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: Date Request Submitted: SC Department of Social Services 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

<u>Instructions</u>: 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 2	State the date the agency orginially received the report guidelines: State the date the agency submitted this request for an extension:	12/2/2015 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
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

11.

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

V.

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



V. SUSAN ALFORD STATE DIRECTOR 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 agencywide 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 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 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 February 11, 2016

Date Report Submitted:

Agency Head First Name Last Name: Email Address: Phone Number:

Susan Alford <u>Susan.Alford@dss.sc.gov</u> 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 (<i>insert date agency submits report</i>)."		
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.		

<u>NOTE</u>: 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			
	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."		

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

<u>Instructions</u>: 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.

ltem #	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 State Director and requires that State Department of Social Services supervise and administer activities of all county departments of social services.	Statute

2	SC Code Title 43,	State	Provides for the establishment of county departments of social services and county boards of	Statute
	Chapter 3		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.	
3	SC Code Title 43,	State	Requires the agency to implement and administer a public welfare program. Specifies the	Statute
	Chapter 5		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.	
4	SC Code Title 43,	State	Requires the agency to operate an Adult Protective Services Program, to investigate noncriminal	Statute
	Chapter 35		reports of alleged abuse, neglect, and exploitation of vulnerable adults, and to participate as a	
			member of the Vulnerable Adults Fatalities Review Committee.	
5	SC Code Title 63,	State	Identifies agency responsibilities related to child protection and permanency planning to include	Statute
	Chapter 7		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.	
			used to evaluate foster care placements for children in the agency's custody.	
6	SC Code Title 63	State	Identifies agency responsibilities under the South Carolina Adoption Act, for establishment and	Statute
	Chapter 9		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	
7	SC Code Title 63	State	Sets forth the agency's responsibility to administer licensing and oversight of Child Welfare	Statute
	Chapter 11		Agencies.	
8	SC Code Title 63	State	Sets forth the agency's responsibilities for the regulation and oversight of childcare facilities,	Statute
	Chapter 13		group childcare homes, and family childcare homes.	
9	SC Code Title 63	State	Sets forth responsibilities incumbent upon the agency for the establishment of paternity and	Statute
	Chapter 17		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	
10	SC Code Title 23,		Requires all State and Local Law Enforcement Officers to implement the use of body-worn	
	Chapter 1	State	cameras pursuant to guidelines established by the Law Enforcement Training Council.	Statute

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	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

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

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

2.6		1	1	
36			Appropriations shall be allocated through contractual agreement to providers of battered	
	29 1 DCC. Dattared		spouse services and may also be used for public awareness and contracted services for victims	
	38.4 DSS: Battered			
	Spouse Funds	SC Proviso	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			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	
	38.7 DSS: Fee Schedule	SC Proviso	Institutions, and Licensing Child Placing Agencies.	SC Proviso
40	38.8 DSS: Food Stamp		Allows DSS to retain the state portion of funds recouped for the collection of recipient claims in	
	Fraud	SC Proviso	TANF and Food Stamp programs.	SC Proviso
41	38.9 DSS: TANF -			
	Immunization		Requires TANF applicants and/or recipients to provide proof of age appropriate immunizations	
	Certificates	SC Proviso	for children.	SC Proviso
42	38.10 DSS: County	30110130	Provides guidelines for the allocation of pay increases to county director and regional director	361101130
72	Director's Pay	SC Proviso	staff.	SC Proviso
43	Director s r dy	501101150	Authorizes the department to receive and expend funds awarded to investigative units of the	501104150
45			department as a result of a donation, contribution, prize, grant or court order. Sets guidelines	
	38.11 DSS: Use of		and requires a report to the Senate Finance Committee and House Ways & Means by January	
			30th.	
4.4	Funds Authorization 38.12 DSS: Use of	SC Proviso	When DSS is directed to provide funds to a not-for-profit or 501(c)(3) organization they must	SC Proviso
44				
	Funds Authorization	SC Proviso	use these funds to serve persons who are eligible for one or more DSS program.	SC Proviso
45	38.13 DSS: Grant		Authorizes the department to make grant to community-based not-for-profit for local projects	
	Authority	SC Proviso	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			Authorizes the department to impose monetary penalties for violations of statutes or	
	38.15 DSS: Penalty		regulations other than foster home licensing that DSS regulates. Establishes guidelines and a	
	Assessment	SC Proviso	hearing process for these penalties.	SC Proviso
48	38.16 DSS: Child			
	Support Enforcement			
	Automated System		Authorizes DSS to carry forward unexpended Child Support automated system and related	
	Carry Forward	SC Proviso	penalties for the same purpose.	SC Proviso
49	, 38.17 DSS: Child	Ì		
	Support Enforcement		Requires a report detailing the status of the Child Support Enforcement System. This report is	
	System	SC Proviso	due to the General Assembly by August 31st.	SC Proviso
50	38.18 DSS: Child Care		Requires DSS to use child care vouchers for providers that exceed the state's minimum child	
55	Voucher	SC Proviso	care licensing standards.	SC Proviso

51	38.19 DSS: Meals in		Allows DSS to provide meals to employees not permitted to leave their stations and are required	
51	Emergency Operations	SC Proviso	to work during actual emergencies.	SC Proviso
52	38.20 DSS: Day Care			00110100
02	, Facilities Supervision			
	Ratios	SC Proviso	Suspends for one year child care ratios	SC Proviso
53	38.21 DSS: Foster Care		Establishes the maximum number of Title IV-E funded children who will remain in foster care	
	Goals	SC Proviso	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			Creates and funds Local Child Fatality Review Committees (local committees) pursuant to the	
	38.29 DSS: Local Child		authority granted in Sections 43-1-60(3), 43-1-80, and 63-7-910(E) of the 1976 Code to allow for	
	Fatality Review		the rapid and expeditious review of reported child fatalities which come within the investigative	
	Committees	SC Proviso	authority of the department.	SC Proviso
57	61.2 INDEF: State			
	Employee			
	Compensation		Prohibits the compensation of state employees appointed by the court as examiners, guardians	
	Prohibited	SC Proviso	ad litem or attorneys.	SC Proviso
58				
	91.19 LEG: LAC		Authorizes the LAC to use funds appropriated in this act as state matching funds for federal	
	Matching Federal Funds	SC Proviso	funds available for audits and reviews.	SC Proviso
59			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	
	93.18 DOA:		include the total amount and source of the salary supplement received by the employee during	
	Compensation -		the preceding fiscal year (July first through June thirtieth). The Human Resources Division of the	
	Reporting of		Budget and Control Board shall formulate policies and procedures to ensure compliance with	
	Supplemental Salaries	SC Proviso	the reporting provisions of this proviso.	SC Proviso
60				
	93.19 DOA:			
	Compensation Increase -			
	Appropriated Funds		Requires that compensation increases for classified, unclassified, and agency heads be at the	
	Ratio	SC Proviso	same ratio as the employee's base salary.	SC Proviso
61			Allows full-time employees who served on active duty as a result of "Operation Enduring	
	93.21 DOA: Military		Freedom" or "Operation Noble Eagle" may use up to 45 days annual leave and up to 90 days of	
	Service	SC Proviso	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

63			The appointing authority must have the prior favorable recommendation of the Agency Head	
	93.26 DOA:		Salary Commission to set, discuss, offer, or pay a salary for the agency head or technical college	
	Compensation - Agency		president at a rate that exceeds the minimum of the range established by the Agency Head	
	Head Salary	SC Proviso	Salary Commission.	SC Proviso
64	,		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	
	93.27 DOA: Cyber		subdivisions, and quasi-governmental bodies as necessary to monitor compliance with	
	Security	SC Proviso	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:		Requires Purchasing Agency head to provide written justification of the need and benefit to the	
	Procurement of Art		State for objects above \$1,000. Justification must be reviewed and approved prior to	
	Objects	SC Proviso	acquisition.	SC Proviso
67	104.2 SFAA: Vacant		Authorizes the B&C Board to delete any permanent positions in an agency that remains vacant	
	Positions	SC Proviso	for more than one year.	SC Proviso
68				
			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	
	105.1 SFAA/AUD:		Nonprofit Organizations shall remit to the State Auditor an amount representing an equitable	
	Annual Audit of Federal		portion of the expense of contracting with a nationally recognized CPA firm to conduct a portion	
	Programs	SC Proviso	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		Authorizes agencies receiving case services to pay with current years funds obligations received	
	Billing Payments Prior		after the close of the old fiscal year. This does not apply to billings on hand at the close of the	
	Year	SC Proviso	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,		Allows DSS to cover program operations of prior fiscal years where adjustment of such prior	
	DHHS - Disallowances	SC Proviso	years are necessary under federal regulations or audit exceptions.	SC Proviso
75	117.13 GP:		Establishes guidelines for the state discrimination policy and requires agencies to report to State	
	Discrimination Policy	SC Proviso	Human Affairs Commission by October 31 of each year.	SC Proviso

76	117.14 GP: Personal			
70	Service Reconciliation,		Provides guidelines for the establishment, management, and reconciliation of FTE's. Allows the	
	FTEs	SC Proviso	B&C Board to delete positions determined to be unfunded.	SC Proviso
77	117.15 GP: Allowance	501104130		501104150
//	for Residences &			
	Compensation			
	Restrictions	SC Proviso	Provides guidelines for the compensation of state employees.	SC Proviso
78	117.17 GP:	501101150		36110430
70	Replacement of		Allows DSS to replace personal property damaged or destroyed by a client while in the custody	
	Personal Property	SC Proviso	of the agency. Establishes guidelines.	SC Proviso
79	117.18 GP: Business	501101150		30110100
75	Expense		Establishes guidelines for the reimbursement of business expenses for agency heads and deputy	
	Reimbursement	SC Proviso	directors.	SC Proviso
80			Establishes the per diem rate for boards, commissions, and committees at \$35 per day and	
00	117.19 GP: Per Diem	SC Proviso	forbids per diem for employees of the state.	SC Proviso
81	117.20 GP: Travel -			
01	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		Requires organizations receiving contributions to provide the state agency making the	
	State Appropriations		contribution an accounting of how the funds will be spent, copy of the current year adopted	
	Report	SC Proviso	budget, and a copy of the most recent financial statement.	SC Proviso
83	117.23 GP: Carry		Authorizes agencies to carry forward up to 10% of unspent general fund appropriations to the	
	Forward	SC Proviso	current fiscal year. Establishes guidelines.	SC Proviso
84	117.24 GP: TEFRA-Tax			
	Equity and Fiscal		Establishes guidelines to amend the State Medicaid Plan to provide benefits for disabled	
	Responsibility Act	SC Proviso	children as allowed by the Tax Equity and Fiscal Responsibility Act.	SC Proviso
85	117.25 GP: Prison		State agencies must first consider contracting for services or purchasing goods and services	
	Industries	SC Proviso	through SCDC Prison Industries Program.	SC Proviso
86	117.26 GP: Travel		Establishes guidelines and requires state agencies to report to the Comptroller General travel	
	Report	SC Proviso	expenditures for the prior fiscal year.	SC Proviso
87	117.28 GP: State			
	Operated Day Care		Requires state agencies operating day care facility to charge at a minimum fees that are	
	Facilities Fees	SC Proviso	comparable to those charged by private day care facilities in the local community.	SC Proviso
88	117.29 GP: Base		Requires state agencies to make public their Annual Accountability Report on or before	
	Budget Analysis	SC Proviso	September 15th and sets guidelines for the report.	SC Proviso
89	117.30 GP: Collection		Allows state agencies to collect a service charge to cover the costs associated with the	
	on Dishonored		processing and collection of dishonored or electronic payments where any amount is not paid	
	Payments	SC Proviso	due to insufficient funds.	SC Proviso

90	117.32 GP: Voluntary			
	Separation Incentive		State agencies may implement voluntary separation incentive programs with the consultation of	
	Program	SC Proviso	B&C Board OHR. Establishes guidelines and reporting requirements.	SC Proviso
91	117.34 GP: Debt		Requires state agencies to report to SFC and W&M by the end of February the amount of	
	Collection Reports	SC Proviso	outstanding debt and all methods used to collect it.	SC Proviso
92	117.41 GP: South			
	Carolina Recycling		Requires state agencies to purchase recycled steel unless the item cannot be acquired	
	Initiative	SC Proviso	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		Forbids state agencies from imposing additional parking fees or increasing the current fees	
	Fees	SC Proviso	during the fiscal year. This does not apply to college or universities.	SC Proviso
95	117.47 GP: Insurance		Requires any insurance reimbursement to an agency may be used to offset expenses related to	
	Claims	SC Proviso	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		Encourages agencies to combine administrative support functions with other agencies in order	
	Collaboration	SC Proviso	to maximize efficiency and effectiveness.	SC Proviso
99			Directs DMH, DDSN, and DJJ to transfer \$1,199,456 to DSS for support of the Interagency	
	117.54 GP: ISCEDC		System for Caring for Emotionally Disturbed Children. Transfer of funds shall be accomplished	
	Funding Transfer	SC Proviso	by September 30th.	SC Proviso
100			State agencies may use state, federal, and other funds to provide bonuses not to exceed three	
	117.55 GP: Employee		thousand dollars. Employees earning \$100,000 or more are not eligible. Establishes guidelines	
	Bonuses	SC Proviso	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 -		Establishes guidelines for the submission of year-end financial statements by state agencies and	
	Penalties	SC Proviso	provides for penalties.	SC Proviso
103	117.59 GP: Purchase		Allows agencies to retain any purchase card incentive rebate premiums and used to support	
	Card Incentive Rebates	SC Proviso	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		Allows agencies under certain circumstances to implement voluntary furlough programs and	
	Furlough	SC Proviso	establishes guidelines.	SC Proviso

-				
106	117.71 GP: Reduction		In the event of a reduction in force implemented by a state agency or institution, the state	
	in Force		agency or institution must comply with Title VII of the Civil Rights Act of 1964 or any other	
	Antidiscrimination	SC Proviso	applicable federal or state antidiscrimination laws.	SC Proviso
107	117.72 GP: Reduction			
	in Force/Agency Head		In the event a reduction in force is implemented by a state agency or institution, the agency	
		SC Proviso	head shall be required to take five days furlough in the current fiscal year.	SC Proviso
108	117.74 GP: IMD		Requires that IMD funds be used for out of home placement providers. Requires an annual	
	Operations	SC Proviso	report to be submitted.	SC Proviso
109	117.75 GP: Fines and		Requires a report of the fines and fees charged and collected in the prior fiscal year by	
	Fees Report	SC Proviso	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		Whenever classified FTEs become vacant because of employee retirements, it is the intent of	
	When Filling Vacancies		the General Assembly that state agencies should realize personnel costs savings of at least 25%	
	Created by Retirement	SC Proviso	in the aggregate when managing these vacant positions.	SC Proviso
113				
	117.79 GP: Information			
	Technology for Health		HHS shall advance the use of health information technology and health information exchange to	
	Care	SC Proviso	improve quality and efficiency of health care and to decrease the costs of health care.	SC Proviso
114			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	
	117.81 GP: Reduction		sworn testimony regarding alleged wrongdoing to a standing committee, subcommittee of a	
	in Compensation	SC Proviso	standing committee, or study committee of the Senate or the House of Representatives.	SC Proviso
115			If an agency determines the likelihood of a deficit for the current fiscal year exists, the agency	
	117.82 GP: Deficit		shall submit to the Office of State Budget within fourteen days, a plan to minimize or eliminate	
	Monitoring	SC Proviso	the projected deficit.	SC Proviso
116	-		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	
	117.83 GP: Commuting		personal use of the vehicle must be considered income and as such reported by the Comptroller	
	Costs	SC Proviso	General in accordance with IRS regulations.	SC Proviso
117			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	
	117.84 GP: Bank		Comptroller General's Statewide Accounting and Reporting System or the South Carolina	
	Account Transparency		Enterprise Information System shall prepare a report for each account disclosing every	
	and Accountability	SC Proviso	transaction of the account in the prior fiscal year.	SC Proviso

118			Agencies shall be responsible for providing on its Internet website a link to the Internet website	
110			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	
	117.85 GP: Websites	SC Proviso	in the monthly state procurement card statements.	SC Proviso
119	117.05 01. Websites	501101130	For any claim that has not reached a judgment, if a state or local government employee or	501104130
115			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	
	117.88 GP Civil		employee, the court must, prior to trial, make a final determination whether the action or	
	Conspiracy Defense		decision giving rise to the suit was made by the government employee within the scope of their	
	Costs	SC Proviso	official duty.	SC Proviso
120			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	
	117.89 GP: Recovery		designed to detect and recover overpayments and erroneous payments to the vendors and to	
	Audits	SC Proviso	recommend improved state agency accounting operations.	SC Proviso
121				
			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	
	117.93 GP: Agency		employee compensation, and hiring freezes; 2) eliminate administrative overhead that doesn't	
	Reduction Management	SC Proviso	directly impact the agency's mission; and as a final option 3) reduce program funding.	SC Proviso
122			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	
	117.99 GP: First Steps -		BabyNet. Each entity and agency shall report on its share of the state's ongoing maintenance of	
400	BabyNet	SC Proviso	effort as defined by the US Department of Education under IDEA Part C. To ensure timely completion of the of the Statewide Single Audit, state agencies which do not	SC Proviso
123	117.100 GP: Single		receive a separate audit of federal expenditures, must submit to the Office of the State Auditor	
	Audit Schedule of		a schedule of federal program expenditures in a format prescribed by the Office of the State	
	Federal Expenditures	SC Proviso	Auditor, no later than August fifteenth of each year.	SC Proviso
124	reueral experiorulules	JC PLOVISO	The funds appropriated to the Budget and Control Board for the Division of Information Security	SC PTOVISO
124			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	
	117.107 GP:		distributed to state agencies to address the State's most serious information security	
	Technology and		vulnerabilities as determined by the Division of Information Security and the Division of State	
	Remediation	SC Proviso	Information Technology.	SC Proviso
		001100130		301104130

125An 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.126117.115 GP:Qualifying organizations applying for General Funds provided as a special item in this act and	
discovery or notification of the breach in the security of the data to any resident of this State117.110 GP: Datawhose personal identifying information was, or is reasonably believed to have been, acquired byBreach NotificationSC Proviso126117.115 GP:Qualifying organizations applying for General Funds provided as a special item in this act and	
117.110 GP: Datawhose personal identifying information was, or is reasonably believed to have been, acquired by an unauthorized person.126117.115 GP:Qualifying organizations applying for General Funds provided as a special item in this act and	
Breach NotificationSC Provisoan unauthorized person.126117.115 GP:Qualifying organizations applying for General Funds provided as a special item in this act and	
126 117.115 GP: Qualifying organizations applying for General Funds provided as a special item in this act and	
	SC Proviso
Continuation of Teen titled Continuation of Teen Pregnancy Prevention must include in its application a proposed	
Pregnancy Prevention annual budget and agreement to provide quarterly reports to the grantor state agency detailing	
Project Accountability SC Proviso the expenditure of funds and the project's accomplishments.	SC Proviso
127	
117.118 GP:	
Information Technology By October 1, 2014, all state agencies must submit an information technology plan and an	
and Information information security plan for Fiscal Year 2014-15 to the Budget and Control Board's Division of	
Security Plans SC Proviso Technology.	SC Proviso
128 Security Huns Security Huns Security Securit	55.151.00
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 Requires agencies specified to implement recommendations contained in the Legislative Audit	501104150
117.130 GP: Child Council's October 2014 report "A Review of Child Welfare Services at the Department of Social	
Fatality Review SC Proviso Services".	SC Proviso
130 No state funds shall be expended to assist in the United States Refugee Resettlement Program	SC PTOVISO
117.132 GP: Refugee unless the county council of the county where the resettlement is to occur approves the	
Resettlement Program SC Proviso relocation. 131 118.1 SR: Year End	SC Proviso
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 Prohibits state agencies and institutions from using General Fund Appropriations to hire private	
Public Funded Lobbyists SC Proviso or contract lobbyists.	SC Proviso
134Directs 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	
118.9 SR: Agency projects a general fund deficit and to make monthly progress reports on the entity's plan to	
Deficit Notice SC Proviso 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	

13	35	118.14 SR: Non- recurring Revenue	SC Proviso	(e) (f)	Epworth Children's Home \$ 100,000 Phillis Wheatley Center - Let's Move Summer Camp and After School Program \$100,000	SC Proviso
				(g) (h)	Pleasant Valley Connection Community Center \$25,000 Donaldson Revitalization Group Center - Homeless Adults Transition Services \$50,000	
				(i)	United Center for Community Care - Greenwood County \$200,000	

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	2015-16
below pertains	

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.

	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
	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 is referencing state or federal laws and whether it is a proviso or stuture.

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 accomplish the goal. The Responsible Person is dependent of the "Position" column, enter the Responsible Person's position/tile at the agency.

Legal Responsibilities Satisfied	Goals & Description	Describe how the Goal is S.M.A.R.T.	Public Benefit/Intended Outcome				
(i.e. state and federal statutes or provisos the goal is satisfying)		Specific Measurable Attainable Relevant Time-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	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:	
These goals are intentionally cross- programmatic and therefore apply to all of the agency's major programs, satisfying the requirements of Trilles 43 and 63 as well as the associated regulations and provide, 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 agency's massion, 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 timelines of initiating investigations, improving the quality and consistency of ongoing assessments of safety and rais, reducing repeat mattreatment, developing a Case Practice Model, improving the permanency and stability of children and vulnerable adults in their king subustions, ensuring the educationa, physical and mental health needs of children and vulnerable adults are addressed, providing services and supports to hely youth in foster care assessfully transition to living independently, improving the continuity of family connections, decising families and training provides to hely ensure children receive alle and quality child care, improving the assessment, referral and follow-up of domestic vulners.	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, satisfying 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 agency'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 fortser 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 have 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, satisfying the requirements of Titles 43 and 63 as well as the associated regulations and provide, 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 agency'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 morving and retaining a sufficient workforce 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 implement, coaching, training, and cross training and continuous Quality improvement System and enhancing the capacity OTS staff to analyze and us data to inform and improve decision-making, strengthening and supporting the well-being of the DSS workforc, including assistance to address scondary trainare scoreinced by staff, developing uniform processes for updating and diseminating policy updates, including statutory changes, enduring all contracts have a defined purpose and include measurable outcomes 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, satisfying the requirements of Tritles 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 agency'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 vervices to clents, fostering a culture of transparency, providing timely, consistent, accurate and culturally responsive 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.	

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 objectives under that goal. When listing the Legal Responsibilities Satisfied, the agency can group the 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 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 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 is still utilizing the agency is still utilizing the same strategic plan 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 objectives 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/accountabil

Legal Responsibilities Satisfied:	Strategic Plan Part and Description	How it is S.M.A.R.T.:	Public Benefit/Intended Outcome:		Number of				
(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 Specific; <u>M</u> easurable; <u>A</u> ttainable; <u>R</u> elevant; and Time-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	Responsible Person Name:	months person has been responsible for the goal or objective:	Position:	Office Address:	Department or Division:	Department or Division Summary:
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfying 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, satisflying the requirements of Titles 43 and 63 as well as the associated regulations and proviso, as well as applicable federal statutes.	A1: Assess and improve the quality of Abuse and Neglect Report Intake decisions.		A1c: Complete conversion and training for VOIP phone system.	Taron Davis	6		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 children.
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisflying the requirements of Titles 43 and 63 as well as the associated regulations and proviso, as well as applicable federal statutes.	A2: Improve the timeliness of initiating investigations.		a A2a: Conduct regular review of Investigation timeframes. a A2b: Conduct regular quality assurance case reviews to ensure timely services. a A2c: Complete the Business Process Redesign for Assessment and implement recommendations.	Taron Davis	6		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 children.
These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfiving the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as apolicable federal statutes.	assessments of safety and risk to children and	it is specific in what it seeks to		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, satisfiving the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as apolicable federal statutes.	A4: Reduce repeat maltreatment for children and vulnerable adults.	it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the	 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		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 children.
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 provise, 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.		ci ASa: Provide regional trauma-informed care training for all front line staff. ci ASb: Continue progress towards full statewide implementation of Signs of Safety.	Taron Davis	6		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 children.

Strategy, Objectives and Responsibility

As: improve the permanency and stability of children and vulnerable adults in their living slautanes by providing supports to help pressrue the spency's major programs, satisfying the requirements of Titles 43 and 63 as well as the As: improve the permanency and stability of slautanes the support adults in their living slautanes the encode the family unit. This objective is S.M.A.R.T. as is abecine to what is specific in		
situations by providing supports to help preserve accomplish, is measurable, is a Abi: Improve caseworker decision-making to help ensure placement, including Kinship placement, is in the best interest of the child and These goals and objectives are interiment the formily unit. attainable, is relevant to the agency's mission, and is the goal of permanency. accomplish, is measurable, is a Abi: Improve caseworker decision-making to help ensure placement, including Kinship placement, is in the best interest of the child and b cross-programmatic and therefore apply to all of the agency's mission, and is the agency's mission, and is the agency's mission, and is the agency of point cross-placement options for vulnerable adults. a Aci: Develop and increase placement options for vulnerable adults. Acid: Develop and increase placement options for vulnerable adults. requirements of Titles 43 and 63 as well as the a Acid: Develop and increase placement options for vulnerable adults. a Aei: Evaluate need for implementation of training for Adult Protective Services homemaker staff to assist adults in meeting their Activities of	1535 Confederate Avenue	This objective Multiple
These goals and objectives are intentionally the family unit. attainable, is relevant to the agency's mission, and is time- the agency's major programs, satisfying the bound. a Gency's major programs, satisfying the bound. a Gency's major programs, satisfying the agency's major programs, satisfying the bound. a Gency's major programs, satisfying the bound increase placement options for vulnerable adults. A Gency's major programs, satisfying the bound increase placement options for vulnerable adults. A Gency's major programs, satisfying the bound increase placement options for vulnerable adults. The term of training for Adult Protective Services homemaker staff to assist adults in meeting their Activities of the satisfying the satisfying the bound.	Ext. Columbia, SC 29201	encompasses
cross-programmatic and therefore apply to all of the agency's mission, and is time before apply to all of the agency's mission, and is time before apply to all of requirements of Titles 43 and 63 as well as the before a before and increase placement options for vulnerable adults.		multiple
the agency's major programs, satisfying the pound.		program areas.
requirements of Titles 43 and 63 as well as the		
associated regulations and provios, as well as Daily Living.		
applicable federal statutes.		
A7: Ensure the educational, physical and mental This objective is S.M.A.R.T. as 🛛 A7a: Increase eligibility and access for children and youth to Interagency System for Caring for Emotionally Disturbed Children (ISCEDC). This objective encompasses Multiple Multiple	1535 Confederate Avenue	This objective Multiple
These goals and objectives are intentionally health needs of children and vulnerable adults are it is specific in what it seeks to a A7b: Address barriers for access to Medicaid services. multiple program areas.	Ext. Columbia, SC 29201	encompasses
cross-programmatic and therefore apply to all of addressed. accomplish, is measurable, is a 7C: Implement the Health and Education passports in Child and Adult Protective Services System (CAPSS).		multiple
the agency's major programs, satisfying the attainable, is relevant to the a A7d: Increase technical assistance for implementation of Developmental Screenings.		program areas.
requirements of Titles 43 and 63 as well as the agency's mission, and is time. 🗆 A7e: Improve the quality and availability of services for vulnerable adults.		
associated regulations and provios, as well as bound.		
applicable federal statutes.		
	tor 1535 Confederate Avenue	Child Welfare Child Welfare Services encompasses Child Protective
These goals and objectives are intentionally foster care successfully transition to living it is specific in what it seeks to from foster care to self-sufficiency.	fare Ext. Columbia, SC 29201	Services Services, Foster Care, Intensive Foster Care Services,
cross-programmatic and therefore apply to all of <i>independently</i> . accomplish, is measurable, is a A8b: Conduct case planning with all youth to include at least two adults of the youth's choice.		Adoption, and other divisions focused on the safety,
the agency's major programs, satisfying the attainable, is relevant to the 🛛 A8c: Conduct transition planning with youth and their support network prior to the youth's 18th birthday.		permanency, and well-being of chidlren.
requirements of Titles 43 and 63 as well as the agency's mission, and is time-		
associated regulations and provios, as well as bound. Database.		
applicable federal statutes.		
	tor 1535 Confederate Avenue	Child Welfare Child Welfare Services encompasses Child Protective
	fare Ext. Columbia, SC 29201	Services Services, Foster Care, Intensive Foster Care Services,
cross-programmatic and therefore apply to all of ensuring services are aligned with the needs of accomplish, is measurable, is articulated and measured.	,	Adoption, and other divisions focused on the safety,
the agency's major programs, satisfying the children and connected to their neighborhood, attainable, is relevant to the		permanency, and well-being of chidlren.
requirements of Titles 43 and 63 as well as the community, faith, extended family, tries, extanded fam		
associated regulations and provios, as well as and friends. bound.		
applicable federal statutes.		
	ctor 1535 Confederate Avenue	Economic Economic Services encompasses economic assistance
These goals and objectives are intentionally ensure children receive safe and quality child care. It is specific in what it seeks to A10b: Recruit Centers to participate in Quality Child Care program.		Services programs such as Family Independence, the Supplemental
cross-programmatic and therefore apply to all of accomplish, is measurable, is 1 A10:: Implement business redesign recommendations to increase safety measures and monitoring of child care facilities.		Nutrition Assistance Program, the Quality Child Care
the agency's major programs, satisfying the attainable, is relevant to the		program, and others.
requirements of Titles 43 and 63 as well as the agency's mission, and is time-		
associated regulations and provide, as well as bound.		
applicable federal statutes.		
All: Improve assessment, referral and follow-up of This objective is S.M.A.R.T. as 🗆 Alla: Ensure staff is properly trained on domestic violence assessment and referrals. Joan Meacham 1 Chief of Sta	f 1535 Confederate Avenue	Adult Advocacy The Adult Advocacy Division encompasses Adult Protective
These goals and objectives are intentionally domestic violence services. It is specific in what it seeks to A11b: Implement programming aimed at reducing domestic violence.	Ext. Columbia, SC 29201	Division Services. Domestic Violence Services, and other services for
cross-programmatic and therefore apply to all of accomplish, is measurable, is	,	vulnerable adults.
the agency's major programs, satisfying the attainable, is relevant to the		
requirements of Titles 43 and 63 as well as the lagency's mission, and is time-		
associated regulations and provide, as well as bound.		
applicable federal statutes.		
Goal 2 - Help preserve the family unit by enhancing This goal is S.M.A.R.T as it is Joan Meacham, Chief of Staff, 4 Chief of Sta	f, 1535 Confederate Avenue	
the capacity of individuals and families to provide supported by multiple and the Deputy and Division Deputy and		
These goals and objectives are intentionally for their own needs. objectives, strategies, and Division		
cross-programmatic and therefore apply to all of performance measures that 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 Directors.		
the agency's major programs, satisfying the are very specific, measurable, own needs. This includes increasing the recruitment, retention, and capacity of foster and adoptive parents, helping prepare and transition		
requirements of Titles 43 and 63 as well as the attainable, relevant to the clients to employment and self-sufficiency, ensuring appropriate resources are distributed with integrity and in a timely, accurate, and equitable		
		Multiple Multiple departments
associated regulations and provios, as well as agecny's mission, and time-	ctor 1535 Confederate Avenue	Child Welfare Child Welfare Services encompasses Child Protective
associated regulations and provios, as well as agecny's mission, and time- applicable federal statutes. bound. Support Program, and more.		
associated regulations and provios, as well as applicable federal statutes. B1: Increase recruitment, retention, and capacity of This objective is S.M.RAT. as a B1a: Finance availability and quality of post-adoptive support services. B2: Increase recruitment federal statutes as a B1a: Finance availability and quality of post-adoptive support services. B3: Increase recruitment federal statutes as a B1a: Finance availability and quality of post-adoptive support services. B3: Increase recruitment federal statutes as a B1a: Finance availability and quality of post-adoptive support services. B3: Increase recruitment federal statutes as a B1a: Finance availability and quality of post-adoptive support services. B3: Finance availability and quality of post-adoptive support services.	fare Ext. Columbia, SC 29201	Services Services, Foster Care, Intensive Foster Care Services,
associated regulations and provios, as well as applicable federal statutes. B1: Increase recruitment, retention, and capacity of This objective is S.M.RAT. as a B1a: Finance availability and quality of post-adoptive support services. B2: Increase recruitment federal statutes as a B1a: Finance availability and quality of post-adoptive support services. B3: Increase recruitment federal statutes as a B1a: Finance availability and quality of post-adoptive support services. B3: Increase recruitment federal statutes as a B1a: Finance availability and quality of post-adoptive support services. B3: Increase recruitment federal statutes as a B1a: Finance availability and quality of post-adoptive support services. B3: Finance availability and quality of post-adoptive support services.	fare Ext. Columbia, SC 29201	
associated regulations and provios, as well as agecny's mission, and time- bound. manner, providing assistance to custodial parents how need help obtaining child support payments, completing the transformation of the Child Image: Child State	fare Ext. Columbia, SC 29201	Services Services, Foster Care, Intensive Foster Care Services,
associated regulations and provios, as well as agecry's mission, and time- bound. manner, providing assistance to custodial parents how need help obtaining child support payments, completing the transformation of the Child Image: Child State of the custodial parents how need help obtaining child support payments, completing the transformation of the Child Image: Child State of the custodial parents how need help obtaining child support payments, completing the transformation of the Child Image: Child State of the custodial parents how need help obtaining child support payments, completing the transformation of the Child Image: Child State of the custodial parents how need help obtaining child support payments, completing the transformation of the Child Image: Child State of the custodial parents how need help obtaining child support payments, completing the transformation of the Child Image: Child State of the child support payments, completing the transformation of the Child support payments, c	fare Ext. Columbia, SC 29201	Services Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety,
associated regulations and provios, as well as applicable federal statutes. B2: Increase recruitment, retention, and capacity of foster and adoptive parents. This objective is S.M.R.T. as bis specific in what it sees to accomplish, is relevant to be attainable, is relevant to the statuable, is relevant to the control of the specific in what it sees to accomplish, is relevant to the statuable, is relevant to the control of the specific in what it sees to a B1: This objective is S.M.R.T. as bis accomplish, is measurable, is attainable, is relevant to the control of the specific in what it sees to a B1: The specific in what it see	fare Ext. Columbia, SC 29201	Services Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety,
associated regulations and provios, as well as agecny's mission, and time- puplicable federal statutes. manner, providing assistance to custodial parents hwo need help obtaining child support payments, completing the transformation of the Child Support Program, and more. Manner, providing assistance to custodial parents hwo need help obtaining child support payments, completing the transformation of the Child Support Program, and more. Term Paris Term Paris Deputy Dir of Child We Services B1: Increase recruitment, retention, and doptive parents. Fils objective is SAM.R.T. as it is specific in what it seeds accomplish, is measurable, is attainable, is relevant to the agency's mission, and is time agency's mission, and is time agency's mission, and is time B1: Interease monthly foster care rate based on current data for the Southeast region, provide assistance to kinship caretakers. Term Paris 6 Perisonal parisonal Perisonal parisonal	fare Ext. Columbia, SC 29201	Services Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety,
associated regulations and provios, as well as agecny's mission, and time- applicable federal statutes. manner, providing assistance to custodial parents hwo need help obtaining child support payments, completing the transformation of the Child Child We B1: Increase recruitment, retention, and capacity of foster and adoptive parents. This objective is S.M.R.R.T. as foster and adoptive parents. a B1: Fiscerate availability and quality of post-adoptive support services. Taron Davis 6 Deputy Dire of Child We services These goals and objectives are intentionally East intenace availability and quality of foster care rate based on current data for the Southess tregion, provide assistance to kinship caretakers. These goals and objectives are intentionally To Davis 6 Deputy Dire of Child We services	fare Ext. Columbia, SC 29201	Services Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety,
associated regulations and provios, as well as agecmy's mission, and time manner, providing assistance to custodial parents hwo need help obtaining child support payments, completing the transformation of the Child Child Support Pogram, and more. applicable federal statutes. B1: Increase recruitment, retention, and capacity of This objective is S.M.A.R.T. as B1: Sincrease recruitment, retention, and capacity of This objective is S.M.A.R.T. as B1: Target recruitment for adoptive support services. Taron Davis B Deputy Dire response foster and adoptive parents. B1: Sincrease recruitment for adoption of older children and sibling groups. B1: Target recruitment for adoption of older children and sibling groups. These goals and objectives are intentionally B1: B1: Encrease monthly foster care rate based on current data for the Southeast region, provide assistance to kinship caretakers. B1: Complete county-based data sheets for foster care rate based on current data for the Southeast region, provide assistance to kinship caretakers. B1: Complete county-based data sheets for foster nom recruitment campaign. response recruitment campaign. B1: Complete county-based data sheets for foster name recruitment campaign. B1: Complete county-based data sheets for foster nom recruitment campaign. B1: Complete county-based data sheets for foster nom recruitment campaign. B1: Complete county-based data sheets for foster nom recruitment campaign. B1: Complete county-based data sheets for foster nom recruitment campaign. B1: Complete county-based data sheets for foster nom recrui	fare Ext. Columbia, SC 29201	Services Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety,
associated regulations and provios, as well as agecny's mission, and time- policable federal statutes. manner, providing assistance to custodial parents hwo need help obtaining child support payments, completing the transformation of the Child Child Well 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 seeds accomplish, is measurable, is attainable, is relevant to the agency's mission, and time- the agency's major programs, satisfying the Taron Davis 6 Deputy Dire of Child Well These goals and objectives as intentionally the agency's major programs, satisfying the These point of the services. and receive funding for foster care rate based on current data for the Southeast region, provide assistance to kinship caretakers. B16: Complete county-based data sheets for foster home recruitment campaign. D B16: Complete county-based data sheets for foster home recruitment campaign. D B16: Complete county-based data sheets for foster home recruitment campaign. D B16: Complete county-based data sheets for foster home recruitment campaign. D B16: Complete county-based data sheets for foster home recruitment campaign. D B16: Provide angoing training for foster parents and cogregate care providers on services and resources available to youth and how to access A Complete funding for these services.	fare Ext. Columbia, SC 29201	Services Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety,
associated regulations and provios, as well as applicable federal statutes. B1: Increase recruitment, retention, and cappeidy foster and adoptive parents. These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's missing the requirements of Titles 43 and 63 as well as the	fare Ext. Columbia, SC 29201	Services Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety,
associated regulations and provios, as well as agecny's mission, and time- applicable fedral statutes. manner, providing assistance to custodial parents hwo need help obtaining child support payments, completing the transformation of the Child Image: Child Support Program, and more. Support Program, and more. This objective is S.M.R.T. as Image: Child Support Program, and more.	are Ext. Columbia, SC 29201	Services Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety,
associated regulations and provios, as well as applicable federal statutes.	ctor 1535 Confederate Avenue	Services Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety, permanency, and well-being of chidiren.
associated regulations and provios, as well as age(ny's mission, and time- bund. manner, providing assistance to custodial parents hwo need help obtaining child support payments, completing the transformation of the Child Image: Completing the transformation of the Child	ctor 1535 Confederate Avenue	Services Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety, permanency, and well-being of children.
associated regulations and provios, as well as agecny's mission, and time- bound. manner, providing assistance to custodial parents hwo need help obtaining child support payments, completing the transformation of the Child Image: Child Support Program, and more. Image: Child Support Program, and Support	ctor 1535 Confederate Avenue	Services Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety, permanency, and well-being of chidiren. Economic Economic Services encompasses economic assistance Services
associated regulations and provios, as well as agecny's mission, and time- policable federal statutes. manner, providing assistance to custodial parents hwo need help obtaining child support payments, completing the transformation of the Child Image: Child Support Program, and more. applicable federal statutes. B1: Increase recruitment, retention, and coporty This objective is S.M.A.R.T. as B3:: Enance asses receiving for foster care reavailability and quality of post-adoptive support services. Taron Davis G Deputy Dire These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's mission, and is the agency's mission, and therefore apply to all of the agency's mission and provise, as well as the asplicable federal statutes. This objective is	ctor 1535 Confederate Avenue	Services Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety, permanency, and well-being of chidiren. Economic Economic Services encompasses economic assistance programs such as Family Independence, the Supplemental Nutrition Assistance Program, the Quality Child Care
associated regulations and provios, as well as agecny's mission, and time- bound. manner, providing assistance to custodial parents hwo need help obtaining child support payments, completing the transformation of the Child Image: completing the transformation of completing the transformation of the Child Image: completing the transformation of completing the transformation of the Child Image: completing the transformation of completing the transformation of the Child Image: completing the transformation of completing the transformation of completing the transformation of completing the transformation of the Child Image: completing the transformation of completing t	ctor 1535 Confederate Avenue	Services Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety, permanency, and well-being of chidiren. Economic Economic Services encompasses economic assistance programs such as Family Independence, the Supplemental Nutrition Assistance Program, the Quality Child Care
ssociated regulations and provios, as well as agecny's mission, and time manner, providing assistance to custodial parents two need help obtaining child support payments, completing the transformation of the Child Image: Completing the transformation of the Child I	ctor 1535 Confederate Avenue	Services Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety, permanency, and well-being of chidiren. Economic Economic Services encompasses economic assistance programs such as Family Independence, the Supplemental Nutrition Assistance Program, the Quality Child Care
associated regulations and provide, as well as applicable federal statutes. B1: Increase recruitment, retention, and capacity of Inis objective is S.M.A.R.T. as complish, is measurable, is compliant to and therefore apply to all of the agency's major programs, satisfying the requirements of Titles 43 and 63 as well as the ascince to require final for these services. This objective is S.M.A.R.T. as complish, is measurable, is compliant to and receive funding for foster parents and congregate care providers on services and label to youth and how to access and receive funding for foster parents and objectives are intentionally compared and statutes. Amber Gillum 27 Oeputy Dire of compare compliant to addition of compliant to addition and subjust there are intentionally is measurable, is complish, is measurable, is complish, is measurable, is complish, is measurable, is compliant to addition. Amber G	ctor 1535 Confederate Avenue	Services Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety, permanency, and well-being of chidiren. Economic Economic Services encompasses economic assistance programs such as Family Independence, the Supplemental Nutrition Assistance Program, the Quality Child Care
associated regulations and provios, as well as applicable federal statutes. B1: Increase recruitment, retention, and coapoly of first era didaptive parents. These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfying the requirements of Titles 43 and 63 as well as the associated regulations and provides, as well as applicable federal statutes. B2: Help prepare and transition clients to employment and self-sufficiency. B2: Help trepare and transition clients to employment and self-sufficiency. B2: Help trepare and transition clients to employment and self-sufficiency. B2: Help trepare and transition clients to employment and self-sufficiency. B2: He	ctor 1535 Confederate Avenue	Services Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety, permanency, and well-being of chidiren. Economic Economic Services encompasses economic assistance programs such as Family Independence, the Supplemental Nutrition Assistance Program, the Quality Child Care
associated regulations and provids, as well as manner, providing assistance to custodial parents live need hep obtaining child support payments, completing the transformation of the Child manner, providing assistance to custodial parents live need hep obtaining child support payments, completing the transformation of the Child manner, providing assistance to custodial parents live need hep obtaining child support payments, completing the transformation of the Child manner, providing assistance to custodial parents live need hep obtaining child support payments, completing the transformation of the Child manner, providing assistance to custodial parents live need hep obtaining child support payments, completing the transformation of the Child manner, providing assistance to custodial parents live need hep obtaining child support payments, completing the transformation of the Child manner, providing assistance to custodial parents live need hep obtaining child support payments, completing the transformation of the Child manner, providing assistance to custodial parents live need hep obtaining child support payments, completing the transformation of the Child manner, providing assistance to custodial payment payments, completing the transformation of the Child weight payment, custodial payment, custodial parents live control textores and provide assistance to kindip caretakers. manner, providing assistance payment need textones live care payment and provide assistance to kindip caretakers. manner, providing assistance payment need textones live care provide assistance to kindip caretakers. manner, providing assistance payment need textones live care providers and provide assistance payment need textones live controls assess of they are reasonable for current associcuter equipation and provides, as well as a	tor 1535 Confederate Avenue Ext. Columbia, SC 29201	Services Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety, permanency, and well-being of chidiren. Economic Economic Services encompasses economic assistance programs such as Family Independence, the Supplemental Nutrition Assistance Program, the Quality Child Care program, and others.
associated regulations and provids, as well as manner, providing assistance to custodial parents live need hep obtaining child support payments, completing the transformation of the Child manner, providing assistance to custodial parents live need hep obtaining child support payments, completing the transformation of the Child manner, providing assistance to custodial parents live need hep obtaining child support payments, completing the transformation of the Child manner, providing assistance to custodial parents live need hep obtaining child support payments, completing the transformation of the Child manner, providing assistance to custodial parents live need hep obtaining child support payments, completing the transformation of the Child manner, providing assistance to custodial parents live need hep obtaining child support payments, completing the transformation of the Child manner, providing assistance to custodial parents live need hep obtaining child support payments, completing the transformation of the Child manner, providing assistance to custodial parents live need hep obtaining child support payments, completing the transformation of the Child manner, providing assistance to custodial payment payments, completing the transformation of the Child weight payment, custodial payment, custodial parents live control textores and provide assistance to kindip caretakers. manner, providing assistance payment need textones live care payment and provide assistance to kindip caretakers. manner, providing assistance payment need textones live care provide assistance to kindip caretakers. manner, providing assistance payment need textones live care providers and provide assistance payment need textones live controls assess of they are reasonable for current associcuter equipation and provides, as well as a	tor 1535 Confederate Avenue Ext. Columbia, SC 29201 1535 Confederate Avenue	Services Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety, permanency, and well-being of chidiren. Economic Economic Services encompasses economic assistance programs such as Family Independence, the Supplemental Nutrition Assistance Program, the Quality Child Care program, and others. This objective Multiple
splicable federal statutes. applicable federal statutes.	tor 1535 Confederate Avenue Ext. Columbia, SC 29201 1535 Confederate Avenue	Services Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety, permanency, and well-being of chidiren. Economic Economic Services encompasses economic assistance programs such as Family Independence, the Supplemental Nutrition Assistance Program, the Quality Child Care program, and others. This objective Multiple encompasses
associated regulations and provide, as well as applicable federal statutes: Bit: herroase recultiment, retention, and capacity of foster and adoptive parents. Bit: herroase recultiment, retention, and capacity of foster and adoptive parents. Bit: bit subjective is SM.AR.T.s. a capacity is subjective. Bit: Deparent there and adoptive parents. Bit: Complete county based and county based county based data sheets for here applicable federal statutes. Is subjective is SM.AR.T.s. a paper based data sheets for here applicable federal statutes. Is concerned to the status sheets for here applicable federal statutes. Is concerned to the status sheets for here applicable federal statutes. Is concerned to the status sheets for here applicable federal statutes. Is concerned to the status sheets for here applicable federal statutes. Is concerned to the status sheets for here applicable federal status. Is concerned to the status sheets for here applicable federal status. Is concerned to the status sheets for here applicable federal status. Is concerned to the status sheets for here applicable federal status. Is concerned to the status sheets for here applicable federal status. Is concerned to the status sheet for and receive funding for these services. Is perficient what i seeks to and receive funding for these services. Is perficient what i seeks to and receive funding for these services. Is perficient what i seeks to and receive funding for these services. Is perficient what i seeks to and receive funding for these services. Is perficient what i seeks to and receive funding for these services. Is perficient what i seeks to and receive funding for these services. Is perficin what i seeks to and receive funding for these services. Is pe	tor 1535 Confederate Avenue Ext. Columbia, SC 29201 1535 Confederate Avenue	Services Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety, permanency, and well-being of chidiren. Economic Economic Services encompasses economic assistance programs such as Family Independence, the Supplemental Nutrition Assistance Program, the Quality Child Care program, and others. This objective encompasses multiple Multiple
spicable federal statutes. applicable federal statutes. applicable federal statutes. B2. Increase recruitment, retention, and capacity of 11 is objective is SM.AR.T.	tor 1535 Confederate Avenue Ext. Columbia, SC 29201 1535 Confederate Avenue	Services Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety, permanency, and well-being of chidiren. Economic Economic Services encompasses economic assistance programs such as Family Independence, the Supplemental Nutrition Assistance Program, the Quality Child Care program, and others. This objective encompasses multiple Multiple
associated regulations and provide, as well as approved massistance for severe services. These goals and objectives are intentionally cross-programmatic and therefore apply to all of a sepret for submater services. These goals and objectives are intentionally cross-programmatic and therefore apply to all of a sepret for submater services. These goals and objectives are intentionally cross-programmatic and therefore apply to all of a standard sa well as applicable federal statutes. B22: Help prepare and transition clients to a sepret for submater services. These goals and objectives are intentionally cross-programmatic and therefore apply to all of a standard sa well as applicable federal statutes. B22: Help prepare and transition clients to a sepret services. B23: Help prevent fault and the segret of main services and applications and provide services are distributed for the services of maining services and support services to application services and support services to application services and applications and provide services are appropriated assets for the services and applications and provide services are appropriated assets for the services and applications and provide services are appropriated assets for the services and applications and provide services are appropriated assets for the services and applications and provide services are appropriated assets for the services and applications and provide services are appropriated assets for the services and applications and provide services are appropriated assets for the services and applications and provide services are appropriated assets for the services and applications approved assets and therefores apply to all of the services are appropriated assets for the services and modify as needed to improve outcomes. B22: Provide temporary resources programs and support services to applications approved assets and therefores apply to all of therefore apply t	tor 1535 Confederate Avenue Ext. Columbia, SC 29201 1535 Confederate Avenue	Services Services, Foster Care, Intensive Foster Care Services, Adoption, and other divisions focused on the safety, permanency, and well-being of chidiren. Economic Economic Services encompasses economic assistance programs such as Family Independence, the Supplemental Nutrition Assistance Program, the Quality Child Care program, and others. This objective encompasses multiple Multiple

Strategy, Objectives and Responsibility

	B4: Provide assistance to custodial parents who		B4a: Ensure Support Orders are established accurately and in a timely manner.	Katie Morgan	30	Director of	3150 Harden Street	Child Support	The Child Support Services division collects and disburses
These goals and objectives are intentionally r	need help obtaining child support payments.		B4b: Utilize administrative remedies and behavioral economics to promote consistent, timely payments of child support.			Child Support	Extension, Columbia, SC	Services	child support payments to custodial parents.
ross-programmatic and therefore apply to all of		accomplish, is measurable, is				Services	29203		
he agency's major programs, satisfiying the		attainable, is relevant to the							
equirements of Titles 43 and 63 as well as the		agency's mission, and is time-							
associated regulations and provios, as well as		bound.							
applicable federal statutes.	B5: Complete the transformation of the Child	This objective is SMART as	B5a: Complete the development of the Palmetto Automated Child Support System (PACSS).	Katie Morgan	20	Director of	3150 Harden Street	Child Support	The Child Support Services division collects and disburses
These goals and objectives are intentionally	Support Program.	it is specific in what it seeks to		Katie Morgan	50	Child Support	Extension, Columbia, SC	Services	child support payments to custodial parents.
ross-programmatic and therefore apply to all of	Support Program.	accomplish, is measurable, is	Bob cleany communicate ching support system project ministories, progress and channelizes, both internally and externally.			Services	29203	Services	child support payments to custodial parents.
he agency's major programs, satisfiying the		accomplish, is measurable, is attainable, is relevant to the	collection and distribution of child support and spousal support.			Services	29203		
equirements of Titles 43 and 63 as well as the		agency's mission, and is time-	concector and discribution of clinic support and spousal support.						
associated regulations and provios, as well as		bound.							
applicable federal statutes.		bound.							
	Goal 3 - Ensure DSS workforce is supported in their		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	Joan Meacham, Chief of Staff,	4	Chief of Staff,	1535 Confederate Avenue		
6	efforts to provide high-guality service that is	This goal is S.M.A.R.T as it is	engaged. This includes recruting and retaining a sufficient workfroce of qualified and diverse individuals, improving the performance and quality			Deputy and	Ext. Columbia, SC 29201		
r	responsive and engaged.	supported by multiple	of service through continuous professional development, coaching, training, and cross training, fostering a culture of customer service, both	Directors		Division	-		
hese goals and objectives are intentionally		objectives, strategies, and	internally and externally, managing caseloads by establishing and implementing caseload standards, establishing and maintaining a Continuous			Directors.			
ross-programmatic and therefore apply to all of		performance measures that	Quality Improvement System and enhancing the capacity of DSS staff to analyze and use data to inform and imrpove decision-making,						
ne agency's major programs, satisfiying the		are very specific, measurable,	strengthening and supporting the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff,						
equirements of Titles 43 and 63 as well as the		attainable, relevant to the	developing uniform processes for updating and disseminating policy updates, including statutory changes, enduring all contracts have a defined						
ssociated regulations and provios, as well as		agecny's mission, and time-	purpose and include measurable outomces and deliverables, protecting the assets of DSS, ensuring accountability over funds, and helping						
pplicable federal statutes.		bound.	prevent and defect fraud waste, and abuse, and more.					Multiple	Multiple departments
	C1: Recruit and retain sufficient workforce of		C1a: Streamline hiring and on-boarding of staff.	Barbara Derrick	9	Deputy Director	1535 Confederate Avenue	Division of	The Division of Administration encompasses the
c	qualified and diverse individuals.		C1b: Work with Universities to establish pipeline of qualified applicants.		1	of	Ext. Columbia, SC 29201	Adminstration	administrative functions of the agency, including finance
		accomplish, is measurable, is	C1c: Enhance recruitment marketing efforts.		1	Administration		1	procurement, HR, IT, IT security, data, facilities, and mo
		attainable, is relevant to the	C1d: Improve HR systems throughout hiring process.	1		1		1	
		agency's mission, and is time-	C1e: Enhance employee orientation.		1	1		1	
		bound.	C1f: Implement student loan repayment and tuition incentive program for DSS Staff.		1	1		1	
			C1g: Develop career ladder, with performance incentives, for staff in human services, economic services, child support and other divisions.		1	1		1	
These goals and objectives are intentionally			C1h: Provide in-band and equity pay increases.						
ross-programmatic and therefore apply to all of			🗆 C1i: Hire and train casework staff to expand 2nd and 3rd shift pilot program; evaluate impact of pilot on staff turnover.						
he agency's major programs, satisfiying the			C1: Conduct annual employee satisfaction surveys and provide feedback to staff on results; utilize results to improve retention efforts.						
equirements of Titles 43 and 63 as well as the			C1k: Evaluate and improve employee exit survey process; utilize results to improve retention efforts.						
associated regulations and provios, as well as									
pplicable federal statutes.					-				
	C2: Improve performance and quality of service		□ C2a: Hire Training Director and Regional trainers. □ C2b: Create comprehensive staff training plan.	Barbara Derrick	9	Deputy Director	1535 Confederate Avenue Ext. Columbia, SC 29201	Division of Adminstration	The Division of Administration encompasses the administrative functions of the agency, including finance
ξ	through continuous professional development,		8 F			or Administration	Ext. Columbia, SC 29201	Adminstration	
	coaching, training, and cross training.	accomplish, is measurable, is	C2c: Support staff in attending Leadership Development opportunities for DSS middle managers and executive leadership across all disciplines.			Administration			procurement, HR, IT, IT security, data, facilities, and mor
These goals and objectives are intentionally cross-programmatic and therefore apply to all of		attainable, is relevant to the	C2d: Implement system to track employee training.						
		agency's mission, and is time- bound.	C2e: Develop strategies for cross-training throughout the Department.						
he agency's major programs, satisfiying the equirements of Titles 43 and 63 as well as the		bound.	C2f: Ensure proper resources and infrastructure (e.g. desks, phones, computers, building space, etc.) are provided for newly hired employees in a timely manner.						
equirements of fittes 45 and 65 as well as the associated regulations and provios, as well as			a uney namer.						
applicable federal statutes.									
	C3: Foster a culture of customer service, both	This objective is SMART as	C3a: Ensure customers are well-informed of services and resources available; communicate consistently throughout the Department.	This objective encompasses	Multiple	Multiple	1535 Confederate Avenue	This objective	Multiple
These goals and objectives are intentionally i	internally and externally.	it is specific in what it seeks to	□ C3b: Provide Customer's are well-informed of services and resources available, communicate consistently throughout the Department.	multiple program areas.	watche	wuitiple	Ext. Columbia: SC 29201	encompasses	Multiple
ross-programmatic and therefore apply to all of	internany and externally.	accomplish, is measurable, is	In CSU. Provide Customer Service training (during onboarding and onegoing).	multiple program areas.			Ext. Columbia, SC 25201	multiple	
he agency's major programs, satisfiying the		attainable, is relevant to the						program areas.	
requirements of Titles 43 and 63 as well as the		agency's mission, and is time-						program areas.	
associated regulations and provios, as well as		bound.							
applicable federal statutes.		bound.							
	C4: Manage caseloads by establishing and	This objective is S.M.A.R.T. as	C4a: Conduct ongoing analysis and evaluation of statewide caseload / caseworker need based on best practice standards.	Taron Davis	6	Deputy Director	1535 Confederate Avenue	Child Welfare	Child Welfare Services encompasses Child Protective
hese goals and objectives are intentionally i	implementing caseload standards.	it is specific in what it seeks to	C4b: Develop formal methodology for even distribution of caseloads and allocation of staff across all Divisions.	1			Ext. Columbia, SC 29201	Services	Services, Foster Care, Intensive Foster Care Services,
ross-programmatic and therefore apply to all of		accomplish, is measurable, is	□ C4c: Hire additional caseworkers across all program areas to decrease caseloads and improve service quality statewide.	1		Services		1	Adoption, and other divisions focused on the safety,
he agency's major programs, satisfiying the		attainable, is relevant to the	C4d: Improve resources in General Counsel's office to help reduce caseloads, expedite case processing, and improve case quality.		1	1		1	permanency, and well-being of chidlren.
equirements of Titles 43 and 63 as well as the		agency's mission, and is time-		1		1		1	
ssociated regulations and provios, as well as		bound.				1		1	
pplicable federal statutes.									
	C5: Establish and maintain a Continuous Quality		C5a: Develop written protocol and policies for CQI.	This objective encompasses	Multiple	Multiple	1535 Confederate Avenue	This objective	Multiple
hese goals and objectives are intentionally	Improvement System and enhance the capacity of		C5b: Evaluate the use of data for performance management.	multiple program areas.	1	1	Ext. Columbia, SC 29201	encompasses	
ross-programmatic and therefore apply to all of L		accomplish, is measurable, is	C5c: Ensure staff are equipped and resourced to accurately conduct data entry.	1		1		multiple	
he agency's major programs, satisfiying the	improve decision-making.	attainable, is relevant to the	C5d: Effectively communicate agency data and outcomes to stakeholders.		1	1		program areas.	
equirements of Titles 43 and 63 as well as the		agency's mission, and is time-		1		1		1	
associated regulations and provios, as well as		bound.				1		1	
pplicable federal statutes.	Contraction and success of the U.S. S. S.	This ship ship is a set of a loss	- CC- Develop and implementation of a constant and a constant	Barbara Derrick	0	Describe D'	1525 Carfada - 1-4	Division (The Division of Administration (
	C6: Strengthen and support the well-being of the		C6a: Develop and implement counseling support program for workforce. C6a: Develop and implement counseling support program for workforce.	barbara Derrick	а	Deputy Director	1535 Confederate Avenue	Division of	The Division of Administration encompasses the
	DSS workforce, including assistance to address		C6b: Provide staff training on violence, prevention, de-escalation, and safety protocols. C6b: Provide staff training on violence, prevention, de-escalation, and safety protocols. C6b: Provide staff training on violence, prevention, de-escalation, and safety protocols. C6b: Provide staff training on violence, prevention, de-escalation, and safety protocols. C6b: Provide staff training on violence, prevention, de-escalation, and safety protocols. C6b: Provide staff training on violence, prevention, de-escalation, and safety protocols. C6b: Provide staff training on violence, prevention, de-escalation, and safety protocols. C6b: Provide staff training on violence, prevention, de-escalation, and safety protocols. C6b: Provide staff training on violence, prevention, de-escalation, and safety protocols. C6b: Provide staff training on violence, prevention, de-escalation, and safety protocols. C6b: Provide staff training on violence, prevention, de-escalation, and safety protocols. C6b: Provide staff training on violence, prevention, de-escalation, and safety protocols. C6b: Provide staff training on violence, prevention, de-escalation, and safety protocols. C6b: Provide staff training on violence, prevention, de-escalation, and safety protocols. C6b: Provide staff training on violence, prevention, de-escalation, and safety protocols. C6b: Provide staff training on violence, prevention, de-escalation, de-escalatio		1	OF Administration	Ext. Columbia, SC 29201	Adminstration	administrative functions of the agency, including finance
ross-programmatic and therefore apply to all of a	secondury crauma experiencea by staff.	accomplish, is measurable, is	C6c: Promote safety of staff through re-design of office building environments (lighting, keyless access, cameras, panic button, etc.)	1		Administration		1	procurement, HR, IT, IT security, data, facilities, and more
e agency's major programs, satisfiying the		attainable, is relevant to the			1	1		1	
equirements of Titles 43 and 63 as well as the ssociated regulations and provios, as well as		agency's mission, and is time- bound.			1	1		1	
		bound.				1			
unlicable federal statutes	C7: Develop uniform process for updating and	This objective is S M A R T as	C7a: Update policy manuals throughout the Department.	This objective encompasses	Multiple	Multiple	1535 Confederate Avenue	This objective	Multiple
	cr. service anyoun process jor apaaung ana		C/a: opdate policy manuals throughout the Department.	multiple program areas.		multiple	Ext. Columbia. SC 29201	encompasses	in a capito
	disseminatina policy updates, includina statutory	it is specific in what it seeks to							
hese goals and objectives are intentionally	J. , , , J. ,			multiple program areas.			-	multiple	
nese goals and objectives are intentionally ross-programmatic and therefore apply to all of	J. , , , J. ,	accomplish, is measurable, is	□ C7:: Evaluate possibility of developing an Office of Policy Management.	indiciple program areas.				multiple	
hese goals and objectives are intentionally ross-programmatic and therefore apply to all of he agency's major programs, satisfiying the	J. , , , J. ,			multiple program areas.				, multiple program areas.	
nese goals and objectives are intentionally ross-programmatic and therefore apply to all of	J. , , , J. ,	accomplish, is measurable, is attainable, is relevant to the		mattpic programaicas.					

Strategy, Objectives and Responsibility

	C8: Ensure all contracts have a defined purpose and	This objective is SMAPT or	C8c: Standardize process for grants and contracts including approvals, tracking, and evaluation.	Barbara Derrick	9	Deputy Director	1535 Confederate Avenue	Division of	The Division of Administration encompasses the
These goals and objectives are intentionally	include measurable outcomes and deliverables.	it is specific in what it seeks to		Barbara Derrick	9	-f	Ext. Columbia. SC 29201	Adminstration	administrative functions of the agency, including finance,
ross-programmatic and therefore apply to all of	include measurable butcomes and deliverables.	accomplish, is measurable, is				Administration	Ext. Columbia, SC 29201	Administration	procurement, HR, IT, IT security, data, facilities, and more.
						Administration			procurement, HK, IT, IT security, data, facilities, and more.
he agency's major programs, satisfiying the		attainable, is relevant to the							
equirements of Titles 43 and 63 as well as the		agency's mission, and is time-							
associated regulations and provios, as well as		bound.							
applicable federal statutes.									
			© C9a: Create an Office of the Inspector General to improve oversight of the agency and to increase the safety and security of agency personnel	This objective encompasses	Multiple	Multiple	1535 Confederate Avenue	This objective	Multiple
	over funds, and help prevent and detect fraud,	it is specific in what it seeks to		multiple program areas.			Ext. Columbia, SC 29201	encompasses	
	waste, and abuse.	accomplish, is measurable, is	C9b: Continue to provide, through the Administrative Services divisions, services that support divisions, regional and county offices in providing					multiple	
		attainable, is relevant to the	effective client services, oversight and internal controls.					program areas.	
		agency's mission, and is time-	C9c: Perform internal audits on a regular basis to help to determine if internal controls within the Agency are performing properly, and make						
		bound.	recommendations to help resolve any findings.						
These goals and objectives are intentionally			© C9d: Monitor and help to resolve any findings that might relate to DSS, when they are found in Single Audits received from our subrecipients.						
cross-programmatic and therefore apply to all of			C9e: Continue to carry out a Fraud Prevention and Detection Program, which includes periodic random surprise audits, an Agency fraud hotline						
the agency's major programs, satisfiying the			for reporting fraud, and periodic Fraud Prevention training.						
requirements of Titles 43 and 63 as well as the			C9f: Coordinate with law enforcement, DSS Inspector General's Office and the SC Inspector General's Office on fraud investigations.						
associated regulations and provios, as well as									
applicable federal statutes.									
	Goal 4 - Foster trust, collaboration and	This goal is S.M.A.R.T as it is		Joan Meacham, Chief of Staff,	4	Chief of Staff,	1535 Confederate Avenue		
	communication with stakeholders to improve	supported by multiple	The intended outcome of this goal is to foster trust, collaboration and communication with stakeholders to improve outcomes for children,	and the Deputy and Division		Deputy and	Ext. Columbia, SC 29201		
hese goals and objectives are intentionally	outcomes for children, families and vulnerable	objectives, strategies, and	families and vulnerable adults. This includes strengthening partner relationships and increasing recognition that safety and well-being of children			Division			
cross-programmatic and therefore apply to all of		performance measures that	and vulnerable adults is the responsibility of the entire community, increasing awareness of DSS mission, programs, services, and strategic			Directors			
the agency's major programs, satisfying the		are very specific, measurable,	priorities, strengthening alignment among DSS and other governmental agencies to provide more effective and efficient services to clients,						
requirements of Titles 43 and 63 as well as the		attainable, relevant to the	fostering a culture of transparency, providing timely, consistent, accurate and culturally responsive communication, improving responsiceness to	1	1	1			
associated regulations and provios, as well as		attainable, relevant to the agecny's mission, and time-		1	1	1			
associated regulations and provios, as well as applicable federal statutes.		ageony's mission, and time- bound	public feedback, providing two-way communication channels to keep employees and partners informed while soliciting on-going input, and					Multiple	Multiple departments
	D1: Strongthon partner rainting	bound.	niore. o Dia Dolino "nartnare", oncuro concistant definition throughout DES through the device d MOU secondaria.	This phiostive and the second	Multiple	Multipl-	1E2E Confederate Aver		to a service of the s
	D1: Strengthen partner relationships and increase		D1a: Define "partners"; ensure consistent definition throughout DSS through standardized MOU processing.	This objective encompasses	wuttple	Multiple	1535 Confederate Avenue	This objective	Multiple
These goals and objectives are intentionally	recognition that safety and well-being of children		D1b: Inventory existing partnerships and identify which divisions work with each; publish on Unite.	multiple program areas.	1	1	Ext. Columbia, SC 29201	encompasses	
	and vulnerable adults is the responsibility of the		D1c: Enhance Partner Meetings and ensure more consistency in meeting processes and outcomes across regions.					multiple	
the agency's major programs, satisfiying the	entire community.	attainable, is relevant to the	D1d: Provide "DSS 101" for legislators, media and partners.					program areas.	
requirements of Titles 43 and 63 as well as the		agency's mission, and is time-	D1e: Continue to strengthen DSS Advisory Group.						
associated regulations and provios, as well as		bound.							
applicable federal statutes.									
	D2: Increase awareness of DSS mission, programs,		D2a: Develop a Strategic Communications Plan including:	Karen Wingo	6	Director of	1535 Confederate Avenue	Communications	This division encompases legislative and media relations, as
	services and strategic priorities.	it is specific in what it seeks to	o Guidelines for external communication.			Communication	Ext. Columbia, SC 29201	and Legislative	well as constituent services and communications.
These goals and objectives are intentionally		accomplish, is measurable, is	o Guidelines on what information is legally discoverable.			s and Legislative		Affairs	
cross-programmatic and therefore apply to all of		attainable, is relevant to the	o Policy for approvals for utilizing social media, response to media requests, etc.			Affairs			
the agency's major programs, satisfiying the		agency's mission, and is time-	o Common definitions for key terms.						
requirements of Titles 43 and 63 as well as the		bound.	D2b: Develop a plan for quarterly video messages from Director and DSS Senior Staff.						
associated regulations and provios, as well as			D2c: Proactively tell the positive stories and outcomes of DSS.						
applicable federal statutes.									
	D3: Strengthen alignment among DSS and other	This objective is S.M.A.R.T. as	D3a: Convene "roundtables" consisting of DSS and partner agency representatives.	This objective encompasses	Multiple	Multiple	1535 Confederate Avenue	This objective	Multiple
These goals and objectives are intentionally	governmental agencies to provide more effective	it is specific in what it seeks to		multiple program areas.			Ext. Columbia, SC 29201	encompasses	
cross-programmatic and therefore apply to all of		accomplish is measurable, is						multiple	
the agency's major programs, satisfiving the		attainable, is relevant to the						program areas.	
requirements of Titles 43 and 63 as well as the		agency's mission, and is time-						program areas.	
associated regulations and provios, as well as		bound.							
applicable federal statutes.		bound.							
	D4. Faster a sulting of terrores	This shipstive is C MAA D T as	n Dan Taia ang ang kang kang kang kang kang sa kang sa kang kang kang kang kang kang kang kan	Barbara Derrick	0	Denut Dimeter	1535 Confederate Avenue	Division of	The Division of Administration encompasses the
	D4: Foster a culture of transparency.		D4a: Train agency staff on how to safely share information while adhering to statutory requirements as it relates to confidentiality.	Barbara Derrick	9	Deputy Director		Division of	
These goals and objectives are intentionally			D4b: Increase awareness among external stakeholders and legislators about confidentiality requirements.			OT	Ext. Columbia, SC 29201	Adminstration	administrative functions of the agency, including finance,
ross-programmatic and therefore apply to all of		accomplish, is measurable, is				Administration			procurement, HR, IT, IT security, data, facilities, and more.
he agency's major programs, satisfiying the		attainable, is relevant to the		1	1	1	1		
equirements of Titles 43 and 63 as well as the		agency's mission, and is time-		1	1	1	1		
associated regulations and provios, as well as		bound.							
applicable federal statutes.						1			
	D5: Provide timely, consistent, accurate and		D5a: Ensure internal and external audiences can easily access a comprehensive, up-to-date DSS resource directory and information.	Karen Wingo	6	Director of	1535 Confederate Avenue		This division encompases legislative and media relations, as
These goals and objectives are intentionally	culturally responsive communication.	it is specific in what it seeks to	D5b: Improve access, capabilities and utilization of technology in communication.	1		Communication	Ext. Columbia, SC 29201		well as constituent services and communications.
cross-programmatic and therefore apply to all of			D5c: Develop, update and publish information using a wide range of vehicles such as videos, tip sheets, brochures, TV monitors, fact sheets, etc.	1	1	s and Legislative		Affairs	
the agency's major programs, satisfiying the		attainable, is relevant to the	D5d: Establish a speaker's bureau.			Affairs			
requirements of Titles 43 and 63 as well as the		agency's mission, and is time-	D5e: Launch the redesigned internal and external website.			1			
associated regulations and provios, as well as		bound.				1			
applicable federal statutes.				1	1	1	1		
	D6: Improve responsiveness to public feedback.	This objective is S.M.A.R.T. as	D6a: Standardize mechanisms for constituent feedback including centralized log for all divisions.	Karen Wingo	6	Director of	1535 Confederate Avenue	Communications	This division encompases legislative and media relations, as
hese goals and objectives are intentionally			□ D6b: Standardize process for Freedom of Information Act (FOIA) resonances.		F		Ext. Columbia, SC 29201	and Legislative	well as constituent services and communications.
cross-programmatic and therefore apply to all of			D6c: Develop critical incidence response protocol.			s and Legislative		Affairs	
the agency's major programs, satisfying the		attainable, is relevant to the	a bos bereiop entrea incluence response protocol.	1	1	Affairs	1	11013	
and agency a major programs, satisfying the		agency's mission, and is time-		1	1	,	1		
requirements of Titles 43 and 62 as well at the		agency's mission, and is time- bound.		1	1	1	1		
requirements of Titles 43 and 63 as well as the		bouna.		1	1	1	1		
associated regulations and provios, as well as					Multiple	14 JC 1			Multiple
ssociated regulations and provios, as well as		and a state of the							
ssociated regulations and provios, as well as pplicable federal statutes.	D7: Provide two-way communication channels to		D7a: Create electronic internal feedback loop for staff on website.	This objective encompasses	wultiple	Multiple	1535 Confederate Avenue	This objective	wultiple
associated regulations and provios, as well as applicable federal statutes. These goals and objectives are intentionally	keep employees and external stakeholders	it is specific in what it seeks to	D7b: Improve utilization of face-to-face meetings as a two-way communication vehicle.	This objective encompasses multiple program areas.	wuitipie	Multiple	1535 Confederate Avenue Ext. Columbia, SC 29201	encompasses	Multiple
associated regulations and provios, as well as applicable federal statutes. These goals and objectives are intentionally cross-programmatic and therefore apply to all of	keep employees and external stakeholders	it is specific in what it seeks to accomplish, is measurable, is			wattpie	Multiple			wunpie
associated regulations and provios, as well as applicable federal statutes. These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfying the	keep employees and external stakeholders	it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the	D7b: Improve utilization of face-to-face meetings as a two-way communication vehicle.		Multiple	Multiple		encompasses	multiple
associated regulations and provios, as well as applicable federal statutes. These goals and objectives are intentionally cross-programmatic and therefore apply to all of	keep employees and external stakeholders	it is specific in what it seeks to accomplish, is measurable, is	D7b: Improve utilization of face-to-face meetings as a two-way communication vehicle.		Multiple	Multiple		encompasses multiple	muupe
associated regulations and provios, as well as applicable federal statutes. These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfying the	keep employees and external stakeholders	it is specific in what it seeks to accomplish, is measurable, is attainable, is relevant to the	D7b: Improve utilization of face-to-face meetings as a two-way communication vehicle.		multiple	Multiple		encompasses multiple	mungne

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.

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

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 <u>ONLY ONE</u> 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 <u>ONLY ONE</u> 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,
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
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
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.

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.
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	C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.
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	C7: Develop uniform process for updating and disseminating policy updates, including statutory changes.
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	C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.
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	C9: Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.
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	D2: Increase awareness of DSS mission, programs, services and strategic priorities.
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	D3: Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.
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	D4: Foster a culture of transparency.
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	D5: Provide timely, consistent, accurate and culturally responsive communication.
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	D6: Improve responsiveness to public feedback.
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 Court Office Administration Decourt had a deficit being an address of the courties	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- makina.
County Office Administration	The County Office Administration Program tracks administrative support costs of the counties. 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.
County Office Administration	The County Office Administration Program tracks administrative support costs of the counties.	Title 43 & Title 63	C7: Develop uniform process for updating and disseminating policy updates, including statutory changes.
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			D2: Increase awareness of DSS mission, programs, services and strategic priorities.

County Office Administration			D3: Strengthen alignment among DSS and other governmental agencies to provide
econtry critec , landing allow	The County Office Administration Program tracks administrative support costs of the counties.	Title 43 & Title 63	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.
County Office Administration			D5: Provide timely, consistent, accurate and culturally responsive communication.
county office ranning adon	The County Office Administration Program tracks administrative support costs of the counties.	Title 43 & Title 63	
County Office Administration	The County Office Administration Program tracks administrative support costs of the counties.	Title 43 & Title 63	D6: Improve responsiveness to public feedback.
County Office Administration	The county once Administration riogram racks administrative support costs of the countes.		D7: Provide two-way communication channels to keep employees and external
	The County Office Administration Program tracks administrative support costs of the counties.	Title 43 & Title 63	stakeholders informed while soliciting on-going input.
County Local Support			B3: Ensure appropriate resources are distributed with integrity and in a timely,
county coour 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	accurate, and equitable manner.
County Local Support			C1: Recruit and retain sufficient workforce of qualified and diverse individuals.
,	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	
County Local Support			C2: Improve performance and quality of service through continuous professional
	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	development, coaching, training, and cross training.
County Local Support			C5: Establish and maintain a Continuous Quality Improvement System and enhance
<i>,</i>	The County Local Support Program track tracks transactions submitted by County Government for office space, facility		the capacity of DSS staff to analyze and use data to inform and improve decision-
	services, janitorial services, utilities, telephone services and related supplies, for the county offices.	Title 43 & Title 63	making.
County Local Support	The County Local Support Program track tracks transactions submitted by County Government for office space, facility		C6: Strengthen and support the well-being of the DSS workforce, including
,	services, ianitorial services, utilities, telephone services and related supplies, for the county offices.	Title 43 & Title 63	assistance to address secondary trauma experienced by staff.
County Local Support	The County Local Support Program track tracks transactions submitted by County Government for office space, facility		C7: Develop uniform process for updating and disseminating policy updates,
, , , , , , , , , , , , , , , , , , , ,	services, janitorial services, utilities, telephone services and related supplies, for the county offices.	Title 43 & Title 63	including statutory changes.
County Local Support	The County Local Support Program track tracks transactions submitted by County Government for office space, facility		C8: Ensure all contracts have a defined purpose and include measurable outcomes
,	services, ianitorial services, utilities, telephone services and related supplies, for the county offices.	Title 43 & Title 63	and deliverables.
County Local Support	The County Local Support Program track tracks transactions submitted by County Government for office space, facility		C9: Protect the assets of DSS, ensure accountability over funds, and help prevent
, ,,	services, ianitorial services, utilities, telephone services and related supplies, for the county offices.	Title 43 & Title 63	and detect fraud, waste, and abuse.
County Local Support	The County Local Support Program track tracks transactions submitted by County Government for office space, facility		D2: Increase awareness of DSS mission, programs, services and strategic priorities.
, ,,	services, janitorial services, utilities, telephone services and related supplies, for the county offices.	Title 43 & Title 63	
County Local Support	The County Local Support Program track tracks transactions submitted by County Government for office space, facility		D3: Strengthen alignment among DSS and other governmental agencies to provide
	services, janitorial services, tullities, telephone services and related supplies, for the county offices.	Title 43 & Title 63	more effective and efficient services to clients.
County Local Support	The County Local Support Program track tracks transactions submitted by County Government for office space, facility		D4: Foster a culture of transparency.
,	services, janitorial services, utilities, telephone services and related supplies, for the county offices.	Title 43 & Title 63	
County Local Support	The County Local Support Program track tracks transactions submitted by County Government for office space, facility		D5: Provide timely, consistent, accurate and culturally responsive communication.
	services, janitorial services, utilities, telephone services and related supplies, for the county offices.	Title 43 & Title 63	
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	D6: Improve responsiveness to public feedback.
County Local Support			D7: Provide two-way communication channels to keep employees and external
county cool 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	stakeholders informed while soliciting on-going input.
Children's Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	B3: Ensure appropriate resources are distributed with integrity and in a timely,
	individuals to obtain their highest level of functioning.		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	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	C1: Recruit and retain sufficient workforce of qualified and diverse individuals.
	individuals to obtain their highest level of functioning.		55 5 5 7 5
Children's Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	C2: Improve performance and quality of service through continuous professional
-	individuals to obtain their highest level of functioning.		development, coaching, training, and cross training.
Children's Services		SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	C5: Establish and maintain a Continuous Quality Improvement System and enhance
	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these		the capacity of DSS staff to analyze and use data to inform and improve decision-
	individuals to obtain their highest level of functioning.		making.
Children's Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	C6: Strengthen and support the well-being of the DSS workforce, including
	individuals to obtain their highest level of functioning.		assistance to address secondary trauma experienced by staff.
Children's Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	C7: Develop uniform process for updating and disseminating policy updates,
	individuals to obtain their highest level of functioning.		including statutory changes.
Children's Services	This program provides assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3	C8: Ensure all contracts have a defined purpose and include measurable outcomes
	individuals to obtain their highest level of functioning.		and deliverables.

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	<i>C9:</i> 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.
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	D3: Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.
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	D4: Foster a culture of transparency.
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.
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	D6: Improve responsiveness to public feedback.
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.
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	C2: Improve performance and quality of service through continuous professional development, coaching, training, and cross training.
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	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.
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	C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.
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	C7: Develop uniform process for updating and disseminating policy updates, including statutory changes.
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	C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.
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.
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	D3: Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.
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.
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	D6: Improve responsiveness to public feedback.
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	<i>C1:</i> 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.
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	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 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.
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	C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.
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	C9: Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.
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.
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	D4: Foster a culture of transparency.
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	D5: Provide timely, consistent, accurate and culturally responsive communication.
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	D6: Improve responsiveness to public feedback.
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	D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.
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.
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	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.
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.

CPS Case Management	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC	A1: Assass and improve the quality of Abuse and Neglest 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 Administrative Code of Regulations Chapter 114, Regulations 114-590; Title IV-A of the Social	A1. Assess and improve the quality of Abase and Neglect Report intake decisions.
	their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengther the Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 61 et seq.);	
	families; to enable children to remain safe in the Services home; to temporarily remove form parental custody a child who is seq.): Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 E seq. and 42	
	at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC	
	the custodial family cannot be preserved without serious risk to the child.	
CPS Case Management	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC	A2: Improve the timeliness of initiating investigations
CF3 Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within Administrative Code of Regulations Chapter 114, Regulations 114-590; Title IV-A of the Social	A2. Improve the timeliness of mituting investigations.
	their families, in foster care, or by persons responsible for the child's welfare as defined by statue, are provided to strengthen the Security Act (42 U.S.C. 601 et seq.); Title 1/9 of the Social Security Act (42 U.S.C. 621 et seq.);	
	families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is seq.) Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 510) et seq. and 42	
	at imminent risk of harm; or to pursue termination of parental rights and assume the child permanency in a substitute family if U.S.C. 5116 et seq.): Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC	
	the custodial family cannot be preserved without serious risk to the child.	
CPS Case Management	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC	A3: Improve the quality and consistency of ongoing assessments of safety and risk
er 5 ease management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within Administrative Code of Regulations Chapter 114, Regulation 114-590, Title IV-A of the Social	
	their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen Security Act (42 U.S.C. 601 et sec.); Title IV-B of the Social Security Act (42 U.S.C. 621 et	to children and vulnerable adults.
	families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is sec.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42	
	at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC	
	the custodial family cannot be preserved without serious risk to the child.	
CPS Case Management	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC	M: Reduce repeat maltreatment for children and vulnerable adults
cr 5 case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social	A4. Neudee repeat mattreatment for ennaren and vamerable adaits.
	their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et	
	families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42	
	at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Provides 38.3; SC	
	the custodial family cannot be preserved without serious risk to the child.	
CPS Case Management	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC	A5: Develop a Case Practice Model that clearly articulates Best Practice and the
	These programs provide services to families which are mandated by law to protect children from abuse and neglect within Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social	
	their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengther the Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 61 et seq.);	core values that injoint now D33 interacts with children, junnies and valuerable
	families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5010 tese, and 42	adults to increase safety and well-being.
	at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Provides 38.3; SC	
	the custodial family cannot be preserved without serious risk to the child.	
CPS Case Management	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC	46: Improve the permanency and stability of children and vulnerable adults in their
cr 5 case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social	
	their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen Security Act (42 U.S.C. 601 et sec.); Title IV-B of the Social Security Act (42 U.S.C. 621 et sec.);	living situations by providing supports to help preserve the family unit.
	families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42	
	at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC	
	the custodial family cannot be preserved without serious risk to the child.	
CPS Case Management	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC	A7: Ensure the educational physical and mental health needs of children and
er 5 ease management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social	vulnerable adults are addressed.
	their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et	vullerable daults are adaressea.
	families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is seg.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seg. and 42	
	at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC	
	the custodial family cannot be preserved without serious risk to the child.	
CPS Case Management	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC	A9: Improve the continuity of family connections and work towards equitable
er e ease managemente	These programs provide services to families which are mandated by law to protect children from abuse and neglect within Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social	access to services by ensuring services are aligned with the needs of children and
	their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et	, 3 3 , ,
	families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42	connected to their neighborhood, community, faith, extended family, tribe, school
	at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC	and friends.
	the custodial family cannot be preserved without serious risk to the child. Proviso 38.7	
	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC	110. Educate families and train providers to help ensure children receive safe and
CPS Case Management		ALU, EQUCATE TATIMIES AND TRAIN DIOVIDERS TO HEID ENSURE CHIMPEN RECEIVE SUPERIOR
CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within Administrative Code of Regulations Chapter 114, Regulations 114-590; Title IV-A of the Social	
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 Security Act (42 U.S.C. 601 et seq.); Title IV-A of the Social Security Act (42 U.S.C. 621 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et	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 Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Socia	
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	
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. 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 38.7; C	quality child care.
-	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. 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 38.7; C	quality child care.
-	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 strengther 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	quality child care.
-	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 the custodial family cannot be preserved without serious risk to the child. These programs provide services to families which are mandated by law to protect children from abuse and neglect within These programs provide services to families which are mandated by law to protect children from abuse and neglect within These programs provide services to families which are mandated by law to protect children from abuse and neglect within These programs provide services to families which are mandated by law to protect children from abuse and neglect within These programs provide services to families which are mandated by law to protect children from abuse and neglect within	quality child care.
CPS Case Management 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 strengther families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengther families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengther families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengther families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengther families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengther families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengther families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengther families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengther families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengther families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengther families welfare as defined by statue. are provided to strengther families welfare as defined by statue. are provided to strengther families welfare as defined by statue. The provime famil	quality child care.
-	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 strengther families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengther families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengther families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengther families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengther families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengther families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengther families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengther families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengther families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengther families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengther families welfare as defined by statue. are provided to strengther families welfare as defined by statue. are provided to strengther families welfare as defined by statue. The provime famil	quality child care.

	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC 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 Administrative Code of Regulations Chapter 1, 30 Code Title 03, Chapter 1, 30 Code Title 03, Chapter 1, 30 Code Title 04, Chapte
	their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen Security Act (42 U.S.C. 601 et al.). Title IV-B of the Social Security Act (42 U.S.C. 621 et
	families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42
	at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC
	the custodial family cannot be preserved without serious risk to the child.
CPS Case Management	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SG B3: Ensure appropriate resources are distributed with integrity and in a timely,
er o case management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social accurate, and equitable manner.
	their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et
	families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42
	at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC
	the custodial family cannot be preserved without serious risk to the child. Proviso 38.7
CPS Case Management	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SQ C1: Recruit and retain sufficient workforce of qualified and diverse individuals.
	These programs provide services to families which are mandated by law to protect children from abuse and neglect within Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social
	their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et
	families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42
	at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC
	the custodial family cannot be preserved without serious risk to the child. Proviso 88.7
CPS Case Management	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Code
	These programs provide services to families which are mandated by law to protect children from abuse and neglect within Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social development, coaching, training, and cross training.
	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 seg.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seg. and 42
	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 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC
	at imminent is to main, or to puse termination or parential rights and assure the clinic permanency in a substrate raining in the custodial family cannot be preserved without serious risk to the child.
CPS Case Management	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 11; SC 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 Administrative Code of Regulation 114-590; Title IV-A of the Social
	their families, in foster care, or by persons responsible for the child's welfare a defined by statue, are provided to strengthen Security Act (42 U.S. C601 et al. C621 et al
	families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who at children and Treatment Act of 2010 (42 U.S. 5101 et seq. and 42
	at imminent risk of harris or to pursue termination of parental rights and assure the child permanency in a substitute family if U.S.C. 5116 et seq. 11 2010 (F2 USO). 517 Fridad, and F2
	the custodial family cannot be preserved without serious risk to the child.
CPS Case Management	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SQ C4: Manage caseloads by establishing and implementing caseload standards.
er s ease management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social
	their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et
	families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42
	at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC
	the custodial family cannot be preserved without serious risk to the child. Proviso 38.7
CPS Case Management	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SQ C5: Establish and maintain a Continuous Quality Improvement System and enhance
	These programs provide services to families which are mandated by law to protect children from abuse and neglect within Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social the capacity of DSS staff to analyze and use data to inform and improve decision-
	their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et and the security Act (42 U.
	ramines; to enable children to remain safe in the Services nome; to temporarily remove from parental custody a child who is seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42
	at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC
	the custodial family cannot be preserved without serious risk to the child. Proviso 38.7
CPS Case Management	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SQ C6: Strengthen and support the well-being of the DSS workforce, including
	These programs provide services to families which are mandated by law to protect children from abuse and neglect within Administrative Code of Regulations Chapter 114, Regulation 114-590, Title IV-A of the Social assistance to address secondary trauma experienced by staff.
	their families, in foster care, or by persons responsible for the child's weifere as defined by statue. are provided to strengthen femilies to applie children to the control of the child's weifere as defined by statue. The base of the base of the child's weight of
	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
	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.
CDC C A	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 11; SC Code Title 63, Chapter 12; SC Code
CPS Case Management	These programs provide services to families which are mendated by law to protect shildren from abuse and parlent within Administrative Code of Desulations (144 E00) Title IV A of the Casial
	their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et
	families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a children to remain safe the Services home; to temporarily remove from the Services home; to tempora
	at immediate to change and in the contract and
	the custodial family cannot be preserved without serious risk to the child.
CPS Case Management	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 1; SC Code Title 63, Chapter 11; SC Code Title 63, Chapter 11; SC Code Title 63, Chapter 11; SC Code Title 63, Chapter 12; SC Code
Crs Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social and deliverables.
	their families, in foster care, or by persons responsible for the child's welfare as defined by statue. are provided to strengthen Security Act (42 U.S.C. 601 et sec.); Title IV-B of the Social Security Act (42 U.S.C. 621 et
	families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42
	at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC

CBS Case Management		C Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC	CO: Brotact the access of DSS ansura accountability over funds, and help prevent
CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within Ad	Iministrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Socia	
		Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et	and detect fraud, waste, and abuse.
		seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42	
	at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if U.	S.C. 5116 et seg.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC	
	the custodial family cannot be preserved without serious risk to the child.	Proviso 38.7	
CPS Case Management	sc	C Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC	D1. Strengthen partner relationships and increase recognition that safety and well-
er s euse munugement	These programs provide services to families which are mandated by law to protect children from abuse and neglect within Ad	ministrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Socia	being of children and vulnerable adults is the responsibility of the entire community
		Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et	being of children and vulnerable datils is the responsibility of the entire community
		seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42	
		S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC	
	the custodial family cannot be preserved without serious risk to the child.	Proviso 38.7	
CPS Case Management		C Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC	D2: Increase awareness of DSS mission programs services and strategic priorities
		Iministrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Socia	b2. mereuse uwareness of bas mission, programs, services una strategie priorities.
		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	
		S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC	
	the custodial family cannot be preserved without serious risk to the child.	Proviso 38.7	
CPS Case Management		C Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC	D3: Strengthen alignment among DSS and other governmental agencies to provide
	These programs provide services to families which are mandated by law to protect children from abuse and neglect within Ad	Iministrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Socia	
		Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et	more effective and efficient services to clients.
		seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42	
		S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC	
	the custodial family cannot be preserved without serious risk to the child.	Proviso 38.7	
CPS Case Management		C Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC	D4: Factor a culture of transparancy
CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within Ad	Iministrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Socia	D4. Foster a callare of transparency.
		Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et	
		sec.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42	
		S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC	
	the custodial family cannot be preserved without serious risk to the child.	Proviso 38.7	
CDC Case Management		C Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC	
CPS Case Management	These programs provide services to families which are mandated by law to protect children from abuse and neglect within Ad	Iministrative Code of Regulations Chapter 114. Regulation 114-590; Title IV-A of the Socia	D5: Provide limely, consistent, accurate and culturally responsive communication.
		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	
		S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC	
	the custodial family cannot be preserved without serious risk to the child.	Proviso 38.7	
CPS Case Management	These programs provide convises to families which are mondated by law to protect shidten from abuse and poplat within	C Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC	D6: Improve responsiveness to public feedback.
		dministrative 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	
		.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC	
	the custodial family cannot be preserved without serious risk to the child.	Proviso 38.7	
CPS Case Management		C Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC	D7: Provide two-way communication channels to keep employees and external
		Iministrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Socia	stakeholders informed while soliciting on-going input.
		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	
		.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC	
	the custodial family cannot be preserved without serious risk to the child.	Proviso 38.7	
Legal Representation	sc	C Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC	A1: Assess and improve the quality of Abuse and Neglect Report Intake decisions.
		Iministrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Socia	
		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	
		.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC	
	program areas, and in all matters concerned with litigation.	Proviso 38.7	
Legal Representation		C Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC	A2: Improve the timeliness of initiating investigations.
		Iministrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Socia	
		Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et	
		seg.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seg. and 42	
		S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC	

		00 0-d- Title 40 0h-ester 4:00 0-d- Title 00 0h-ester 7:00 0-d- Title 00 0h-ester 44:00	
Legal Representation		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	
			to children and vulnerable adults.
		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	
	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs,	U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC	
	program areas, and in all matters concerned with litigation.		
Legal Representation		SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC	A4: Reduce repeat maltreatment for children and vulnerable adults.
		Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Socia	
		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	
	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs,	U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC	
	program areas, and in all matters concerned with litigation.	Proviso 38.7	
Legal Representation		SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC	A5: Develop a Case Practice Model that clearly articulates Best Practice and the
		Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social	core values that inform how DSS interacts with children, families and vulnerable
		Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et	adults to increase safety and well-being.
		seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42	dudits to increase sujety and wen-being.
	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs,	U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC	
	program areas, and in all matters concerned with litigation.	Proviso 38.7	
Legal Representation		SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC	A6: Improve the permanency and stability of children and vulnerable adults in their
- •		Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social	living situations by providing supports to help preserve the family unit.
		Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et	inving situations by providing supports to help preserve the junning unit.
		seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42	
	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs,	U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC	
	program areas, and in all matters concerned with litigation.	Proviso 38.7	
Legal Representation		SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC	47 [.] Ensure the educational physical and mental health needs of children and
LeBal Representation		Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Socia	vulnerable adults are addressed.
		Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et	vuinerable daults are addressed.
		seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42	
	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs,	U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC	
	program areas, and in all matters concerned with litigation.	Proviso 38.7	
Legal Representation		SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC	AQ: Improve the continuity of family connections and work towards equitable
Legal Representation		Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Socia	
		Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et	access to services by ensuring services are aligned with the needs of children and
		security Act (42 0.5.0. 001 et seq.), the 10-b of the social security Act (42 0.5.0. 021 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42	connected to their neighborhood, community, faith, extended family, tribe, school
	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs,	U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC	and friends
	program areas, and in all matters concerned with litigation.	Proviso 38.7	
	program areas, and in all matters concerned with inigation.		
Legal Representation		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	quality child care.
1		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	
	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs,	U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC	
	program areas, and in all matters concerned with litigation.	Proviso 38.7	
Legal Representation		SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC	B1: Increase recruitment, retention, and capacity of foster and adoptive parents.
		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	
	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs,	U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC	
	program areas, and in all matters concerned with litigation.	Proviso 38.7	
Legal Representation		SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC	B2: Help prepare and transition clients to employment and self-sufficiency.
		Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Socia	
		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	
	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs,	U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC	
	program areas, and in all matters concerned with litigation.	Proviso 38.7	
Legal Representation		SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC	B3: Ensure appropriate resources are distributed with integrity and in a timely
Legal Representation		Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Socia	
		Security Act (42 U.S.C. 601 et seg.); Title IV-B of the Social Security Act (42 U.S.C. 621 et	accurate, and equitable manner.
		seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42	
	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs,	U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC	
	program areas, and in all matters concerned with litigation.	Proviso 38.7	
	program areas, and in diffiduets concerned with inigation.		

Legal Representation		SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC C1: Recruit and retain sufficient workforce of qualified and diverse individuals.
		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
	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs,	U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC
	program areas, and in all matters concerned with litigation.	Proviso 38.7
Legal Representation		SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SQ C2: Improve performance and quality of service through continuous professional
		Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social development, coaching, training, and cross training.
		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
	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs,	U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC
	program areas, and in all matters concerned with litigation.	Proviso 38.7
Legal Representation	r - grant an early and a second a s	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC C3: Foster a culture of customer service, both internally and externally.
Legumepresentation		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
	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs,	
		U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC
	program areas, and in all matters concerned with litigation.	Proviso 38.7
Legal Representation		SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC C4: Manage caseloads by establishing and implementing caseload standards.
		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
	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs,	U.S.C. 5116 et seg.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC
	program areas, and in all matters concerned with litigation.	Proviso 38.7
Legal Representation		SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC C5: Establish and maintain a Continuous Quality Improvement System and enhance
Legar hepresentation		Administrative Onder of Demulations Objection 444, Demulation 444, 500, Title IV/A of the Object
		Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social the capacity of DSS staff to analyze and use data to inform and improve decision- 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
	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs,	U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC
	program areas, and in all matters concerned with litigation.	Proviso 38.7
	program areas, and in an matters concerned with hugation.	
Legal Representation		SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC C6: Strengthen and support the well-being of the DSS workforce, including
		Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social assistance to address secondary trauma experienced by staff.
		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
	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs,	U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC
	program areas, and in all matters concerned with litigation.	Proviso 38.7
Legal Representation		SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC C7: Develop uniform process for updating and disseminating policy updates,
5 1		Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social including statutory changes.
		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
	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs,	U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC
	program areas, and in all matters concerned with litigation.	Proviso 38.7
Logal Representation		SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC C8: Ensure all contracts have a defined purpose and include measurable outcomes
Legal Representation		Administrative Onder of Depute time. Objection 444, Depute time 444, 500, Title IV/A of the Oppic
		Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social and deliverables.
		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
	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs,	U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC
	program areas, and in all matters concerned with litigation.	Proviso 38.7
Legal Representation		SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SQ C9: Protect the assets of DSS, ensure accountability over funds, and help prevent
		Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social and detect fraud, waste, and abuse
1		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
1	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs,	U.S.C. 5116 et seg.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC
	program areas, and in all matters concerned with litigation.	Proviso 38.7
Legal Representation		SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC D1: Strengthen partner relationships and increase recognition that safety and well-
Legal Representation		Administrative Code of Pequilations Chapter 114. Deputy in the VCA of the Social Strengthen purties relationships and increase recognition that safety and well-
		Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social being of children and vulnerable adults is the responsibility of the entire community.
		Security Act (42 U.S.C. 601 et seq.), The TV-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
1	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs,	U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC
	program areas, and in all matters concerned with litigation.	Proviso 38.7
Legal Representation		SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SQ D2: Increase awareness of DSS mission, programs, services and strategic priorities.
-----------------------------------	---	--
Legal Nepresentation		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
	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs,	U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC
	program areas, and in all matters concerned with litigation.	Proviso 38.7
Legal Representation		SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC D3: Strengthen alignment among DSS and other governmental agencies to provide
		Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social more effective and efficient services to clients.
		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
	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.	U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC
Least Democratic from	program areas, and in all matters concerned with highlight.	Proviso 38.7 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC D4: Foster a culture of transparency.
Legal Representation		So code mile 43, chapter 1, So code mile 53, chapter 7, So code mile 53, chapter 1, So 24 <i>: Foster a culture of transparency.</i> 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
	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs,	U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC
	program areas, and in all matters concerned with litigation.	Proviso 38.7
Legal Representation		SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC D5: Provide timely, consistent, accurate and culturally responsive communication.
- '		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
	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs,	U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC
	program areas, and in all matters concerned with litigation.	Proviso 38.7
Legal Representation		SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC D6: Improve responsiveness to public feedback.
		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
		security Act (42 0.5.0. 601 et seq.), The to-B of the Social Security Act (42 0.5.0. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42
	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs,	seq.), Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 510) et seq. and 42 U.S.C. 5116 et seq. and 42 U.S.C. 5116 et seq. and 42
	program areas, and in all matters concerned with litigation.	Proviso 38.7
Legal Representation		SC Code Title 43, Chapter 1: SC Code Title 63, Chapter 7: SC Code Title 63, Chapter 11: SC D7: Provide two-way communication chappels to keep employees and external
Legarnepresentation		Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social stakeholders informed while soliciting on-going input.
		Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et
		seg.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seg. and 42
	The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs,	U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC
	program areas, and in all matters concerned with litigation.	Proviso 38.7
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation A1: Assess and improve the quality of Abuse and Neglect Report Intake decisions.
	services that are child centered and family focused.	114-550; SC Proviso 38.14
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation A2: Improve the timeliness of initiating investigations.
	services that are child centered and family focused.	114-550; SC Proviso 38.14
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation A3: Improve the quality and consistency of ongoing assessments of safety and risk
	services that are child centered and family focused.	114-550; SC Proviso 38.14 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	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation A4: Reduce repeat maltreatment for children and vulnerable adults.
	services that are child centered and family focused.	114-550; SC Proviso 38.14
Foster Care Case Management		SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation A5: Develop a Case Practice Model that clearly articulates Best Practice and the
	This program provides within the framework of federal and state mandates, substitute care and to support outof-home	114-550; SC Proviso 38.14 core values that inform how DSS interacts with children, families and vulnerable
	services that are child centered and family focused.	adults to increase safety and well-being.
Foster Care Case Management		SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation A6: Improve the permanency and stability of children and vulnerable adults in their
		444 EE0: 00 Denvise 00.44
	This program provides within the framework of federal and state mandates, substitute care and to support outof-home	living situations by providing supports to help preserve the family unit.
	services that are child centered and family focused.	
Foster Care Case Management	This program provides within the framework of federal and state mandates, substitute care and to support outof-home	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation A7: Ensure the educational, physical and mental health needs of children and
	services that are child centered and family focused.	114-550; SC Proviso 38.14 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	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation A8: Provide services and supports to help youth in foster care successfully transition
	services that are child centered and family focused.	114-550; SC Proviso 38.14 to living independently.
Foster Care Case Management	os noos naciono contelecta and ranny roodsed.	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation A9: Improve the continuity of family connections and work towards equitable
i uster care case Midridgerrierit		
		access to services by ensuring services are anglied with the needs of children and
	This program provides within the framework of federal and state mandates, substitute care and to support outof-home	connected to their neighborhood, community, faith, extended family, tribe, school
	services that are child centered and family focused.	and friends.

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 <i>quality child care.</i>
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 B1: Increase recruitment, retention, and capacity of foster and adoptive parents. 114-550; SC Proviso 38.14
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 B2: Help prepare and transition clients to employment and self-sufficiency. 114-550; SC Proviso 38.14
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 C1: Recruit and retain sufficient workforce of qualified and diverse individuals. 114-550; SC Proviso 38.14
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 <i>development, coaching, training, and cross training.</i>
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 C3: Foster a culture of customer service, both internally and externally. 114-550; SC Proviso 38.14
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 C4: Manage caseloads by establishing and implementing caseload standards. 114-550; SC Proviso 38.14
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, Regulatior 114-550; SC Proviso 38.14 <i>the capacity of DSS staff to analyze and use data to inform and improve decision-making.</i>
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, Regulatior 114-550; SC Proviso 38.14 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, Regulatior C7: Develop uniform process for updating and disseminating policy updates, 114-550; SC Proviso 38.14 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, Regulatior 114-550; SC Proviso 38.14 <i>and deliverables.</i>
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 <i>C9: Protect the assets of DSS, ensure accountability over funds, and help prevent</i> 114-550; SC Proviso 38.14 <i>and detect fraud, waste, and abuse.</i>
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 <i>D1</i> : Strengthen partner relationships and increase recognition that safety and well- 114-550; SC Proviso 38.14 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 D2: Increase awareness of DSS mission, programs, services and strategic priorities. 114-550; SC Proviso 38.14
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 D3: Strengthen alignment among DSS and other governmental agencies to provide 114-550; SC Proviso 38.14 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 D4: Foster a culture of transparency. 114-550; SC Proviso 38.14
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 D5: Provide timely, consistent, accurate and culturally responsive communication. 114-550; SC Proviso 38.14
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 D6: Improve responsiveness to public feedback. 114-550; SC Proviso 38.14
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 <i>D7: Provide two-way communication channels to keep employees and external</i> 114-550; SC Proviso 38.14 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 A1: Assess and improve the quality of Abuse and Neglect Report Intake decisions. 114-550; SC Proviso 38.14
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 A2: Improve the timeliness of initiating investigations. 114-550; SC Proviso 38.14
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 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.	114-550; SC Proviso 38.14
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 <i>adults to increase safety and well-being.</i>

Foster Care Assistance Payments		SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation	A6: Improve the permanency and stability of children and vulnerable adults in their
Toster Care Assistance rayments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	114-550; SC Proviso 38.14	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		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
	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.		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	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.	114-550; SC Proviso 38.14	
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	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	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- makina.
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	
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	
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	
Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family focused.	114-550; SC Proviso 38.14	
Foster Care Assistance Payments	This program provides within the framework of federal and state mandates, substitute care that are child centered and family	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.

	This program provides within the framework of federal and state mandates, to support outof-home services that are child	CC Code Title 42 Chapter 1: CC Administrative Code of Degulations Chapter 114 Degulation	
Emotionally Distrubed Children	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	
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, Regulatio 114-550	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, Regulatio 114-550	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	
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, Regulatio 114-550	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, Regulatio 114-550	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	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, Regulatio 114-550	C7: Develop uniform process for updating and disseminating policy updates, including statutory changes.

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	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulatio 114-550	
	who are in need of promote therapeutic placements.		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, Regulatio 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	SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulatio	D1: Strengthen partner relationships and increase recognition that safety and well-
	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.	114-550	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, Regulatio 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, Regulatio 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, Regulatio 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, Regulatio 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, Regulatio 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, Regulatio 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, Regulatio 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, Regulatio 114-550	
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, Regulatio 114-550	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, Regulatio 114-550	
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, Regulatio 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, Regulatio 114-550	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, Regulatio 114-550	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, Regulatio 114-550	A8: Provide services and supports to help youth in foster care successfully transition to living independently.
IMD Group Homes		SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulatio 114-550	access to services by ensuring services are aligned with the needs of children and
	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.		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, Regulatio 114-550	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, Regulatio 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, Regulatio 114-550	
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, Regulatio 114-550	B3: Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.

	·		· · · · · · · · · · · · · · · · · · ·
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.	114-550	Regulation 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.	114-550	Regulation 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.	114-550	Regulation 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.	114-550	Regulation C4: Manage caseloads by establishing and implementing caseload standards.
IMD Group Homes		SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114,	Regulation C5: Establish and maintain a Continuous Quality Improvement System and enhance
	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.	114-550	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.	114-550	Regulation C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.
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, 114-550	Regulation C7: Develop uniform process for updating and disseminating policy updates, including statutory changes.
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, 114-550	Regulation C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.
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.	114-550	Regulation C9: Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.
IMD Group Homes		SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114,	Regulation D1: Strengthen partner relationships and increase recognition that safety and well-
	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.	114-550	being of children and vulnerable adults is the responsibility of the entire community
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.	114-550	Regulation D2: Increase awareness of DSS mission, programs, services and strategic priorities.
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, 114-550	Regulation <i>D3:</i> Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.
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, 114-550	Regulation D4: Foster a culture of transparency.
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.	114-550	Regulation <i>D5: Provide timely, consistent, accurate and culturally responsive communication.</i>
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, 114-550	
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, 114-550	Regulation D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.
Adoption Case Management		SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	A6: Improve the permanency and stability of children and vulnerable adults in their
	The purpose of this program is to provide services to children, birth parents, and adoptive families, to suitably and permanently place children; and to provide post-legal services to adult adoptees, birth families, and adoptive familes.		living situations by providing supports to help preserve the family unit.
Adoption Case Management	The purpose of this program is to provide services to children, birth parents, and adoptive families, to suitably and permanently place children; and to provide postlegal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	A7: Ensure the educational, physical and mental health needs of children and vulnerable adults are addressed.
Adoption Case Management	The purpose of this program is to provide services to children, birth parents, and adoptive families, to suitably and permanently place children; and to provide post-legal services to adult adoptes, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	A8: Provide services and supports to help youth in foster care successfully transition to living independently.
Adoption Case Management		SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	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
	The purpose of this program is to provide services to children, birth parents, and adoptive families, to suitably and permanently place children; and to provide postlegal services to adult adoptees, birth families, and adoptive familes.		connected to their neighborhood, community, faith, extended family, tribe, school and friends.
Adoption Case Management	The purpose of this program is to provide services to children, birth parents, and adoptive families, to suitably and permanently place children; and to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	A10: Educate families and train providers to help ensure children receive safe and quality child care.
Adoption Case Management	The purpose of this program is to provide services to children, birth parents, and adoptive families, to suitably and permanently place children; and to provide postlegal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	B1: Increase recruitment, retention, and capacity of foster and adoptive parents.
Adoption Case Management	The purpose of this program is to provide services to children, birth parents, and adoptive families, to suitably and permanently place children; and to provide postlegal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	B2: Help prepare and transition clients to employment and self-sufficiency.
Adoption Case Management	The purpose of this program is to provide services to children, birth parents, and adoptive families, to suitably and permanently place children; and to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	B3: Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.

Adoption Case Management	The purpose of this program is to provide services to children, birth parents, and adoptive families, to suitably and permanently place children; and to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	C1: Recruit and retain sufficient workforce of qualified and diverse individuals.
Adoption Case Management	The purpose of this program is to provide services to children, birth parents, and adoptive families, to suitably and permanently place children; and to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	C2: Improve performance and quality of service through continuous professional development, coaching, training, and cross training.
Adoption Case Management	The purpose of this program is to provide services to children, birth parents, and adoptive families, to suitably and permanently place children; and to provide postlegal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	C3: Foster a culture of customer service, both internally and externally.
Adoption Case Management	The purpose of this program is to provide services to children, birth parents, and adoptive families, to suitably and permanently place children; and to provide postlegal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	C4: Manage caseloads by establishing and implementing caseload standards.
Adoption Case Management		SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	C5: Establish and maintain a Continuous Quality Improvement System and enhance
	The purpose of this program is to provide services to children, birth parents, and adoptive families, to suitably and permanently place children; and to provide post-legal services to adult adoptees, birth families, and adoptive familes.		the capacity of DSS staff to analyze and use data to inform and improve decision- making.
Adoption Case Management	The purpose of this program is to provide services to children, birth parents, and adoptive families, to suitably and permanently place children; and to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.
Adoption Case Management	The purpose of this program is to provide services to children, birth parents, and adoptive families, to suitably and permanently place children; and to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	C7: Develop uniform process for updating and disseminating policy updates, including statutory changes.
Adoption Case Management	The purpose of this program is to provide services to children, birth parents, and adoptive families, to suitably and permanently place children; and to provide postlegal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.
Adoption Case Management	The purpose of this program is to provide services to children, birth parents, and adoptive families, to suitably and permanently place children; and to provide postlegal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	C9: Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.
Adoption Case Management		SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	D1: Strengthen partner relationships and increase recognition that safety and well-
	The purpose of this program is to provide services to children, birth parents, and adoptive families, to suitably and permanently place children; and to provide post-legal services to adult adoptees, birth families, and adoptive familes.		being of children and vulnerable adults is the responsibility of the entire community.
Adoption Case Management	The purpose of this program is to provide services to children, birth parents, and adoptive families, to suitably and permanently place children; and to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	D2: Increase awareness of DSS mission, programs, services and strategic priorities.
Adoption Case Management	The purpose of this program is to provide services to children, birth parents, and adoptive families, to suitably and permanently place children; and to provide postlegal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	D3: Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.
Adoption Case Management	The purpose of this program is to provide services to children, birth parents, and adoptive families, to suitably and permanently place children; and to provide postlegal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	D4: Foster a culture of transparency.
Adoption Case Management	The purpose of this program is to provide services to children, birth parents, and adoptive families, to suitably and permanently place children; and to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	D5: Provide timely, consistent, accurate and culturally responsive communication.
Adoption Case Management	The purpose of this program is to provide services to children, birth parents, and adoptive families, to suitably and permanently place children; and to provide postlegal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	D6: Improve responsiveness to public feedback.
Adoption Case Management	The purpose of this program is to provide services to children, birth parents, and adoptive families, to suitably and permanently place children; and to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.
Adoption Assistance Payments		SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	A6: Improve the permanency and stability of children and vulnerable adults in their living situations by providing supports to help preserve the family unit.
Adoption Assistance Payments	The purpose of this program is to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	A7: Ensure the educational, physical and mental health needs of children and
	The purpose of this program is to provide post-legal services to adult adoptees, birth families, and adoptive familes.	· · · · · · · · · · · · · · · · · · ·	vulnerable adults are addressed.
Adoption Assistance Payments	The purpose of this program is to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	A8: Provide services and supports to help youth in foster care successfully transition to living independently.
Adoption Assistance Payments		SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	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
	The purpose of this program is to provide post-legal services to adult adoptees, birth families, and adoptive familes.	CO Cada Title 42 Chapter 4: CO Cada Title CO Charter 0	and friends.
Adoption Assistance Payments	The surgess of this program is to provide participal convision to adult adentase, high families, and adentics for the	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	A10: Educate families and train providers to help ensure children receive safe and quality child care.
Adoption Assistance Payments	The purpose of this program is to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	B1: Increase recruitment, retention, and capacity of foster and adoptive parents.
	The purpose of this program is to provide post-legal services to adult adoptees, birth families, and adoptive familes.	· · · · · · · · · · · · · · · · · · ·	
Adoption Assistance Payments	The purpose of this program is to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	B2: Help prepare and transition clients to employment and self-sufficiency.
Adoption Assistance Payments	The purpose of this program is to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	B3: Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.

is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	 C1: Recruit and retain sufficient workforce of qualified and diverse individuals. C2: Improve performance and quality of service through continuous professional development, coaching, training, and cross training. C3: Foster a culture of customer service, both internally and externally. C4: Manage caseloads by establishing and implementing caseload standards. 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 decisionmaking. C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff. C7: Develop uniform process for updating and disseminating policy updates, including statutory changes. C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables. C9: Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.
is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	 development, coaching, training, and cross training. C3: Foster a culture of customer service, both internally and externally. C4: Manage caseloads by establishing and implementing caseload standards. 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 decisionmaking. C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff. C7: Develop uniform process for updating and disseminating policy updates, including statutory changes. C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables. C9: Protect the assets of DSS, ensure accountability over funds, and help prevent
is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	 C3: Foster a culture of customer service, both internally and externally. C4: Manage caseloads by establishing and implementing caseload standards. 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 decisionmaking. C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff. C7: Develop uniform process for updating and disseminating policy updates, including statutory changes. C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables. C9: Protect the assets of DSS, ensure accountability over funds, and help prevent
is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	 C4: Manage caseloads by establishing and implementing caseload standards. 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 decisionmaking. C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff. C7: Develop uniform process for updating and disseminating policy updates, including statutory changes. C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables. C9: Protect the assets of DSS, ensure accountability over funds, and help prevent
is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	 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. C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff. C7: Develop uniform process for updating and disseminating policy updates, including statutory changes. C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables. C9: Protect the assets of DSS, ensure accountability over funds, and help prevent
is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	the capacity of DSS staff to analyze and use data to inform and improve decision- making. C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff. C7: Develop uniform process for updating and disseminating policy updates, including statutory changes. C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables. C9: Protect the assets of DSS, ensure accountability over funds, and help prevent
is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. Is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. Is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	the capacity of DSS staff to analyze and use data to inform and improve decision- making. C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff. C7: Develop uniform process for updating and disseminating policy updates, including statutory changes. C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables. C9: Protect the assets of DSS, ensure accountability over funds, and help prevent
is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. Is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. Is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	 making. C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff. C7: Develop uniform process for updating and disseminating policy updates, including statutory changes. C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables. C9: Protect the assets of DSS, ensure accountability over funds, and help prevent
is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. Is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes. Is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	 C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff. C7: Develop uniform process for updating and disseminating policy updates, including statutory changes. C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables. C9: Protect the assets of DSS, ensure accountability over funds, and help prevent
is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	assistance to address secondary trauma experienced by staff. C7: Develop uniform process for updating and disseminating policy updates, including statutory changes. C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables. C9: Protect the assets of DSS, ensure accountability over funds, and help prevent
is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	 C7: Develop uniform process for updating and disseminating policy updates, including statutory changes. C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables. C9: Protect the assets of DSS, ensure accountability over funds, and help prevent
is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	including statutory changes. C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables. C9: Protect the assets of DSS, ensure accountability over funds, and help prevent
is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables. C9: Protect the assets of DSS, ensure accountability over funds, and help prevent
is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	and deliverables. C9: Protect the assets of DSS, ensure accountability over funds, and help prevent
is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes.		C9: Protect the assets of DSS, ensure accountability over funds, and help prevent
	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	
		D1: Strengthen partner relationships and increase recognition that safety and well-
		being of children and vulnerable adults is the responsibility of the entire community.
		being of children and vallerable adaits is the responsibility of the entire commanity.
is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	D2: Increase awareness of DSS mission, programs, services and strategic priorities.
		D2. Increase awareness of D33 mission, programs, services and strategic priorities.
is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	D3: Strengthen alignment among DSS and other governmental agencies to provide
	So code mile 43, chapter 1, So code mile 03, chapter 9	more effective and efficient services to clients.
is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	
is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9 SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	D4: Foster a culture of transparency.
	SC Code The 40, Chapter 1, SC Code The 00, Chapter 9	D5: Provide timely, consistent, accurate and culturally responsive communication.
is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	
is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes.	SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9	D6: Improve responsiveness to public feedback.
is program is to provide post-legal services to adult adoptees, birth families, and adoptive familes.		D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.
is program is to investigate reports of abuse, neglect or exploitation of vulnerable adults that are senile; developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for a 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	A1: Assess and improve the quality of Abuse and Neglect Report Intake decisions.
	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 35; SC Proviso 38.7	A2: Improve the timeliness of initiating investigations.
is program is to investigate reports of abuse, neglect or exploitation of vulnerable adults that are senile; developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for d 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.
	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.
is program is to investigate reports of abuse, neglect or exploitation of vulnerable adults that are senile;		A4. Reduce repeat matricutment for enharch and vamerable datas.
developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for		
a protection, and to provide protective services to these adults in the least restrictive environment.	00 Code Title 42 Chapter 4: 00 Code Title 40 Chapter 05: 00 D	
	SU Code Title 43, Unapter 1; SU Code Title 43, Chapter 35; SU Proviso 38.7	A5: Develop a Case Practice Model that clearly articulates Best Practice and the
is program is to investigate reports of abuse, pedlect or exploitation of vulnerable adults that are senile.		core values that inform how DSS interacts with children, families and vulnerable
s program is to investigate reports of abuse, neglect or exploitation of vulnerable adults that are senile; developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for		adults to increase safety and well-being.
is program is to investigate reports of abuse, neglect or exploitation of vulnerable adults that are senile; developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for d protection, and to provide protective services to these adults in the least restrictive environment.		A6: Improve the permanency and stability of children and vulnerable adults in their
developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for a 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	living situations by providing supports to help preserve the family unit.
	developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for protection, and to provide protective services to these adults in the least restrictive environment. s program is to investigate reports of abuse, neglect or exploitation of vulnerable adults that are senile; developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for protection, and to provide protective services to these adults in the least restrictive environment. s program is to investigate reports of abuse, neglect or exploitation of vulnerable adults that are senile; developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for protection, and to provide protective services to these adults in the least restrictive environment. s program is to investigate reports of abuse, neglect or exploitation of vulnerable adults that are senile; developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for protection, and to provide protective services to these adults in the least restrictive environment. s program is to investigate reports of abuse, neglect or exploitation of vulnerable adults that are senile; developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for protection, and to provide protective services to these adults in the least restrictive environment. s program is to investigate reports of abuse, neglect or exploitation of vulnerable adults that are senile; developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for protection, and to provide protective services to these adults in the least restrictive environment.	developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for 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 s program is to investigate reports of abuse, neglect or exploitation of vulnerable adults that are senile; developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for 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 s program is to investigate reports of abuse, neglect or exploitation of vulnerable adults that are senile; developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for 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 s program is to investigate reports of abuse, neglect or exploitation of vulnerable adults that are senile; developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for 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 s program is to investigate reports of abuse, neglect or exploitation of vulnerable adults that are senile; developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for protection, and to provide protective services to these adults in the least restrictive environment. SC Cod

		00 0 de Title 40, Oberter 4, 00 0 de Title 40, Oberter 05, 00 Device 00 7	
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	A7: Ensure the educational, physical and mental health needs of children and vulnerable adults are addressed.
APS Case Management	The purpose of this program is to investigate reports of abuse, neglect or exploitation of vulnerable adults that are senile;	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 35; 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
	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.		and friends.
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	A11: Improve assessment, referral and follow-up of domestic violence services.
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	B1: Increase recruitment, retention, and capacity of foster and adoptive parents.
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	B2: Help prepare and transition clients to employment and self-sufficiency.
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	B3: Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.
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	C1: Recruit and retain sufficient workforce of qualified and diverse individuals.
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	C2: Improve performance and quality of service through continuous professional development, coaching, training, and cross training.
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	C3: Foster a culture of customer service, both internally and externally.
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	C4: Manage caseloads by establishing and implementing caseload standards.
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	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.
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	C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.
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	C7: Develop uniform process for updating and disseminating policy updates, including statutory changes.
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	C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.
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	C9: Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.

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.
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	A6: Improve the permanency and stability of children and vulnerable adults in their living situations by providing supports to help preserve the family unit.
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	A7: Ensure the educational, physical and mental health needs of children and vulnerable adults are addressed.

APS Assistance Payments		SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 35; SC Proviso 38.7	A9: Improve the continuity of family connections and work towards equitable
	This program protects the health and welfare of elderly and disabled adults who are 18 years of age or older and are victims		access to services by ensuring services are aligned with the needs of children and
	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 guarters, obtainment		connected to their neighborhood, community, faith, extended family, tribe, school
	of financial benefits to which a vulnerable adult is entitled, as well as medical services, supplies, and legal services.		and friends.
APS Assistance Payments		SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 35; SC Proviso 38.7	A11: Improve assessment, referral and follow-up of domestic violence services.
	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.		
APS Assistance Payments		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.
	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.		
APS Assistance Payments		SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 35; SC Proviso 38.7	B2: Help prepare and transition clients to employment and self-sufficiency.
	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 basid		
	needs, including safety. Adult Protective Services include mental health services, arrangement of living guarters, obtainment		
	of financial benefits to which a vulnerable adult is entitled, as well as medical services, supplies, and legal services.		
APS Assistance Payments		SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 35; SC Proviso 38.7	B3: Ensure appropriate resources are distributed with integrity and in a timely,
	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 basid		accurate, and equitable manner.
	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.		
APS Assistance Payments		SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 35; SC Proviso 38.7	C1: Recruit and retain sufficient workforce of qualified and diverse individuals.
	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 basid		
	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.		
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	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 35; SC Proviso 38.7	C2: Improve performance and quality of service through continuous professional
	of actual or potential abuse, neglect, or exploitation. Assistance payments as well as services are provided to meet their basid		development, coaching, training, and cross training.
	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.		
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	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 35; SC Proviso 38.7	C3: Foster a culture of customer service, both internally and externally.
	of actual or potential abuse, neglect, or exploitation. Assistance payments as well as services are provided to meet their basis		
	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.		
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	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 35; SC Proviso 38.7	C4: Manage caseloads by establishing and implementing caseload standards.
	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 42, Chapter 1, SC Code Title 42, Chapter 25, SC Draving 29,7	
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	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 35; SC Proviso 38.7	C5: Establish and maintain a Continuous Quality Improvement System and enhance
	of actual or potential abuse, neglect, or exploitation. Assistance payments as well as services are provided to meet their basic		the capacity of DSS staff to analyze and use data to inform and improve decision- makina.
	needs, including safety. Adult Protective Services include mental health services, arrangement of living quarters, obtainment		making.
	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	CC. Character and support the well being of the DCC would be a start with a
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	00 0000 mile 40, onapter 1, 00 0000 mile 43, onapter 30, 30 F100180 30.7	C6: Strengthen and support the well-being of the DSS workforce, including
	of actual or potential abuse, neglect, or exploitation. Assistance payments as well as services are provided to meet their basic		assistance to address secondary trauma experienced by staff.
	needs, including safety. Adult Protective Services include mental health services, arrangement of living quarters, obtainment		
APS Assistance Payments	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	C7: Develop uniform process for undefine and discominating policy us datas
AF 3 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		C7: Develop uniform process for updating and disseminating policy updates, including statutory changes.
	of actual or potential abuse, neglect, or exploitation. Assistance payments as well as services are provided to meet their basic		including statutory changes.
	needs, including safety. Adult Protective Services include mental health services, arrangement of living quarters, obtainment		
L	of financial benefits to which a vulnerable adult is entitled, as well as medical services, supplies, and legal services.		

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	<i>C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.</i>
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	C9: Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.
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	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 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	D2: Increase awareness of DSS mission, programs, services and strategic priorities.
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	D3: Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.
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	D4: Foster a culture of transparency.
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	D5: Provide timely, consistent, accurate and culturally responsive communication.
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	D6: Improve responsiveness to public feedback.
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	D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.
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.
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	B2: Help prepare and transition clients to employment and self-sufficiency.
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	B3: Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.
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	C1: Recruit and retain sufficient workforce of qualified and diverse individuals.
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	C2: Improve performance and quality of service through continuous professional development, coaching, training, and cross training.
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	C3: Foster a culture of customer service, both internally and externally.
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	C4: Manage caseloads by establishing and implementing caseload standards.

Employment & Training Case Mgmt		SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC	C5: Establish and maintain a Continuous Quality Improvement System and enhance
	This program provides assistance to welfare recipients to maximize their strengths and abilities to become fully employed; to become socially and economically independent.	Proviso 38.6	the capacity of DSS staff to analyze and use data to inform and improve decision- making.
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	C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.
mployment & 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	C7: Develop uniform process for updating and disseminating policy updates, including statutory changes.
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	C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.
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	C9: Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.
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	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 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	D2: Increase awareness of DSS mission, programs, services and strategic priorities.
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	D3: Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.
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	D4: Foster a culture of transparency.
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	D5: Provide timely, consistent, accurate and culturally responsive communication.
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	D6: Improve responsiveness to public feedback.
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	D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.
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	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.
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	B2: Help prepare and transition clients to employment and self-sufficiency.
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	B3: Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.
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	C1: Recruit and retain sufficient workforce of qualified and diverse individuals.
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	C2: Improve performance and quality of service through continuous professional development, coaching, training, and cross training.

Employment & Training Case Services		SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC	C3: Foster a culture of customer service, both internally and externally.
	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	Proviso 38.6	
	work and, when the total hours worked is less than 30 a week, other education or training activities.		
Employment & Training Case Services		SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC	C4: Manage caseloads by establishing and implementing caseload standards.
	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.	Proviso 38.6	
Employment & Training Case Services		SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC	C5: Establish and maintain a Continuous Quality Improvement System and enhance
	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.	Proviso 38.6	the capacity of DSS staff to analyze and use data to inform and improve decision- making.
Employment & Training Case Services		SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC	C6: Strengthen and support the well-being of the DSS workforce, including
	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.	Proviso 38.6	assistance to address secondary trauma experienced by staff.
Employment & Training Case Services		SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC	C7: Develop uniform process for updating and disseminating policy updates,
	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.	Proviso 38.6	including statutory changes.
Employment & Training Case Services		SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC	C8: Ensure all contracts have a defined purpose and include measurable outcomes
	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.	Proviso 38.6	and deliverables.
Employment & Training Case Services		SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC	C9: Protect the assets of DSS, ensure accountability over funds, and help prevent
	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.	Proviso 38.6	and detect fraud, waste, and abuse.
Employment & Training Case Services		SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC	D1: Strengthen partner relationships and increase recognition that safety and well-
	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.	Proviso 38.6	being of children and vulnerable adults is the responsibility of the entire community.
Employment & Training Case Services		SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC	D2: Increase awareness of DSS mission, programs, services and strategic priorities.
	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.	Proviso 38.6	
Employment & Training Case Services		SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC	D3: Strengthen alignment among DSS and other governmental agencies to provide
	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.	Proviso 38.6	more effective and efficient services to clients.

Employment & Training Case Services		SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC	D4: Foster a culture of transparency.
	This program assists SNAP recipients in obtaining employment and achieving self-sufficiency. Participation in SNAP E&T is	Proviso 38.6	
	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.		
mployment & Training Case Services		SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC	D5: Provide timely, consistent, accurate and culturally responsive communication
	This program assists SNAP recipients in obtaining employment and achieving self-sufficiency. Participation in SNAP E&T is	Proviso 38.6	
	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.		
mployment & Training Case Services		SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC	D6: Improve responsiveness to public feedback.
	This program assists SNAP recipients in obtaining employment and achieving self-sufficiency. Participation in SNAP E&T is	Proviso 38.6	
	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.		
mployment & Training Case Services		SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC	D7: Provide two-way communication channels to keep employees and external
1, 5	This program assists SNAP recipients in obtaining employment and achieving self-sufficiency. Participation in SNAP E&T is	Proviso 38.6	stakeholders informed while soliciting on-going input.
	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.		
ANF Assistance Payments	TANF is a block grant program to help move recipients into work and turn welfare into a program of temporary assistance.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC	A9: Improve the continuity of family connections and work towards equitable
,	Under the welfare reform legislation of 1996, TANF replaced the old welfare programs known as the Aid to Families with	Proviso 38.6	access to services by ensuring services are aligned with the needs of children and
	Dependent Children (AFDC) program, the Job Opportunities and Basic Skills Training (JOBS) program, and the Emergency		connected to their neighborhood, community, faith, extended family, tribe, scho
	Assistance (EA) program. The law ended Federal entitlement to assistance and instead created TANF as a block grant that		and friends.
	provides States, Territories, and Tribes Federal funds each year. These funds cover benefits and services targeted to needy		una jnenas.
	families.		
ANF Assistance Payments	TANF is a block grant program to help move recipients into work and turn welfare into a program of temporary assistance.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC	B2: Help prepare and transition clients to employment and self-sufficiency.
·	Under the welfare reform legislation of 1996, TANF replaced the old welfare programs known as the Aid to Families with	Proviso 38.6	
	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.		
ANF Assistance Payments	TANF is a block grant program to help move recipients into work and turn welfare into a program of temporary assistance.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC	B3: Ensure appropriate resources are distributed with integrity and in a timely,
	Under the welfare reform legislation of 1996, TANF replaced the old welfare programs known as the Aid to Families with	Proviso 38.6	accurate, and equitable manner.
	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.		
ANF Assistance Payments	TANF is a block grant program to help move recipients into work and turn welfare into a program of temporary assistance.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC	C1: Recruit and retain sufficient workforce of qualified and diverse individuals.
	Under the welfare reform legislation of 1996, TANF replaced the old welfare programs known as the Aid to Families with	Proviso 38.6	
	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.		
ANF Assistance Payments	TANF is a block grant program to help move recipients into work and turn welfare into a program of temporary assistance.	SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC	C2: Improve performance and quality of service through continuous professiona
·	Under the welfare reform legislation of 1996, TANF replaced the old welfare programs known as the Aid to Families with	Proviso 38.6	development, coaching, training, and cross training.
	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		
	3		
	provides States, Territories, and Tribes Federal funds each year. These funds cover benefits and services targeted to needy		

TANK AND AND A		SC Code Title 42 Chapter 1: Title 45 Code of Endered Desculations, Date 200, 205, 00	
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.
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	C7: Develop uniform process for updating and disseminating policy updates, including statutory changes.
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.

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 noncustodial 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.

Child Support Enforcement	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 5; SC Code Title 63, Chapter 17;	C1: Recruit and retain sufficient workforce of aualified and diverse individuals.
	Support Enforcement Project, establishes and enforces orders for child support, establishes paternity for children when	Title IV-D of the Social Security Act (42 U.S.C. 651 et seq.); Title 45 Code of Federal	
	paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support	Regulations Parts 301-308; SC Proviso 38.7; SC Proviso 38.16; SC Proviso 38.17	
	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.		
Child Support Enforcement	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 5; SC Code Title 63, Chapter 17;	
Child Support Enforcement	Support Enforcement Project, establishes and enforces orders for child support, establishes paternity for children when	Title IV-D of the Social Security Act (42 U.S.C. 651 et seg.); Title 45 Code of Federal	C2: Improve performance and quality of service through continuous professional
	paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support	Regulations Parts 301-308; SC Proviso 38.7; SC Proviso 38.16; SC Proviso 38.17	development, coaching, training, and cross training.
	payments. ICSSD also provides enhanced fatherhood initiatives and new linkages to child welfare services and	Regulations Fails 301-300, 3C FI0VIS0 30.7, 3C FI0VIS0 30.10, 3C FI0VIS0 30.17	
	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.		
Child Support Enforcement	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 5; SC Code Title 63, Chapter 17;	C3: Foster a culture of customer service, both internally and externally.
	Support Enforcement Project, establishes and enforces orders for child support, establishes paternity for children when	Title IV-D of the Social Security Act (42 U.S.C. 651 et seq.); Title 45 Code of Federal	
	paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support	Regulations Parts 301-308; SC Proviso 38.7; SC Proviso 38.16; SC Proviso 38.17	
	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.		
Child Support Enforcement	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 5; SC Code Title 63, Chapter 17;	C4: Manage caseloads by establishing and implementing caseload standards.
	Support Enforcement Project, establishes and enforces orders for child support, establishes paternity for children when	Title IV-D of the Social Security Act (42 U.S.C. 651 et seq.); Title 45 Code of Federal	
	paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support	Regulations Parts 301-308; SC Proviso 38.7; SC Proviso 38.16; SC Proviso 38.17	
	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.		
Child Support Enforcement	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 5; SC Code Title 63, Chapter 17;	C5: Establish and maintain a Continuous Quality Improvement System and enhance
	Support Enforcement Project, establishes and enforces orders for child support, establishes paternity for children when	Title IV-D of the Social Security Act (42 U.S.C. 651 et seq.); Title 45 Code of Federal	the capacity of DSS staff to analyze and use data to inform and improve decision-
	paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support	Regulations Parts 301-308; SC Proviso 38.7; SC Proviso 38.16; SC Proviso 38.17	
	payments. ICSSD also provides enhanced fatherhood initiatives and new linkages to child welfare services and	· · · · · · · · · · · · · · · · · · ·	making.
	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.		
Child Support Enforcement	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 5; SC Code Title 63, Chapter 17;	C6: Strengthen and support the well-being of the DSS workforce, including
cillia support Enforcement	Support Enforcement Project, establishes and enforces, orders for child support, establishes paternity for children when	Title IV-D of the Social Security Act (42 U.S.C. 651 et seq.); Title 45 Code of Federal	
	paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support	Regulations Parts 301-308; SC Proviso 38.7; SC Proviso 38.16; SC Proviso 38.17	assistance to address secondary trauma experienced by staff.
	particulty is an obscurption of the more and the more and a minimum and a manufacture and a manufactur		
	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.		
	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 5; SC Code Title 63, Chapter 17;	
Child Support Enforcement	Support Enforcement Project, establishes and enforces orders for child support, establishes paternity for children when		er i bereiop angem process for apaaring and accentinating pency apaares,
		Title IV-D of the Social Security Act (42 U.S.C. 651 et seq.); Title 45 Code of Federal	including statutory changes.
	paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support	Regulations Parts 301-308; SC Proviso 38.7; SC Proviso 38.16; SC Proviso 38.17	
	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.		
Child Support Enforcement	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 5; SC Code Title 63, Chapter 17;	C8: Ensure all contracts have a defined purpose and include measurable outcomes
	Support Enforcement Project, establishes and enforces orders for child support, establishes paternity for children when	Title IV-D of the Social Security Act (42 U.S.C. 651 et seq.); Title 45 Code of Federal	and deliverables.
	paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support	Regulations Parts 301-308; SC Proviso 38.7; SC Proviso 38.16; SC Proviso 38.17	
	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.		
Child Support Enforcement	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 5; SC Code Title 63, Chapter 17;	C9: Protect the assets of DSS, ensure accountability over funds, and help prevent
	Support Enforcement Project, establishes and enforces orders for child support, establishes paternity for children when	Title IV-D of the Social Security Act (42 U.S.C. 651 et seq.); Title 45 Code of Federal	and detect fraud, waste, and abuse.
	paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support	Regulations Parts 301-308; SC Proviso 38.7; SC Proviso 38.16; SC Proviso 38.17	und detect frada, waste, and abase.
	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.		
Child Support Enforcement	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 5; SC Code Title 63, Chapter 17;	D1: Strengthen partner relationships and increase recognition that safety and well-
enna sapport Enforcement	Support Enforcement Project, establishes and enforces orders for child support, establishes paternity for children when	Title IV-D of the Social Security Act (42 U.S.C. 651 et seq.); Title 45 Code of Federal	
	paternity is an issue, locates absent parents when whereabouts are unknown, and collects patients but schild support	Regulations Parts 301-308; SC Proviso 38.7; SC Proviso 38.16; SC Proviso 38.17	being of children and vulnerable adults is the responsibility of the entire community.
	particulty is an obscurption of the more and the more and a minimum and a manufacture and a manufactur		
	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.		
	what the infunction, physical and emotional support mey describe and need to be sale and to timbe.		

	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child	CC Code Title 42 Chapter 1: CC Code Title 42 Chapter 5: CC Code Title 62 Chapter 17	
Child Support Enforcement	Support Enforcement Project, establishes and enforces orders for child support, establishes paternity for children when	Title IV-D of the Social Security Act (42 U.S.C. 651 et seq.); Title 45 Code of Federal	D2: Increase awareness of DSS mission, programs, services and strategic priorities.
	paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support	Regulations Parts 301-308; SC Proviso 38.7; SC Proviso 38.16; SC Proviso 38.17	
	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.		
Child Support Enforcement	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 5; SC Code Title 63, Chapter 17	5 D3: Strengthen alignment among DSS and other governmental agencies to provide
	Support Enforcement Project, establishes and enforces orders for child support, establishes paternity for children when	Title IV-D of the Social Security Act (42 U.S.C. 651 et seq.); Title 45 Code of Federal	more effective and efficient services to clients.
	paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support	Regulations Parts 301-308; SC Proviso 38.7; SC Proviso 38.16; SC Proviso 38.17	55 55
	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.		
Child Support Enforcement	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 5; SC Code Title 63, Chapter 17	D4: Foster a culture of transparency.
	Support Enforcement Project, establishes and enforces orders for child support, establishes paternity for children when	Title IV-D of the Social Security Act (42 U.S.C. 651 et seq.); Title 45 Code of Federal	, , ,
	paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support	Regulations Parts 301-308; SC Proviso 38.7; SC Proviso 38.16; SC Proviso 38.17	
	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.		
Child Support Enforcement	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 5; SC Code Title 63, Chapter 17	D5: Provide timely, consistent, accurate and culturally responsive communication.
child support Enforcement	Support Enforcement Project, establishes and enforces orders for child support enforcement project, establishes and enforces	Title IV-D of the Social Security Act (42 U.S.C. 651 et seq.); Title 45 Code of Federal	<i>DS. Frovide littlety, consistent, accurate and culturally responsive communication.</i>
	paternity is an issue, locates absent parents when where abouts are unknown, and collects and distributes child support	Regulations Parts 301-308; SC Proviso 38.7; SC Proviso 38.16; SC Proviso 38.17	
	payments. ICSSD also provides enhanced fatherhood initiatives and new linkages to child welfare services and	Regulations Faits 301-300, 30 F10430 30.7, 30 F10430 30.10, 30 F10430 30.17	
	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.		
Child Support Enforcement	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 5; SC Code Title 63, Chapter 17	D6: Improve responsiveness to public feedback.
	Support Enforcement Project, establishes and enforces orders for child support, establishes paternity for children when	Title IV-D of the Social Security Act (42 U.S.C. 651 et seq.); Title 45 Code of Federal	
	paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support	Regulations Parts 301-308; SC Proviso 38.7; SC Proviso 38.16; SC Proviso 38.17	
	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.		
Child Support Enforcement	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child	SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 5; SC Code Title 63, Chapter 17	D7: Provide two-way communication channels to keep employees and external
	Support Enforcement Project, establishes and enforces orders for child support, establishes paternity for children when	Title IV-D of the Social Security Act (42 U.S.C. 651 et seq.); Title 45 Code of Federal	stakeholders informed while soliciting on-going input.
	paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support	Regulations Parts 301-308; SC Proviso 38.7; SC Proviso 38.16; SC Proviso 38.17	
	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.		
SNAP Eligibility		SC Code Title 43, Chapter 1; Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.); Title	7 A9: Improve the continuity of family connections and work towards equitable
5 ,	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to lowincome individuals and	Code of Federal Regulations, Parts 271-280	access to services by ensuring services are aligned with the needs of children 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		connected to their neighborhood, community, faith, extended family, tribe, school
	who cannot provide adequate nutrition for themselves.		and friends.
SNAP Eligibility	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to low income individuals and	SC Code Title 43, Chapter 1; Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.); Title	7 B2. Help prepare and transition clients to employment and self-sufficiency
Storie Englishing	families so they can purchase food. The SNAP 2 Work program provides employment related services. Nutrition Program	Code of Federal Regulations, Parts 271-280	ber nerp prepare and cransition orients to emproyment and serj sugretery.
	consists of a network of food assistance programs that The Family improve the health and well being of children and adults		
	who cannot provide adequate nutrition for themselves.		
SNAP Eligibility	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to lowincome individuals and	SC Code Title 43, Chapter 1; Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.); Title	7 D2: Ensure appropriate recourses are distributed with integrity and in a timely
SNAP Eligibility	families so they can purchase food. The SNAP 2 Work program provides employment-related services. Nutrition Program	Code of Federal Regulations, Parts 271-280	
	consists of a network of food assistance programs that The Family improve the health and wellbeing of children and adults		accurate, and equitable manner.
	who cannot provide adequate nutrition for themselves.		
	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to low-income individuals and	SC Code Title 42 Chapter 1: Food and Nutrition Act of 2009 (711 C.C. 2011 at and)) Title	
SNAP Eligibility	families so they can purchase food. The SNAP 2 Work program provides employment related services. Nutrition Program	SC Code Title 43, Chapter 1; Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.); Title	C1: Recruit and retain sufficient workforce of qualified and diverse individuals.
	consists of a network of food assistance programs that The Family improve the health and well-being of children and adults	Code of Federal Regulations, Parts 271-280	
	who cannot provide adequate nutrition for themselves.	C Code Title 42. Chapter 4: Feed and Nutrition Act of 2000 (711-0-0, 2044 - 1 - 1) Title	
SNAP Eligibility	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to low-income individuals and	SC Code Title 43, Chapter 1; Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.); Title	C2: Improve performance and quality of service through continuous professional
	families so they can purchase food. The SNAP 2 Work program provides employment related services. Nutrition Program	Code of Federal Regulations, Parts 271-280	development, coaching, training, and cross training.
	consists of a network of food assistance programs that The Family improve the health and well-being of children and adults		
	who cannot provide adequate nutrition for themselves.		
		SC Code Title 42 Chapter 1: Each and Nutrition Act of 2008 (7 U.S.C. 2011 at acg.): Title	7 C2. Faster a sultime of sustaining and suttain all.
SNAP Eligibility	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to low-income individuals and	So code Title 43, Chapter 1, Food and Nutrition Act of 2008 (7 0.3.0. 2011 et seq.), Title	¹ C3: Foster a culture of customer service, both internally and externally.
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	SC Code Title 43, Chapter 1; Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.); Title Code of Federal Regulations, Parts 271-280	C3: Foster a culture of customer service, both internally and externally.
SNAP Eligibility		Code of Federal Regulations, Parts 271-280	C3: Foster a culture of customer service, both internally and externally.

SNAP Eligibility	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to low-income individuals and	SC Code Title 43, Chapter 1; Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.); Title 7	C4: Manage caseloads by establishing and implementing caseload standards.
Sid a Ligionic,	families so they can purchase food. The SNAP 2 Work program provides employment related services. Nutrition Program	Code of Federal Regulations, Parts 271-280	
	consists of a network of food assistance programs that The Family improve the health and well-being of children and adults		
	who cannot provide adequate nutrition for themselves.		
SNAP Eligibility	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to lowincome individuals and families so they can purchase food. The SNAP 2 Work program provides employment related services. Nutrition Program	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	
	consists of a network of food assistance programs that The Family improve the health and well-being of children and adults	Code of Federal Regulations, Parts 2/1-280	the capacity of DSS staff to analyze and use data to inform and improve decision-
	who cannot provide adequate nutrition for themselves.		making.
SNAP Eligibility	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to lowincome individuals and	SC Code Title 43, Chapter 1; Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.); Title 7	C6: Strengthen and support the well-being of the DSS workforce, including
SIVI EIGIDINY	families so they can purchase food. The SNAP 2 Work program provides employment related services. Nutrition Program	Code of Federal Regulations, Parts 271-280	assistance to address secondary trauma experienced by staff.
	consists of a network of food assistance programs thatThe Family improve the health and wellbeing of children and adults		ussisiunce to dudress secondary tradina experienced by stajj.
	who cannot provide adequate nutrition for themselves.		
SNAP Eligibility	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to low-income individuals and	SC Code Title 43, Chapter 1; Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.); Title 7	C7: Develop uniform process for updating and disseminating policy updates,
	families so they can purchase food. The SNAP 2 Work program provides employment related services. Nutrition Program	Code of Federal Regulations, Parts 271-280	including statutory changes.
	consists of a network of food assistance programs that The Family improve the health and well-being of children and adults		
	who cannot provide adequate nutrition for themselves.		
SNAP Eligibility	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to low-income individuals and	SC Code Title 43, Chapter 1; Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.); Title 7	
	families so they can purchase food. The SNAP 2 Work program provides employment related services. Nutrition Program	Code of Federal Regulations, Parts 271-280	and deliverables.
	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.		
SNAP Eligibility	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to low-income individuals and	SC Code Title 43, Chapter 1; Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.); Title 7	CO. Destast the seast of DCC seases seasure to bility over finds and help research
SINAP Eligibility	families so they can purchase food. The SNAP 2 Work program provides employment related services. Nutrition Program	Code of Federal Regulations, Parts 271-280	
	consists of a network of food assistance programs that The Family improve the health and well-being of children and adults		and detect fraud, waste, and abuse.
	who cannot provide adequate nutrition for themselves.		
SNAP Eligibility	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to low-income individuals and	SC Code Title 43, Chapter 1; Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.); Title 7	D1. Strengthen partner relationships and increase recognition that safety and well-
STOR EIGISINCY	families so they can purchase food. The SNAP 2 Work program provides employment related services. Nutrition Program	Code of Federal Regulations, Parts 271-280	being of children and vulnerable adults is the responsibility of the entire community.
	consists of a network of food assistance programs thatThe Family improve the health and wellbeing of children and adults		being of children and vallerable addits is the responsibility of the entire community.
	who cannot provide adequate nutrition for themselves.		
SNAP Eligibility	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to low-income individuals and	SC Code Title 43, Chapter 1; Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.); Title 7	D2: Increase awareness of DSS mission, programs, services and strategic priorities.
- ·	families so they can purchase food. The SNAP 2 Work program provides employment related services. Nutrition Program	Code of Federal Regulations, Parts 271-280	
	consists of a network of food assistance programs that The Family improve the health and well-being of children and adults		
	who cannot provide adequate nutrition for themselves.		
SNAP Eligibility	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to low income individuals and	SC Code Title 43, Chapter 1; Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.); Title 7	D3: Strengthen alignment among DSS and other governmental agencies to provide
	families so they can purchase food. The SNAP 2 Work program provides employment related services. Nutrition Program	Code of Federal Regulations, Parts 271-280	more effective and efficient services to clients.
	consists of a network of food assistance programs that The Family improve the health and well-being of children and adults		
	who cannot provide adequate nutrition for themselves. The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to lowincome individuals and	SC Code Title 43, Chapter 1; Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.); Title 7	
SNAP Eligibility	families so they can purchase food. The SNAP 2 Work program provides employment related services. Nutrition Program	Code of Federal Regulations, Parts 271-280	D4: Foster a culture of transparency.
	consists of a network of food assistance programs that The Family improve the health and wellbeing of children and adults		
	who cannot provide adequate nutrition for themselves.		
SNAP Eligibility	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to low-income individuals and	SC Code Title 43, Chapter 1; Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.); Title 7	D5: Provide timely consistent accurate and culturally responsive communication
Start Englishity	families so they can purchase food. The SNAP 2 Work program provides employment related services. Nutrition Program	Code of Federal Regulations, Parts 271-280	bo, novide amery, consistent, decurate and catarany responsive communication.
	consists of a network of food assistance programs thatThe Family improve the health and wellbeing of children and adults		
	who cannot provide adequate nutrition for themselves.		
SNAP Eligibility	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to low-income individuals and	SC Code Title 43, Chapter 1; Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.); Title 7	D6: Improve responsiveness to public feedback.
	families so they can purchase food. The SNAP 2 Work program provides employment related services. Nutrition Program	Code of Federal Regulations, Parts 271-280	
	consists of a network of food assistance programs that The Family improve the health and well-being of children and adults		
	who cannot provide adequate nutrition for themselves.		
SNAP Eligibility	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to low income individuals and	SC Code Title 43, Chapter 1; Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.); Title 7	D7: Provide two-way communication channels to keep employees and external
	families so they can purchase food. The SNAP 2 Work program provides employment related services. Nutrition Program	Code of Federal Regulations, Parts 271-280	stakeholders informed while soliciting on-going input.
	consists of a network of food assistance programs that The Family improve the health and well-being of children and adults		
SNAD Assistance Deverserts	who cannot provide adequate nutrition for themselves.	SC Code Title 43 Chapter 1: Food and Nutrition Act of 2009 (7 U.S.C. 2011 at and): Title 7	All Improve the continuity of family connections and used to used a south the
SNAP Assistance Payments	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to lowincome individuals and	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	
	families so they can purchase food. The SNAP 2 Work program provides employment related services. Nutrition Program		access to services by ensuring services are aligned with the needs of children and
	consists of a network of food assistance programs that The Family improve the health and wellbeing of children and adults		connected to their neighborhood, community, faith, extended family, tribe, school
	who cannot provide adequate nutrition for themselves.		and friends.
SNAP Assistance Payments	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to low-income individuals and	SC Code Title 43, Chapter 1; Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.); Title 7	B2: Help prepare and transition clients to employment and self-sufficiency
	families so they can purchase food. The SNAP 2 Work program provides employment related services. Nutrition Program	Code of Federal Regulations, Parts 271-280	
	consists of a network of food assistance programs that The Family improve the health and well-being of children and adults		
	who cannot provide adequate nutrition for themselves.		

SNAP Assistance Payments	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	SC Code Title 43, Chapter 1; Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.); Title 7	
	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.	Code of Federal Regulations, Parts 271-280	accurate, and equitable manner.
SNAP Assistance Payments	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to lowincome 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 wellbeing 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	
SNAP Assistance Payments	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 wellbeing 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	development, coaching, training, and cross training.
SNAP Assistance Payments	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 wellbeing 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	
SNAP Assistance Payments	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 wellbeing 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.
SNAP Assistance Payments	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 wellbeing 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	the capacity of DSS staff to analyze and use data to inform and improve decision- making.
SNAP Assistance Payments	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 wellbeing 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	C6: Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.
SNAP Assistance Payments	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to lowincome 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 wellbeing 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	C7: Develop uniform process for updating and disseminating policy updates, including statutory changes.
SNAP Assistance Payments	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	C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.
SNAP Assistance Payments	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	and detect fraud, waste, and abuse.
SNAP Assistance Payments	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	D1: Strengthen partner relationships and increase recognition that safety and well- being of children and vulnerable adults is the responsibility of the entire community.
SNAP Assistance Payments	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to lowincome 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 wellbeing 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	D2: Increase awareness of DSS mission, programs, services and strategic priorities.
SNAP Assistance Payments	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 wellbeing 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	D3: Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.
SNAP Assistance Payments	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to lowincome 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 that The 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	
SNAP Assistance Payments	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to lowincome 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 that The 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	D5: Provide timely, consistent, accurate and culturally responsive communication.
SNAP Assistance Payments	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to lowincome 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 that The 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	D6: Improve responsiveness to public feedback.

SNAP Assistance Payments	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	D7: Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.
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.		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.		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.		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.		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.		<i>C8: Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.</i>
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.		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.		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.

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			A6: Improve the permanency and stability of children and vulnerable adults in their
	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	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		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
	management in order to overcome specific barriers.	Title 43 & Title 63	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		Tiue 43 & Tiue 65	C5: Establish and maintain a Continuous Quality Improvement System and enhance
Tomemaker	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	the capacity of DSS staff to analyze and use data to inform and improve decision- makina.
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	CG: 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.

Battered Spouse			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
	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of		connected to their neighborhood, community, faith, extended family, tribe, school
	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	and friends.
Battered Spouse	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of		C1: Recruit and retain sufficient workforce of qualified and diverse individuals.
	community based/nonprofit children and abusers through a network of community based/nonprofit service providers.	T''' 40.0 T''' 00	
	Programs are designed to provide crisis intervention and prevention services.	Title 43 & Title 63	
Battered Spouse	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of		C2: Improve performance and quality of service through continuous professional
	community based/nonprofit children and abusers through a network of community based/nonprofit service providers.	THE 40.0 THE 00	development, coaching, training, and cross training.
B.11. 1.0	Programs are designed to provide crisis intervention and prevention services.	Title 43 & Title 63	
Battered Spouse	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of		C3: Foster a culture of customer service, both internally and externally.
	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	
Ditter I Constant	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of	The 43 & The 65	
Battered Spouse	community based/nonprofit children and abusers through a network of community based/nonprofit service providers.		C4: Manage caseloads by establishing and implementing caseload standards.
	Community based on provide crisis intervention and prevention services.	Title 43 & Title 63	
Detterned Crewes	Programs are designed to provide clisis intervention and prevention services.	The 45 & The 05	CE. Establish and ensistein a Continuous Quality Improvement System and enhance
Battered Spouse	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of		C5: Establish and maintain a Continuous Quality Improvement System and enhance
	community based/nonprofit children and abusers through a network of community based/nonprofit service providers.		the capacity of DSS staff to analyze and use data to inform and improve decision-
	Programs are designed to provide crisis intervention and prevention services.	Title 43 & Title 63	making.
Battered Spouse	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of		C6: Strengthen and support the well-being of the DSS workforce, including
	community based/nonprofit children and abusers through a network of community based/nonprofit service providers.		assistance to address secondary trauma experienced by staff.
	Programs are designed to provide crisis intervention and prevention services.	Title 43 & Title 63	ussistance to dudress secondary tradina experienced by stajj.
Battered Spouse	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of		C7: Develop uniform process for updating and disseminating policy updates,
	community based/nonprofit children and abusers through a network of community based/nonprofit service providers.		including statutory changes.
	Programs are designed to provide crisis intervention and prevention services.	Title 43 & Title 63	including statutory changes.
Battered Spouse	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of		C8: Ensure all contracts have a defined purpose and include measurable outcomes
	community based/nonprofit children and abusers through a network of community based/nonprofit service providers.		and deliverables.
	Programs are designed to provide crisis intervention and prevention services.	Title 43 & Title 63	
Battered Spouse	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of		C9: Protect the assets of DSS, ensure accountability over funds, and help prevent
	community based/nonprofit children and abusers through a network of community based/nonprofit service providers.		and detect fraud, waste, and abuse.
	Programs are designed to provide crisis intervention and prevention services.	Title 43 & Title 63	
Battered Spouse			D1: Strengthen partner relationships and increase recognition that safety and well-
	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of		being of children and vulnerable adults is the responsibility of the entire community.
	community based/nonprofit children and abusers through a network of community based/nonprofit service providers.	THE 40.0 THE 00	
	Programs are designed to provide crisis intervention and prevention services.	Title 43 & Title 63	
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.		D2: Increase awareness of DSS mission, programs, services and strategic priorities.
	Community based on provide crisis intervention and prevention services.	Title 43 & Title 63	
Potto d Constant	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of	The 45 & The 65	
Battered Spouse	community based/nonprofit children and abusers through a network of community based/nonprofit service providers.		D3: Strengthen alignment among DSS and other governmental agencies to provide
	Community based on provide crisis intervention and prevention services.	Title 43 & Title 63	more effective and efficient services to clients.
Detterred Crewes	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of	The 45 & The 65	
Battered Spouse	community based/nonprofit children and abusers through a network of community based/nonprofit service providers.		D4: Foster a culture of transparency.
	Programs are designed to provide crisis intervention and prevention services.	Title 43 & Title 63	
Pattored Spause	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of		DE- Provide timely, consistent accurate and sulturally responsive communication
Battered Spouse	community based/nonprofit children and abusers through a network of community based/nonprofit service providers.		D5: Provide timely, consistent, accurate and culturally responsive communication.
	Programs are designed to provide crisis intervention and prevention services.	Title 43 & Title 63	
Battered Spouse	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of		D6: Improve responsiveness to public feedback.
Battered spouse	community based/nonprofit children and abusers through a network of community based/nonprofit service providers.		bb. Improve responsiveness to public Jeedback.
	Programs are designed to provide crisis intervention and prevention services.	Title 43 & Title 63	
Battered Spouse	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of		D7: Provide two-way communication channels to keep employees and external
Battered Spouse	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	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		
		Title 43 & Title 63	
Continuation of Teen Pregnancy Prev	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	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	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	sexual involvement and pregnancy until they are physically, financially, and emotionally ready to care for children. v This program prevents and reduces the incidence of out of wedlock pregnancies among participants through	Title 43 & Title 63	

Food Services		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
	This Program consists of a network of food assistance programs that improve the health and well-being of children and adults		connected to their neighborhood, community, faith, extended family, tribe, school
	who cannot provide adequate nutrition for themselves.		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		SC Code Title 43, Chapter 1; SC Proviso 38.23	C5: Establish and maintain a Continuous Quality Improvement System and enhance
	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.		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		SC Code Title 43, Chapter 1; SC Proviso 38.23	D1: Strengthen partner relationships and increase recognition that safety and well-
	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.		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	

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.
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	C9: Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.
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	being of children and vulnerable adults is the responsibility of the entire community.
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	
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	

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			
	Source of Funds:	Totals	State General Funds	Federal Funds	Earmarked Funds	Restricted Funds
<u>PART A</u>						
Estimated Funds						
Available this						
Fiscal Year	Is the source state, other or federal funding:	Totals	State	Federal	Earmarked	Restricted
(2015-16)						
	Is funding recurring or one-time?	Totals	, and the second se		Jan San San San San San San San San San S	Recurring or one-time
				funding?	funding?	funding?
	\$ From Last Year Available to Spend this Year					
	Amount available at end of previous fiscal year	\$9,033,364	\$ 9,033,364			

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

Explanations from the Agency regarding Part B:

The Department of Social Services does not capture cost data at the strategic plan level.

<u>PART B</u> 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 Departmen	nt of Social Services does not c	capture cost data at the stro	ategic 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 Departmen	it of Social Services does not c	capture cost data at the stro	ategic plan level.	
	A7: Ensure the educational, physical and mental health needs of children and vulnerable adults are addressed.:		The Departmen	it of Social Services does not c	capture cost data at the stro	ategic plan level.	
	A8: Provide services and supports to help youth in foster care successfully transition to living independently.:		The Departmen	t of Social Services does not c	capture cost data at the stro	ategic plan level.	

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.

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	4 \$ 79,1	22,930	¢	849,986

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.

children Legal responsibilities satisfied by Goal: These g therefore satisfiyi as the a applica # and description of Strategy the Objective is under: A1: Ass Neglective	ulnerable adults; promote permanency for	Copy and paste this from the second column of the Mission, Vision and Goals Chart Copy and paste this from the first column of the Mission, Vision and Goals Chart Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
and vul childrer Legal responsibilities satisfied by Goal: These g therefor satisfiyi as the <i>a</i> applica # and description of Strategy the Objective is under: A1: Ass Neglect Objective	rulnerable adults; promote permanency for ren. e goals are intentionally cross-programmatic and efore apply to all of the agency's major programs, ijving the requirements of Titles 43 and 63 as well e associated regulations and provios, as well as cable federal statutes. Issess and improve the quality of Abuse and	Copy and paste this from the first column of the Mission, Vision and Goals Chart
These a therefore satisfivi as the a applica # and description of Strategy the Objective is under: A1: Ass Neglect Objective	Fore apply to all of the agency's major programs, fiying the requirements of Titles 43 and 63 as well e associated regulations and provios, as well as cable federal statutes. Issess and improve the quality of Abuse and	
Objective		Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
		-
	Issess and improve the quality of Abuse and ect Report Intake decisions.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
therefo satisfiyi as the a	e goals are intentionally cross-programmatic and efore apply to all of the agency's major programs, iying the requirements of Titles 43 and 63 as well e associated regulations and provios, as well as cable federal statutes.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
intake r a A1b: regiona Human implem a A1c: phone : a A1c: construction for scre a A1e: b	 a: Regularly evaluate results of initial regional e roll-out (volume and quality). b: Develop plan for statewide implementation of inalized intake, including hiring of additional an Services employees needed for successful ementation. c: Complete conversion and training for VOIP is system. d: Improve tools and consistency across regions creening children and vulnerable adults. e: Increase public awareness regarding mandated rters and criteria for accepted abuse and neglect rts. 	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names: Child W	Welfare Services	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the

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	Copy and paste this information from the Strategic Budgeting Chart
	cost data at the strategic plan level.	
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, 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	

Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)		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 optential 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.

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.
Under development
Under development
Under development
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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	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 high school in the county separately.

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

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:		Copy and paste this from the second column of the Mission, Vision and Goals Chart
	and vulnerable adults; promote permanency for	
	children.	
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart
	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.	
# 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-	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	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.	
Public Benefit/Intended Outcome:	A1a: Regularly evaluate results of initial regional	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	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.	

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 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		<u> </u>
Total Budgeted for this fiscal year:	The Department of Social Services does not capture	Copy and paste this information from the Strategic Budgeting Chart
	cost data at the strategic plan level.	
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," - "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, 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	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,	State	Insert any further explanation, if needed
two cells over)		
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.	
	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," 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 optential negative impact has risen. Next to, "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.

Untimely delivery of child protective services.
Under development
Additional staff and resources
If the timeliness of investigation initiation drops to 75
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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	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 high school in Lexington County High Schools, instead of listing each high school in the county separately.

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

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Promote the safety and well-being of children	Copy and paste this from the second column of the Mission, Vision and Goals Chart
	and vulnerable adults; promote permanency for	
	children.	
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart
	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.	
# and description of Strategy the Objective is under:	A3: Improve the quality and consistency of ongoing	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	assessments of safety and risk to children and	
	vulnerable adults.	
Objective		
Objective # and Description:	A3: Improve the quality and consistency of ongoing	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	assessments of safety and risk to children and	
	vulnerable adults.	
Legal responsibilities satisfied by Objective:		Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	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.	
Public Benefit/Intended Outcome:		Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	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.	
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	1	

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	4
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	Copy and paste this information from the Strategic Budgeting Chart
	cost data at the strategic plan level.	
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.

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).
 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, 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

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:	
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

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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	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

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

Strategic Plan Context		
	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
Program Names:	Child Wenale Services	Enter an the agency programs which are heiping 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		1
Total Budgeted for this fiscal year:	The Department of Social Services does not capture	Copy and paste this information from the Strategic Budgeting Chart
	cost data at the strategic plan level.	
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 <u>each</u> 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," - "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, 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.	

	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," outside Help," 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 optential 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

<u>Instructions</u>: 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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	Date Review Ended (MM/DD/YYYY)
Repeat maltreatment	Annual data point reviewed by ACF in the NCANDS	ACF	Annually
	submission		

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 high school in 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		

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	

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Promote the safety and well-being of children	Copy and paste this from the second column of the Mission, Vision and Goals Chart
# and description of doar the objective is helping accomplish.	and vulnerable adults; promote permanency for	copy and paste this norm the second column of the Mission, vision and Goals Chart
	children.	
Legal responsibilities satisfied by Goal:	children.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal.	These goals are intentionally cross-programmatic and	copy and paste this nom the first column of the Mission, vision and Goals Chart
	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.	
# and description of Strategy the Objective is under:	A5: Develop a Case Practice Model that clearly	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
# and description of strategy the objective is under:	articulates Best Practice and the core values that	copy and paste this nom the second countril of the strategy, objectives and responsibility chart
	inform how DSS interacts with children, families and	
	vulnerable adults to increase safety and well-being.	
Objective		
Objective # and Description:	A5: Develop a Case Practice Model that clearly	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
objective in and becomption.	articulates Best Practice and the core values that	
	inform how DSS interacts with children, families and	
	vulnerable adults to increase safety and well-being.	
	valierable addits to increase sujety and weil-beilig.	
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	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.	
Public Benefit/Intended Outcome:	A5a: Provide regional trauma-informed care training	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	for all front line staff.	
	A5b: Continue progress towards full statewide	
	implementation of Signs of Safety.	
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," - "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

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 optential 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

<u>Instructions</u>: 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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	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 high school in 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		

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

Strategia Dian Contaut		
Strategic Plan Context # and description of Goal the Objective is helping accomplish:	Goal 1 - Promote the safety and well-being of children	Copy and paste this from the second column of the Mission, Vision and Goals Chart
	and vulnerable adults; promote permanency for	copy and paste this from the second column of the Mission, vision and Goals chart
	children.	
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart
	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.	
# and description of Strategy the Objective is under:	A6: Improve the permanency and stability of children	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	and vulnerable adults in their living situations by	
	providing supports to help preserve the family unit.	
Objective		
Objective # and Description:	A6: Improve the permanency and stability of children	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	and vulnerable adults in their living situations by	
	providing supports to help preserve the family unit.	
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	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.	

Public Benefit/Intended Outcome:		Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	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.	
	, , ,	
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	1
Amount Budgeted and Spent To Accomplish Objective		1
Total Budgeted for this fiscal year:	The Department of Social Services does not capture	Copy and paste this information from the Strategic Budgeting Chart
rotal bacheted for this fiscal year.	cost data at the strategic plan level.	copy and paste and mornation non-the strategic badgeting chart
Total Actually Spent:	The Department of Social Services does not capture	1
reconnection, opence	cost data at the strategic plan level.	
	cost data di the strategic piùn level.	
DEBEORMANICE MEASURES		

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," - "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, 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	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

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," 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 optential 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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	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		

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish	1: Goal 1 - Promote the safety and well-being of children	Copy and paste this from the second column of the Mission, Vision and Goals Chart
	and vulnerable adults; promote permanency for	
	children.	
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart
	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.	
# and description of Strategy the Objective is under:	A7: Ensure the educational, physical and mental health	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	needs of children and vulnerable adults are addressed.	
Objective		
Objective # and Description:	A7: Ensure the educational, physical and mental health	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	needs of children and vulnerable adults are addressed.	
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	programmatic and therefore apply to all of the	
	agency's major programs, satisfying the requirements	
	of Titles 43 and 63 as well as the associated	
	regulations and provios, as well as applicable federal	
	statutes.	
Public Benefit/Intended Outcome:	A7a: Increase eligibility and access for children and worth to later access for Carling for Exercise and	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	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.	
	tor vullerable adults.	
Agency Programs Associated with Objective		1
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	7
Amount Budgeted and Spent To Accomplish Objective		_
Total Budgeted for this fiscal year:	The Department of Social Services does not capture	Copy and paste this information from the Strategic Budgeting Chart
	cost data at the strategic plan level.	
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 year. Next to "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" - "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, 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

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, interna	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	Date Review Ended (MM/DD/YYYY)
Under Development			
PARTNERS			

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.

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

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Promote the safety and well-being of children	Copy and paste this from the second column of the Mission, Vision and Goals Chart
	and vulnerable adults; promote permanency for	
	children.	
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart
	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.	
# and description of Strategy the Objective is under:	A8: Provide services and supports to help youth in	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	foster care successfully transition to living	
	independently.	
Objective		_
Objective # and Description:	A8: Provide services and supports to help youth in	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	foster care successfully transition to living	
	independently.	
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	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.	
Public Benefit/Intended Outcome:	A8a: Utilize best practices to engage and support	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	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.	
	1	l
Agency Programs Associated with Objective	Child Walfara Camilaa	
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		1
Total Budgeted for this fiscal year:	The Department of Social Services does not capture	Copy and paste this information from the Strategic Budgeting Chart
	cost data at the strategic plan level.	
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 <u>each</u> 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," - "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, 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

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 optential 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.

Under development
Under development
Under development
Under development
Under development

REVIEWS/AUDITS

<u>Instructions</u>: 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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	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 high school in 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		

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomp	lish: Goal 1 - Promote the safety and well-being of children	Copy and paste this from the second column of the Mission, Vision and Goals Chart
	and vulnerable adults; promote permanency for	
	children.	
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart
	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.	
# and description of Strategy the Objective is under:	A9: Improve the continuity of family connections and	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	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.	
	extended junnity, tribe, school and jitends.	
Objective		
Objective # and Description:	A9: Improve the continuity of family connections and	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	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 responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	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.	
Public Benefit/Intended Outcome:	□ A9a: Provide program service array aligned with the	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	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.	
	meddared.	
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		1
Total Budgeted for this fiscal year:	The Department of Social Services does not capture	Copy and paste this information from the Strategic Budgeting Chart
	cost data at the strategic plan level.	
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	
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 gency 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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	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 high school in the county separately.

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

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

Strategic Plan Context		
	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:	a 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: Number of Months Responsible:	Amber Gillum 27	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible: Position:	27 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

<u>Instructions</u>: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for <u>each</u> 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," - "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, 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 Result:	Under development
FFY 2014 Standard	Under development
FFY 2013 Result:	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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	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 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		

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

Strategic Plan Context		
# and description of Goal the Objective is helping accompli	sh: Goal 1 - Promote the safety and well-being of children	Copy and paste this from the second column of the Mission, Vision and Goals Chart
	and vulnerable adults; promote permanency for	
	children.	
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart
	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.	
# and description of Strategy the Objective is under:	A11: Improve assessment, referral and follow-up of	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	domestic violence services.	
Objective		
Objective # and Description:	A11: Improve assessment, referral and follow-up of	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	domestic violence services.	
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	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.	
Public Benefit/Intended Outcome:	□ A11a: Ensure staff is properly trained on domestic	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	violence assessment and referrals.	
	A11b: Implement programming aimed at reducing	
	domestic violence.	
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	Raak Ravodady Britision	ביורבי מי היה מפרומן אי ספומווס תוופה מיב ווכואיים מכסטואומיו היה ספובנורג. יור מפרומן מנו מכרבוווויה היה טן סטומים הי
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	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," - "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, 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

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 gency 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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	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.

/ays Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or
	Other Business, Association, or Individual?
/d)	

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 2 - Help preserve the family unit by enhancing the	Copy and paste this from the second column of the Mission, Vision and Goals Chart
	capacity of individuals and families to provide for their	
	own needs.	
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart
	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.	
# and description of Strategy the Objective is under:	B1: Increase recruitment, retention, and capacity of	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	foster and adoptive parents.	
Objective		
Objective # and Description:	B1: Increase recruitment, retention, and capacity of	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	foster and adoptive parents.	
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	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.	

Public Benefit/Intended Outcome:	B1a: Enhance availability and quality of post-	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	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.	
Agency Programs Associated with Objective		I
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
	Taron Davis 6	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Name:	Taron Davis 6 Deputy Director of Child Welfare Services	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Name: Number of Months Responsible:	6	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Name: Number of Months Responsible: Position: Office Address:	6 Deputy Director of Child Welfare Services 1535 Confederate Avenue Ext. Columbia, SC 29201	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Name: Number of Months Responsible: Position: Office Address: Department or Division:	6 Deputy Director of Child Welfare Services 1535 Confederate Avenue Ext. Columbia, SC 29201 Child Welfare Services	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Name: Number of Months Responsible: Position: Office Address:	6 Deputy Director of Child Welfare Services 1535 Confederate Avenue Ext. Columbia, SC 29201 Child Welfare Services Child Welfare Services encompasses Child Protective	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Name: Number of Months Responsible: Position: Office Address: Department or Division:	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,	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Name: Number of Months Responsible: Position: Office Address: Department or Division:	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,	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Name: Number of Months Responsible: Position: Office Address: Department or Division:	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,	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Name: Number of Months Responsible: Position: Office Address: Department or Division:	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,	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Name: Number of Months Responsible: Position: Office Address: Department or Division: Department or Division Summary:	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,	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Name: Number of Months Responsible: Position: Office Address: Department or Division: Department or Division Summary: Amount Budgeted and Spent To Accomplish Objective	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. The Department of Social Services does not capture	
Name: Number of Months Responsible: Position: Office Address: Department or Division: Department or Division Summary: Amount Budgeted and Spent To Accomplish Objective	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.	

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, 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	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
	Under development
2015-16 Minimum Acceptable Results	
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 optential 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.

Under development
Under development
Under development
Under development
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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	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		

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

Strategic Plan Context		
	lish: Goal 2 - Help preserve the family unit by enhancing the	Copy and paste this from the second column of the Mission, Vision and Goals Chart
	capacity of individuals and families to provide for their	
	own needs.	
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart
	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.	
# and description of Strategy the Objective is under:	B2: Help prepare and transition clients to employment	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	and self-sufficiency.	
Objective		
Objective # and Description:	B2: Help prepare and transition clients to employment	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	and self-sufficiency.	
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	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.	
Public Benefit/Intended Outcome:	B2a: Provide temporary resources, programs and	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	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.	
Agency Programs Associated with Objective		1
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	Economic Services	Jencer an the agency programs which are helping accomplish this objective. The agency can determine this by soluting the

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	Copy and paste this information from the Strategic Budgeting Chart
	cost data at the strategic plan level.	
Total Actually Spent:	The Department of Social Services does not capture	7
	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," - "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	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
	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

-

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 gency 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

<u>Instructions</u>: 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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	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		
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

Strategic Plan Context		
	Goal 2 - Help preserve the family unit by enhancing the	Copy and paste this from the second column of the Mission, Vision and Goals Chart
in and description of ood the objective is helping decomplish.	capacity of individuals and families to provide for their	
	own needs.	
Legal responsibilities satisfied by Goal:	own needs.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
Legar responsionnes subside by Goal.	These goals are intentionally cross-programmatic and	copy and paste and non-the material material mission, vision and course and
	therefore apply to all of the agency's major programs,	
	satisfiving the requirements of Titles 43 and 63 as well	
	as the associated regulations and provios, as well as	
	applicable federal statutes.	
# and description of Strategy the Objective is under:		Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
in and description of strategy the objective is under	integrity and in a timely, accurate, and equitable	
	manner.	
Objective	indirici.	
Objective # and Description:	B3: Ensure appropriate resources are distributed with	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
5	integrity and in a timely, accurate, and equitable	
	manner.	
Legal responsibilities satisfied by Objective:		Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	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.	
Public Benefit/Intended Outcome:	B3a: Help prevent fraud and abuse of programs by	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	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.	
	support payments are abbarbea in a timery manner.	
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	Copy and paste this information from the Strategic Budgeting Chart
	cost data at the strategic plan level.	
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 <u>each</u> 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," - "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:	
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 optential 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.

Under development
Under development
Under development
Under development
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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	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	 Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development	

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

Strategic Plan Context		
	Goal 2 - Help preserve the family unit by enhancing the	Copy and paste this from the second column of the Mission, Vision and Goals Chart
	capacity of individuals and families to provide for their	
	own needs.	
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart
	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.	
# and description of Strategy the Objective is under:	B4: Provide assistance to custodial parents who need	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	help obtaining child support payments.	
Objective		-
Objective # and Description:	B4: Provide assistance to custodial parents who need	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	help obtaining child support payments.	
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	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.	
Public Benefit/Intended Outcome:	B4a: Ensure Support Orders are established	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	accurately and in a timely manner.	
	B4b: Utilize administrative remedies and behavioral	
	economics to promote consistent, timely payments of	
	child support.	
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	J
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.	
	J	
Amount Budgeted and Spent To Accomplish Objective		

cost data at the strategic plan level.	
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," - "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, 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

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 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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	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 high school in Lexington County High Schools, instead of listing each high school in the county separately.

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

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

Strategic Plan Context		
	Goal 2 - Help preserve the family unit by enhancing the	Copy and paste this from the second column of the Mission, Vision and Goals Chart
, , , , , , , , , , , , , , , , , , , ,	capacity of individuals and families to provide for their	
	own needs.	
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart
5 1 7	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.	
# and description of Strategy the Objective is under:	B5: Complete the transformation of the Child Support	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	Program.	
Objective		-
Objective # and Description:	B5: Complete the transformation of the Child Support	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	Program.	
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	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.	
Public Benefit/Intended Outcome:	B5a: Complete the development of the Palmetto	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	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	I A CONTRACTOR OF A CONTRACTOR OFTA
	support.	
	1	I. Contraction of the second se
Agency Programs Associated with Objective	Child Comment Complete	T erese whether a second s
Program Names: Responsible Person	Child Support Services	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Name:	Katie Morgan	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	30	copy and paste this mormation norm the intricolumn of the strategy, objectives and responsibility chart
Position:	Director of Child Support Services	1
Office Address:	3150 Harden Street Extension, Columbia, SC 29203	1
once Address.	STSC Harden Street Extension, columbia, 3C 25205	
	_	

Child Support Services	
The Child Support Services division collects and	
disburses child support payments to custodial parents.	
The Department of Social Services does not capture	Copy and paste this information from the Strategic Budgeting Chart
cost data at the strategic plan level.	
The Department of Social Services does not capture	
cost data at the strategic plan level.	
	The Child Support Services division collects and disburses child support payments to custodial parents. The Department of Social Services does not capture cost data at the strategic plan level. The Department of Social Services does not capture

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.

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).
 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, 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	
	Under development
	Under development
	Under development
2015-16 Minimum Acceptable Results	
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
	Under development
	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 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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	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 high school in Lexington County High Schools, instead of listing each high school in the county separately.

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

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 3 - Ensure DSS workforce is supported in their	Copy and paste this from the second column of the Mission, Vision and Goals Chart
	efforts to provide high-quality service that is	
	responsive and engaged.	
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart
	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.	
# and description of Strategy the Objective is under:	C1: Recruit and retain sufficient workforce of qualified	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	and diverse individuals.	
Objective		
Objective # and Description:	C1: Recruit and retain sufficient workforce of qualified	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	and diverse individuals.	
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	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.	

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. 	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	 C11: Provide in-band and equity pay increases. C11: 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.	
Agency Programs Associated with Objective		7
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: Number of Months Responsible:	Barbara Derrick	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
	9 Demote Disector of Administration	4
Position:	Deputy Director of Administration	4
Office Address:	1535 Confederate Avenue Ext. Columbia, SC 29201	
Department or Division:	Division of Administration	4
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	Copy and paste this information from the Strategic Budgeting Chart
	cost data at the strategic plan level.	
Total Actually Spent:	The Department of Social Services does not capture	1
,	cost data at the strategic plan level.	
	at the strategic plan leven	

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," - "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, 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	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," 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 optential negative impact has risen. Next to, "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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	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		

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 3 - Ensure DSS workforce is supported in their	Copy and paste this from the second column of the Mission, Vision and Goals Chart
	efforts to provide high-quality service that is	
	responsive and engaged.	
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart
	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.	
# and description of Strategy the Objective is under:	C2: Improve performance and quality of service	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	through continuous professional development,	
	coaching, training, and cross training.	
Objective		
Objective # and Description:	C2: Improve performance and quality of service	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	through continuous professional development,	
	coaching, training, and cross training.	
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	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.	
Public Benefit/Intended Outcome:	C2a: Hire Training Director and Regional trainers.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	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.	
	J	
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,	
Amount Budgeted and Creat To Assemblish Objective	facilities, and more.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	The Department of Social Services does not capture	Copy and paste this information from the Strategic Budgeting Chart
	cost data at the strategic plan level.	
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 <u>each</u> 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," - "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, 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.
	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:	
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 gency 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

<u>Instructions</u>: 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.

ted (outside request, internal Entity Performing the Review and Whether Reviewing	g Entity External or Date Review Began (MM/DD/YYYY) and
Internal	Date Review Ended (MM/DD/YYYY)
	Internal

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 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		

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 3 - Ensure DSS workforce is supported in their	Copy and paste this from the second column of the Mission, Vision and Goals Chart
	efforts to provide high-quality service that is	
	responsive and engaged.	
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart
	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.	
# and description of Strategy the Objective is under:	C3: Foster a culture of customer service, both	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	internally and externally.	
Objective		
Objective # and Description:	C3: Foster a culture of customer service, both	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	internally and externally.	
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	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.	
Public Benefit/Intended Outcome:		Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	and resources available; communicate consistently	
	throughout the Department.	
	C3b: Provide Customer Service training (during	
	onboarding and on-going).	
A	1	
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	Malaple	Inter all the agency programs which are helping accomplish this objective. The agency can determine this by soluting the
Name:	Multiple	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Multiple	copy and pase and mornation normation and column of the states by objectives and hespothionity chart
Position:	Multiple	
Office Address:	1535 Confederate Avenue Ext. Columbia, SC 29201	1
Department or Division:	Multiple	1
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	Copy and paste this information from the Strategic Budgeting Chart
	cost data at the strategic plan level.	
	•	-

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 <u>each</u> 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," - "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, 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 nclude 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, Inder development What are the names and titles of the individuals who chose this as a performance measure? nder development Why was this performance measure chosen? Inder 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 Inder development Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16? Jnder 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," outside Help," 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 optential 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	Ċ.
--------------------------------	----

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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	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		

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	: Goal 3 - Ensure DSS workforce is supported in their	Copy and paste this from the second column of the Mission, Vision and Goals Chart
	efforts to provide high-quality service that is	
	responsive and engaged.	
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart
	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.	
# and description of Strategy the Objective is under:	C4: Manage caseloads by establishing and	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	implementing caseload standards.	
Objective		-
Objective # and Description:	C4: Manage caseloads by establishing and	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	implementing caseload standards.	
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	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.	4
Public Benefit/Intended Outcome:	□ C4a: Conduct ongoing analysis and evaluation of	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	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.	
Agency Programs Associated with Objective	-	I
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		The area of the agency programs which are helping accomption this objective. The agency can determine this by soluting the
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	1
	• • • •	-

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	Copy and paste this information from the Strategic Budgeting Chart
	cost data at the strategic plan level.	
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," - "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 wi include measures that track caseload sizes and staffing ratios. Image: Comparison of the state of the st
Performance Measure: The performance measures for this objective are under development and wi Include measures that track caseload sizes and staffing ratios. Type of Measure: Under development Results FFY 2012 Results FFY 2014 Standard Under development FFY 2013 Results Under development FFY 2015-16 Minimum Acceptable Results: Under development 2015-16 Target Results: Under development
Type of Measure: Under development Results Under development 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
Type of Measure: Under development Results Under development 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
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
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
Results FFY 2012 Results Under development FFY 2013 Results Under development FFY 2013 Results Under development 2015-16 Minimum Acceptable Results: Under development 2015-16 Target Results: Under development
FFY 2012 Results FFY 2014 Standard Under development FFY 2013 Results Under development 2015-16 Minimum Acceptable Results: Under development 2015-16 Target 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
FFY 2013 Results Under development 2015-16 Minimum Acceptable Results: Under development 2015-16 Target Results: Under development
2015-16 Minimum Acceptable Results: Under development 2015-16 Target 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 optential 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.

Under development
Under development
Under development
Under development
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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	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	 Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development	

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

Legal responsibilities satisfied by Goal: These	al 3 - Ensure DSS workforce is supported in their orts to provide high-quality service that is ponsive and engaged. ese goals are intentionally cross-programmatic and refore apply to all of the agency's major programs,	Copy and paste this from the second column of the Mission, Vision and Goals Chart Copy and paste this from the first column of the Mission, Vision and Goals Chart
effort respo Legal responsibilities satisfied by Goal: These	orts to provide high-quality service that is ponsive and engaged. ese goals are intentionally cross-programmatic and	
Legal responsibilities satisfied by Goal: These	ponsive and engaged. ese goals are intentionally cross-programmatic and	Copy and paste this from the first column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal: These	ese goals are intentionally cross-programmatic and	Copy and paste this from the first column of the Mission, Vision and Goals Chart
These		Copy and paste this from the first column of the Mission, Vision and Goals Chart
there	refore apply to all of the agency's major programs,	
	isfiying the requirements of Titles 43 and 63 as well	
	the associated regulations and provios, as well as	
	blicable federal statutes.	
		Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	provement System and enhance the capacity of DSS	
	ff to analyze and use data to inform and improve	
	sision-making.	
Objective		
	Establish and maintain a Continuous Quality	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	provement System and enhance the capacity of DSS	
	ff to analyze and use data to inform and improve	
	cision-making. ese goals and objectives are intentionally cross-	Converse disease this frame the first values of the Charters. Objectives and Descense it its Chart
	pgrammatic and therefore apply to all of the	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	ency's major programs, satisfying the requirements	
0	Fitles 43 and 63 as well as the associated	
	ulations and provios, as well as applicable federal	
statut		
		Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	5b: Evaluate the use of data for performance	copy and paste this from the fourth column of the Stategy, Objectives and Responsionity chart
	nagement.	
	5c: Ensure staff are equipped and resourced to	
	surately conduct data entry.	
	5d: Effectively communicate agency data and	
	comes to stakeholders.	
04100		
Agency Programs Associated with Objective		
Program Names: Multi	ltiple	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name: Multi,	Itiple	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible: Multi		
Position: Multi	Itiple]

1535 Confederate Avenue Ext. Columbia, SC 29201	
Multiple	
Multiple	
The Department of Social Services does not capture	Copy and paste this information from the Strategic Budgeting Chart
cost data at the strategic plan level.	
The Department of Social Services does not capture	
cost data at the strategic plan level.	
	Multiple Multiple The Department of Social Services does not capture cost data at the strategic plan level. The Department of Social Services does not capture

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.

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).
 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, 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	
	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 optential 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.

I to day day a second
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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	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.

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

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 3 - Ensure DSS workforce is supported in their	Copy and paste this from the second column of the Mission, Vision and Goals Chart
	efforts to provide high-quality service that is	
	responsive and engaged.	
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart
	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.	
# and description of Strategy the Objective is under:	C6: Strengthen and support the well-being of the DSS	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	workforce, including assistance to address secondary	
	trauma experienced by staff.	
Objective		
Objective # and Description:	C6: Strengthen and support the well-being of the DSS	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	workforce, including assistance to address secondary	
	trauma experienced by staff.	
8	These goals and objectives are intentionally cross-	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	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.	
Public Benefit/Intended Outcome:	C6a: Develop and implement counseling support	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	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.)	
Agency Programs Associated with Objective		
	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	1
Office Address:	1535 Confederate Avenue Ext. Columbia, SC 29201	1
Department or Division:	Division of Administration	1

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

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).
 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, 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

now the Agency is measuring its renormance	
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

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 optential 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.

I to day day a second
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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	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.

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

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

Strategy field Context			
# and description of Goal the Objective is helping accomplish: Goal 2 - Ensure DS workforce is supported in their circle of the first column of the Mission, Vision and Goals Chart circle of the circle of the circle of the circle of their column of the Mission, Vision and Goals Chart circle of the circle o	Strategic Plan Context		
iegal responsibilities satisfied by Goal: These poals are intentionally cross-programmatic and therefore specify and or the second column of the Mission, Vision and Goals Chart. Copy and paste this from the first column of the Mission, Vision and Goals Chart. 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 unform process for updating and provids, as well as applicable federal statutes. # and description: C7. Develop unform process for updating and distutory changes. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart disternments of Titles 43 and objectives are intentionally cross-programmatic and therefore associated requirements, and for program statisfing the requirements of Titles 43 and objectives are intentionally cross-programmatic and therefore associated requirements, and for sover als are sociated requirements, and for program subjective and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart distatutes. Public Benefit/Intended Outcome: C12- Evolute policy manuals throughout the Department. C12- Evolute policy manuals throughout the Department. Program Associated with Objective: Core Strategy condicate possibility of developing an Office of Policy Management. Copy and paste this information from the fif		Goal 3 - Ensure DSS workforce is supported in their	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 program, satisfying the requirements of Titles 43 and 63 as well as applicable feedral statutes applicable feedral statutes. CD puelpo uniform process for updoting and discrimining policy updotes, including statutory changes. Copy and paste this from the first column of the Mission, Vision and Goals Chart Objective II and description: CD-puelpo uniform process for updoting and discrimining policy updotes, including statutory changes. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart discrimining policy updotes, including statutory changes. Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart discrimining policy updotes, including statutory changes. Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart discrimining policy updotes. Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart discrimining policy updotes. Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart discrimining policy updates. Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart discrimining policy updates. Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart discrimination for the first column of the Strategy, Objectives and Responsibility Chart discreter and besopolicy updates. Copy an		efforts to provide high-quality service that is	
These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfying the requirements of Trites 43 and 63 as well as the associated regulations and provios, as well as applicable (ederal statutes. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart disseminating policy updates, including strutuory changes. Objective C2. Develop uniform process for updating and disseminating policy updates, including strutuory changes. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart disseminating policy updates, including strutuory changes. Objective II and Description: C2. Develop uniform process for updating and disseminating policy updates, including strutuory changes. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart disseminating policy updates, including strutuory changes. Legal responsibilities satisfied by Objective: These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfing the requirements of Titles 43 and 63 as well as applicable federal statutes. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Public Benefit/Intended Outcome: D C7: Update policy manuals throughout the Department. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Responsible Person Multiple First all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Responsibility Chart		responsive and engaged.	
bitrefore apply to all of the agency's major programs, statisfying the requirements for the state associated regulations and provise, as well as applicable federal statutes. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart diameter description of Strategy the Objective is under: Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart discensional policy updates, including statutory changes. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart discensional policy updates, including statutory changes. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart discensional policy updates, including statutory changes. Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart discensional policy updates, including statutory changes. Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart epsilon and objective is a discension and provides, as well as applicable federal statutes. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart public Benefit/Intended Outcome: D Cr2. Fuolute policy manuals throughout the Department. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Responsible Person Multiple Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Positored Muntiple<	Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart
a staffying the requirements of Triles 43 and 63 as well as applicable federal statutes. copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart disseminating policy updates, including statutary changes. Bigetive I and Description of Strategy the Objective is under: C7. Develop unform process for updating and disseminating policy updates, including statutary changes. Objective I and Description: C7. Develop unform process for updating and disseminating policy updates, including statutary changes. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart disseminating policy updates, including statutary changes. Legal responsibilities satisfied by Objective: These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's manuals throughout the operatment. Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart Public Benefit/Intended Outcome: 0 C72: Ubdate policy manuals throughout the Operatment. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Program Statectaed with Objective 0 C72: 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 0 C72: Develop undorm process for updating and function of the strategy. Objectives and Responsibility Chart Responsible Person Copy and paste this information from t		These goals are intentionally cross-programmatic and	
as the associated regulations and provios, as well as applicable federal statutes. copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart disseminating policy updates, including statutory changes. Objective 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 disseminating policy updates, including statutory changes. Objective H and Description: C7: Develop uniform process for updating and disseminating policy updates, including statutory changes. Legal responsibilities satisfied by Objective: These geads and objectives are intentionally cross-programs, satisfying the requirements of Titlet A and G3 as well as applicable federal statutes: copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart agency's major programs, satisfying the requirements of Titlet A and G3 as well as applicable federal statutes: Public Benefit/Intended Outcome: C7: Develop unique throughout the Department. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Public Benefit/Intended Outcome: C7: Develop unique throughout the Department. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Public Mangement: Multiple Core under throughout the Department. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Public Mangement:		therefore apply to all of the agency's major programs,	
applicable federal stratures. applicable federal stratures. # and description of Strategy the Objective is under: C7. Develop unform process for updating and disseminating policy updates, including stratutory changes. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart disseminating policy updates, including stratutory changes. Objective # and Description: C7. Develop unform process for updating and disseminating policy updates, including stratutory changes. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart disseminating policy updates, including stratutory changes. Legal responsibilities satisfied by Objective: These goals and objectives are intentionally cross-programmatic and therefore appt to all of the agency's major programs, satisfiving the requirements of Titles 43 and 63 as well as the associated regulations and provise, as well as applicable federal statutes. Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart ergulations and provise, as well as applicable federal statutes. Public Benefit/Intended Outcome: C 7.2: Update policy manuals throughout the Department. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart developing an Office of Policy Management. Responsible Person Multiple Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Responsibility Chart Multiple Nume: Multiple Multiple Copy and paste this information from th		satisfiying the requirements of Titles 43 and 63 as well	
# and description of Strategy the Objective is under: C7. Develog 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 disseminating policy updates, including statutory changes. Objective # and Description: C7. Develog 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 disseminating policy updates, including statutory changes. Legal responsibilities satisfied by Objective: These goals and objectives are Intentionally cross- programmatic and therefore apply to all of the agency's major programs, satisfying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as the associated statutes. Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart Public Benefit/Intended Outcome: C 72: Dupdate policy manuals throughout the Department. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Program Names: Multiple Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Responsibility Chart Name: Multiple Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart Name: Multiple Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart		as the associated regulations and provios, as well as	
Objective C7: Develop unform 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 disseminating policy updates, including statutory changes. Legal responsibilities satisfied by Objective: These goals and objectives are intentionally cross programmatic and therefore apply to all of the age goals and objectives are intentionally cross programmatic and therefore apply to all of the age goals and objectives are intentionally cross. Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart discussed and proviso, as well as applicable federal statutes. Public Benefit/Intended Outcome: D C7: Update policy manuals throughout the Department. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Public Benefit/Intended Outcome: D C7: Update policy manuals throughout the Department. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Program Names: Multiple Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Responsibile? Nume: Multiple Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart Nume: Multiple Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart Nume: Multiple Copy and paste this information fro		applicable federal statutes.	
changes. Cpy and paste this from the second column of the Strategy, Objectives and Responsibility Chart 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- programms, satisfiying the requirements of Titles 43 and 63 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: D C7: Update policy manuals throughout the Department. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Public Benefit/Intended Outcome: D C7: Update policy manuals throughout the Department. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Programs Associated with Objective Multiple Finter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Responsibile? Name: Multiple Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart Name: Multiple Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart Number of Months Responsible: Multiple Copy and paste this information	# and description of Strategy the Objective is under:	C7: Develop uniform process for updating and	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective Coll 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, satisfying the requirements of Titles 43 and 63 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: to C7a: Update policy manuals throughout the Department. or C7b: Decrease use of Directed Memos in policy updates. or 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 to C7a: Update policy manuals throughout the Department. or C7c: Evaluate possibility of developing an Office of Policy Management. 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 Variation of Multiple Stat Confederate Avenue Ext. Columbia, SC 29201 Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart		disseminating policy updates, including statutory	
Objective # and Description: C7: Develop unform 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-programms caused therefore apply to all of the agency's major programs, satisfying the requirements of Titles 43 and 63 as well as the associated regulations, as well as the associated regulations, 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: Dra: Update policy manuals throughout the Department. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Agency Programs Associated with Objective C7:: 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 C7:: Evaluate possibility of developing an Office of Policy Management. Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Responsible! Name: Multiple Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart Name: Multiple Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart Number of Months Respons		changes.	
disseminating policy updates, including statutory changes. disseminating policy updates, including statutory changes. Legal responsibilities satisfied by Objective: These goals and objectives are intentionally cross- programmatic and therefore apply to all of the agency's major programs, satisfied by 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: C7: Update policy manuals throughout the Department. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Agency Programs Associated with Objective C7: Update policy manuals throughout the Department. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Program Names: Multiple Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Policy Management. Name: Multiple Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart Name: Multiple Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart Number of Months Responsible: Multiple Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart Department or Division: Multiple Copy and paste this information fr			_
changes. Control Legal responsibilities satisfied by Objective: These goals and objectives are intentionally cross- programmatic and therefore apply to all of the agency's major programs, satisfiving the requirements of Titles 43 and 63 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: to C7a: Update policy manuals throughout the Department. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Agency Programs Associated with Objective to C7a: Update policy manuals throughout the Department. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Program Names: Multiple Responsible Person Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Responsible: Number of Months Responsible: Multiple Position: Multiple Office Address: 1535 Confederate Avenue Ext. Columbio, SC 29201 Department or Division: Multiple	Objective # and Description:	C7: Develop uniform process for updating and	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, satisfying the requirements of Titles 43 and 63 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: C 72: Update policy manuals throughout the Department. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Agency Programs Associated with Objective C 72: Update policy manuals throughout the Department. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Agency Programs Associated with Objective Multiple Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Responsibile? Name: Multiple Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart Name: Multiple Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart Number of Months Responsible: Multiple Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart Office Address: I535 Confederate Avenue Ext. Columbia, SC 29201 Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart <t< td=""><td></td><td>disseminating policy updates, including statutory</td><td></td></t<>		disseminating policy updates, including statutory	
Programmatic and therefore apply to all of the agency's major programs, satisfying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes. Image: Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Public Benefit/Intended Outcome: 0.72: Update policy manuals throughout the Department. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Agency Programs Associated with Objective mage: Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Mame: Multiple Name: Multiple Number of Months Responsible: Multiple Position: Multiple Position: Multiple Department or Division: 1535 Confederate Avenue Ext. Columbia, SC 29201 Department or Division: 1535 Confederate Avenue Ext. Columbia, SC 29201			
agency's major programs, satisfiying the requirements of Trites 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes. Ora: Update policy manuals throughout the Department. Ora: Update possibility of developing an Office of Policy Management. Policy Management. Agency Program Names: Multiple Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Responsible: Number of Months Responsible: Multiple Orgation from the fifth column of the Strategy, Objectives and Responsibility Chart Position: 1335 Confederate Avenue Ext. Columbia, SC 29201 Orgation from the fifth column of the Strategy, Objectives and Responsibility Chart Department or Division: Multiple Orgation from the fifth column of the Strategy, Objectives and Responsibility Chart	Legal responsibilities satisfied by Objective:		Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes. Public Benefit/Intended Outcome: C7a: Update policy manuals throughout the Department. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Agency Programs Associated with Objective C7: Evaluate possibility of developing an Office of Policy Management. 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 Name: Multiple Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart Name: Multiple Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart Name: Multiple Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart Name: Multiple Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart Office Address: IS35 Confederate Avenue Ext. Columbia, SC 29201 Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart Department or Division: Multiple Copy and paste this information from the fifth column of the Strategy, Objectiv			
regulations and provios, as well as applicable federal statutes. Public Benefit/Intended Outcome: C7a: Update policy manuals throughout the Department. C7b: Decrease use of Directed Memos in policy updates. C7be Directed Memos in policy updates.			
statutes. Statutes. Public Benefit/Intended Outcome: C7a: Update policy manuals throughout the Department. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart			
Public Benefit/Intended Outcome: □ C7a: Update policy manuals throughout the Department. □ Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Department. □ C7b: Decrease use of Directed Memos in policy updates. □ C7c: Evaluate possibility of developing an Office of Policy Management. Agency Programs Associated with Objective Program Names: Multiple Responsible Person 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. Department. C7b: Decrease use of Directed Memos in policy updates. Department. C7c: Evaluate possibility of developing an Office of Policy Management. Program Names: Agency Programs Associated with Objective Multiple Responsible Person Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart Name: Multiple Number of Months Responsible: Multiple Position: Multiple Office Address: 1535 Confederate Avenue Ext. Columbia, SC 29201 Department or Division: Multiple			
C7b: Decrease use of Directed Memos in policy updates. C7b: Evaluate possibility of developing an Office of Policy Management. Agency Programs Associated with Objective Program Names: Mame: Name: Name: Multiple Number of Months Responsible: Multiple Opsition: Multiple Office Address: 1335 Confederate Avenue Ext. Columbia, SC 29201 Department or Division:	Public Benefit/Intended Outcome:		Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
updates. D C7C: Evaluate possibility of developing an Office of Policy Management. Agency Programs Associated with Objective Program Names: Program Names: Multiple Responsible Person Inter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the American Multiple Name: Multiple Number of Months Responsible: Multiple Position: Multiple Office Address: 1535 Confederate Avenue Ext. Columbia, SC 29201 Department or Division: Multiple			
C7C: Evaluate possibility of developing an Office of Policy Management. Agency Programs Associated with Objective Program Names: Multiple Responsible Person Name: Multiple Name: Multiple Number of Months Responsible: Multiple Position: Multiple Office Address: 135 Confederate Avenue Ext. Columbia, SC 29201 Department or Division: Multiple			
Agency Programs Associated with Objective Program Names: Multiple Responsible Person Name: Multiple Name: Multiple Number of Months Responsible: Multiple Position: Multiple Office Address: 1535 Confederate Avenue Ext. Columbia, SC 29201 Department or Division: Multiple			
Agency Programs Associated with Objective Program Names: Multiple Responsible Person Name: Multiple Number of Months Responsible: Multiple Opport Months Responsible: Multiple Opport Months Responsible: Multiple Opport Months Responsible: Multiple Opport Months Responsible: Multiple Department or Division: Multiple			
Program Names: Multiple Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Responsible Person Multiple Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart Number of Months Responsible: Multiple Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart Position: Multiple Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart Office Address: 1535 Confederate Avenue Ext. Columbia, SC 29201 Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart Department or Division: Multiple Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart		Policy Management.	
Program Names: Multiple Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Responsible Person Multiple Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart Number of Months Responsible: Multiple Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart Position: Multiple Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart Office Address: 1535 Confederate Avenue Ext. Columbia, SC 29201 Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart Department or Division: Multiple Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart	Among an Department Among sints of with Objective	1	
Responsible Person Name: Multiple Namber of Months Responsible: Multiple Position: Multiple Office Address: 1535 Confederate Avenue Ext. Columbia, SC 29201 Department or Division: Multiple		Multiple	Enter all the agency programs which are beining accomplish this objective. The agency can determine this by sorting the
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		Multiple	Inter an the agency programs which are helping accompliant this objective. The agency can determine this by sorting the
Number of Months Responsible: Multiple Position: Multiple Office Address: 1535 Confederate Avenue Ext. Columbia, SC 29201 Department or Division: Multiple		Multiple	Copy and paste this information from the fifth column of the Strategy. Objectives and Responsibility Chart
Position: Multiple Office Address: 1535 Confederate Avenue Ext. Columbia, SC 29201 Department or Division: Multiple			
Office Address: 1535 Confederate Avenue Ext. Columbia, SC 29201 Department or Division: Multiple			
Department or Division: Multiple			
		,	
Department or Division Summary: Multiple	Department or Division:	Multiple	1
	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	Copy and paste this information from the Strategic Budgeting Chart
	cost data at the strategic plan level.	
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 <u>each</u> 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, 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

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 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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	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 high school in Lexington County High Schools, instead of listing each high school in the county separately.

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

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 3 - Ensure DSS workforce is supported in their	Copy and paste this from the second column of the Mission, Vision and Goals Chart
	efforts to provide high-quality service that is	
	responsive and engaged.	
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart
	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.	
# and description of Strategy the Objective is under:	C8: Ensure all contracts have a defined purpose and	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	include measurable outcomes and deliverables.	
Objective		
Objective # and Description:	C8: Ensure all contracts have a defined purpose and	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	include measurable outcomes and deliverables.	
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	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.	
Public Benefit/Intended Outcome:	C8c: Standardize process for grants and contracts	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	including approvals, tracking, and evaluation.	
Agency Programs Associated with Objective	J	
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		7
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	Copy and paste this information from the Strategic Budgeting Chart
	cost data at the strategic plan level.	
Total Actually Spent:	The Department of Social Services does not capture	
	cost data at the strategic plan level.	
	5 /	

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," - "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, 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
	Under development
2015-16 Minimum Acceptable Results	
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 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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	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 high school in Lexington County High Schools, instead of listing each high school in the county separately.

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

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

Strategic Plan Context		_
# and description of Goal the Objective is helping accomplish:	Goal 3 - Ensure DSS workforce is supported in their	Copy and paste this from the second column of the Mission, Vision and Goals Chart
	efforts to provide high-quality service that is	
	responsive and engaged.	
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart
	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.	
# and description of Strategy the Objective is under:	C9: Protect the assets of DSS, ensure accountability	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	over funds, and help prevent and detect fraud, waste,	
	and abuse.	
Objective		
Objective # and Description:	C9: Protect the assets of DSS, ensure accountability	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	over funds, and help prevent and detect fraud, waste,	
	and abuse.	
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	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.	

	_	
Public Benefit/Intended Outcome:	C9a: Create an Office of the Inspector General to	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	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.	
	General s Office on fraud investigations.	
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	4
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	Copy and paste this information from the Strategic Budgeting Chart
	cost data at the strategic plan level.	
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 <u>each</u> 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," - "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, 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	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	
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," 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 optential negative impact has risen. Next to, "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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	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		

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

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
	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
	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		
	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
	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
	 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		

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	Copy and paste this information from the Strategic Budgeting Chart
	cost data at the strategic plan level.	
Total Actually Spent:	The Department of Social Services does not capture	1
	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, 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 Result	Under development
FFY 2014 Standard	Under development
FFY 2013 Result	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

Under development
Under development
Under development
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 optential 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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	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		

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

Strategy fail Context Goal 4 - Foster Trust, collaboration and communications with statcholders to improve outcomes for children, families and vulnerable adults. Coay and paste this from the second column of the Mission, Vision and Goals Chart iegal responsibilities satisfied by Goal: These goals are interior and y cross programmatic and therefore apply to all of the agency major program, satisfing the requirements of Titles 43 and 63 as well applicible federal istatures. Coay and paste this from the first column of the Mission, Vision and Goals Chart Bard description of Strategy the Objective is under: Description: Coay and paste this from the second column of the Strategy, Objectives and Responsibility Chart Objective (arguine responsibilities satisfied by Objective: Description: Description: Coay and paste this from the second column of the Strategy, Objectives and Responsibility Chart Objective (arguine responsibilities satisfied by Objective:: These goals and objectives and mentionally cross- erogrammatic and therefore apply to all of the agency's nairy programs, statifying the requirements of Title 43 and 43 are well as a publicable federal statuses. Coay and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart statuse. Public Benefit/Intended Outcome: D Date Develops Strategic Communications. o Guidelines for starte and munications. o Guidelines for starte and anotypicative wells are public scalar media, response to motion starte, cocommo definitions for key terms. D Date. Develop wells the key terms. D Date. Develop wells the potent starte outcommo ef fotss. Enter all the agency pr			
# and description of Goal the Objective is helping accomplish. Goal 4 - Foxter trust, collaboration and communication of the Mission, Vision and Goals Chart. ising al responsibilities satisfied by Goal: These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfying the requirements of TRUE 43 and 63 as vell a supplicable feedulat 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 provines. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart environments of DSS mission, programs, services and strategic provines. Objective # and Description: D2: Increase awareness of DSS mission, programs, services and strategic provines. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart environments of DSE mission, programs, services and strategic provines. Bigel responsibilities satisfied by Objective: These goals are intentionally cross-programmatic and therefore apply to all of the agency's major program, satisfies the provements of TSE mission, programs, services and strategic provines. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart englations and provos, as well as applicable federal statutes. Objective # and Description: 2: Increase awareness of DSE mission, programs, services and strategic communications or find therefore apply to all of the agency major and to paste this from the first column of the Strategy, Objectives a	Stratogic Blan Context		
with stakeholders to improve outcomes for children, families and unlerable addutts. opy and paste this from the first column of the Mission, Vision and Goals Chart. tregal responsibilities satisfied by Goal: These goals are intentionally cross-programmatic and therefore apply to all of the agence, smapprovals, smapprovals, satisfying the requirements of Titles 43 and 63 as well applicable federal statutes. copy and paste this from the first column of the Mission, Vision and Goals Chart. 0 description of Strategy the Objective is under: D2: horses movements of DSS mission, programs, satisfying the requirements of Titles 43 and 43 as well applicable federal statutes. copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart 0 description: D2: horses movements of DSS mission, programs, ervices and strategic priorities. copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart 0 description: D2: horses movements of DSS mission, programs, ervices and strategic priorities. copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart 0 digetine is on what information is legal datates. O D2: horse movements of DSS mission, programs, ergulations and therefore apply to all of the agency's mappr programs, satisfying the requirements of Titles 43 and 43 as well as applicable federal tatates. copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart 0 ubdelines on what information is legal datates. D2: horseing a strategic communication. o Guidelines for external communication. o D2D: bevelog a plan for quartery wide messages from Director and		Goal A. Easter trust, collaboration and communication	Convision and paste this from the second column of the Mission Mission and Goals Chart
i.egal responsibilities satisfied by Goal: These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfying the requirements of THE 43 and 63 are intentionally cross-programmatic and therefore apply to all of the agency's major programs, survey as applicable feederal statuse. copy and paste this from the first column of the Mission, Vision and Goals Chart 4* and description of Strategy the Objective is under: D2. Increase awareness of DSS mission, programs, erevices and strategic priorities. copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart Objective the number of Discription: 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 Isegal responsibilities satisfied by Objective: These goals are interfore apply to all of the agency's major programs, services and strategic priorities. copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart Isegal responsibilities satisfied by Objective: D2. Develop a Strategic Communications Pan including: copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart Public Benefit/Intended Outcome: D D2. Develop a Strategic Communications Pan including: copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Public Benefit/Intended Outcome: D D2. Develop a Strategic Communications Pan including: coutcomes of DSS	# and description of Goal the objective is helping accomplish.	,	copy and paste this from the second column of the wission, vision and doals chart
Legal responsibilities satisfied by Goal: Interesponsibilities satisfied by Goal: Copy and paste this from the first column of the Mission, Vision and Goals Chart. It and description of Strategy the Objective is under: 22. Increase anaryments of Titles 43 and 63 as well a applicable federal statutes. Copy and paste this from the scand column of the Mission, Vision and Goals Chart. Objective if and Description: 22. Increase anaryments of DSS mission, programs, statisfying the requirements of Strategy the Objective and Responsibility Chart. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart. Objective if and Description: 22. Increase anaryments of DSS mission, programs, statisfying the requirements of Titles 43 and Objectives and Responsibility Chart. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart. Objective if and Description: 22. Increase anaryments of DSS mission, programs, statisfying the requirements of Titles 43 and Objectives and Responsibility Chart. Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart. Itegal responsibilities satisfied by Objective: These goals and Objectives apply to all of 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: D22. Develop a Strategic Communication. Copy and paste this from the fourth column of the Strategy, Objectiv			
These goals are intentionally cross-programmatic and therefore apply to all of the sequerys major programs, satisfying the requirements of Title 43 and 63 as well as the associated regulations and proviso, as well as applicable federal statutes. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart services and strategic priorities. Objective 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 services and strategic priorities. Objective 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 services and strategic priorities. Objective D1: Increase awareness of DSS mission, programs, services and strategic priorities. Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart services and proviso, as well as applicable federal statutes. regulations and proviso, as well as applicable federal statutes. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart including: o Guidelines for external communication. Public Benefit/Intended Outcome: D2: Develop a Strategic Communication. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart D2: Develop a Strategic from Director and DSS Serior Staff. D2: Develop a Strategic from the stories and counce from Director and DSS. Report Program Ast		jamilies and vulnerable daults.	
These goals are intentionally cross-programmatic and therefore apply to all of the server and strategy priorities. as the associated regulations and provides, as well as the associated regulations and strategy priorities. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart services and strategy priorities. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart services and strategy priorities. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart services and strategy priorities. Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart services and strategy priorities. Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart services and strategy priorities. Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart services and strategy constration. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart including: Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart including: Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart including: Couldelines for external communications Plan including: Column formation is legally discoverable. Column Discovery discover and DSS. Public Benefit/Intended Wth Objective Communications and Legislative Affairs Communications and Legislative Affairs Communications and Legislative Affairs Communications and Legislative Affairs Enter all the agency p	Legal responsibilities satisfied by Goal:		Conv and naste this from the first column of the Mission. Vision and Goals Chart
Bit effective apply to all of the agency's major programs, satisfying the requirements of Titles 43 and 63 as well a applicable federal statutes. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart Objective 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 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 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 Using the sequiments on threefore apply to all of the agency's major programs, satisfying the requirements agency's major programs, satisfying the requirements of Titles 43 and 63 as well as applicable federal statutes. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Public Benefit/Intended Outcome: D D2: Develop a Strategic Communication. Couldenes for approvals for utilizing social media, response to media requests, etc. Common definitions of key terms. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Public Benefit/Intended Outcome: D D2: Develop a Strategic Communication. Couldenes for approvals for utilizing social media, response to media requesty, etc. Common defi	cegar espensionnes satisfied by coun	These goals are intentionally cross-programmatic and	
attifying the requirements of Titles 43 and 63 as well as applicable federal statutes. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart services and strategic priorities. Objective 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 services and strategic priorities. Objective D2: Increase awareness of DSS mission, programs, services and therefore apply to all of the agency major program, statifying the requirements of Titles 43 and 63 as well as the associated regulations and proviso, as well as applicable federal statutes. Public Benefit/Intended Outcome: D 2a: Develop a Strategic Communications Plan including: Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Operative D 2a: Develop a Strategic Communications Plan including: Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Public Benefit/Intended Outcome: D 2a: Develop a Strategic Communications Plan including: Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Operative D 2a: Develop a Strategic Communications and programs, esponse to media requests, etc. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Operative for approvals for utilizing social media, response to media requests, etc. Cop common definititons for key terms. D2b: Deve			
as the associated regulations and provios, as well as applicable federal statutes. as the associated regulations and provios, as well as applicable federal statutes. If 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 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- or opticable federal statutes. Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart Public Benefit/Intended Outcome: 0 Data Develop a Strategic Communication. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Public Benefit/Intended Outcome: 0 Data Develop a Strategic Communication. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Discover applicable federal arequests, etc. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Discover applicable provides or unitizing social media, response to media requests, etc. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Discover applicable preferentince D DS: Develop a			
applicable federal strutes. Operation of Strategy the Objective is under: D2: Increase awareness of DSS mission, programs, services and strategic priorities. Objective 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 services and strategic priorities. Objective # and Description: D2: Increase awareness of DSS mission, programs, satisfiving the requirements of Titles goals and Objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfying the requirements of Titles 43 and 63 as well as applicable federal strutes. Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart regulations and provios, as well as applicable federal strutes. Public Benefit/Intended Outcome: D 20: Develop a Strategic Communication. o Guidelines for external communication. o Divertor and DSS Senior Staft. Copy: and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Agency. Programs Associated with Objective Program State communication: and therefore application and uncomes and strategic approvals for utilizing social media, response to media requests, etc. o Common definitions for key terms. Diversion and SS. Copy: and paste this from the fuely accomplish this objective. The agency can determine this by sorting the Responsibility Chart Agency. Programs Associated with Objective Promotive strategic Communic			
# and description of Strategy the Objective is under: 02: 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 # 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: D1: 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 Ubjective # 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 and Responsibility Chart Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart Public Benefit/Intended Outcome: c) D2: Develop a Strategic Communication. Odidelines for external communication. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Public Benefit/Intended Outcome: c) D2: Develop a Strategic Communication. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Opticutions on Opticity or approvals for utilizing social media, response to media requests, etc.<		<u> </u>	
Services and strategic priorities. 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 Services and strategic priorities. Legal responsibilities satisfied by Objective: These goals and Objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfying the requirements of Titles 43 and 63 as well as a splicable federal statutes. Public Benefit/Intended Outcome: D 2a: Develop a Strategic Communications Plan including: o Guidelines on what information is legally discoverable. o Guidelines for external communication. o Guidelines on what information is legally discoverable. o Common definitions for key terms. D 2b: Develop a plan for quarterly video messages from Director and DSS. o Communications and Legislative Affairs 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 Name:	# and description of Strategy the Objective is under-		Conv and naste this from the second column of the Strategy. Objectives and Responsibility Chart
Objective Comparison Objective # and Description: D2: Increase and strategic priorities. Description: D2: Increase and strategic priorities. Legal responsibilities satisfied by Objective: These goals and objectives are intentionally cross- programmatic and therefore apply to all of the agency's major program, statisfying 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 fourth column of the Strategy, Objectives and Responsibility Chart Public Benefit/Intended Outcome: O 20: Develop a Strategic Communication. o Guidelines on what information is legally discoverable. O Common definitions for key terms. D 20: Develop apin for quartery video messages from Director and DSS Senior Staff. D 20: Develop apin for quartery video messages from Director and DSS Senior Staff. D 20: Develop apin for quartery video messages from Director and DSS Senior Staff. 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 t	in and description of strategy the objective is under.		copy and pase and non-the second column of the stategy, objectives and hesponsionly chart
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-programs, satisfing the requirements of Titles 43 and 53 as well as the associated regulations and proviso, 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: In D2a: Develop a Strategic Communication. o Guidelines for external communication. o Guidelines or external communication. o Schoevor and DSS Senior Staff. o D2b: Develop a plan for quarterly video messages from Director and DSS Senior Staff. o D2b: Develop a for Senior Staff. o D2c: Proactively tell the positive stories and objective. Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Responsibilite Froon Name:: Karen Wingo Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart	Objective	services and strategic provides.	
Legal responsibilities satisfied by Objective: These goals and objectives are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfying 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: D 2a: Develop a Strategic Communications Plan including: Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Oblic Benefit/Intended Outcome: D 2a: Develop a Strategic Communication. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Oblic Benefit/Intended Outcome: D 2a: Develop a Strategic Communication. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart D 2b: Develop a plan for quarterly video messages from Director and DSS Senior Staff. D 2b: Develop a plan for quarterly video messages from Director and DSS Senior Staff. D 2b: Develop a plan for quarterly video messages from Director and DSS Senior Staff. D 2b:: Develop a plan for quarterly video messages from Director and DSS Senior Staff. Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Responsibilite Person Name: Karen Wingo Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart		D2: Increase awareness of DSS mission, programs.	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, satisfying the requirements of Titles 43 and 63 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: D D2: Develop a Strategic Communications Plan including: Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Outcome: D D2: Develop a Strategic Communication. O Guidelines for external communication. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart O common definitions for utilizing social media, response to media requests, etc. O common definitions for key terms. D D2: Develop a plan for quarterly video messages from Director and DSS. Agency Programs Associated with Objective D D2:: 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: Koren Wingo Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	
programmatic and therefore apply to all of the agency's major programs, satisfying the requirements of Titles 43 and 63 as well as applicable federal statutes. Public Benefit/Intended Outcome: D2a: Develop a Strategic Communications Plan including: Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Public Benefit/Intended Outcome: D2a: Develop a Strategic Communications Plan including: Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Guidelines for external communication. Guidelines for external communication. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart mession definitions for key terms. D2b: Develop a plan for quarterly video messages from Director and DSS Senior Staff. D2b: Develop a plan for quarterly video messages from Director and DSS Senior Staff. D2b: Develop a Strategic Communications and Legislative Affairs Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Responsibile Person Responsible Person Karen Wingo Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart	Legal responsibilities satisfied by Objective:		Copy and paste this from the first column of the Strategy. Objectives and Responsibility Chart
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 fourth column of the Strategy, Objectives and Responsibility Chart Public Benefit/Intended Outcome: D 2a: Develop a Strategic Communications Plan including: Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart O Guidelines on what information is legally discoverable. O Policy for approvals for utilizing social media, response to media requests, etc. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Agency Programs Associated with Objective O Common definitions for key terms. D 2b: Develop a plan for quarterly video messages from Director and DSS Senior Staff. D 2b: Develop a plan for quarterly video messages from Director and DSS Senior Staff. 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	8	programmatic and therefore apply to all of the	
of Titles 43 and 63 as well as the associated regulations and provios, as well as applicable federal statutes. Public Benefit/Intended Outcome: D Za. Develop a Strategic Communications Plan including: O Guidelines for external communication. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart O Buildelines on what information is legally discoverable. O Policy for approvals for utilizing social media, response to media requests, etc. Common definitions for key terms. D Dzb. Develop a plan for quarterly video messages from Director and DSS Senior Staff. D Dzb. Develop a plan for quarterly video messages from Director and DSS senior Staff. D Dzb. Develop a plan for quarterly video messages from Director and DSS senior Staff. 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 Responsibility Chart Name: Karen Wingo Copy and paste this information for mot the fifth column of the Strategy, Objectives and Responsibility Chart			
Image: Contract of the strategy			
Public Benefit/Intended Outcome: D2a: Develop a Strategic Communications Plan including: Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart O Guidelines for external communication. Guidelines on what information is legally discoverable. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart 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. D2b: Develop a plan for quarterly video messages from Director and DSS Senior Staff. D2b: Proactively tell the positive stories and outcomes of DSS. Agency Programs Associated with Objective 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		regulations and provios, as well as applicable federal	
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. outcomes of DSS. communications and Legislative Affairs Responsible Person Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Name: Karen Wingo Copy and paste this information form the fifth column of the Strategy, Objectives and Responsibility Chart		statutes.	
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. D D2b: Develop a plan for quarterly video messages from Director and DSS Senior Staff. D D2c: Proactively tell the positive stories and outcomes of DSS. Programs Associated with Objective Communications and Legislative Affairs Responsible Person Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Name: Karen Wingo Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart	Public Benefit/Intended Outcome:	D2a: Develop a Strategic Communications Plan	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
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. o D2b: Develop a plan for quarterly video messages from Director and DSS Senior Staff. D2b: Develop a plan for quarterly video messages discoverable. programs Associated with Objective outcomes of DSS. D2c: Proactively tell the positive stories and outcomes of DSS. 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 sorting		including:	
discoverable. o Policy for approvals for utilizing social media, response to media requests, etc. o Common definitions for key terms. o D2b: Develop a plan for quarterly video messages from Director and DSS Senior Staff. D2b: Develop a plan for quarterly video messages from Director and DSS Senior Staff. D D2c: Proactively tell the positive stories and outcomes of DSS. D2c: Proactively tell the positive stories and outcomes of DSS. 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		o Guidelines for external communication.	
discoverable. o Policy for approvals for utilizing social media, response to media requests, etc. o Common definitions for key terms. o D2b: Develop a plan for quarterly video messages from Director and DSS Senior Staff. D2b: Develop a plan for quarterly video messages from Director and DSS Senior Staff. D D2c: Proactively tell the positive stories and outcomes of DSS. D2c: Proactively tell the positive stories and outcomes of DSS. 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		o Guidelines on what information is legally	
response to media requests, etc. o Common definitions for key terms. o D2b: Develop a plan for quarterly video messages from Director and DSS Senior Staff. o D2c: Proactively tell the positive stories and outcomes of DSS. Agency Programs Associated with Objective Program Names: Responsible Person Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the many stories and outcomes of DSS. Name: Karen Wingo Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
response to media requests, etc. o Common definitions for key terms. o D2b: Develop a plan for quarterly video messages from Director and DSS Senior Staff. o D2c: Proactively tell the positive stories and outcomes of DSS. Agency Programs Associated with Objective Program Names: Responsible Person Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the many stories and outcomes of DSS. Name: Karen Wingo Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart		o Policy for approvals for utilizing social media,	
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. Program Names: Responsible Person Name: Karen Wingo Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
a D2b: Develop a plan for quarterly video messages from Director and DSS Senior Staff. b D2c: Proactively tell the positive stories and outcomes of DSS. Agency Programs Associated with Objective c D2c: Proactively tell the positive stories and outcomes of DSS. Program Names: Communications and Legislative Affairs Responsible Person Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the management of the strategy, Objectives and Responsibility Chart Name: Karen Wingo Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
from Director and DSS Senior Staff. D2c: Proactively tell the positive stories and outcomes of DSS. 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 agency programs which are helping accomplish this objective. The agency can determine this by sorting the Agence. Responsible Person Name: Karen Wingo Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart		· · · · · · · · · · · · · · · · · · ·	
a D2c: Proactively tell the positive stories and outcomes of DSS. Agency Programs Associated with Objective Program Names: Communications and Legislative Affairs Responsible Person Name: Karen Wingo Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Agency Programs Associated with Objective Program Names: Communications and Legislative Affairs Responsible Person Name: Karen Wingo Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Agency Programs Associated with Objective Program Names: Communications and Legislative Affairs Responsible Person Name: Karen Wingo Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
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		outcomes of 555.	
Responsible Person Name: Karen Wingo Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart	Agency Programs Associated with Objective	1	
Name: Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart	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		_
Number of Months Responsible: 6 6	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	<u> </u>
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," - "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 stratege priorities. Performance Measure: The performance measures for this objective are still under development and the performance measures for this objective are still under development and the performance measures for this objective are still under development and the performance measures for this objective are still under development and the performance measures for this objective are still under development and the performance measures for this objective are still under development and the performance measures for this objective are still under development and the performance measures for this objective are still under development and the performance measures for this objective are still under development and the performance measures for this objective are still under development and the performance measures for this objective are still under development and the performance measures for this objective are still under development and the performance measures for this objective are still under development and the performance measures for this objective are still under development and the performance measures for this objective are still under development and the performance measures for the perfo
Performance Measure: The performance measures for this objective are still under development ar
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

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 optential 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.

Under development
Under development
Under development
Under development
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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	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	 Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development	

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

Strategic Plan Context		
	Goal 4 - Foster trust, collaboration and communication	Copy and paste this from the second column of the Mission, Vision and Goals Chart
	with stakeholders to improve outcomes for children,	
	families and vulnerable adults.	
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart
	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.	
# and description of Strategy the Objective is under:	D3: Strengthen alignment among DSS and other	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	governmental agencies to provide more effective and	
	efficient services to clients.	
Objective		
Objective # and Description:	D3: Strengthen alignment among DSS and other	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	governmental agencies to provide more effective and	
	efficient services to clients.	
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	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.	
Public Benefit/Intended Outcome:	D3a: Convene "roundtables" consisting of DSS and	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	partner agency representatives.	
Agency Programs Associated with Objective		1
Program Names:	Multiple	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person	Multiple	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Name: Number of Months Responsible:	Multiple	copy and paste this information from the first countries that aregy, objectives and responsibility chart
Position:	Multiple	
Office Address:	1535 Confederate Avenue Ext. Columbia, SC 29201	
Office Address.	1555 Conjecterate Avenue Ext. Columbia, 5C 25201	
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	Copy and paste this information from the Strategic Budgeting Chart
	cost data at the strategic plan level.	
•		-

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," - "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, 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

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
	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 optential 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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	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		

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

Strategic Plan Context		
	Goal 4 - Foster trust, collaboration and communication	Copy and paste this from the second column of the Mission, Vision and Goals Chart
	with stakeholders to improve outcomes for children,	
	families and vulnerable adults.	
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart
	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.	
# 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-	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	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.	
Public Benefit/Intended Outcome:	D4a: Train agency staff on how to safely share	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	information while adhering to statutory requirements	
	as it relates to confidentiality.	
	D4b: Increase awareness among external	
	stakeholders and legislators about confidentiality	
	requirements.	
]	
Agency Programs Associated with Objective Program Names:	Division of Administration	
Responsible Person	Division of Administration	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Name:	Barbara Derrick	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	o	copy and paste this information from the intri column of the strategy, objectives and responsibility chart
Position:	Deputy Director of Administration	
Office Address:	1535 Confederate Avenue Ext. Columbia, SC 29201	
Office Address.	1999 Conjederate Avenae Ext. Columbia, 50 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	Copy and paste this information from the Strategic Budgeting Chart
	cost data at the strategic plan level.	
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 <u>each</u> 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, 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

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 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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	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 high school in Lexington County High Schools, instead of listing each high school in the county separately.

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

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

Responsible Person Name: Karen Wingo Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
# and description of Goal the Objective is helping accompile. Goal 4 - Foster trust, collaboration and communication, 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, satisfying the requirements of Titles 43 and 63 as well as applicable frequire status of the description of Strategy the Objective is under: D5: Provide timely, consistent, accurate and culturally responsive communication. Objective and description of Strategy the Objective: D5: Provide timely, consistent, accurate and culturally responsive communication. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart responsive communication. Objective and bescription: D5: Provide timely, consistent, accurate and culturally responsive communication. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart responsive accumulation. Legal responsibilities satisfied by Objective: There goals and objectives are intentionally cross- programmatic and therefore apply to all of the agencys' major programs, satisfing the requirements of Titles 43 and 63 as well as applicable federal statutes. Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart regulations and provide, as well as applicable federal statutes. Public Benefit/Intended Outcome: D DS: Envire Attenda advectives are internation. DS: Develop, update and publikin information using a wide range or vehicies such as vol	Strategic Plan Context		
These goals are intentionally cross-programmatic and therefore apply to all of the agency's major programs, satisfying the requirements of Titles 43 and 63 as well as applicable federal statutes. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart responsive communication. Objective Objective find Obscription: DS: Provide timely, consistent, accurate and culturally responsive communication. Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart responsive communication. Objective Discription: DS: 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: Discription: DS: Provide timely, consistent, accurate and culturally responsibilities associated regulations and provides, as well as applicable federal statutes. Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart regulations and provides, as well as applicable federal statutes. Public Benefit/Intended Outcome: DSa: Ensure internal and external audiences can avide a so comprehensive, up-to-date DSS resource directory and information. DSH publich arge of publish information using a wide range of vehicles such as wells as the second cultural of the strategy. Objectives and Responsibility Chart Agency Program Associated with Objective DSA: Establich a speaker's bureau. DSH between. DSA: Establich as paeker's bureau. DSH between. DSA: Establich as paeker's bureau.<		with stakeholders to improve outcomes for children,	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Objective Diserview dama de la posizion. Diserview dand bescription: Diserview data description: <		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.	
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, satisfying 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: D D5a: Insure internal and external audiences can resource directory and information. D D5b: Improve access, capabilities and utilization of technology in communication D D5c: Evelop, update and publish information using a wide range of vehicles such as videos, itp sheets, brochures, TV monitors, fact sheets, etc. D D54: Establish a speaker's bureau. D D5: Establish a speaker's bureau. D D5: Establish a speaker's bureau. D D5: Establish as peaker's bureau. D D5: Establish as peaker's bureau. D D5: Establish as peaker's bureau. D D5: Establish as and Legislative Affairs Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting th Name: Responsibile Person Koren Wingo Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart			
Image: Instance in the second munication. Image: Responsibilities satisfied by Objective: These goals and Objectives are intentionally cross-programms, satisfying 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: DSa: Ensure internal and external audiences can easily access a comprehensive, up-to-date DSS resource directory and information. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Obs: DSa: Ensure internal and external audiences can easily access a comprehensive, up-to-date DSS resource directory and information. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart Obs: DSa: Ensure internal and external audiences can easily access a comprehensive, up-to-date DSS resource directory, update and publish information using a wide range of vehicles such as videos, tip sheets, brochures, TW monitors, fact sheets, etc. DSe: Develop, update and publish information using a wide range of vehicles such as videos, tip sheets, brochures, TW monitors, fact sheets, etc. DSe: Launch the redesigned internal and external website. Programs Associated with Objective Communications and Legislative Affairs Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the many meta-induced course and publich information from the fifth column of the Strategy, Objectives and Responsibility Chart A	Objective		-
Programmatic and therefore apply to all of the agency's major programs, satisfying the requirements of Titles 43 and 63 as well as the associated regulations and provios, as well as the associated regulations and provios, as well as applicable federal statutes. Copy and paste this from the fourth 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. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart D5b: Improve access, capabilities and utilization of technology in communication. D5c: Develop, update and publics and utilization of technology in communication. D5c: Develop, update and publics and utilization of technology in communication. D5c: Experise TV monitors, fart sheets, etc. D5d: Establish a speaker's bureau. D5d: Establish a speaker's bureau. D5c: Develop, update and publics and Legislative Affairs Communications and Legislative Affairs Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting th Responsibile Person Agency Program Names: Karen Wingo Copy and paste this information form the fifth column of the Strategy, Objectives and Responsibility Chart	Objective # and Description:	responsive communication.	Copy and paste this from the second 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. Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart 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. D5c: Launch the redesigned internal and external website. D5e: Launch the redesigned internal and external website. 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 agency program shich are helping accomplish this objective. The agency can determine this by sorting the agency and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart	Legal responsibilities satisfied by Objective:	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	
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	Public Benefit/Intended Outcome:	 DSa: Ensure internal and external audiences can easily access a comprehensive, up-to-date DSS resource directory and information. DSb: Improve access, capabilities and utilization of technology in communication. DSc: Develop, update and publish information using a wide range of vehicles such as videos, tip sheets, borchures, TV monitors, fact sheets, etc. DSd: Establish a speaker's bureau. DSe: Launch the redesigned internal and external 	
Name: Karen Wingo Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart		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		
		Karen Wingo	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible: 6	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.	
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," - "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

now the Agency is Measuring its Ferrormance	
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 Result	Under development
FFY 2014 Standard	Under development
FFY 2013 Result:	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 optential 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.

Under development
Under development
Under development
Under development
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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	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	 Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Under development	

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

Strategic Plan Context		
	Goal 4 - Foster trust, collaboration and communication	Copy and paste this from the second column of the Mission, Vision and Goals Chart
	with stakeholders to improve outcomes for children,	
	families and vulnerable adults.	
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart
	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.	
# 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-	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	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.	
Public Benefit/Intended Outcome:	D6a: Standardize mechanisms for constituent	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	feedback including centralized log for all divisions.	copy and paste this from the fourth column of the strategy, objectives and kesponsibility chart
	□ D6b: Standardize process for Freedom of	
	Information Act (FOIA) responses.	
	□ D6c: Develop critical incidence response protocol.	
	Doc: Develop critical incidence response protocol.	
Agency Programs Associated with Objective	1	1
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	Ĩ	
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.	
	-	

Amount Budgeted and Spent To Accomplish Objective

Total Budgeted for this fiscal year:	The Department of Social Services does not capture	Copy and paste this information from the Strategic Budgeting Chart
	cost data at the strategic plan level.	
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 <u>each</u> 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, 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
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 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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	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 high school in Lexington County High Schools, instead of listing each high school in the county separately.

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

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

Strategic Plan Context		
	Goal 4 - Foster trust. collaboration and communication	Copy and paste this from the second column of the Mission, Vision and Goals Chart
	with stakeholders to improve outcomes for children,	
	families and vulnerable adults.	
	5	
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart
	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.	
# and description of Strategy the Objective is under:		Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	employees and external stakeholders informed while	
	soliciting on-going input.	
Objective Objective # and Description:	07.0.11.	
Objective # and Description:	D7: Provide two-way communication channels to keep employees and external stakeholders informed while	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	soliciting on-going input.	
Legal responsibilities satisfied by Objective:	These goals and objectives are intentionally cross-	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by objective.	programmatic and therefore apply to all of the	Copy and paste this from the first column of the strategy, Objectives and Responsibility chart
	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.	
Public Benefit/Intended Outcome:	D7a: Create electronic internal feedback loop for	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	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.	
	1	
Agency Programs Associated with Objective	A 4	
Program Names: Responsible Person	Multiple	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Name:	Multiple	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	Multiple	copy and paste this mornation from the intri column of the strategy, objectives and hesponsibility chart
Position:	Multiple	1
Office Address:	1535 Confederate Avenue Ext. Columbia, SC 29201	1
Department or Division:	Multiple	1
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	Copy and paste this information from the Strategic Budgeting Chart
	cost data at the strategic plan level.	
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 <u>each</u> 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, 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	
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 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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	policy, etc.)	Internal	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 high school in Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	 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 Coup
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 funds as matching dollars for the con success of the "Healthy Bucks" progr and shall report semi-annually to the General Assembly on the status of th program. The report shall include, al 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					
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 requirement

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 Supplementa Salaries	I 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/Huma nAffairsComm/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

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 September	N/A N/A	N/A N/A	N/A October	N/A March	N/A 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

SC Department of Social Services
20
County Office Performance Reviews
General Assembly
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	Yes
restructuring?	

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

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