: Improve the continuity of family connections and work towards equitable access to services by ensuring services are aligned with the needs of children and connected to their neighborhood, community, faith, extended family, tribe, school and friends.*
Battered Spouse	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of community based/nonprofit children and abusers through a network of community based/nonprofit service providers. Programs are designed to provide crisis intervention and prevention services.	Title 43 & Title 63	*C1: Recruit and retain sufficient workforce of qualified and diverse individuals.*
Battered Spouse	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of community based/nonprofit children and abusers through a network of community based/nonprofit service providers. Programs are designed to provide crisis intervention and prevention services.	Title 43 & Title 63	*C2: Improve performance and quality of service through continuous professional development, coaching, training, and cross training.*
Battered Spouse	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of community based/nonprofit children and abusers through a network of community based/nonprofit service providers. Programs are designed to provide crisis intervention and prevention services.	Title 43 & Title 63	*C3: Foster a culture of customer service, both internally and externally.*
Battered Spouse	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of community based/nonprofit children and abusers through a network of community based/nonprofit service providers. Programs are designed to provide crisis intervention and prevention services.	Title 43 & Title 63	*C4: Manage caseloads by establishing and implementing caseload standards.*
Battered Spouse	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of community based/nonprofit children and abusers through a network of community based/nonprofit service providers. Programs are designed to provide crisis intervention and prevention services.	Title 43 & Title 63	*C5: Establish and maintain a Continuous Quality Improvement System and enhance the capacity of DSS staff to analyze and use data to inform and improve decision-making.*
Battered Spouse	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of community based/nonprofit children and abusers through a network of community based/nonprofit service providers. Programs are designed to provide crisis intervention and prevention services.	Title 43 & Title 63	*C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.*
Battered Spouse	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of community based/nonprofit children and abusers through a network of community based/nonprofit service providers. Programs are designed to provide crisis intervention and prevention services.	Title 43 & Title 63	*C7: Develop uniform process for updating and disseminating policy updates, including statutory changes.*
Battered Spouse	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of community based/nonprofit children and abusers through a network of community based/nonprofit service providers. Programs are designed to provide crisis intervention and prevention services.	Title 43 & Title 63	*C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.*
Battered Spouse	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of community based/nonprofit children and abusers through a network of community based/nonprofit service providers. Programs are designed to provide crisis intervention and prevention services.	Title 43 & Title 63	*C9: Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.*
Battered Spouse	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of community based/nonprofit children and abusers through a network of community based/nonprofit service providers. Programs are designed to provide crisis intervention and prevention services.	Title 43 & Title 63	*D1: Strengthen partner relationships and increase recognition that safety and well-being of children and vulnerable adults is the responsibility of the entire community.*
Battered Spouse	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of community based/nonprofit children and abusers through a network of community based/nonprofit service providers. Programs are designed to provide crisis intervention and prevention services.	Title 43 & Title 63	*D2: Increase awareness of DSS mission, programs, services and strategic priorities.*
Battered Spouse	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of community based/nonprofit children and abusers through a network of community based/nonprofit service providers. Programs are designed to provide crisis intervention and prevention services.	Title 43 & Title 63	*D3: Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.*
Battered Spouse	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of community based/nonprofit children and abusers through a network of community based/nonprofit service providers. Programs are designed to provide crisis intervention and prevention services.	Title 43 & Title 63	*D4: Foster a culture of transparency.*
Battered Spouse	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of community based/nonprofit children and abusers through a network of community based/nonprofit service providers. Programs are designed to provide crisis intervention and prevention services.	Title 43 & Title 63	*D5: Provide timely, consistent, accurate and culturally responsive communication.*
Battered Spouse	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of community based/nonprofit children and abusers through a network of community based/nonprofit service providers. Programs are designed to provide crisis intervention and prevention services.	Title 43 & Title 63	*D6: Improve responsiveness to public feedback.*
Battered Spouse	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of community based/nonprofit children and abusers through a network of community based/nonprofit service providers. Programs are designed to provide crisis intervention and prevention services.	Title 43 & Title 63	*D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.*
Pregnancy Prevention	This program prevents and reduces the incidence of outof-wedlock pregnancies among participants through services/activities provided to the participant and his or her family. Services/activities will be provided to ensure that the family can provide a healthy, safe, and nurturing environment for all family members. Participants will be encouraged to delay sexual involvement and pregnancy until they are physically, financially, and emotionally ready to care for children.	Title 43 & Title 63	
Continuation of Teen Pregnancy Prev	This program prevents and reduces the incidence of out of-wedlock pregnancies among participants through services/activities provided to the participant and his or her family. Services/activities will be provided to ensure that the family can provide a healthy, safe, and nurturing environment for all family members. Participants will be encouraged to delay sexual involvement and pregnancy until they are physically, financially, and emotionally ready to care for children.	Proviso 38.22	

Associated Programs

Food Services	This Program consists of a network of food assistance programs that improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.	SC Code Title 43, Chapter 1; SC Proviso 38.23	*A9: Improve the continuity of family connections and work towards equitable access to services by ensuring services are aligned with the needs of children and connected to their neighborhood, community, faith, extended family, tribe, school and friends.*
Food Services	This Program consists of a network of food assistance programs that improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.	SC Code Title 43, Chapter 1; SC Proviso 38.23	*B2: Help prepare and transition clients to employment and self-sufficiency.*
Food Services	This Program consists of a network of food assistance programs that improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.	SC Code Title 43, Chapter 1; SC Proviso 38.23	*B3: Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.*
Food Services	This Program consists of a network of food assistance programs that improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.	SC Code Title 43, Chapter 1; SC Proviso 38.23	*C1: Recruit and retain sufficient workforce of qualified and diverse individuals.*
Food Services	This Program consists of a network of food assistance programs that improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.	SC Code Title 43, Chapter 1; SC Proviso 38.23	*C2: Improve performance and quality of service through continuous professional development, coaching, training, and cross training.*
Food Services	This Program consists of a network of food assistance programs that improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.	SC Code Title 43, Chapter 1; SC Proviso 38.23	*C3: Foster a culture of customer service, both internally and externally.*
Food Services	This Program consists of a network of food assistance programs that improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.	SC Code Title 43, Chapter 1; SC Proviso 38.23	*C4: Manage caseloads by establishing and implementing caseload standards.*
Food Services	This Program consists of a network of food assistance programs that improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.	SC Code Title 43, Chapter 1; SC Proviso 38.23	*C5: Establish and maintain a Continuous Quality Improvement System and enhance the capacity of DSS staff to analyze and use data to inform and improve decision-making.*
Food Services	This Program consists of a network of food assistance programs that improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.	SC Code Title 43, Chapter 1; SC Proviso 38.23	*C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.*
Food Services	This Program consists of a network of food assistance programs that improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.	SC Code Title 43, Chapter 1; SC Proviso 38.23	*C7: Develop uniform process for updating and disseminating policy updates, including statutory changes.*
Food Services	This Program consists of a network of food assistance programs that improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.	SC Code Title 43, Chapter 1; SC Proviso 38.23	*C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.*
Food Services	This Program consists of a network of food assistance programs that improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.	SC Code Title 43, Chapter 1; SC Proviso 38.23	*C9: Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.*
Food Services	This Program consists of a network of food assistance programs that improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.	SC Code Title 43, Chapter 1; SC Proviso 38.23	*D1: Strengthen partner relationships and increase recognition that safety and well-being of children and vulnerable adults is the responsibility of the entire community.*
Food Services	This Program consists of a network of food assistance programs that improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.	SC Code Title 43, Chapter 1; SC Proviso 38.23	*D2: Increase awareness of DSS mission, programs, services and strategic priorities.*
Food Services	This Program consists of a network of food assistance programs that improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.	SC Code Title 43, Chapter 1; SC Proviso 38.23	*D3: Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.*
Food Services	This Program consists of a network of food assistance programs that improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.	SC Code Title 43, Chapter 1; SC Proviso 38.23	*D4: Foster a culture of transparency.*
Food Services	This Program consists of a network of food assistance programs that improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.	SC Code Title 43, Chapter 1; SC Proviso 38.23	*D5: Provide timely, consistent, accurate and culturally responsive communication.*
Food Services	This Program consists of a network of food assistance programs that improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.	SC Code Title 43, Chapter 1; SC Proviso 38.23	*D6: Improve responsiveness to public feedback.*
Food Services	This Program consists of a network of food assistance programs that improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.	SC Code Title 43, Chapter 1; SC Proviso 38.23	*D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.*
Early Care & Education	The primary focus of the Division of Early Care and Education (DECE), formerly called Child Care Services, remains to increase the availability, affordability, accessibility, quality and safety of child care throughout the State.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 13; SC Proviso 38.7; SC Proviso 38.18	*A7: Ensure the educational, physical and mental health needs of children and vulnerable adults are addressed.*
Early Care & Education	The primary focus of the Division of Early Care and Education (DECE), formerly called Child Care Services, remains to increase the availability, affordability, accessibility, quality and safety of child care throughout the State.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 13; SC Proviso 38.7; SC Proviso 38.18	*A10: Educate families and train providers to help ensure children receive safe and quality child care.*
Early Care & Education	The primary focus of the Division of Early Care and Education (DECE), formerly called Child Care Services, remains to increase the availability, affordability, accessibility, quality and safety of child care throughout the State.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 13; SC Proviso 38.7; SC Proviso 38.18	*B3: Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.*
Early Care & Education	The primary focus of the Division of Early Care and Education (DECE), formerly called Child Care Services, remains to increase the availability, affordability, accessibility, quality and safety of child care throughout the State.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 13; SC Proviso 38.7; SC Proviso 38.18	*C1: Recruit and retain sufficient workforce of qualified and diverse individuals.*
Early Care & Education	The primary focus of the Division of Early Care and Education (DECE), formerly called Child Care Services, remains to increase the availability, affordability, accessibility, quality and safety of child care throughout the State.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 13; SC Proviso 38.7; SC Proviso 38.18	*C2: Improve performance and quality of service through continuous professional development, coaching, training, and cross training.*
Early Care & Education	The primary focus of the Division of Early Care and Education (DECE), formerly called Child Care Services, remains to increase the availability, affordability, accessibility, quality and safety of child care throughout the State.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 13; SC Proviso 38.7; SC Proviso 38.18	*C3: Foster a culture of customer service, both internally and externally.*

Associated Programs

Early Care & Education	The primary focus of the Division of Early Care and Education (DECE), formerly called Child Care Services, remains to increase the availability, affordability, accessibility, quality and safety of child care throughout the State.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 13; SC Proviso 38.7; SC Proviso 38.18	*C4: Manage caseloads by establishing and implementing caseload standards.*
Early Care & Education	The primary focus of the Division of Early Care and Education (DECE), formerly called Child Care Services, remains to increase the availability, affordability, accessibility, quality and safety of child care throughout the State.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 13; SC Proviso 38.7; SC Proviso 38.18	*C5: Establish and maintain a Continuous Quality Improvement System and enhance the capacity of DSS staff to analyze and use data to inform and improve decision-making.*
Early Care & Education	The primary focus of the Division of Early Care and Education (DECE), formerly called Child Care Services, remains to increase the availability, affordability, accessibility, quality and safety of child care throughout the State.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 13; SC Proviso 38.7; SC Proviso 38.18	*C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.*
Early Care & Education	The primary focus of the Division of Early Care and Education (DECE), formerly called Child Care Services, remains to increase the availability, affordability, accessibility, quality and safety of child care throughout the State.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 13; SC Proviso 38.7; SC Proviso 38.18	*C7: Develop uniform process for updating and disseminating policy updates, including statutory changes.*
Early Care & Education	The primary focus of the Division of Early Care and Education (DECE), formerly called Child Care Services, remains to increase the availability, affordability, accessibility, quality and safety of child care throughout the State.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 13; SC Proviso 38.7; SC Proviso 38.18	*C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.*
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Early Care & Education	The primary focus of the Division of Early Care and Education (DECE), formerly called Child Care Services, remains to increase the availability, affordability, accessibility, quality and safety of child care throughout the State.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 13; SC Proviso 38.7; SC Proviso 38.18	*D2: Increase awareness of DSS mission, programs, services and strategic priorities.*
Early Care & Education	The primary focus of the Division of Early Care and Education (DECE), formerly called Child Care Services, remains to increase the availability, affordability, accessibility, quality and safety of child care throughout the State.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 13; SC Proviso 38.7; SC Proviso 38.18	*D3: Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.*
Early Care & Education	The primary focus of the Division of Early Care and Education (DECE), formerly called Child Care Services, remains to increase the availability, affordability, accessibility, quality and safety of child care throughout the State.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 13; SC Proviso 38.7; SC Proviso 38.18	*D4: Foster a culture of transparency.*
Early Care & Education	The primary focus of the Division of Early Care and Education (DECE), formerly called Child Care Services, remains to increase the availability, affordability, accessibility, quality and safety of child care throughout the State.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 13; SC Proviso 38.7; SC Proviso 38.18	*D5: Provide timely, consistent, accurate and culturally responsive communication.*
Early Care & Education	The primary focus of the Division of Early Care and Education (DECE), formerly called Child Care Services, remains to increase the availability, affordability, accessibility, quality and safety of child care throughout the State.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 13; SC Proviso 38.7; SC Proviso 38.18	*D6: Improve responsiveness to public feedback.*
Early Care & Education	The primary focus of the Division of Early Care and Education (DECE), formerly called Child Care Services, remains to increase the availability, affordability, accessibility, quality and safety of child care throughout the State.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 13; SC Proviso 38.7; SC Proviso 38.18	*D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.*
State Employer Contributions	Employee benefits (also called fringe benefits) include various types of nonwage compensation provided to employees in addition to their normal wages or salaries. Examples of these benefits include: group insurance dental, life etc.), disability income protection, retirement benefits, sick leave,(health, vacation (paid and non-paid), social security, profit sharing, funding of education, and other specialized benefits.	SC Code Title 8, Chapter 11	
Nonrecurring	An entry that appears on an agency's financial statements for a one-time expense that is unlikely to happen again. A nonrecurring charge is a one-time charge for a particular event.	Title 43 & Title 63	

Strategic Budgeting

This is the next chart because once the agency determines its goals, strategies and objectives, as well as the programs that will best allow the agency to accomplish its objectives, the agency needs to determine how to allocate its funds to most effectively and efficiently accomplish the objectives. After allocating the funds to the objectives, the agency may decide to go back and revise which associated programs it will continue, curtail or eliminate in order to most effectively and efficiently accomplish its goals and objectives.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-2016

IMPORTANT TIME SAVING NOTE: Please note that only one year of budgeted funds is requested. Once an agency is under study with the House Legislative Oversight Committee, the Committee may request information on how the agency budgeted and spent money for the previous five years. If an agency is chosen for study five years from now, the agency can quickly and easily combine the information from this chart for each of the last five years.

Part A Instructions : Estimated Funds Available this Fiscal Year (2015-16)

1) Please enter each source of funds for the agency in a separate column. Group the funding sources however is best for the agency (i.e. general appropriation programs, proviso 18.2, proviso 19.3, grant ABC, grant XYZ, Motor Vehicle User Fees, License Fines, etc.) to provide the information requested below each source (i.e. state, other or federal funding; recurring or one-time funding; etc.). The agency is not restricted by the number of columns below so please delete or add as many as needed. **However the agency chooses to group its funding sources, it should be clear through Part A and B, how much the agency estimates it has available to spend and where the agency has budgeted the funds it has available to spend.**

Part B Instructions : How Agency Budgeted Funds this Fiscal Year (2015-16)

1) Enter each agency objective and description (i.e. Objective 1.1.1 - insert description of objective). The agency can insert as many rows as necessary so that all objectives are included.
2) After entering all of the objectives, enter each "unrelated purpose" for which money received by the agency will go (i.e. Unrelated Purpose #1 - insert description of unrelated purpose) on a separate row. An "unrelated purpose" is money the agency is legislatively directed to spend on something that is not related to an agency objective (i.e. pass through, carry forward, etc.).
3) Enter how much money from each source of funds the agency budgets to spend on each objective and unrelated purpose. The "Total budgeted to spend on objectives and unrelated purposes" for each source of funds in Part B should equal the "Amount estimated to have available to spend this fiscal year" in Part A.

Explanations from the Agency regarding Part A: *Insert any additional explanations the agency would like to provide related to the information it provides*

PART A
Estimated Funds Available this Fiscal Year (2015-16)

Source of Funds:	Totals	*State General Funds*	*Federal Funds*	*Earmarked Funds*	*Restricted Funds*
Is the source state, other or federal funding:	Totals	*State*	*Federal*	*Earmarked*	*Restricted*
Is funding recurring or one-time?	Totals	*Recurring*	*Recurring or one-time funding?*	*Recurring or one-time funding?*	*Recurring or one-time funding?*
$ From Last Year Available to Spend this Year					
Amount available at end of previous fiscal year	$9,033,364	$ 9,033,364			

Strategic Budgeting

Amount available at end of previous fiscal year that agency can actually use this fiscal year:	$9,033,364	$ 9,033,364			
If the amounts in the two rows above are not the same, explain why :	Enter explanation for each fund to the right				
$ Estimated to Receive this Year					
Amount budgeted/estimated to receive in this fiscal year:	$ 699,192,649	$ 135,646,969	$ 483,572,764	$ 79,122,930	$ 849,986
Total Actually Available this Year					
Amount estimated to have available to spend this fiscal year (i.e. Amount available at end of previous fiscal year that agency can actually use in this fiscal year PLUS Amount budgeted/estimated to receive this fiscal year):	**$708,226,013**	$ 144,680,333	$ 483,572,764	$ 79,122,930	$ 849,986

Strategic Budgeting

Explanations from the Agency regarding Part B: *The Department of Social Services does not capture cost data at the strategic plan level.*

PART B
How Agency Budgeted Funds this Fiscal Year (2015-16)

Source of Funds: (the rows to the left should populate automatically from what the agency entered in Part A)	Totals	State General Funds	Federal Funds	Earmarked Funds	Restricted Funds
Is source state, other or federal funding: (the rows to the left should populate automatically from what the agency entered in Part A)	Totals	State	Federal	Earmarked	Restricted
Restrictions on how agency is able to spend the funds from this source:	n/a		Determined by the individual grant award.	Budget proviso 38.7	Budget proviso 38.4
Amount estimated to have available to spend this fiscal year: (the rows to the left should populate automatically from what the agency entered in Part A)	$708,226,013	$144,680,333	$483,572,764	$79,122,930	$849,986
Are expenditure of funds tracked through SCEIS? (if no, state the system through which they are recorded so the total amount of expenditures could be verified, if needed)	n/a	Yes	Yes	Yes	Yes
Where Agency Budgeted to Spend Money this Year					
A1: Assess and improve the quality of Abuse and Neglect Report Intake decisions.:		*The Department of Social Services does not capture cost data at the strategic plan level.*			
A2: Improve the timeliness of initiating investigations.:		*The Department of Social Services does not capture cost data at the strategic plan level.*			
A3: Improve the quality and consistency of ongoing assessments of safety and risk to children and vulnerable adults.:		*The Department of Social Services does not capture cost data at the strategic plan level.*			
A4: Reduce repeat maltreatment for children and vulnerable adults.:		*The Department of Social Services does not capture cost data at the strategic plan level.*			
A5: Develop a Case Practice Model that clearly articulates Best Practice and the core values that inform how DSS interacts with children, families and vulnerable adults to increase safety and well-being.:		*The Department of Social Services does not capture cost data at the strategic plan level.*			
A6: Improve the permanency and stability of children and vulnerable adults in their living situations by providing supports to help preserve the family unit.:		*The Department of Social Services does not capture cost data at the strategic plan level.*			
A7: Ensure the educational, physical and mental health needs of children and vulnerable adults are addressed.:		*The Department of Social Services does not capture cost data at the strategic plan level.*			
A8: Provide services and supports to help youth in foster care successfully transition to living independently.:		*The Department of Social Services does not capture cost data at the strategic plan level.*			

Strategic Budgeting

A9: Improve the continuity of family connections and work towards equitable access to services by ensuring services are aligned with the needs of children and connected to their neighborhood, community, faith, extended family, tribe, school and friends.:		*The Department of Social Services does not capture cost data at the strategic plan level.*
A10: Educate families and train providers to help ensure children receive safe and quality child care.:		*The Department of Social Services does not capture cost data at the strategic plan level.*
A11: Improve assessment, referral and follow-up of domestic violence services.:		*The Department of Social Services does not capture cost data at the strategic plan level.*
B1: Increase recruitment, retention, and capacity of foster and adoptive parents.:		*The Department of Social Services does not capture cost data at the strategic plan level.*
B2: Help prepare and transition clients to employment and self-sufficiency.:		*The Department of Social Services does not capture cost data at the strategic plan level.*
B3: Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.:		*The Department of Social Services does not capture cost data at the strategic plan level.*
B4: Provide assistance to custodial parents who need help obtaining child support payments.:		*The Department of Social Services does not capture cost data at the strategic plan level.*
B5: Complete the transformation of the Child Support Program.:		*The Department of Social Services does not capture cost data at the strategic plan level.*
C1: Recruit and retain sufficient workforce of qualified and diverse individuals.:		*The Department of Social Services does not capture cost data at the strategic plan level.*
C2: Improve performance and quality of service through continuous professional development, coaching, training, and cross training.:		*The Department of Social Services does not capture cost data at the strategic plan level.*
C3: Foster a culture of customer service, both internally and externally.:		*The Department of Social Services does not capture cost data at the strategic plan level.*
C4: Manage caseloads by establishing and implementing caseload standards.:		*The Department of Social Services does not capture cost data at the strategic plan level.*
C5: Establish and maintain a Continuous Quality Improvement System and enhance the capacity of DSS staff to analyze and use data to inform and improve decision-making.:		*The Department of Social Services does not capture cost data at the strategic plan level.*
C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.:		*The Department of Social Services does not capture cost data at the strategic plan level.*
C7: Develop uniform process for updating and disseminating policy updates, including statutory changes.:		*The Department of Social Services does not capture cost data at the strategic plan level.*
C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.:		*The Department of Social Services does not capture cost data at the strategic plan level.*

Strategic Budgeting

C9: Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.:		*The Department of Social Services does not capture cost data at the strategic plan level.*			
D1: Strengthen partner relationships and increase recognition that safety and well-being of children and vulnerable adults is the responsibility of the entire community.:		*The Department of Social Services does not capture cost data at the strategic plan level.*			
D2: Increase awareness of DSS mission, programs, services and strategic priorities.:		*The Department of Social Services does not capture cost data at the strategic plan level.*			
D3: Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.:		*The Department of Social Services does not capture cost data at the strategic plan level.*			
D4: Foster a culture of transparency.:		*The Department of Social Services does not capture cost data at the strategic plan level.*			
D5: Provide timely, consistent, accurate and culturally responsive communication.:		*The Department of Social Services does not capture cost data at the strategic plan level.*			
D6: Improve responsiveness to public feedback.:		*The Department of Social Services does not capture cost data at the strategic plan level.*			
D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.:		*The Department of Social Services does not capture cost data at the strategic plan level.*			
Unrelated Purpose #1 -Efficiently distribute non-recurring appropriations as directed by the General Assembly:	*$775,000*	775,000			
Total Budgeted to Spend on Objectives and Unrelated Purposes: (this should be the same as Amount estimated to have available to spend this fiscal year)	**$708,226,013**	$ 144,680,333	$ 483,572,764	$ 79,122,930	$ 849,986

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Promote the safety and well-being of children and vulnerable adults; promote permanency for children.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*A1: Assess and improve the quality of Abuse and Neglect Report Intake decisions.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*A1: Assess and improve the quality of Abuse and Neglect Report Intake decisions.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	□ A1a: Regularly evaluate results of initial regional intake roll-out (volume and quality). □ A1b: Develop plan for statewide implementation of regionalized intake, including hiring of additional Human Services employees needed for successful implementation. □ A1c: Complete conversion and training for VOIP phone system. □ A1d: Improve tools and consistency across regions for screening children and vulnerable adults. □ A1e: Increase public awareness regarding mandated reporters and criteria for accepted abuse and neglect reports.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Child Welfare Services	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		

Objective Details

Name:	*Taron Davis*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	6	
Position:	Deputy Director of Child Welfare Services	
Office Address:	*1535 Confederate Avenue Ext. Columbia, SC 29201*	
Department or Division:	Child Welfare Services	
Department or Division Summary:	Child Welfare Services encompasses Child Protective Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety, permanency, and well-being of chidlren.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	A1: Assess and improve the quality of Abuse and Neglect Report Intake decisions.
Performance Measure:	The performance measures for this objective are under development. One measure will involve regularly evaluating the volume of calls received by the intake hubs.
Type of Measure:	
Results	
2013-14 Actual Results (as of 6/30/14):	Under development
2014-15 Target Results:	Under development
2014-15 Actual Results (as of 6/30/15):	Under development
2015-16 Minimum Acceptable Results:	Under development
2015-16 Target Results:	Under development
Details	

Objective Details

Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Federal	The form only allows one option to be selected, but both the state and federal governments, as well as the agency itself, track information related to intake calls received by DSS as well as how consistently these calls are handled.
What are the names and titles of the individuals who chose this as a performance measure?	Under development	
Why was this performance measure chosen?	Under development	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Under development	
What are the names and titles of the individuals who chose the target value for 2015-16?	Under development	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Under development	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Under development	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Under development	

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*If intake calls are not handled properly, familes and children may not receive the services they need, or resources may be utilized in areas where they are not needed.*
Level Requires Outside Help	*Under development*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Under development*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Under development			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Casey Family Programs	*Casey Family Programs assists the agency by reviewing and suggesting improvements to the intake process.*	

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Promote the safety and well-being of children and vulnerable adults; promote permanency for children.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*A2: Improve the timeliness of initiating investigations.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*A2: Improve the timeliness of initiating investigations.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	□ A1a: Regularly evaluate results of initial regional intake roll-out (volume and quality). □ A1b: Develop plan for statewide implementation of regionalized intake, including hiring of additional Human Services employees needed for successful implementation. □ A1c: Complete conversion and training for VOIP phone system. □ A1d: Improve tools and consistency across regions for screening children and vulnerable adults. □ A1e: Increase public awareness regarding mandated reporters and criteria for accepted abuse and neglect reports.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		

Objective Details

Program Names:	Child Welfare Services	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Taron Davis*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	6	
Position:	Deputy Director of Child Welfare Services	
Office Address:	*1535 Confederate Avenue Ext. Columbia, SC 29201*	
Department or Division:	Child Welfare Services	
Department or Division Summary:	Child Welfare Services encompasses Child Protective Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety, permanency, and well-being of chidlren.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*	

PERFORMANCE MEASURES

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Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	A2: Improve the timeliness of initiating investigations.	
Performance Measure:	Timeliness of initiating investigations.	
Type of Measure:	Efficiency	
Results		
2013-14 Actual Results (as of 6/30/14):	93.30%	
2014-15 Target Results:	100%	
2014-15 Actual Results (as of 6/30/15):	90.60%	
2015-16 Minimum Acceptable Results:	Under development	
2015-16 Target Results:	100%	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	The General Assembly put this measure in state law.	
Why was this performance measure chosen?	To ensure that investigations are initiated timtely.	

Objective Details

If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Additional staff were and are still being hired, additional trainings are being offered, the management structure has been reorganized, and many other practice improvement efforts are underway.
What are the names and titles of the individuals who chose the target value for 2015-16?	The General Assembly enacted a target of 100% in state law.
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The target is in state law.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	No.
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	Additional staff were and are still being hired, additional trainings are being offered, the management structure has been reorganized, and many other practice improvement efforts are underway.

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Untimely delivery of child protective services.*
Level Requires Outside Help	*Under development*
Outside Help to Request	*Additional staff and resources*
Level Requires Inform General Assembly	*If the timeliness of investigation initiation drops to 75*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
This objective	*Annual Quality Assurance reviews*	*DSS/USC*	*Every county every year*

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development	Under development	Under development

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Promote the safety and well-being of children and vulnerable adults; promote permanency for children.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*A3: Improve the quality and consistency of ongoing assessments of safety and risk to children and vulnerable adults.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*A3: Improve the quality and consistency of ongoing assessments of safety and risk to children and vulnerable adults.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	□ *A3a: Complete the development and pilot of the new Child and Family Assessment and Case Planning Tool.* □ *A3b: Develop a new Adult Assessment and Case Planning Tool.* □ *A3c: Build capacity and skills for identifying, reporting, and determining services for victims of sex trafficking.* □ *A3d: Build Supervisory capacity and skills to continually improve support for critical thinking around child and adult vulnerability and caregiver protective capacity.* □ *A3e: Implement trauma-based assessment.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Multiple*	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		

Objective Details

Name:	*Multiple*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Multiple	
Position:	*Multiple*	
Office Address:	*1535 Confederate Avenue Ext. Columbia, SC 29201*	
Department or Division:	*Multiple*	
Department or Division Summary:	*Multiple divisions and departments*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	A3: Improve the quality and consistency of ongoing assessments of safety and risk to children and vulnerable adults.
Performance Measure:	Repeat maltreatment
Type of Measure:	
Results	
2013-14 Actual Results (as of 6/30/14):	Under development
2014-15 Target Results:	Under development
2014-15 Actual Results (as of 6/30/15):	Under development
2015-16 Minimum Acceptable Results:	Under development
2015-16 Target Results:	Under development
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Under development
What are the names and titles of the individuals who chose this as a performance measure?	Under development
Why was this performance measure chosen?	Under development
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Under development
What are the names and titles of the individuals who chose the target value for 2015-16?	Under development
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Under development
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Under development
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Under development

POTENTIAL NEGATIVE IMPACT

Objective Details

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under development*
Level Requires Outside Help	*Under development*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Under development*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Under development			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development	Under development	Under development

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Promote the safety and well-being of children and vulnerable adults; promote permanency for children.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*A4: Reduce repeat maltreatment for children and vulnerable adults.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*A4: Reduce repeat maltreatment for children and vulnerable adults.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	□ *A4a: Utilize Family Engagement services in conjunction with the Signs of Safety framework to identify and engage family networks and enhance the family's ability to provide ongoing safety.* □ *A4b: Build staff competencies to create ongoing safety networks for children prior to all case closures.* □ *A4c: Develop a strategy / framework for engaging family and community supports for vulnerable adults.* □ *A4d: Assess services on a regional level that are available for children and vulnerable adults and their caregivers.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Child Welfare Services	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the

Objective Details

Responsible Person		
Name:	*Taron Davis*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	6	
Position:	Deputy Director of Child Welfare Services	
Office Address:	*1535 Confederate Avenue Ext. Columbia, SC 29201*	
Department or Division:	Child Welfare Services	
Department or Division Summary:	Child Welfare Services encompasses Child Protective Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety, permanency, and well-being of chidlren.	

Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	A4: Reduce repeat maltreatment for children and vulnerable adults.	
Performance Measure:	Repeat maltreatment	
Type of Measure:	Outcome	
Results		
FFY 2012 Results	2.80%	This is a federal measure published by ACF
FFY 2014 Standard	5.40%	
FFY 2013 Results	2.50%	
2015-16 Minimum Acceptable Results:	Under development	
2015-16 Target Results:	Under development	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Federal	
What are the names and titles of the individuals who chose this as a performance measure?	The ACF	
Why was this performance measure chosen?	Because it is the fundamental measurement used to determine the effectiveness of a child welfare system.	

Objective Details

If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	DSS is always working to prevent repeat maltreatment and improve the quality of services provided so that families who receive these services are strengthened to the point that they do not need them again.
What are the names and titles of the individuals who chose the target value for 2015-16?	Under development
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	This will be published at a later date by ACF
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Repeat maltreatment means there is a second instance of founded maltreatment against a child within a 12 month time period.*
Level Requires Outside Help	*Below the federal standard*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Below the federal standard*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Repeat maltreatment	*Annual data point reviewed by ACF in the NCANDS submission*	*ACF*	*Annually*

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Promote the safety and well-being of children and vulnerable adults; promote permanency for children.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*A5: Develop a Case Practice Model that clearly articulates Best Practice and the core values that inform how DSS interacts with children, families and vulnerable adults to increase safety and well-being.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*A5: Develop a Case Practice Model that clearly articulates Best Practice and the core values that inform how DSS interacts with children, families and vulnerable adults to increase safety and well-being.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	□ A5a: Provide regional trauma-informed care training for all front line staff. □ A5b: Continue progress towards full statewide implementation of Signs of Safety.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Child Welfare Services	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	*Taron Davis*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	6	
Position:	Deputy Director of Child Welfare Services	

Objective Details

Office Address:	*1535 Confederate Avenue Ext. Columbia, SC 29201*	
Department or Division:	Child Welfare Services	
Department or Division Summary:	Child Welfare Services encompasses Child Protective Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety, permanency, and well-being of chidlren.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance

Objective Number and Description	A5: Develop a Case Practice Model that clearly articulates Best Practice and the core values that inform how DSS interacts with children, families and vulnerable adults to increase safety and well-being.
Performance Measure:	Under development - Measure Signs of Safety penetration
Type of Measure:	Under development
Results	
FFY 2012 Results	Under development
FFY 2014 Standard	Under development
FFY 2013 Results	Under development
2015-16 Minimum Acceptable Results:	Under development
2015-16 Target Results:	Under development
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Under development
What are the names and titles of the individuals who chose this as a performance measure?	Under development
Why was this performance measure chosen?	Under development
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Under development
What are the names and titles of the individuals who chose the target value for 2015-16?	Under development
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Under development
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Under development
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Under development

Objective Details

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under development*
Level Requires Outside Help	*Under development*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Under development*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Under Development			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Promote the safety and well-being of children and vulnerable adults; promote permanency for children.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*A6: Improve the permanency and stability of children and vulnerable adults in their living situations by providing supports to help preserve the family unit.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*A6: Improve the permanency and stability of children and vulnerable adults in their living situations by providing supports to help preserve the family unit.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart

Objective Details

Public Benefit/Intended Outcome:	□ A6a: Promote positive permanency through ensuring that decisions made for children are helping to meet the ultimate goal of 1) Reunification 2) Adoption by Family 3) Custody and Guardianship by Family or 4) Adoption by other. □ A6b: Improve caseworker decision-making to help ensure placement, including Kinship placement, is in the best interest of the child and consistent with achieving the goal of permanency. □ A6c: Develop protocol and guidelines to help DSS staff evaluate and better assess the need for congregate care. □ A6d: Develop and increase placement options for vulnerable adults. □ A6e: Evaluate need for implementation of training for Adult Protective Services homemaker staff to assist adults in meeting their Activities of Daily Living.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Multiple	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	*Multiple*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Multiple	
Position:	Multiple	
Office Address:	*1535 Confederate Avenue Ext. Columbia, SC 29201*	
Department or Division:	Multiple	
Department or Division Summary:	Multiple	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, “Performance Measure,” enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results,” enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - “Agency did not use PM during this year.”

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Objective Details

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	A6: Improve the permanency and stability of children and vulnerable adults in their living situations by providing supports to help preserve the family unit.
Performance Measure:	The program measures for this item are under development, and will include reunification and adoption timelines, measures on the quality of services provided through case-level reviews, measures addressing the quality of placement decisions, and more.
Type of Measure:	Under development
Results	
FFY 2012 Results	Under development
FFY 2014 Standard	Under development
FFY 2013 Results	Under development
2015-16 Minimum Acceptable Results:	Under development
2015-16 Target Results:	Under development
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Under development
What are the names and titles of the individuals who chose this as a performance measure?	Under development
Why was this performance measure chosen?	Under development
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Under development
What are the names and titles of the individuals who chose the target value for 2015-16?	Under development
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Under development
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Under development
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Under development

POTENTIAL NEGATIVE IMPACT

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Most Potential Negative Impact	*Under development*
Level Requires Outside Help	*Under development*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Under development*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Under Development			

Objective Details

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development		

Objective Details

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Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Promote the safety and well-being of children and vulnerable adults; promote permanency for children.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*A7: Ensure the educational, physical and mental health needs of children and vulnerable adults are addressed.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*A7: Ensure the educational, physical and mental health needs of children and vulnerable adults are addressed.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	□ A7a: Increase eligibility and access for children and youth to Interagency System for Caring for Emotionally Disturbed Children (ISCEDC). □ A7b: Address barriers for access to Medicaid services. □ A7c: Implement the Health and Education passports in Child and Adult Protective Services System (CAPSS). □ A7d: Increase technical assistance for implementation of Developmental Screenings. □ A7e: Improve the quality and availability of services for vulnerable adults.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Multiple	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		

Objective Details

Name:	*Multiple*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Multiple	
Position:	Multiple	
Office Address:	*1535 Confederate Avenue Ext. Columbia, SC 29201*	
Department or Division:	Multiple	
Department or Division Summary:	Multiple	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	A7: Ensure the educational, physical and mental health needs of children and vulnerable adults are addressed.
Performance Measure:	The program measures for this item are under development, and will include measurements that look at the access children have to special services they need, the quality and availability of services for vulnerable adults (as well as casework practice), and more.
Type of Measure:	Under development
Results	
FFY 2012 Results	Under development
FFY 2014 Standard	Under development
FFY 2013 Results	Under development
2015-16 Minimum Acceptable Results:	Under development
2015-16 Target Results:	Under development
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Under development
What are the names and titles of the individuals who chose this as a performance measure?	Under development
Why was this performance measure chosen?	Under development
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Under development
What are the names and titles of the individuals who chose the target value for 2015-16?	Under development
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Under development
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Under development

Objective Details

If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Under development

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under development*
Level Requires Outside Help	*Under development*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Under development*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Under Development			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Promote the safety and well-being of children and vulnerable adults; promote permanency for children.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*A8: Provide services and supports to help youth in foster care successfully transition to living independently.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*A8: Provide services and supports to help youth in foster care successfully transition to living independently.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	□ A8a: Utilize best practices to engage and support youth in identifying positive supports and lifelong connections to assist youth in the transition from foster care to self-sufficiency. □ A8b: Conduct case planning with all youth to include at least two adults of the youth's choice. □ A8c: Conduct transition planning with youth and their support network prior to the youth's 18th birthday. □ A8d: Improve practice, services, and resources for youth through continued tracking and data analysis of the National Youth in Transition Database.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Child Welfare Services	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the

Objective Details

Responsible Person		
Name:	*Taron Davis*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	6	
Position:	Deputy Director of Child Welfare Services	
Office Address:	*1535 Confederate Avenue Ext. Columbia, SC 29201*	
Department or Division:	Child Welfare Services	
Department or Division Summary:	Child Welfare Services encompasses Child Protective Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety, permanency, and well-being of chidlren.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	A8: Provide services and supports to help youth in foster care successfully transition to living independently.	
Performance Measure:	The program measures for this item are under development and will include measures examining the quality of services provided to youth in foster care as they transition to living independently.	
Type of Measure:	Under development	
Results		
FFY 2012 Results	Under development	
FFY 2014 Standard	Under development	
FFY 2013 Results	Under development	
2015-16 Minimum Acceptable Results:	Under development	
2015-16 Target Results:	Under development	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Under development	

Objective Details

What are the names and titles of the individuals who chose this as a performance measure?	Under development
Why was this performance measure chosen?	Under development
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Under development
What are the names and titles of the individuals who chose the target value for 2015-16?	Under development
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Under development
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Under development
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Under development

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under development*
Level Requires Outside Help	*Under development*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Under development*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Under Development			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Promote the safety and well-being of children and vulnerable adults; promote permanency for children.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*A9: Improve the continuity of family connections and work towards equitable access to services by ensuring services are aligned with the needs of children and connected to their neighborhood, community, faith, extended family, tribe, school and friends.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*A9: Improve the continuity of family connections and work towards equitable access to services by ensuring services are aligned with the needs of children and connected to their neighborhood, community, faith, extended family, tribe, school and friends.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	□ A9a: Provide program service array aligned with the needs of children, youth, families and vulnerable adults. □ A9b: Provide access to Community Based Prevention Services; ensure services are aligned with DSS policy and expected outcomes are clearly articulated and measured.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Child Welfare Services	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		

Objective Details

Name:	*Taron Davis*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	6	
Position:	Deputy Director of Child Welfare Services	
Office Address:	*1535 Confederate Avenue Ext. Columbia, SC 29201*	
Department or Division:	Child Welfare Services	
Department or Division Summary:	Child Welfare Services encompasses Child Protective Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety, permanency, and well-being of chidlren.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	A9: Improve the continuity of family connections and work towards equitable access to services by ensuring services are aligned with the needs of children and connected to their neighborhood, community, faith, extended family, tribe, school and friends.	
Performance Measure:	The program measures for this item are under development and will include measures examining Community Based Prevention Services and other services provided to families.	
Type of Measure:	Under development	
Results		
FFY 2012 Results	Under development	
FFY 2014 Standard	Under development	
FFY 2013 Results	Under development	
2015-16 Minimum Acceptable Results:	Under development	
2015-16 Target Results:	Under development	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Under development	

Objective Details

What are the names and titles of the individuals who chose this as a performance measure?	Under development
Why was this performance measure chosen?	Under development
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Under development
What are the names and titles of the individuals who chose the target value for 2015-16?	Under development
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Under development
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Under development
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Under development

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under development*
Level Requires Outside Help	*Under development*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Under development*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Under Development			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Promote the safety and well-being of children and vulnerable adults; promote permanency for children.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*A10: Educate families and train providers to help ensure children receive safe and quality child care.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*A10: Educate families and train providers to help ensure children receive safe and quality child care.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	□ A10a: Inform parents about safe child care and provide accurate and updated information to guide parent's informed decision-making. □ A10b: Recruit Centers to participate in Quality Child Care program. □ A10c: Implement business redesign recommendations to increase safety measures and monitoring of child care facilities.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Economic Services	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	*Amber Gillum*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	27	
Position:	Deputy Dierctor of Economic Services	
Office Address:	*1535 Confederate Avenue Ext. Columbia, SC 29201*	
Department or Division:	Economic Services	

Objective Details

Department or Division Summary:	Economic Services encompasses economic assistance programs such as Family Independence, the Supplemental Nutrition Assistance Program, the Quality Child Care program, and others.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	A10: Educate families and train providers to help ensure children receive safe and quality child care.	
Performance Measure:	Under development	
Type of Measure:	Under development	
Results		
FFY 2012 Results	Under development	
FFY 2014 Standard	Under development	
FFY 2013 Results	Under development	
2015-16 Minimum Acceptable Results:	Under development	
2015-16 Target Results:	Under development	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Under development	
What are the names and titles of the individuals who chose this as a performance measure?	Under development	
Why was this performance measure chosen?	Under development	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Under development	
What are the names and titles of the individuals who chose the target value for 2015-16?	Under development	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Under development	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Under development	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Under development	

POTENTIAL NEGATIVE IMPACT

Objective Details

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under development*
Level Requires Outside Help	*Under development*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Under development*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Under Development			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Promote the safety and well-being of children and vulnerable adults; promote permanency for children.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*A11: Improve assessment, referral and follow-up of domestic violence services.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*A11: Improve assessment, referral and follow-up of domestic violence services.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	□ A11a: Ensure staff is properly trained on domestic violence assessment and referrals. □ A11b: Implement programming aimed at reducing domestic violence.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Adult Advocacy Division	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	*Joan Meacham*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	1	
Position:	Chief of Staff	
Office Address:	*1535 Confederate Avenue Ext. Columbia, SC 29201*	
Department or Division:	Adult Advocacy Division	
Department or Division Summary:	The Adult Advocacy Division encompasses Adult Protective Services, Domestic Violence Services, and other services for vulnerable adults.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart

Objective Details

Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance

Objective Number and Description	A11: Improve assessment, referral and follow-up of domestic violence services.
Performance Measure:	Under development
Type of Measure:	Under development
Results	
FFY 2012 Results	Under development
FFY 2014 Standard	Under development
FFY 2013 Results	Under development
2015-16 Minimum Acceptable Results:	Under development
2015-16 Target Results:	Under development
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Under development
What are the names and titles of the individuals who chose this as a performance measure?	Under development
Why was this performance measure chosen?	Under development
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Under development
What are the names and titles of the individuals who chose the target value for 2015-16?	Under development
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Under development
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Under development
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Under development

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under development*
Level Requires Outside Help	*Under development*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Under development*
3 General Assembly Options	*Under development*

Objective Details

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Under Development			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 2 - Help preserve the family unit by enhancing the capacity of individuals and families to provide for their own needs.*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*B1: Increase recruitment, retention, and capacity of foster and adoptive parents.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*B1: Increase recruitment, retention, and capacity of foster and adoptive parents.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart

Objective Details

Public Benefit/Intended Outcome:	□ B1a: Enhance availability and quality of post-adoptive support services. □ B1b: Target recruitment for adoption of older children and sibling groups. □ B1c: Implement business process redesign for foster care licensing. □ B1d: Develop and implement business process redesign for recruitment of prospective adoptive families. □ B1e: Increase monthly foster care rate based on current data for the Southeast region, provide assistance to kinship caretakers. □ B1f: Complete county-based data sheets for foster home recruitment campaign. □ B1g: Provide ongoing training for foster parents and congregate care providers on services and resources available to youth and how to access and receive funding for these services. □ B1h: Periodically review payment rates paid to foster parents and other foster care providers and assess if they are reasonable for current conditions.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Child Welfare Services	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	*Taron Davis*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	6	
Position:	Deputy Director of Child Welfare Services	
Office Address:	*1535 Confederate Avenue Ext. Columbia, SC 29201*	
Department or Division:	Child Welfare Services	
Department or Division Summary:	Child Welfare Services encompasses Child Protective Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety, permanency, and well-being of chidlren.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, “Performance Measure,” enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results,” enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - “Agency did not use PM during this year.”

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Objective Details

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	B1: Increase recruitment, retention, and capacity of foster and adoptive parents.
Performance Measure:	The performance measures for this objective are under development and will include metrics concerning the number of foster home, the length of time it takes to become licensed, retention efforts for foster homes, and more.
Type of Measure:	Under development
Results	
FFY 2012 Results	Under development
FFY 2014 Standard	Under development
FFY 2013 Results	Under development
2015-16 Minimum Acceptable Results:	Under development
2015-16 Target Results:	Under development
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Under development
What are the names and titles of the individuals who chose this as a performance measure?	Under development
Why was this performance measure chosen?	Under development
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Under development
What are the names and titles of the individuals who chose the target value for 2015-16?	Under development
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Under development
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Under development
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Under development

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under development*
Level Requires Outside Help	*Under development*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Under development*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Under Development			

PARTNERS

Objective Details

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 2 - Help preserve the family unit by enhancing the capacity of individuals and families to provide for their own needs.*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*B2: Help prepare and transition clients to employment and self-sufficiency.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*B2: Help prepare and transition clients to employment and self-sufficiency.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	□ B2a: Provide temporary resources, programs and support services to qualified recipients, including Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP) and Child Care Vouchers. □ B2b: Increase number of child care vouchers. □ B2c: Provide quality workforce readiness training. □ B2d: Enhance the marketing of workforce services to prospective employers. □ B2e: Provide family strengthening programs and support services. □ B2f: Evaluate the effectiveness of family strengthening programs and support services and modify as needed to improve outcomes.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Economic Services	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		

Objective Details

Name:	*Amber Gillum*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	27	
Position:	Deputy Dierctor of Economic Services	
Office Address:	*1535 Confederate Avenue Ext. Columbia, SC 29201*	
Department or Division:	Economic Services	
Department or Division Summary:	Economic Services encompasses economic assistance programs such as Family Independence, the Supplemental Nutrition Assistance Program, the Quality Child Care program, and others.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
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Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	B2: Help prepare and transition clients to employment and self-sufficiency.
Performance Measure:	The performance measures for this objective are under development and will include metrics that cover the timiely and accurate disbursement of benefits in various programs (TANF, SNAP, Child Care Vouchers, etc.) as well as access to employment programs.
Type of Measure:	Under development
Results	
FFY 2012 Results	Under development
FFY 2014 Standard	Under development
FFY 2013 Results	Under development
2015-16 Minimum Acceptable Results:	Under development
2015-16 Target Results:	Under development
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Under development
What are the names and titles of the individuals who chose this as a performance measure?	Under development
Why was this performance measure chosen?	Under development

Objective Details

If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Under development
What are the names and titles of the individuals who chose the target value for 2015-16?	Under development
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Under development
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Under development
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Under development

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under development*
Level Requires Outside Help	*Under development*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Under development*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Under Development			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 2 - Help preserve the family unit by enhancing the capacity of individuals and families to provide for their own needs.*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*B3: Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*B3: Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	□ B3a: Help prevent fraud and abuse of programs by maintaining effective benefits integrity program. □ B3b: Provide timely and accurate Board payments for Foster Parents and congregate care facilities. □ B3c: Evaluate and improve process of providing clothing allowance for children in foster care. □ B3d: Develop and evaluate process of Medicaid eligibility for children in care and vulnerable adults in DSS custody. □ B3e: Work with Clerks of Court to ensure child support payments are disbursed in a timely manner.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Multiple	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the

Objective Details

Responsible Person		
Name:	*Multiple*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Multiple	
Position:	Multiple	
Office Address:	*1535 Confederate Avenue Ext. Columbia, SC 29201*	
Department or Division:	Multiple	
Department or Division Summary:	Multiple	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	B3: Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.
Performance Measure:	The performance measures for this objective are under development and will include the timely disbursement of child support payment, the proper disbursement of clothing allowances and board payments for foster parents, and more.
Type of Measure:	Under development
Results	
FFY 2012 Results	Under development
FFY 2014 Standard	Under development
FFY 2013 Results	Under development
2015-16 Minimum Acceptable Results:	Under development
2015-16 Target Results:	Under development
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Under development
What are the names and titles of the individuals who chose this as a performance measure?	Under development
Why was this performance measure chosen?	Under development
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Under development
What are the names and titles of the individuals who chose the target value for 2015-16?	Under development
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Under development

Objective Details

Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Under development
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Under development

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under development*
Level Requires Outside Help	*Under development*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Under development*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Under Development			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 2 - Help preserve the family unit by enhancing the capacity of individuals and families to provide for their own needs.*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*B4: Provide assistance to custodial parents who need help obtaining child support payments.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*B4: Provide assistance to custodial parents who need help obtaining child support payments.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	□ B4a: Ensure Support Orders are established accurately and in a timely manner. □ B4b: Utilize administrative remedies and behavioral economics to promote consistent, timely payments of child support.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Child Support Services	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	*Katie Morgan*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	30	
Position:	Director of Child Support Services	
Office Address:	3150 Harden Street Extension, Columbia, SC 29203	
Department or Division:	Child Support Services	
Department or Division Summary:	The Child Support Services division collects and disburses child support payments to custodial parents.	
Amount Budgeted and Spent To Accomplish Objective		

Objective Details

Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
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2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	B4: Provide assistance to custodial parents who need help obtaining child support payments.	
Performance Measure:	The performance measures for this objective are under development and will include the timely establishment of child support enforcement orders and more.	
Type of Measure:	Under development	
Results		
FFY 2012 Results	Under development	
FFY 2014 Standard	Under development	
FFY 2013 Results	Under development	
2015-16 Minimum Acceptable Results:	Under development	
2015-16 Target Results:	Under development	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Under development	
What are the names and titles of the individuals who chose this as a performance measure?	Under development	
Why was this performance measure chosen?	Under development	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Under development	
What are the names and titles of the individuals who chose the target value for 2015-16?	Under development	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Under development	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Under development	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Under development	

POTENTIAL NEGATIVE IMPACT

Objective Details

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under development*
Level Requires Outside Help	*Under development*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Under development*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Under Development			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 2 - Help preserve the family unit by enhancing the capacity of individuals and families to provide for their own needs.*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*B5: Complete the transformation of the Child Support Program.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*B5: Complete the transformation of the Child Support Program.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	□ B5a: Complete the development of the Palmetto Automated Child Support System (PACSS). □ B5b: Clearly communicate Child Support System project milestones, progress and challenges, both internally and externally. □ B5c: Complete change management policies, procedures, and practice to move from a decentralized program to a centralized program for collection and distribution of child support and spousal support.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Child Support Services	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	*Katie Morgan*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	30	
Position:	Director of Child Support Services	
Office Address:	3150 Harden Street Extension, Columbia, SC 29203	

Objective Details

Department or Division:	Child Support Services	
Department or Division Summary:	The Child Support Services division collects and disburses child support payments to custodial parents.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
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3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	B5: Complete the transformation of the Child Support Program.	
Performance Measure:	The performance measures for this objective are under development and will include measures that address the completion and implementation of the new child support system.	
Type of Measure:	Under development	
Results		
FFY 2012 Results	Under development	
FFY 2014 Standard	Under development	
FFY 2013 Results	Under development	
2015-16 Minimum Acceptable Results:	Under development	
2015-16 Target Results:	Under development	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Under development	
What are the names and titles of the individuals who chose this as a performance measure?	Under development	
Why was this performance measure chosen?	Under development	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Under development	
What are the names and titles of the individuals who chose the target value for 2015-16?	Under development	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Under development	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Under development	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Under development	

POTENTIAL NEGATIVE IMPACT

Objective Details

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under development*
Level Requires Outside Help	*Under development*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Under development*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Under Development			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 3 - Ensure DSS workforce is supported in their efforts to provide high-quality service that is responsive and engaged.*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*C1: Recruit and retain sufficient workforce of qualified and diverse individuals.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*C1: Recruit and retain sufficient workforce of qualified and diverse individuals.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart

Objective Details

Public Benefit/Intended Outcome:	□ C1a: Streamline hiring and on-boarding of staff. □ C1b: Work with Universities to establish pipeline of qualified applicants. □ C1c: Enhance recruitment marketing efforts. □ C1d: Improve HR systems throughout hiring process. □ C1e: Enhance employee orientation. □ C1f: Implement student loan repayment and tuition incentive program for DSS Staff. □ C1g: Develop career ladder, with performance incentives, for staff in human services, economic services, child support and other divisions. □ C1h: Provide in-band and equity pay increases. □ C1i: Hire and train casework staff to expand 2nd and 3rd shift pilot program; evaluate impact of pilot on staff turnover. □ C1j: Conduct annual employee satisfaction surveys and provide feedback to staff on results; utilize results to improve retention efforts. □ C1k: Evaluate and improve employee exit survey process; utilize results to improve retention efforts.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Division of Administration	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	*Barbara Derrick*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	9	
Position:	Deputy Director of Administration	
Office Address:	*1535 Confederate Avenue Ext. Columbia, SC 29201*	
Department or Division:	Division of Administration	
Department or Division Summary:	The Division of Administration encompasses the administrative functions of the agency, including finance, procurement, HR, IT, IT security, data, facilities, and more.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, “Performance Measure,” enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results,” enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - “Agency did not use PM during this year.”

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Objective Details

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	C1: Recruit and retain sufficient workforce of qualified and diverse individuals.
Performance Measure:	The performance measures for this objective are under development and will include measures that address the timely hiring of staff, employee retention efforts, turnover, and more.
Type of Measure:	Under development
Results	
FFY 2012 Results	Under development
FFY 2014 Standard	Under development
FFY 2013 Results	Under development
2015-16 Minimum Acceptable Results:	Under development
2015-16 Target Results:	Under development
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Under development
What are the names and titles of the individuals who chose this as a performance measure?	Under development
Why was this performance measure chosen?	Under development
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Under development
What are the names and titles of the individuals who chose the target value for 2015-16?	Under development
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Under development
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Under development
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Under development

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under development*
Level Requires Outside Help	*Under development*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Under development*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Under Development			

PARTNERS

Objective Details

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 3 - Ensure DSS workforce is supported in their efforts to provide high-quality service that is responsive and engaged.*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*C2: Improve performance and quality of service through continuous professional development, coaching, training, and cross training.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*C2: Improve performance and quality of service through continuous professional development, coaching, training, and cross training.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	□ C2a: Hire Training Director and Regional trainers. □ C2b: Create comprehensive staff training plan. □ C2c: Support staff in attending Leadership Development opportunities for DSS middle managers and executive leadership across all disciplines. □ C2d: Implement system to track employee training. □ C2e: Develop strategies for cross-training throughout the Department. □ C2f: Ensure proper resources and infrastructure (e.g. desks, phones, computers, building space, etc.) are provided for newly hired employees in a timely manner.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		

Objective Details

Program Names:	Division of Administration	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	*Barbara Derrick*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	9	
Position:	Deputy Director of Administration	
Office Address:	*1535 Confederate Avenue Ext. Columbia, SC 29201*	
Department or Division:	Division of Administration	
Department or Division Summary:	The Division of Administration encompasses the administrative functions of the agency, including finance, procurement, HR, IT, IT security, data, facilities, and more.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	C2: Improve performance and quality of service through continuous professional development, coaching, training, and cross training.	
Performance Measure:	The performance measures for this objective are under development and will include measures that cover the training of staff across all divisions, tracking their certifications, and more.	
Type of Measure:	Under development	
Results		
FFY 2012 Results	Under development	
FFY 2014 Standard	Under development	
FFY 2013 Results	Under development	
2015-16 Minimum Acceptable Results:	Under development	
2015-16 Target Results:	Under development	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Under development	

Objective Details

What are the names and titles of the individuals who chose this as a performance measure?	Under development
Why was this performance measure chosen?	Under development
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Under development
What are the names and titles of the individuals who chose the target value for 2015-16?	Under development
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Under development
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Under development
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Under development

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under development*
Level Requires Outside Help	*Under development*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Under development*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Under Development			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 3 - Ensure DSS workforce is supported in their efforts to provide high-quality service that is responsive and engaged.*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*C3: Foster a culture of customer service, both internally and externally.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*C3: Foster a culture of customer service, both internally and externally.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	□ C3a: Ensure customers are well-informed of services and resources available; communicate consistently throughout the Department. □ C3b: Provide Customer Service training (during onboarding and on-going).	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Multiple	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	*Multiple*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Multiple	
Position:	Multiple	
Office Address:	*1535 Confederate Avenue Ext. Columbia, SC 29201*	
Department or Division:	Multiple	
Department or Division Summary:	Multiple	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart

Objective Details

Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	C3: Foster a culture of customer service, both internally and externally.
Performance Measure:	The performance measures for this objective are under development and will include measures that track customer service training as well as customer service-focused surveys of employees, clients, and stakeholders.
Type of Measure:	Under development
Results	
FFY 2012 Results	Under development
FFY 2014 Standard	Under development
FFY 2013 Results	Under development
2015-16 Minimum Acceptable Results:	Under development
2015-16 Target Results:	Under development
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Under development
What are the names and titles of the individuals who chose this as a performance measure?	Under development
Why was this performance measure chosen?	Under development
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Under development
What are the names and titles of the individuals who chose the target value for 2015-16?	Under development
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Under development
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Under development
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Under development

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under development*

Objective Details

Level Requires Outside Help	*Under development*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Under development*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Under Development			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 3 - Ensure DSS workforce is supported in their efforts to provide high-quality service that is responsive and engaged.*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*C4: Manage caseloads by establishing and implementing caseload standards.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*C4: Manage caseloads by establishing and implementing caseload standards.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	□ C4a: Conduct ongoing analysis and evaluation of statewide caseload / caseworker need based on best practice standards. □ C4b: Develop formal methodology for even distribution of caseloads and allocation of staff across all Divisions. □ C4c: Hire additional caseworkers across all program areas to decrease caseloads and improve service quality statewide. □ C4d: Improve resources in General Counsel's office to help reduce caseloads, expedite case processing, and improve case quality.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Child Welfare Services	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	*Taron Davis*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	6	
Position:	Deputy Director of Child Welfare Services	

Objective Details

Office Address:	*1535 Confederate Avenue Ext. Columbia, SC 29201*	
Department or Division:	Child Welfare Services	
Department or Division Summary:	Child Welfare Services encompasses Child Protective Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety, permanency, and well-being of chidlren.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	C4: Manage caseloads by establishing and implementing caseload standards.
Performance Measure:	The performance measures for this objective are under development and will include measures that track caseload sizes and staffing ratios.
Type of Measure:	Under development
Results	
FFY 2012 Results	Under development
FFY 2014 Standard	Under development
FFY 2013 Results	Under development
2015-16 Minimum Acceptable Results:	Under development
2015-16 Target Results:	Under development
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Under development
What are the names and titles of the individuals who chose this as a performance measure?	Under development
Why was this performance measure chosen?	Under development
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Under development
What are the names and titles of the individuals who chose the target value for 2015-16?	Under development
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Under development

Objective Details

Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Under development
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Under development

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under development*
Level Requires Outside Help	*Under development*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Under development*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Under Development			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 3 - Ensure DSS workforce is supported in their efforts to provide high-quality service that is responsive and engaged.*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*C5: Establish and maintain a Continuous Quality Improvement System and enhance the capacity of DSS staff to analyze and use data to inform and improve decision-making.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*C5: Establish and maintain a Continuous Quality Improvement System and enhance the capacity of DSS staff to analyze and use data to inform and improve decision-making.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	□ C5a: Develop written protocol and policies for CQI. □ C5b: Evaluate the use of data for performance management. □ C5c: Ensure staff are equipped and resourced to accurately conduct data entry. □ C5d: Effectively communicate agency data and outcomes to stakeholders.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Multiple	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	*Multiple*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Multiple	
Position:	Multiple	

Objective Details

Office Address:	*1535 Confederate Avenue Ext. Columbia, SC 29201*	
Department or Division:	Multiple	
Department or Division Summary:	Multiple	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	C5: Establish and maintain a Continuous Quality Improvement System and enhance the capacity of DSS staff to analyze and use data to inform and improve decision-making.	
Performance Measure:	The performance measures for this objective are under development and will include measures that track the effectiveness of the agency's CQI protocols and the effectiveness of the agency's communication with stakeholders.	
Type of Measure:	Under development	
Results		
FFY 2012 Results	Under development	
FFY 2014 Standard	Under development	
FFY 2013 Results	Under development	
2015-16 Minimum Acceptable Results:	Under development	
2015-16 Target Results:	Under development	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Under development	
What are the names and titles of the individuals who chose this as a performance measure?	Under development	
Why was this performance measure chosen?	Under development	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Under development	
What are the names and titles of the individuals who chose the target value for 2015-16?	Under development	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Under development	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Under development	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Under development	

Objective Details

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under development*
Level Requires Outside Help	*Under development*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Under development*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Under Development			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 3 - Ensure DSS workforce is supported in their efforts to provide high-quality service that is responsive and engaged.*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	□ C6a: Develop and implement counseling support program for workforce. □ C6b: Provide staff training on violence, prevention, de-escalation, and safety protocols. □ C6c: Promote safety of staff through re-design of office building environments (lighting, keyless access, cameras, panic button, etc.)	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Division of Administration	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	*Barbara Derrick*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	9	
Position:	Deputy Director of Administration	
Office Address:	*1535 Confederate Avenue Ext. Columbia, SC 29201*	
Department or Division:	Division of Administration	

Objective Details

Department or Division Summary:	The Division of Administration encompasses the administrative functions of the agency, including finance, procurement, HR, IT, IT security, data, facilities, and more.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.	
Performance Measure:	The performance measures for this objective are under development and will include measures that track the delivery and effectiveness of employee training related to this objective, and more.	
Type of Measure:	Under development	
Results		
FFY 2012 Results	Under development	
FFY 2014 Standard	Under development	
FFY 2013 Results	Under development	
2015-16 Minimum Acceptable Results:	Under development	
2015-16 Target Results:	Under development	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Under development	
What are the names and titles of the individuals who chose this as a performance measure?	Under development	
Why was this performance measure chosen?	Under development	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Under development	
What are the names and titles of the individuals who chose the target value for 2015-16?	Under development	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Under development	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Under development	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Under development	

Objective Details

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under development*
Level Requires Outside Help	*Under development*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Under development*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Under Development			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 3 - Ensure DSS workforce is supported in their efforts to provide high-quality service that is responsive and engaged.*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*C7: Develop uniform process for updating and disseminating policy updates, including statutory changes.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*C7: Develop uniform process for updating and disseminating policy updates, including statutory changes.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	□ C7a: Update policy manuals throughout the Department. □ C7b: Decrease use of Directed Memos in policy updates. □ C7c: Evaluate possibility of developing an Office of Policy Management.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Multiple	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	*Multiple*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Multiple	
Position:	Multiple	
Office Address:	*1535 Confederate Avenue Ext. Columbia, SC 29201*	
Department or Division:	Multiple	
Department or Division Summary:	Multiple	

Objective Details

Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	C7: Develop uniform process for updating and disseminating policy updates, including statutory changes.	
Performance Measure:	Under development	
Type of Measure:	Under development	
Results		
FFY 2012 Results	Under development	
FFY 2014 Standard	Under development	
FFY 2013 Results	Under development	
2015-16 Minimum Acceptable Results:	Under development	
2015-16 Target Results:	Under development	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Under development	
What are the names and titles of the individuals who chose this as a performance measure?	Under development	
Why was this performance measure chosen?	Under development	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Under development	
What are the names and titles of the individuals who chose the target value for 2015-16?	Under development	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Under development	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Under development	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Under development	

POTENTIAL NEGATIVE IMPACT

Objective Details

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under development*
Level Requires Outside Help	*Under development*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Under development*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Under Development			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 3 - Ensure DSS workforce is supported in their efforts to provide high-quality service that is responsive and engaged.*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	□ C8c: Standardize process for grants and contracts including approvals, tracking, and evaluation.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Division of Administration	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	*Barbara Derrick*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	9	
Position:	Deputy Director of Administration	
Office Address:	*1535 Confederate Avenue Ext. Columbia, SC 29201*	
Department or Division:	Division of Administration	
Department or Division Summary:	The Division of Administration encompasses the administrative functions of the agency, including finance, procurement, HR, IT, IT security, data, facilities, and more.	
Amount Budgeted and Spent To Accomplish Objective		

Objective Details

Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.	
Performance Measure:	Under development	
Type of Measure:	Under development	
Results		
FFY 2012 Results	Under development	
FFY 2014 Standard	Under development	
FFY 2013 Results	Under development	
2015-16 Minimum Acceptable Results:	Under development	
2015-16 Target Results:	Under development	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Under development	
What are the names and titles of the individuals who chose this as a performance measure?	Under development	
Why was this performance measure chosen?	Under development	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Under development	
What are the names and titles of the individuals who chose the target value for 2015-16?	Under development	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Under development	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Under development	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Under development	

POTENTIAL NEGATIVE IMPACT

Objective Details

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under development*
Level Requires Outside Help	*Under development*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Under development*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Under Development			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 3 - Ensure DSS workforce is supported in their efforts to provide high-quality service that is responsive and engaged.*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*C9: Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*C9: Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart

Objective Details

Public Benefit/Intended Outcome:	□ C9a: Create an Office of the Inspector General to improve oversight of the agency and to increase the safety and security of agency personnel and assets. □ C9b: Continue to provide, through the Administrative Services divisions, services that support divisions, regional and county offices in providing effective client services, oversight and internal controls. □ C9c: Perform internal audits on a regular basis to help to determine if internal controls within the Agency are performing properly, and make recommendations to help resolve any findings. □ C9d: Monitor and help to resolve any findings that might relate to DSS, when they are found in Single Audits received from our subrecipients. □ C9e: Continue to carry out a Fraud Prevention and Detection Program, which includes periodic random surprise audits, an Agency fraud hotline for reporting fraud, and periodic Fraud Prevention training. □ C9f: Coordinate with law enforcement, DSS Inspector General's Office and the SC Inspector General's Office on fraud investigations.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Multiple	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	*Multiple*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Multiple	
Position:	Multiple	
Office Address:	*1535 Confederate Avenue Ext. Columbia, SC 29201*	
Department or Division:	Multiple	
Department or Division Summary:	Multiple	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Objective Details

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	C9: Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.
Performance Measure:	The performance measures for this objective are under development and will include measures that relate to the audits the agency performs, as well as the activities of the agency's Inspector General, and more.
Type of Measure:	Under development
Results	
FFY 2012 Results	Under development
FFY 2014 Standard	Under development
FFY 2013 Results	Under development
2015-16 Minimum Acceptable Results:	Under development
2015-16 Target Results:	Under development
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Under development
What are the names and titles of the individuals who chose this as a performance measure?	Under development
Why was this performance measure chosen?	Under development
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Under development
What are the names and titles of the individuals who chose the target value for 2015-16?	Under development
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Under development
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Under development
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Under development

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under development*
Level Requires Outside Help	*Under development*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Under development*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Under Development			

PARTNERS

Objective Details

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 4 - Foster trust, collaboration and communication with stakeholders to improve outcomes for children, families and vulnerable adults.*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*D1: Strengthen partner relationships and increase recognition that safety and well-being of children and vulnerable adults is the responsibility of the entire community.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*D1: Strengthen partner relationships and increase recognition that safety and well-being of children and vulnerable adults is the responsibility of the entire community.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	□ D1a: Define "partners"; ensure consistent definition throughout DSS through standardized MOU processing. □ D1b: Inventory existing partnerships and identify which divisions work with each; publish on Unite. □ D1c: Enhance Partner Meetings and ensure more consistency in meeting processes and outcomes across regions. □ D1d: Provide "DSS 101" for legislators, media and partners. □ D1e: Continue to strengthen DSS Advisory Group.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		

Objective Details

Program Names:	Multiple	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	*Multiple*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Multiple	
Position:	Multiple	
Office Address:	*1535 Confederate Avenue Ext. Columbia, SC 29201*	
Department or Division:	Multiple	
Department or Division Summary:	Multiple	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	D1: Strengthen partner relationships and increase recognition that safety and well-being of children and vulnerable adults is the responsibility of the entire community.
Performance Measure:	Under development
Type of Measure:	Under development
Results	
FFY 2012 Results	Under development
FFY 2014 Standard	Under development
FFY 2013 Results	Under development
2015-16 Minimum Acceptable Results:	Under development
2015-16 Target Results:	Under development
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Under development
What are the names and titles of the individuals who chose this as a performance measure?	Under development
Why was this performance measure chosen?	Under development
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Under development

Objective Details

What are the names and titles of the individuals who chose the target value for 2015-16?	Under development
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Under development
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Under development
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Under development

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under development*
Level Requires Outside Help	*Under development*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Under development*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Under Development			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 4 - Foster trust, collaboration and communication with stakeholders to improve outcomes for children, families and vulnerable adults.*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*D2: Increase awareness of DSS mission, programs, services and strategic priorities.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*D2: Increase awareness of DSS mission, programs, services and strategic priorities.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	□ D2a: Develop a Strategic Communications Plan including: o Guidelines for external communication. o Guidelines on what information is legally discoverable. o Policy for approvals for utilizing social media, response to media requests, etc. o Common definitions for key terms. □ D2b: Develop a plan for quarterly video messages from Director and DSS Senior Staff. □ D2c: Proactively tell the positive stories and outcomes of DSS.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Communications and Legislative Affairs	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	*Karen Wingo*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	6	

Objective Details

Position:	Director of Communications and Legislative Affairs	
Office Address:	*1535 Confederate Avenue Ext. Columbia, SC 29201*	
Department or Division:	Communications and Legislative Affairs	
Department or Division Summary:	This division encompases legislative and media relations, as well as constituent services and communications.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	D2: Increase awareness of DSS mission, programs, services and strategic priorities.
Performance Measure:	The performance measures for this objective are still under development and will include measures that address the agency's internal and external communication efforts.
Type of Measure:	Under development
Results	
FFY 2012 Results	Under development
FFY 2014 Standard	Under development
FFY 2013 Results	Under development
2015-16 Minimum Acceptable Results:	Under development
2015-16 Target Results:	Under development
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Under development
What are the names and titles of the individuals who chose this as a performance measure?	Under development
Why was this performance measure chosen?	Under development
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Under development
What are the names and titles of the individuals who chose the target value for 2015-16?	Under development
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Under development

Objective Details

Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Under development
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Under development

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under development*
Level Requires Outside Help	*Under development*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Under development*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Under Development			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 4 - Foster trust, collaboration and communication with stakeholders to improve outcomes for children, families and vulnerable adults.*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*D3: Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*D3: Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	□ D3a: Convene "roundtables" consisting of DSS and partner agency representatives.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Multiple	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	*Multiple*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Multiple	
Position:	Multiple	
Office Address:	*1535 Confederate Avenue Ext. Columbia, SC 29201*	
Department or Division:	Multiple	
Department or Division Summary:	Multiple	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart

Objective Details

Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance

Objective Number and Description	D3: Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.
Performance Measure:	Under development
Type of Measure:	Under development
Results	
FFY 2012 Results	Under development
FFY 2014 Standard	Under development
FFY 2013 Results	Under development
2015-16 Minimum Acceptable Results:	Under development
2015-16 Target Results:	Under development
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Under development
What are the names and titles of the individuals who chose this as a performance measure?	Under development
Why was this performance measure chosen?	Under development
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Under development
What are the names and titles of the individuals who chose the target value for 2015-16?	Under development
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Under development
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Under development
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Under development

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under development*

Objective Details

Level Requires Outside Help	*Under development*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Under development*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Under Development			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 4 - Foster trust, collaboration and communication with stakeholders to improve outcomes for children, families and vulnerable adults.*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*D4: Foster a culture of transparency.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*D4: Foster a culture of transparency.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	□ D4a: Train agency staff on how to safely share information while adhering to statutory requirements as it relates to confidentiality. □ D4b: Increase awareness among external stakeholders and legislators about confidentiality requirements.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Division of Administration	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	*Barbara Derrick*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	9	
Position:	Deputy Director of Administration	
Office Address:	*1535 Confederate Avenue Ext. Columbia, SC 29201*	
Department or Division:	Division of Administration	
Department or Division Summary:	The Division of Administration encompasses the administrative functions of the agency, including finance, procurement, HR, IT, IT security, data, facilities, and more.	

Objective Details

Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	D4: Foster a culture of transparency.
Performance Measure:	Under development
Type of Measure:	Under development
Results	
FFY 2012 Results	Under development
FFY 2014 Standard	Under development
FFY 2013 Results	Under development
2015-16 Minimum Acceptable Results:	Under development
2015-16 Target Results:	Under development
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Under development
What are the names and titles of the individuals who chose this as a performance measure?	Under development
Why was this performance measure chosen?	Under development
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Under development
What are the names and titles of the individuals who chose the target value for 2015-16?	Under development
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Under development
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Under development
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Under development

POTENTIAL NEGATIVE IMPACT

Objective Details

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under development*
Level Requires Outside Help	*Under development*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Under development*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Under Development			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 4 - Foster trust, collaboration and communication with stakeholders to improve outcomes for children, families and vulnerable adults.*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*D5: Provide timely, consistent, accurate and culturally responsive communication.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*D5: Provide timely, consistent, accurate and culturally responsive communication.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	□ D5a: Ensure internal and external audiences can easily access a comprehensive, up-to-date DSS resource directory and information. □ D5b: Improve access, capabilities and utilization of technology in communication. □ D5c: Develop, update and publish information using a wide range of vehicles such as videos, tip sheets, brochures, TV monitors, fact sheets, etc. □ D5d: Establish a speaker's bureau. □ D5e: Launch the redesigned internal and external website.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Communications and Legislative Affairs	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	*Karen Wingo*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	6	

Objective Details

Position:	Director of Communications and Legislative Affairs	
Office Address:	*1535 Confederate Avenue Ext. Columbia, SC 29201*	
Department or Division:	Communications and Legislative Affairs	
Department or Division Summary:	This division encompases legislative and media relations, as well as constituent services and communications.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	D5: Provide timely, consistent, accurate and culturally responsive communication.
Performance Measure:	The performance measures for this objective are still under development and will include measures that address the agency's internal and external communication efforts.
Type of Measure:	Under development
Results	
FFY 2012 Results	Under development
FFY 2014 Standard	Under development
FFY 2013 Results	Under development
2015-16 Minimum Acceptable Results:	Under development
2015-16 Target Results:	Under development
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Under development
What are the names and titles of the individuals who chose this as a performance measure?	Under development
Why was this performance measure chosen?	Under development
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Under development
What are the names and titles of the individuals who chose the target value for 2015-16?	Under development
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Under development

Objective Details

Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Under development
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Under development

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under development*
Level Requires Outside Help	*Under development*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Under development*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Under Development			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 4 - Foster trust, collaboration and communication with stakeholders to improve outcomes for children, families and vulnerable adults.*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*D6: Improve responsiveness to public feedback.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*D6: Improve responsiveness to public feedback.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	□ D6a: Standardize mechanisms for constituent feedback including centralized log for all divisions. □ D6b: Standardize process for Freedom of Information Act (FOIA) responses. □ D6c: Develop critical incidence response protocol.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Communications and Legislative Affairs	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	*Karen Wingo*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	6	
Position:	Director of Communications and Legislative Affairs	
Office Address:	*1535 Confederate Avenue Ext. Columbia, SC 29201*	
Department or Division:	Communications and Legislative Affairs	
Department or Division Summary:	This division encompases legislative and media relations, as well as constituent services and communications.	

Objective Details

Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	D6: Improve responsiveness to public feedback.
Performance Measure:	Under development
Type of Measure:	Under development
Results	
FFY 2012 Results	Under development
FFY 2014 Standard	Under development
FFY 2013 Results	Under development
2015-16 Minimum Acceptable Results:	Under development
2015-16 Target Results:	Under development
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Under development
What are the names and titles of the individuals who chose this as a performance measure?	Under development
Why was this performance measure chosen?	Under development
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Under development
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What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Under development
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Under development
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Under development

POTENTIAL NEGATIVE IMPACT

Objective Details

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under development*
Level Requires Outside Help	*Under development*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Under development*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Under Development			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development		

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 4 - Foster trust, collaboration and communication with stakeholders to improve outcomes for children, families and vulnerable adults.*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	□ D7a: Create electronic internal feedback loop for staff on website. □ D7b: Improve utilization of face-to-face meetings as a two-way communication vehicle. □ D7c: Utilize employee satisfaction surveys as two-way communication vehicle.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Multiple	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	*Multiple*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Multiple	
Position:	Multiple	
Office Address:	*1535 Confederate Avenue Ext. Columbia, SC 29201*	
Department or Division:	Multiple	
Department or Division Summary:	Multiple	

Objective Details

Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture cost data at the strategic plan level.	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*The Department of Social Services does not capture cost data at the strategic plan level.*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.	
Performance Measure:	Under development	
Type of Measure:	Under development	
Results		
FFY 2012 Results	Under development	
FFY 2014 Standard	Under development	
FFY 2013 Results	Under development	
2015-16 Minimum Acceptable Results:	Under development	
2015-16 Target Results:	Under development	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Under development	
What are the names and titles of the individuals who chose this as a performance measure?	Under development	
Why was this performance measure chosen?	Under development	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Under development	
What are the names and titles of the individuals who chose the target value for 2015-16?	Under development	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Under development	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Under development	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Under development	

POTENTIAL NEGATIVE IMPACT

Objective Details

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Under development*
Level Requires Outside Help	*Under development*
Outside Help to Request	*Under development*
Level Requires Inform General Assembly	*Under development*
3 General Assembly Options	*Under development*

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Under Development			

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development		

Reporting Requirements

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

Instructions :
List all reports, if any, the agency is required to submit to a state, federal or outside entity on a regular basis. Insert the name of each report in a separate column and answer the questions below it. Add as many columns as needed.
PLEASE NOTE: All information the agency provides in the rows below the row labeled, "Date the Report was last submitted," should apply to when the agency most recently submitted the report (i.e. date report was last submitted).

	Agency Responding	SC Department of Social Services	SC Department of Social Services	SC Department of Social Services	SC Department of Social Services	SC Department of Social Services
	Report #	1	2	3	4	5
	Report Name:	Restructuring Report	Accountability Report	Use of Funds Authorization	Child Support Enforcement System	SNAP Coupons
	Why Report is Required					
	Legislative entity requesting the agency complete the report:	House Legislative Oversight Committee	Executive Budget Office	General Assembly	General Assembly	General Assembly
	Law which requires the report:	1-30-10(G)(1)		SC Proviso 38.11 DSS: Use of Funds Authorization	SC Proviso 38.17 DSS: Child Support Enforcement System	SC Proviso 38.23 DSS: SNAP Coupons
	Agency's understanding of the intent of the report:	Increased Efficiency		Authorizes the department to receive and expend funds awarded to investigative units of the department as a result of a donation, contribution, prize, grant or court order. Sets guidelines and requires a report to the Senate Finance Committee and House Ways & Means	Requires a report detailing the status of the Child Support Enforcement System. This report is due to the General Assembly by August 31st.	The agency shall work to identify and utilize funds as matching dollars for the continued success of the "Healthy Bucks" program and shall report semi-annually to the General Assembly on the status of the program. The report shall include, at a minimum, the number of recipients, counties served, and cumulative expenditure data for the program.
	Year agency was first required to complete the report:	2015	1998	1998	2008	2015
	Reporting frequency (i.e. annually, quarterly, monthly):	Annually	Annually	Annually	Annually	Semi-Annually
	Information on Most Recently Submitted Report					
Information in all these rows should be for when the agency completed the report most recently	Date Report was last submitted:	2/11/2016	9/15/2015	1/28/2016	9/2/2015	10/21/2015
	Timing of the Report					
	Month Report Template is Received by Agency:	December	June	N/A	N/A	N/A
	Month Agency is Required to Submit the Report:	January	September	January	August	N/A
	Where Report is Available & Positive Results					
	To whom the agency provides the completed report:	House Legislative Oversight Committee	Executive Budget Office	General Assembly	General Assembly	General Assembly
	Website on which the report is available:	scstatehouse.gov	dss.sc.gov	N/A	scstatehouse.gov	N/A
	If it is not online, how can someone obtain a copy of it:	N/A	N/A	FOIA Request	N/A	FOIA Request
	Positive results agency has seen from completing the report:	Meets the reporting requirements	Meets the reporting requirements	Meets the reporting requirements	Meets the reporting requirements	Meets the reporting requirements

Reporting Requirements

SC Department of Social Services	SC Department of Social Services	SC Department of Social Services	SC Department of Social Services	SC Department of Social Services	SC Department of Social Services	SC Department of Social Services
6	7	8	9	10	11	12
Compensation - Reporting of Supplemental Salaries	Discrimination Policy	Travel Report	Base Budget Analysis	Voluntary Separation Incentive Program	Debt Collection Reports	Organizational Charts
General Assembly	General Assembly	General Assembly	General Assembly	General Assembly	General Assembly	General Assembly
SC Proviso 93.18 DOA: Compensation - Reporting of Supplemental Salaries	SC Proviso 117.13 GP: Discrimination Policy	SC Proviso 117.26 GP: Travel Report	SC Proviso 117.29 GP: Base Budget Analysis	SC Proviso 117.32 GP: Voluntary Separation Incentive Program	SC Proviso 117.34 GP: Debt Collection Reports	SC Proviso 117.48 GP: Organizational Charts
Establishes guidelines and reporting requirements for supplemental salaries. The employing agency must report this information on or before August thirty-first of each year and must include the total amount and source of the salary supplement received by	Establishes guidelines for the state discrimination policy and requires agencies to report to State Human Affairs Commission by October 31 of each year.	Establishes guidelines and requires state agencies to report to the Comptroller General travel expenditures for the prior fiscal year.	Requires state agencies to make public their Annual Accountability Report on or before September 15th and sets guidelines for the report.	State agencies may implement voluntary separation incentive programs with the consultation of B&C Board OHR. Establishes guidelines and reporting requirements.	Requires state agencies to report to SFC and W&M by the end of February the amount of outstanding debt and all methods used to collect it.	Requires state agencies to submit to OHR a current organization chart by September 1st.
N/A	Prior to 1996	Prior to 1996	1998	2002	2003	2005
Annually	Annually	Annually	Annually	Annually	Annually	Annually
N/A	11/23/2015	9/18/2015	9/15/2015	N/A	3/2/2015	No longer required by OHR since SCEIS implementation
N/A	N/A	N/A	June	N/A	N/A	N/A
August	October	N/A	September	N/A	February	September
General Assembly	General Assembly	General Assembly	Executive Budget Office	General Assembly	General Assembly	General Assembly
N/A	http://www.scstatehouse.gov/reports/HumanAffairsComm/2016AnnualReport.pdf	cg.sc.gov	dss.sc.gov	N/A	N/A	N/A
No supplemental salaries to report	N/A	N/A	N/A	N/A	FOIA request	FOIA request
Meets the reporting requirements	Meets the reporting requirements	Meets the reporting requirements	Meets the reporting requirements	Meets the reporting requirements	Meets the reporting requirements	Meets the reporting requirements

Reporting Requirements

SC Department of Social Services	SC Department of Social Services	SC Department of Social Services	SC Department of Social Services	SC Department of Social Services	SC Department of Social Services	SC Department of Social Services
13	14	15	16	17	18	19
IMD Operations	Fines and Fees Report	Deficit Monitoring	Bank Account Transparency and Accountability	Information Technology and Information Security Plans	Jaidon's Law	Safe Havens
General Assembly	General Assembly	General Assembly	General Assembly	General Assembly	General Assembly	General Assembly
SC Proviso 117.74 GP: IMD Operations	SC Proviso 117.75 GP: Fines and Fees Report	SC Proviso 117.82 GP: Deficit Monitoring	SC Proviso 117.84 GP: Bank Account Transparency and Accountability	SC Proviso 117.118 GP: Information Technology and Information Security Plans	SC Code Section 43-1-210	SC Code 63-7-40(K)
Requires that IMD funds be used for out of home placement providers. Requires an annual report to be submitted.	Requires a report of the fines and fees charged and collected in the prior fiscal year by September 1st.	If an agency determines the likelihood of a deficit for the current fiscal year exists, the agency shall submit to the Office of State Budget within fourteen days, a plan to minimize or eliminate the projected deficit.	Each state agency, except state institutions of higher learning, which has composite reservoir bank accounts or any other accounts containing public funds which are not included in the Comptroller General's South Carolina Enterprise Information System shall prepare a report for each account disclosing every transaction of the account in the prior fiscal year. The report shall be submitted to the State Fiscal Accountability Authority by October first of each fiscal year.	By October 1, 2015, all state agencies must submit an information technology plan and an information security plan for Fiscal Year 2015-16 to the Department of Administration. State agencies must submit updates to their plans if there are changes following initial submission. Changes that would necessitate an updated plan include, but are not limited to, changes in response to technological advancements, changes in legislation, regulation or compliance requirements, newly identified funding sources, or new issues relating to information technology management or business requirements.	To report annually on specific caseworker and children data.	To report on infants taken into custody as part of the Safe Haven Act.
2010	2009	2011	2011	2015	2015	2008
Annually	Annually	Quarterly	Annually	Annually	Annually	Annually
11/1/2013	9/5/2015	1/29/2016	9/29/2015	10/1/2015	3/6/2015	7/19/2012
N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	September	N/A	N/A	October	March	N/A
General Assembly	General Assembly	General Assembly	General Assembly	General Assembly	General Assembly	General Assembly
N/A	dss.sc.gov	N/A	cg.sc.gov	N/A	scstatehouse.gov	scstatehouse.gov
FOIA request	N/A	FOIA request	N/A	FOIA request	N/A	N/A
Meets the reporting requirements	Meets the reporting requirements	Meets the reporting requirements	Meets the reporting requirements	Meets the reporting requirements	Meets the reporting requirements	Meets the reporting requirements

Reporting Requirements

SC Department of Social Services
20
County Office Performance Reviews
General Assembly
SC Code 43-1-115
To provide a substantive quality review of the child protective services and foster care programs in each county and each adoption office in the State.
1993
Each County at least once every five years.
Every county is reviewed every year and reports are submitted to the legislative delegations of each county throughout the year as the reports are completed.
N/A
N/A
General Assembly
dss.sc.gov
N/A
Meets the reporting requirements

Restructuring Recommendations and Feedback

Agency Responding	SC Department of Social Services
Date of Submission	2/11/2016
Fiscal Year for which information below pertains	2015-16

RESTRUCTURING RECOMMENDATIONS

Instructions: Please answer the questions below and add as many rows as needed.

Does the agency have any recommendations, minor or major, for restructuring?	Yes

If the agency has recommendations for restructuring, list each one on a separate row in the chart below. Add as many rows as needed.

Does the agency recommendation require legislative action?	Recommendation for restructuring
No	Examine over-reliance on contracting core services to external providers.
No	Examine operational units for elimination, duplication, and streamlining functions.
No	Examine specific functions of the agency to determine if they best fit within the agency's core mission.
No	Examine need to reduce size of administrative funtion.
No	Standardize regional structure for Economic Services and Human Services

FEEDBACK (Optional)

Instructions: Please answer the questions below to provide feedback on this Annual Restructuring Report ("Report").

Please list 1-3 benefits the agency sees in the public having access to the information requested in the Report, in the format it was requested.	Please list 1-3 benefits to agency management and employees in having all of this information available in one document.	Now that the agency has completed the Report, please list 1-3 things the agency could do differently next year (or it could advise other agencies to do) to complete the Report in less time and at a lower cost to the agency.
1	1	1
2	2	2
3	3	3

Does the agency believe this year's Restructuring Report was less burdensome than last year's?	Please list 1-3 changes to the Report questions, format, etc. the agency recommends to ensure the Report provides the best information to the public and General Assembly, in the least burdensome way to the agency.	Please add any other feedback the agency would like to provide (add as many additional rows as necessary)
	1	
Why or why not?	2	
	3	

Agencies are not required to do anything in this worksheet. This worksheet is part of the document so the proper drop down menues can be available in the other tabs.

Is Performance Measure Required?
State
Federal
Only Agency Selected

Type of Performance Measure
Outcome
Efficiency
Output
Input/Explanatory/Activity

Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?

State/Local Government Entity
College/University
Business, Association or Individual

Does the Agency have any restructuring recommendations
Yes
No

Does the agency believe this year's Restructuring Report was less burdensome than last year's?
Yes
No