

Agency Responding	Department of Social Services
Date of Submission	15-Sep-17

(1) If information on each of the following topics below is not available on the agency's website, please enter "Not available on agency website, see agency's Program Evaluation Report." If the information is available on the agency's website, please provide the link to the page on the agency's website where each can be found.

History	Not available on agency website, see agency's Program Evaluation Report
Governing Body	Cabinet Agency
Internal Audit Process	Not available on agency website, see agency's Program Evaluation Report
Contact this Agency	https://dss.sc.gov/contact/

(2) Is the information the agency has on its website (or submitted in its Program Evaluation Report, if not on the agency's website) related to each of the following topics up to date as of the date this Annual RFI is submitted? (Y/N)

History	Yes
Governing Body	Yes
Internal Audit Process	Yes
Contact this Agency	Yes

(3) If the agency answered No to any of the items in question two, please either (1) enter "See emailed document," and submit a Word document with complete, up to date, information so the Oversight Committee can post it on the Oversight webpage; or (2) enter the date the information will be updated on the agency's website.

History	
Governing Body	
Internal Audit Process	
Contact this Agency	

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Mission: To serve South Carolina by promoting the safety, permanency, and well-being of children and vulnerable adults, helping individuals achieve stability and strengthening families.

<p>Note from DSS: DSS does not capture cost data at the strategic plan level, nor are FTE's allocated by strategic plan items. DSS's strategic plan goals, strategies, and objectives are intentionally designed to be cross-programmatic whenever possible and therefore will apply to multiple or all of the agency's major divisions and programs.</p> <p>As a consequence, costs and staffing numbers cannot be tracked at the level of each strategic plan part. For example, strategies such as "Improve responsiveness to public feedback" and "Foster a culture of transparency" are not limited to one division or supervisor and are not allocated a specific funding amount or staff level. Rather, all employees of DSS are to have these strategies in mind as they carry out their service to the people of South Carolina.</p> <p>Therefore, many of the cells on this spreadsheet cannot be completed. For a more thorough discussion of the agency's performance measures, please see the 2016-2017 Accountability Report.</p> <p>If there are specific questions about individual goals, strategies, or objectives, DSS would be glad to provide additional information.</p>	2016-17		2017-18	
	Total # of FTEs available / Total # filled	Total amount Appropriated and Authorized to Spend	Total # of FTEs available / Total # filled	Total amount Appropriated and Authorized to Spend
	Available: 3,957 Filled: 3,457 filled FTEs in July 2016	\$ 713,445,638	Available: 4,212 Filled: 3,541 filled FTEs in July 2017	\$ 734,561,881
	Amount remaining		Amount remaining	

2017-18 Comprehensive Strategic Plan Part	Description and Intended Public Benefit/Outcome: (Objectives were written to describe their benefit/outcome)	2016-17		2017-18		Associated Performance Measures	Associated Organizational Unit(s)	Responsible Employee Name & Time staff member has been responsible for the goal or objective (e.g. John Doe (responsible less than 3 years) or Jane Doe (responsible more than 3 years))	Does this person have input into the budget for this goal, strategy or objective? (Y/N)	Partner(s), by segment, the agency works with to achieve the objective (Federal Government; State Government; Local Government; Higher Education Institute; K-12 Education Institute; Private Business; Non-Profit Entity; Individual; or Other)
		# of FTE equivalents utilized	Total amount spent	# of FTE equivalents planned to utilize	Total amount budgeted					

Type	Goal	Strategy	Objective	Description	# of FTE equivalents utilized	Total amount spent	# of FTE equivalents planned to utilize	Total amount budgeted	Associated Performance Measures	Associated Organizational Unit(s)	Responsible Employee Name & Time staff member has been responsible for the goal or objective (e.g. John Doe (responsible less than 3 years) or Jane Doe (responsible more than 3 years))	Does this person have input into the budget for this goal, strategy or objective? (Y/N)	Partner(s), by segment, the agency works with to achieve the objective (Federal Government; State Government; Local Government; Higher Education Institute; K-12 Education Institute; Private Business; Non-Profit Entity; Individual; or Other)
G	1			Promote the safety and well-being of children and vulnerable adults; promote permanency for children.	DSS does not allocate FTE's by strategic plan parts.	DSS does not capture cost data at the strategic plan level.	DSS does not allocate FTE's by strategic plan parts.	DSS does not capture cost data at the strategic plan level.		Child Welfare Services; Adult Advocacy Division	Multiple	Y	Numerous state, federal, and non-profit entities work with DSS to promote the safety and well-being of children and vulnerable adults in South Carolina.
S		1.1		Assess and improve the quality of abuse and neglect report intake decisions.						Child Welfare Services; Adult Advocacy Division	Multiple	Y	USC's Center for Child and Family Studies
O			1.1.1	Implement regionalized intake statewide, including hiring of additional Human Services employees needed for successful implementation.						Child Welfare Services; Adult Advocacy Division	Multiple	Y	Spirit
O			1.1.2	Develop and implement process to regularly evaluate results of initial regional intake roll-out (volume and quality).						Child Welfare Services; Adult Advocacy Division	Multiple	Y	
O			1.1.3	Complete conversion and training for VOIP phone system.						Child Welfare Services; Adult Advocacy Division	Multiple	Y	
O			1.1.4	Improve tools and consistency across regions for screening children and vulnerable adults.						Child Welfare Services; Adult Advocacy Division	Multiple	Y	
O			1.1.5	Increase public awareness regarding mandated reporters and criteria for accepted abuse and neglect reports.						Child Welfare Services; Adult Advocacy Division	Multiple	Y	USC's Children's Law Center
S		1.2		Improve the timeliness of initiating investigations.					CPS assessments initiated and completed timely.	Child Welfare Services; Adult Advocacy Division	Multiple	Y	
O			1.2.1	Conduct regular review of investigation timeframes.						Child Welfare Services; Adult Advocacy Division	Multiple	Y	
O			1.2.2	Conduct regular quality assurance case reviews to ensure timely services.					Quality Assurance Reviews scores	Child Welfare Services; Adult Advocacy Division	Multiple	Y	USC's Center for Child and Family Studies
O			1.2.3	Complete the Business Process Redesign for Assessment and implement recommendations.						Child Welfare Services	Taron Davis; 2 Years	Y	
S		1.3		Improve the quality and consistency of ongoing assessments of safety and risk to children and vulnerable adults.						Child Welfare Services; Adult Advocacy Division	Multiple	Y	USC's Center for Child and Family Studies
O			1.3.1	Complete the development and pilot of the new Child and Family Assessment and Case Planning Tool.						Child Welfare Services	Taron Davis; 2 Years	Y	
O			1.3.2	Develop a new Adult Assessment and Case Planning Tool.						Adult Advocacy Division	Kelly Cordell; 1 Year	Y	
O			1.3.3	Build capacity and skills for identifying, reporting, and determining services for victims of sex trafficking.						Child Welfare Services; Adult Advocacy Division	Multiple	Y	USC's Children's Law Center
O			1.3.4	Build Supervisory capacity and skills to continually improve support for critical thinking around child and adult vulnerability and caregiver protective capacity.						Child Welfare Services; Adult Advocacy Division	Multiple	Y	USC's Center for Child and Family Studies
O			1.3.5	Implement trauma-based assessment.						Child Welfare Services	Taron Davis; 2 Years	Y	
S		1.4		Reduce repeat maltreatment for children and vulnerable adults.					Repeat Maltreatment	Child Welfare Services; Adult Advocacy Division	Multiple	Y	
O			1.4.1	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.						Child Welfare Services; Adult Advocacy Division	Multiple	Y	Family Engagement providers
O			1.4.2	Build staff competencies to create ongoing safety networks for children prior to all case closures.						Child Welfare Services; Adult Advocacy Division	Multiple	Y	
O			1.4.3	Develop a strategy / framework for engaging family and community supports for vulnerable adults.						Adult Advocacy Division	Kelly Cordell; 1 Year	Y	
O			1.4.4	Assess services on a regional level that are available for children and vulnerable adults and their caregivers						Child Welfare Services; Adult Advocacy Division	Multiple	Y	
S		1.5		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, permanency, and well-being.						Child Welfare Services; Adult Advocacy Division	Multiple	Y	
O			1.5.1	Provide regional trauma-informed care training for all front line staff.						Child Welfare Services; Adult Advocacy Division	Multiple	Y	
O			1.5.2	Fully implement Signs of Safety statewide, including with APS and Child Support Divisions.						Child Welfare Services; Adult Advocacy Division; Child Support Services	Multiple	Y	
S		1.6		Improve the permanency and stability of children and vulnerable adults in their living situations by providing supports to help preserve the family unit.						Child Welfare Services; Adult Advocacy Division	Multiple	Y	
O			1.6.1	Promote positive permanency through ensuring that decisions made for children are helping to meet the ultimate goal of 1) Reunification 2) Adoption by Family 3) Custody and Guardianship by Family or 4) Adoption by other.					Quality Assurance Reviews scores	Child Welfare Services	Taron Davis; 2 Years	Y	
O			1.6.2	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.						Child Welfare Services	Taron Davis; 2 Years	Y	
O			1.6.3	Develop protocol and guidelines to help DSS staff evaluate and better assess the need for congregate care.						Child Welfare Services	Taron Davis; 2 Years	Y	

O		1.6.4	Develop and increase placement options for vulnerable adults.					Adult Advocacy Division	Kelly Cordell; 1 Year	Y	
O		1.6.5	Evaluate need for implementation of training for Adult Protective Services homemaker staff to assist adults in meeting their Activities of Daily Living.					Adult Advocacy Division	Kelly Cordell; 1 Year	Y	
S		1.7	Ensure the educational, physical and mental health needs of children and vulnerable adults are addressed.					Child Welfare Services; Adult Advocacy Division	Multiple	Y	
O		1.7.1	Increase awareness of eligibility criteria for children and youth to interagency System for Caring for Emotionally Disturbed Children (ISCEDC).					Child Welfare Services	Taron Davis; 2 Years	Y	
O		1.7.2	Address barriers for access to Medicaid services.					Child Welfare Services; Adult Advocacy Division	Multiple	Y	SCDHHS
O		1.7.3	Implement the Health and Education passports in Child and Adult Protective Services System (CAPSS).					Child Welfare Services; Adult Advocacy Division; Administration	Multiple	Y	
O		1.7.4	Strengthen collaboration and coordination with other agencies to implement Developmental Screenings.					Child Welfare Services	Taron Davis; 2 Years	Y	Other state agencies
O		1.7.5	Improve the quality and availability of services for vulnerable adults.					Adult Advocacy Division	Kelly Cordell; 1 Year	Y	Various government and non-profit entities who provide services for vulnerable adults
S		1.8	Provide services and supports to help youth in foster care successfully transition to living independently.					Child Welfare Services	Taron Davis; 2 Years	Y	
O		1.8.1	Utilize best practices to engage and support youth in identifying positive supports and lifelong connections to assist youth in the transition from foster care to self-sufficiency.					Child Welfare Services	Taron Davis; 2 Years	Y	
O		1.8.2	Conduct case planning with all youth to include at least two adults of the youth's choice.					Child Welfare Services	Taron Davis; 2 Years	Y	
O		1.8.3	Conduct transition planning with youth and their support network prior to the youth's 18th birthday.					Child Welfare Services	Taron Davis; 2 Years	Y	
O		1.8.4	Improve practice, services, and resources for youth through continued tracking and data analysis of the National Youth in Transition Database.					Child Welfare Services	Taron Davis; 2 Years	Y	USC's Center for Child and Family Studies
S		1.9	Improve the continuity of family connections and work towards equitable access to services					Child Welfare Services	Taron Davis; 2 Years	Y	
O		1.9.1	Provide program service array aligned with the needs of children, youth, families and vulnerable adults.					Child Welfare Services	Taron Davis; 2 Years	Y	
O		1.9.2	Increase access to Community Based Prevention Services; ensure services are aligned with DSS policy and expected outcomes are clearly articulated and measured.				CBPS contract deliverables	Child Welfare Services	Taron Davis; 2 Years	Y	Community Based Prevention Services providers
S		1.1	Educate families and train providers to help ensure children receive safe and quality child care.					Economic Services	Amber Gillum; 4 Years	Y	
O		1.10.1	Inform parents about safe child care and provide accurate and updated information to guide parent's informed decision-making.					Economic Services	Amber Gillum; 4 Years	Y	
O		1.10.2	Recruit Centers to participate in Quality Child Care program.				# centers participating in the Quality Child Care program	Economic Services	Amber Gillum; 4 Years	Y	
S		1.11	Foster system and practice changes to improve assessment, referral and follow-up of domestic violence services.					Adult Advocacy Division	Kelly Cordell; 1 Year	Y	Various government and non-profit entities who provide services for domestic violence
O		1.11.1	Ensure staff is properly trained on domestic violence assessment and referrals.					Adult Advocacy Division	Kelly Cordell; 1 Year	Y	
O		1.11.2	Implement programming aimed at reducing domestic violence.					Adult Advocacy Division	Kelly Cordell; 1 Year	Y	
G	2		Help preserve the family unit by enhancing the capacity of individuals and families to provide for their own needs.					Child Welfare Services; Adult Advocacy Division; Economic Services; Child Support Services; Administration	Multiple	Y	
S		2.1	Increase recruitment, retention, and capacity of foster and adoptive parents.				# additional foster homes needed	Child Welfare Services	Taron Davis; 2 Years	Y	Foster Parent Association
O		2.1.1	Enhance availability and quality of post-adoptive support services.					Child Welfare Services	Taron Davis; 2 Years	Y	
O		2.1.2	Target recruitment for adoption of older children and sibling groups.					Child Welfare Services	Taron Davis; 2 Years	Y	
O		2.1.3	Implement business process redesign for foster care licensing.					Child Welfare Services	Taron Davis; 2 Years	Y	
O		2.1.4	Develop and implement business process redesign for recruitment of prospective adoptive families.					Child Welfare Services	Taron Davis; 2 Years	Y	
O		2.1.5	Increase monthly foster care rate based on current data for the Southeast region, provide assistance to kinship caretakers.					Child Welfare Services	Taron Davis; 2 Years	Y	
O		2.1.6	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.					Child Welfare Services	Taron Davis; 2 Years	Y	
O		2.1.7	Periodically review payment rates paid to foster parents and other foster care providers and assess if they are reasonable for current conditions.					Child Welfare Services	Taron Davis; 2 Years	Y	
S		2.2	Help prepare and transition clients to employment and self-sufficiency.					Economic Services	Amber Gillum; 4 Years	Y	
O		2.2.1	Provide temporary resources, programs and support services to qualified recipients, including Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP) and Child Care Vouchers.					Economic Services	Amber Gillum; 4 Years	Y	
O		2.2.2	Increase number of child care vouchers.				# vouchers issued	Economic Services	Amber Gillum; 4 Years	Y	
O		2.2.3	Provide quality workforce readiness training.					Economic Services	Amber Gillum; 4 Years	Y	
O		2.2.4	Enhance the marketing of workforce services to prospective employers.					Economic Services	Amber Gillum; 4 Years	Y	
O		2.2.5	Provide family strengthening programs and support services.					Child Welfare Services	Taron Davis; 2 Years	Y	Children's Trust
O		2.2.6	Evaluate the effectiveness of family strengthening programs and support services and modify as needed to improve outcomes.					Child Welfare Services	Taron Davis; 2 Years	Y	Children's Trust
S		2.3	Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.					Child Support Services; Economic Services; Child Welfare Services	Multiple	Y	
O		2.3.1	Help prevent fraud and abuse of programs by maintaining effective benefits integrity program.				Accuracy of SNAP/TANF disbursement	Economic Services	Amber Gillum; 4 Years	Y	
O		2.3.2	Provide timely and accurate Board payments for Foster Parents and congregate care facilities.					Child Welfare Services	Taron Davis; 2 Years	Y	
O		2.3.3	Evaluate and improve process of providing clothing allowance for children in foster care.					Child Welfare Services	Taron Davis; 2 Years	Y	
O		2.3.4	Evaluate and improve process of Medicaid eligibility for children in care and vulnerable adults in DSS custody.					Child Welfare Services	Taron Davis; 2 Years	Y	SCDHHS
O		2.3.5	Work with Clerks of Court to ensure child support payments are disbursed in a timely manner.					Child Support Services	Tim Mose; 1 Year	Y	Clerks of Court
S		2.4	Provide assistance to custodial parents who need help obtaining child support payments.					Child Support Services	Tim Mose; 1 Year	Y	
O		2.4.1	Ensure Support Orders are established accurately and in a timely manner.				% of cases with orders established	Child Support Services	Tim Mose; 1 Year	Y	
O		2.4.2	Utilize administrative remedies and behavioral economics to promote consistent, timely payments of child support.				% of cases with payments	Child Support Services	Tim Mose; 1 Year	Y	
S		2.5	Complete the transformation of the Child Support System.					Child Support Services	Tim Mose; 1 Year	Y	
O		2.5.1	Complete the development of the Palmetto Automated Child Support System (PACSS).					Child Support Services	Tim Mose; 1 Year	Y	
O		2.5.2	Clearly communicate Child Support System project milestones, progress and challenges, both internally and externally.					Child Support Services	Tim Mose; 1 Year	Y	
O		2.5.3	Complete change management policies, procedures, and practice to move from a decentralized program to a centralized program for collection and distribution of child support and spousal support.					Child Support Services	Tim Mose; 1 Year	Y	
G	3		Ensure DSS workforce is supported in their efforts to provide high-quality service that is responsive and engaged.					All	Multiple	Y	
S		3.1	Recruit and retain sufficient workforce of qualified and diverse individuals.					All	Multiple	Y	
O		3.1.1	Streamline hiring and on-boarding of staff.					Administration	Barbara Derrick; 2 Years	Y	
O		3.1.2	Work with Universities to establish pipeline of qualified applicants.					Administration	Barbara Derrick; 2 Years	Y	
O		3.1.3	Enhance recruitment marketing efforts.					Administration	Barbara Derrick; 2 Years	Y	
O		3.1.4	Improve HR systems throughout hiring process.					Administration	Barbara Derrick; 2 Years	Y	
O		3.1.5	Enhance employee orientation.					Administration	Barbara Derrick; 2 Years	Y	
O		3.1.6	Implement student loan repayment and tuition incentive program for DSS Staff.					Administration	Barbara Derrick; 2 Years	Y	

O			3.1.7	Develop career ladder, with performance incentives, for staff in human services, economic services, child support and other divisions.						Administration	Barbara Derrick; 2 Years	Y	
O			3.1.8	Provide in-band and equity pay increases.						Administration	Barbara Derrick; 2 Years	Y	
O			3.1.9	Hire and train casework staff to expand 2nd and 3rd shift pilot program; evaluate impact of pilot on staff turnover.				Turnover rates		Child Welfare Services	Taron Davis; 2 Years	Y	
O			3.1.10	Conduct annual employee satisfaction surveys and provide feedback to staff on results; utilize results to improve retention efforts.				Satisfaction survey scores		Administration	Barbara Derrick; 2 Years	Y	USC's Center for Child and Family Studies
O			3.1.11	Evaluate and improve employee exit survey process; utilize results to improve retention efforts.						Administration	Barbara Derrick; 2 Years	Y	
S			3.2	Improve performance and quality of service through continuous professional development, coaching, training, and cross training.						Administration	Barbara Derrick; 2 Years	Y	
O			3.2.1	Hire Training Director and Regional trainers.						Administration	Barbara Derrick; 2 Years	Y	
O			3.2.2	Create comprehensive staff training plan.						Administration	Barbara Derrick; 2 Years	Y	
O			3.2.3	Support staff in attending Leadership Development opportunities for DSS middle managers and executive leadership across all disciplines.						Administration	Barbara Derrick; 2 Years	Y	
O			3.2.4	Implement system to track employee training.						Administration	Barbara Derrick; 2 Years	Y	SCEIS
O			3.2.5	Develop strategies for cross-training throughout the Department.						Administration	Barbara Derrick; 2 Years	Y	
O			3.2.6	Ensure proper resources and infrastructure (e.g. desks, phones, computers, building space, etc.) are provided for newly hired employees in a timely manner.						Administration	Barbara Derrick; 2 Years	Y	
S			3.3	Foster a culture of customer service, both internally and externally.						Administration	Barbara Derrick; 2 Years	Y	
O			3.3.1	Ensure customers are well-informed of services and resources available; communicate consistently throughout the Department.						Administration	Barbara Derrick; 2 Years	Y	
O			3.3.2	Provide Customer Service training (during onboarding and on-going).						Administration	Barbara Derrick; 2 Years	Y	
S			3.4	Manage caseloads by establishing and implementing caseload standards.				Michelle H. caseload standards (forthcoming) for children in Foster Care		Child Support Services; Adult Advocacy Division	Multiple	Y	
O			3.4.1	Conduct ongoing analysis and evaluation of statewide caseload / caseworker need based on best practice standards.						Child Support Services; Adult Advocacy Division	Multiple	Y	
O			3.4.2	Develop formal methodology for even distribution of caseloads and allocation of staff across all Divisions.						Child Support Services; Adult Advocacy Division	Multiple	Y	
O			3.4.3	Hire additional caseworkers across all program areas to decrease caseloads and improve service quality statewide.						Child Support Services; Adult Advocacy Division	Multiple	Y	
O			3.4.4	Improve resources in General Counsel's office to help reduce caseloads, expedite case processing, and improve case quality.						Legal	Tony Catone; 2 Years	Y	
S			3.5	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.						Child Welfare Services	Taron Davis; 2 Years	Y	
O			3.5.1	Develop written protocol and policies for CQI.						Child Welfare Services	Taron Davis; 2 Years	Y	
O			3.5.2	Evaluate the use of data for performance management.						Administration	Barbara Derrick; 2 Years	Y	
O			3.5.3	Ensure staff are equipped and trained to accurately conduct data entry.						Administration	Barbara Derrick; 2 Years	Y	
O			3.5.4	Effectively communicate agency data and outcomes to stakeholders.						All Divisions	Multiple	Y	
S			3.6	Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.						All Divisions	Multiple	Y	
O			3.6.1	Develop and implement counseling support program for workforce.						Administration	Barbara Derrick; 2 Years	Y	
O			3.6.2	Provide staff training on violence, prevention, de-escalation, and safety protocols.						Administration	Barbara Derrick; 2 Years	Y	
O			3.6.3	Promote safety of staff through re-design of office building environments (lighting, keyless access, cameras, panic button, etc.)						Administration	Barbara Derrick; 2 Years	Y	
S			3.7	Develop uniform process for updating and disseminating policy updates, including statutory changes.						All Divisions	Multiple	Y	
O			3.7.1	Update policy manuals throughout the Department and decrease use of Directed Memos in policy updates.						All Divisions	Multiple	Y	
O			3.7.2	Evaluate possibility of developing an Office of Policy Management.						All Divisions	Multiple	Y	
S			3.8	Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.						Administration	Barbara Derrick; 2 Years	Y	
O			3.8.1	Standardize process for grants and contracts including approvals, tracking, and evaluation.						Administration	Barbara Derrick; 2 Years	Y	
S			3.9	Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.						Administration	Barbara Derrick; 2 Years	Y	
O			3.9.1	Create an Office of the Inspector General to improve oversight of the agency and to increase the safety and security of agency personnel and assets.						Inspector General	Anthony Sellers; 1 Year	Y	
O			3.9.2	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.						Administration	Barbara Derrick; 2 Years	Y	
O			3.9.3	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.						Audits	Johnny Strait; 14 Years	Y	
O			3.9.4	Monitor and help to resolve any findings that might relate to DSS, when they are found in Single Audits received from our subrecipients.						Audits	Johnny Strait; 14 Years	Y	
O			3.9.5	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.						Audits	Johnny Strait; 14 Years	Y	
O			3.9.6	Coordinate with law enforcement, DSS Inspector General's Office and the SC Inspector General's Office on fraud investigations.						Audits	Johnny Strait; 14 Years	Y	Law Enforcement, SCIG
G		4		Foster trust, collaboration and communication with stakeholders to improve outcomes for children, families and vulnerable adults.						All Divisions	Multiple	Y	All stakeholders, both governmental, non-profit, and otherwise.
S			4.1	Strengthen partner relationships and increase recognition that safety, permanency, and well-being of children and vulnerable adults is the responsibility of the entire community.						Child Welfare Services; Adult Advocacy Services	Multiple	Y	
O			4.1.1	Define "partners", ensure consistent definition throughout DSS through standardized MOU processing.						Administration	Barbara Derrick; 2 Years	Y	
O			4.1.2	Inventory existing partnerships and identify which divisions work with each; publish on Unite.						Administration	Barbara Derrick; 2 Years	Y	
O			4.1.3	Enhance Partner Meetings and ensure more consistency in meeting processes and outcomes across regions.						Communications and Legislative Affairs	Karen Wingo; 2 Years	Y	
O			4.1.4	Provide "DSS 101" for legislators, media and partners.						Communications and Legislative Affairs	Karen Wingo; 2 Years	Y	
O			4.1.5	Continue to strengthen DSS Advisory Group.						Communications and Legislative Affairs	Karen Wingo; 2 Years	Y	
S			4.2	Increase awareness of DSS mission, programs, services and strategic priorities.						Communications and Legislative Affairs	Karen Wingo; 2 Years	Y	
O			4.2.1	Develop a Strategic Communications Plan						Communications and Legislative Affairs	Karen Wingo; 2 Years	Y	
O			4.2.2	Develop a plan for quarterly video messages from Director and DSS Senior Staff.						Communications and Legislative Affairs	Karen Wingo; 2 Years	Y	USC's Center for Child and Family Studies
O			4.2.3	Proactively tell the positive stories and outcomes of DSS.						Communications and Legislative Affairs	Karen Wingo; 2 Years	Y	
S			4.3	Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.						All Divisions	Multiple	Y	
O			4.3.1	Convene "roundtables" consisting of DSS and partner agency representatives.						Communications and Legislative Affairs	Karen Wingo; 2 Years	Y	
S			4.4	Foster a culture of transparency.						All Divisions	Multiple	Y	
O			4.4.1	Train agency staff on how to safely share information while adhering to statutory requirements as it relates to confidentiality.						Communications and Legislative Affairs	Karen Wingo; 2 Years	Y	
O			4.4.2	Increase awareness among external stakeholders and legislators about confidentiality requirements.						Communications and Legislative Affairs	Karen Wingo; 2 Years	Y	
S			4.5	Provide timely, consistent, accurate and culturally responsive communication.						All Divisions	Multiple	Y	

O		4.5.1	Ensure internal and external audiences can easily access a comprehensive, up-to-date DSS resource directory and information.						Communications and Legislative Affairs	Karen Wingo; 2 Years	Y	
O		4.5.2	Improve access, capabilities and utilization of technology in communication.						Communications and Legislative Affairs	Karen Wingo; 2 Years	Y	
O		4.5.3	Develop, update and publish information using a wide range of vehicles such as videos, tip sheets, brochures, TV monitors, fact sheets, etc.						Communications and Legislative Affairs	Karen Wingo; 2 Years	Y	
O		4.5.4	Establish a speaker's bureau.						Communications and Legislative Affairs	Karen Wingo; 2 Years	Y	
O		4.5.5	Launch the redesigned internal and external website.						Communications and Legislative Affairs	Karen Wingo; 2 Years	Y	
S		4.6	Improve responsiveness to public feedback.						All Divisions	Multiple	Y	
O		4.6.1	Standardize mechanisms for constituent feedback including centralized log for all divisions.						Communications and Legislative Affairs	Karen Wingo; 2 Years	Y	
O		4.6.2	Standardize process for Freedom of Information Act (FOIA) responses.						Communications and Legislative Affairs	Karen Wingo; 2 Years	Y	
O		4.6.3	Develop critical incidence response protocol.						Communications and Legislative Affairs	Karen Wingo; 2 Years	Y	
S		4.7	Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.						Communications and Legislative Affairs	Karen Wingo; 2 Years	Y	
O		4.7.1	Improve utilization of face-to-face meetings as a two-way communication vehicle.						All Divisions	Multiple	Y	
O		4.7.2	Utilize employee satisfaction surveys as two-way communication vehicle.				Satisfaction survey scores		All Divisions	Multiple	Y	USC's Center for Child and Family Studies