

# EXTENSION REQUEST FORM

## RESTRUCTURING & SEVEN-YEAR PLAN REPORT

### *Department of Social Services*

#### *I. Extension Requested*

|   |   |
|---|---|
| 1. List the Sections for which the Agency is Requesting an Extension:   | <ul style="list-style-type: none"> <li>• <i>I. Executive Summary – Key Performance Measurement Results</i></li> <li>• <i>II. Organizational Profile – Performance improvement system</i></li> <li>• <i>II. Organizational Profile – Major Program Areas Chart</i></li> <li>• <i>II. Organizational Profile – Emerging Issues</i></li> <li>• <i>IV. Reports &amp; Reviews – Agency Reporting Requirements Chart</i></li> <li>• <i>V. Key Performance Measurement Processes</i></li> <li>• <i>VI. Seven-Year Plan</i></li> <li>• <i>Personnel Involved Chart</i></li> </ul> |
| 2. State the date the agency originally received the report guidelines: | <i>March 2, 2015</i>  |
| 3. State the date the agency submitted this request for an extension:   | <i>March 24, 2015</i>   |
| 4. State the original deadline for the report:                          | <i>March 31, 2015</i>   |
| 5. State the number of additional days the agency is requesting:        | <i>30 days</i>  |
| 6. State the new deadline if the additional days are granted:           | <i>April 30, 2015</i>   |

#### *II. History of Extensions*

|   |     |
|---|-----|
| 1. List the years in which the agency previously requested an extension, putting the years the extension was granted in bold: | N/A |
|---|-----|

# EXTENSION REQUEST FORM

## RESTRUCTURING & SEVEN-YEAR PLAN REPORT

### *III. Organizational Knowledge*

Please attach an agency organization structure. Below, and if needed attach additional pages, list all individuals considered upper management at the agency with the section(s) of the agency they oversee and their date of hire.

| <b>Position</b>                          | <b>Section of Agency</b>                    | <b>Date of Hire</b> | <b>Name</b>            |
|--|---|---------------------|------------------------|
| AGENCY HEAD                              | STATE DIRECTOR                              | 01/6/2015           | ALFORD, VIRGINIA       |
| ASSISTANT TO STATE DIRECTOR              | STATE DIRECTOR                              | 12/15/2014          | PISARIK, HOLLY         |
| LAW ENFORCEMENT LIASION                  | STATE DIRECTOR                              | 07/2/2014           | SWINDLER, LEWIS        |
| CHIEF INFORMATION SECURITY OFFICER       | DIVISION OF INFORMATION SECURITY            | 06/17/2014          | MCCAULEY, STEPHEN      |
| CHIEF INFORMATION OFFICER                | DIVISION OF TECHNOLOGY SERVICES             | 2/17/1994           | LAWSON, RIC            |
| DIRECTOR                                 | INTERNAL AUDITS                             | 1/4/1974            | STRAIT, JOHN           |
| DIRECTOR                                 | INTEGRATED CHILD SUPPORT SERVICES           | 11/2/2007           | MORGAN, KATIE          |
| HUMAN RESOURCES DIRECTOR                 | HUMAN RESOURCE MANAGEMENT                   | 04/2/2008           | JACOBS, FUNNEASER      |
| MANAGER                                  | CONSTITUENT SERVICES AND PUBLIC INFORMATION | 05/4/1987           | MATHEUS, MARILYN       |
| CHIEF OF FISCAL AND GOVERNMENTAL AFFAIRS | FISCAL AND GOVERNMENTAL AFFAIRS             | 11/17/2007          | BRAY, WILLIAM          |
| DIRECTOR                                 | ACCOUNTABILITY, DATA AND RESEARCH           | 08/17/2011          | LEAKE, BRADLEY         |
| EXECUTIVE ASSISTANT II                   | ECONOMIC SERVICES EXECUTIVE ASST.           | 06/18/2012          | SYRAX, TINA            |
| DEPUTY STATE DIRECTOR                    | ECONOMIC SERVICES                           | 09/2/2011           | GILLUM, AMBER          |
| DEPUTY STATE DIRECTOR                    | HUMAN SERVICES                              | 08/2/2007           | HANAK COULTER, JESSICA |
| ACTING GENERAL COUNSEL                   | GENERAL COUNSEL                             | 11/3/1997           | SMITH, WILLIAM         |

### *IV. Good Cause*

Please state below good cause as to why the Committee should grant the extension requested by the agency. Please limit the response to two (2) pages.

The process for compiling and composing the seven major sections of the House Legislative Oversight Restructuring and Seven-Year Plan report has provided the agency with a valuable opportunity to hold cross-division conversations about the current status of the programs we

deliver. The production of this report has also fostered collaboration throughout the agency's leadership to discuss goals and plans for this year and the next seven years.

As this extensive process continues to unfold, we believe additional time to complete certain parts of this report would allow the agency to provide a more thorough and helpful product to the Committee.

The agency is requesting an extension on certain specific sections of this report, including the recommended restructuring section, the seven year plan, the sections dealing with performance measures, and the reports and reviews section. There are other sections that have components linked to these items, including the executive summary, organizational profile, the major program areas chart, and the personnel involved chart. We are therefore requesting extensions on those areas as well.

Much of the data and material required in this report is already available in a similar form or fashion from other previously published sources, however the format required here is different and requires substantial adjustments. For example, the practice of developing and managing with performance measurements is not new to the agency, however the specific format required by this report is new and unique from the other similar reports the agency completes for the General Assembly (Accountability Report) and the federal government.

We believe the House Legislative Oversight Committee expects the final product to be thorough, accurate, and reflective of the current strengths and challenges facing the agency, and, ultimately, useful towards the intended purpose it was created. For this reason and those stated above, DSS respectfully requests a 30 day extension on portions of this report.

# EXTENSION REQUEST FORM

## RESTRUCTURING & SEVEN-YEAR PLAN REPORT

### V. Verification

I have reviewed and approved the information provided in this Extension Request Form. The information contained in this form is complete and accurate to the extent of my knowledge.

**Current Agency Director**  
(Sign/Date):

(Type/Print Name):

|  |                 |
|--|-----------------|
|  |                 |
|  | V. Susan Alford |

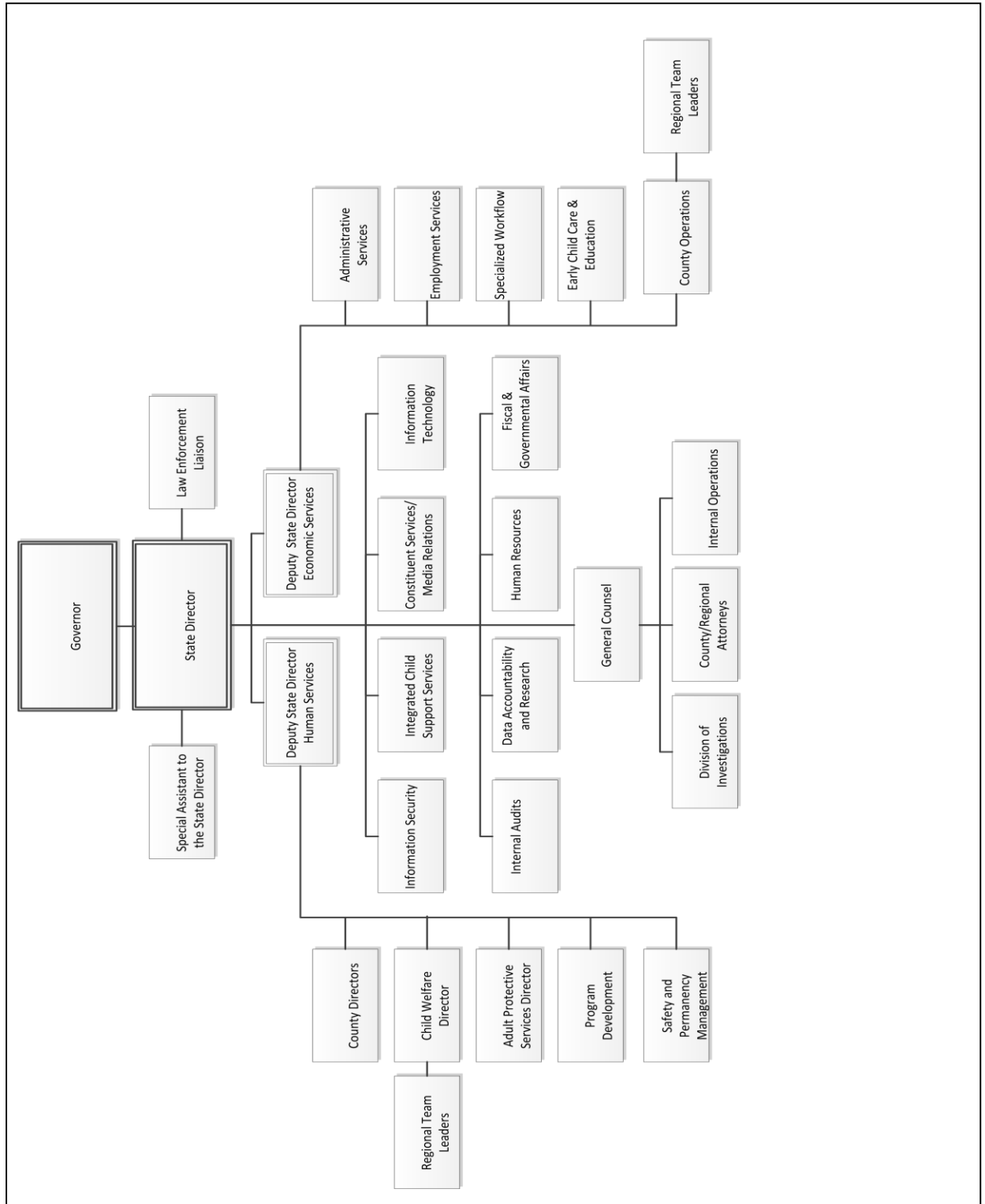
### VI. Committee Response

Leave this Section blank. The Chairman will complete this Section after fully considering the agency's request.

|   |   |
|---|---|
| Sections for which an Extension is Granted: | <ul style="list-style-type: none"> <li>• I. Executive Summary – Key Performance Measurement Results</li> <li>• II. Organizational Profile – Performance improvement system</li> <li>• II. Organizational Profile – Major Program Areas Chart</li> <li>• II. Organizational Profile – Emerging Issues</li> <li>• IV. Reports &amp; Reviews – Agency Reporting Requirements Chart</li> <li>• V. Key Performance Measurement Processes</li> <li>• VI. Seven-Year Plan</li> <li>• Personnel Involved Chart</li> </ul> |
| Number of Additional Days Granted:          | <b>30 days</b>  |
| New Deadline for Agency Response:           | <b>April 30, 2015</b>   |



# Department of Social Services Organizational Chart March 2015



# RESTRUCTURING & SEVEN-YEAR PLAN

## SC Department of Social Services

Date of Submission: March 31, 2015


Please provide the following for this year's Restructuring and Seven-Year Plan Report.

|                          | Name              | Date of Hire | Email                   |
|--------------------------|-------------------|--------------|-------------------------|
| Agency Director          | V. Susan Alford   | 02/12/15     | Susan.Alford@dss.sc.gov |
| Previous Agency Director | Lillian B. Koller |              |                         |

|                    | Name          | Phone          | Email                     |
|--------------------|---------------|----------------|---------------------------|
| Primary Contact:   | William Bray  | (803) 898-7225 | William.Brayjr@dss.sc.gov |
| Secondary Contact: | Holly Pisarik | (803) 898-1390 | Holly.Pisarik@dss.sc.gov  |

|  |    |
|--|----|
| Is the agency vested with revenue bonding authority? (re: Section 2-2-60(E)) | No |
|--|----|

I have reviewed and approved the enclosed 2015 Restructuring and Seven-Year Plan Report, which are complete and accurate to the extent of my knowledge.

|  |  |
|--|--|
| <b>Current Agency Director</b><br>(Sign/Date): |  |
| (Type/Print Name):                             | V. Susan Alford  |

|  |  |
|--|--|
| <b>If applicable, Board/Commission Chair</b><br>(Sign/Date): |  |
| (Type/Print Name):   |  |

# TABLE OF CONTENTS

*Insert the appropriate page numbers once the agency has completed the report.*

|  |          |
|--|----------|
| <i>I. Executive Summary</i>                        | <u>1</u> |
| <i>II. Organizational Profile</i>                  | <u>1</u> |
| <i>III. Laws (Statutes, Regulations, Provisos)</i> | <u>3</u> |
| <i>IV. Reports and Reviews</i>                     | <u>3</u> |
| <i>V. Key Performance Measurement Processes</i>    | <u>3</u> |
| <i>VI. Seven-Year Plan</i>                         | <u>4</u> |
| <i>VII. Excel Charts</i>                           | <u>5</u> |

# EXECUTIVE SUMMARY

## *I. Executive Summary*

### A. Historical Perspective

1. See the Historical Perspective Chart

### B. Purpose, Mission and Vision

1. See the Purpose, Mission and Vision Chart

### C. Key Performance Measure Results

1. Extension granted till April 30, 2015.

# ORGANIZATIONAL PROFILE

## *II. Organizational Profile*

1. See the Key Deliverables Chart.

2. See the Key Customers Chart

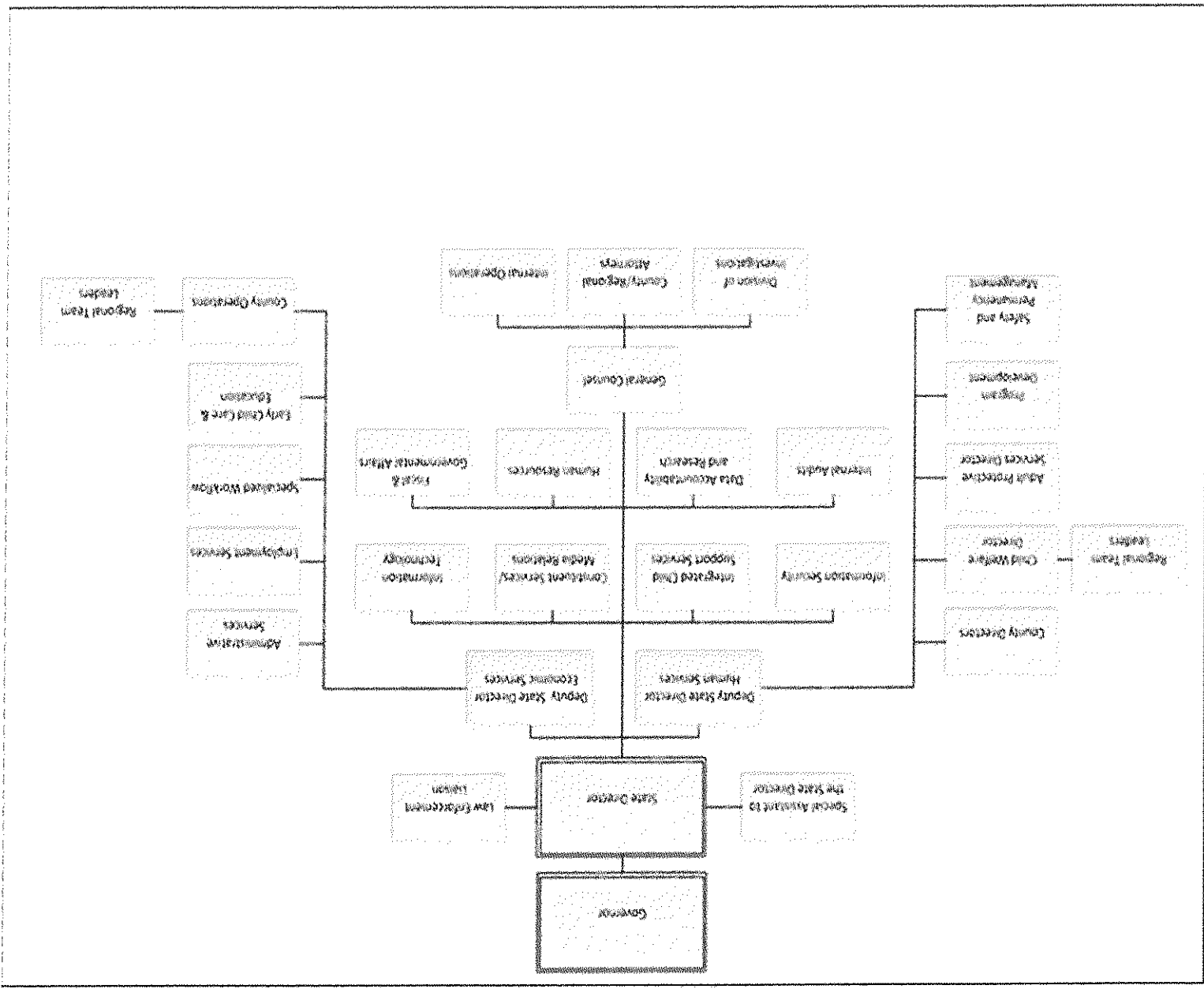
3. See the Key Stakeholders Chart

4. See the Key Partner Agencies Chart

5. The agency's performance improvement system(s);

Extension granted till April 30, 2015.

6. The agency's organizational structure in flow chart format;



Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

7. Details about the body to whom the Agency Head reports;
  - a. See Overseeing Body Chart
8. Please complete the Major Program Areas Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Major Program Areas."  
Extension granted till April 30, 2015.
9. Please identify any emerging issues the agency anticipates may have an impact on its operations in the upcoming five years.  
Extension granted till April 30, 2015.

### *III. Laws (Statutes, Regulations, Provisos)*

This section asks for state and federal statutes, regulations and provisos ("Laws") which apply to the agency.

1. See the Legal Standards Chart.

### *IV. Reports and Reviews*

This section asks for information about reports the agency is required to submit to a legislative entity and the agency's internal review process.

1. Extension granted till April 30, 2015 for completion of the Agency Reporting Requirements Chart.
2. See the Internal Audit Chart.

## RESTRUCTURING REPORT

### *V. Key Performance Measurement Processes*

- Extension granted till April 30, 2015.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

# SEVEN-YEAR PLAN

## VI. *Seven-Year Plan*

Extension granted till April 30, 2015 for completion of the Seven-Year Plan.

Extension granted till April 30, 2015 for completion of the Personnel Involved Chart.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

# CHARTS APPENDIX

## VII. Excel Charts

Please send an electronic copy of the entire Excel Workbook and print hard copies of each of the Charts to attach here. Please print the charts in a format so that all the columns fit on one page. Please insert the page number each chart begins on below.

|   |    |
|---|----|
| Similar Information Requested Chart                   | 6  |
| Historical Perspective Chart                          | 7  |
| Purpose, Mission Chart                                | 8  |
| Key Products Chart                                    | 9  |
| Key Customers Chart                                   | 12 |
| Key Stakeholders Chart                                | 17 |
| Key Partner Agency Chart                              | 33 |
| Overseeing Body Chart (General and Individual Member) | 41 |
| Legal Standards Chart                                 | 43 |
| Internal Audits Chart                                 | 59 |

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."



## Similar Information Requested Chart

**INSTRUCTIONS:** Please provide details about other reports which investigate the information requested in the Restructuring Report. This information is sought in an effort to avoid duplication in the future. In the columns below, please list the question number in this report, name of the other report in which the same or similar information is requested, section of the other report in which the information is requested, name of the entity that requests the other report and frequency the other report is required.  
**NOTE:** Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

| Agency Submitting Report | Restructuring Report Question # | Name of Other Report  | Section of Other Report | Entity Requesting Report          | Freq. Other Report is Required |
|--------------------------|---------------------------------|---|-------------------------|-----------------------------------|--------------------------------|
| Dept. of Social Services |                                 | The South Carolina Senate DSS Oversight Subcommittee Report and Recommendations | The entire report.      | SC Senate Oversight Subcommittee  | N/A                            |
| Dept. of Social Services |                                 | A Review of Child Welfare Services at the Department of Social Services         | The entire report.      | Legislative Audit Council         | N/A                            |
| Dept. of Social Services |                                 | DSS Annual Accountability Report  | The entire report.      | General Assembly (Proviso 117.31) | Annually by September 15th.    |

**INSTRUCTIONS:** Please provide information about any restructuring or major changes in the agency's purpose or mission **during the last ten years**. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

| Agency Submitting Report | Year | Description of Restructuring that Occurred  | Description of Major Change in Agency's Purpose or Mission |
|--------------------------|------|---|--|
| Dept. of Social Services | 2007 | <b>Internal Organization Structure Change</b> - Created Chief of Staff position.  |  |
| Dept. of Social Services | 2011 | <b>Internal Organization Structure Change</b> - Eliminated Deputy for Administration position. - Eliminated Chief of Staff position. - Created the Deputy for Economic Services position. |  |
| Dept. of Social Services | 2013 | <b>Internal Organization Structure Change</b> – Moved Child Support Enforcement to report to State Director.  |  |
| Dept. of Social Services | 2015 | <b>Internal Organization Structure Change</b> – Reestablished the Deputy for Administration position.   |  |

**INSTRUCTIONS:** Provide information about the date the agency, in its current form, was initially created and the present purpose, mission and vision of the agency, with the date each were established in parenthesis. The Legal Standards Cross Reference column should link the purpose, mission and vision to the statutes, regulations and provisos listed in the Legal Standards Chart, which they satisfy.

| Agency Submitting Report | Date Agency created | Purpose   | Mission   | Vision   | Legal Standards Cross References  |
|--------------------------|---------------------|---|---|--|---|
| Dept. of Social Services | 17-May-37           | The South Carolina Department of Social Services (DSS), as one of the largest public agencies in the state, provides a vast array of services such as the investigation of child and vulnerable adult abuse reports, the distribution of food assistance to hungry families, the collection of child support for custodial parents, and the staffing of emergency shelters. | To effectively and efficiently serve the citizens of South Carolina by ensuring the safety of children and adults who cannot protect themselves and helping families achieve stability through child support, child care, financial and other temporary benefits while transitioning into employment. | <ul style="list-style-type: none"> <li>• Jobs for parents and other adults living in poverty.</li> <li>• Safe and thriving children with life-long families sooner.</li> </ul> | Purpose: Title 43 & Title 63<br>Mission: Title 43 & Title 63<br>Vision: Title 43 & Title 63 |

INSTRUCTIONS: Provide information about the agency's key deliverables (i.e. products or services); primary methods by which these are delivered; and, as applicable, actions that may reduce the general public and/or other agencies initial or repetitive need for the deliverable. List each deliverable on a separate line. If there are multiple ways in which the deliverable is provided, list the deliverable multiple times with each delivery method on a separate line. In the "Three Greatest" column, indicate and rank the three most significant deliverables the agency brings to the people of South Carolina with #1 being the most significant. For the deliverables which are not one of three most significant, do not put anything in this column. The Major Program Areas Cross References Column should link the deliverable to the major program area, in the Major Program Areas Chart, within which that product or service is provided. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

| Agency Submitting Report | Item # | Deliverable (i.e. product or service)   | Three Most Significant (#1, #2, #3) | Primary Method of Delivery   | What can be done to reduce the general public and/or other agencies initial need for this deliverable? (i.e. preventive measures before the citizen or agency needs to come to the agency)  | What can be done to reduce the general public and/or other agencies need to return for this deliverable? (i.e. preventive measures to ensure they do not need to come back to the agency for this service or product after already receiving it once)              | If deliverable is identified as one of the three most significant, what would allow the agency to focus on it more? | Major Program Areas Cross Reference |
|--------------------------|--------|---|-------------------------------------|--|---|--|---|-------------------------------------|
| Dept. of Social Services | 1      | Supplemental Nutrition Assistance Program (SNAP) - Monthly Benefits delivered to a household to supplement food costs and provide nutrition assistance to households at or below 130% of poverty. Determined by a rules based eligibility determination process following an application submitted by a household member. | 2                                   | Electronic benefit transfer card (EBT)   | Reduce the dependency on additional nutrition assistance by providing employment, education or training opportunities to bring household to or above 130% of poverty.   | Assist households above 130% Federal Poverty Level (FPL) in retaining employment.  |   | Economic Services                   |
| Dept. of Social Services | 2      | Family Independence (FI) - Monthly stipend delivered to a benefit group to provide cash assistance to families with children at or below poverty level. Determined by a rules based eligibility determination process following an application submitted by the benefit group.  |                                     | Debit card   | Reduce the dependency on cash assistance by providing employment, education or training opportunities to bring families to or above poverty level and to encourage 2 parent family structures.  |  |   | Economic Services                   |
| Dept. of Social Services | 3      | Child Care Licensing and Regulatory Services  |                                     | In keeping with the SC Statute regarding the care and protection of children in child care facilities, policies, procedures, and standards have been established to administer oversight and assure compliance with state regulations. Child care specialists conduct annual inspection visits, investigate complaints, and provides guidance for providers choosing to improve their regulatory status. | These services support working families by helping ensure that their children are being cared for in a safe and nurturing environment.  | The availability of safe, affordable child care is strongly related to parents ability to obtain and maintain employment.  |   | Economic Services                   |
| Dept. of Social Services | 4      | Child and Adult Care Food Program   |                                     | Contractual agreement with public and private organizations to support the provision of meals based on USDA standards and requirements in child care and adult day facilities.   |   |  |   | Economic Services                   |
| Dept. of Social Services | 5      | Child Care Vouchers and ABC Quality Program   |                                     | SC Voucher Program, Service Voucher Log (SVL)  | These services support the efforts of TANF and low income working families to secure employment and help assure that their children are being cared for in a safe and nurturing environment. ABC Quality improves quality for all children.             | The availability of child care vouchers is strongly related to sustained employment of TANF recipients and the working poor. These individuals are generally working in low wage jobs thereby creating hardships to pay for quality child care without assistance. |   | Economic Services                   |
| Dept. of Social Services | 6      | Paternity Establishment   |                                     | Administrative conference  | Establish a 3rd Party Affidavit which would allow a married woman who has a child with another partner to establish voluntary paternity with the partner at the same time the husband signs a statement verifying that he is not the biological father. |  |   | Child Support                       |
| Dept. of Social Services | 7      | Support Order Establishment   |                                     | Administrative conference  |   |  |   | Child Support                       |
| Dept. of Social Services | 8      | Child Support Disbursement  | 3                                   | Debit Card   |   |  |   | Child Support                       |

| Agency Submitting Report | Item # | Deliverable (i.e. product or service)   | Three Most Significant (#1, #2, #3) | Primary Method of Delivery   | What can be done to reduce the general public and/or other agencies initial need for this deliverable? (i.e. preventive measures before the citizen or agency needs to come to the agency)  | What can be done to reduce the general public and/or other agencies need to return for this deliverable? (i.e. preventive measures to ensure they do not need to come back to the agency for this service or product after already receiving it once)   | If deliverable is identified as one of the three most significant, what would allow the agency to focus on it more? | Major Program Areas Cross Reference |
|--------------------------|--------|---|-------------------------------------|--|---|---|---|-------------------------------------|
| Dept. of Social Services | 9      | Child Support Enforcement   |                                     | License Revocation   |   |   |   | Child Support                       |
| Dept. of Social Services | 10     | Child Support Enforcement   |                                     | State Tax Refund Offset  |   |   |   | Child Support                       |
| Dept. of Social Services | 11     | Child Support Enforcement   |                                     | Federal Tax Refund Offset  |   |   |   | Child Support                       |
| Dept. of Social Services | 12     | Child Support Enforcement   |                                     | Passport Denial  |   |   |   | Child Support                       |
| Dept. of Social Services | 13     | Child Support Enforcement   |                                     | Financial Institution Data Match   |   |   |   | Child Support                       |
| Dept. of Social Services | 14     | Child Support Enforcement   |                                     | Insurance Lien   |   |   |   | Child Support                       |
| Dept. of Social Services | 15     | Child Support Enforcement   |                                     | Rule to Show Cause   |   |   |   | Child Support                       |
| Dept. of Social Services | 16     | Referral to Services  |                                     | Hearings   |   |   |   | Child Support                       |
| Dept. of Social Services | 17     | Paternity Outreach  |                                     | Meetings   |   |   |   | Child Support                       |
| Dept. of Social Services | 18     | Access and Visitation   |                                     | Conferences  | Create a self-represented litigant packet for judicial visitation petitions   |   |   | Child Support                       |
| Dept. of Social Services | 19     | Identification of children at risk of abuse and neglect and their families, addressing safety of children in danger of serious harm, appropriate interventions, linkage to rehabilitative services and preventive services. | 1                                   | Consolidated Abuse and Neglect Abuse and Reporting System with centralized quality assurance support.                                    | Implementing Regionalized Intake statewide vs. county by county to reduce the number of people making critical decisions, dedicating staff solely to intake, increasing the skills of intake practitioners and improving consistency in practice DSS is implementing a regionalized intake structure in order to standardize the process for initial receipt of reports of abuse, and bring consistency to the evaluation of those reports.<br><br>Hub sites have been identified for each region, along with the number of practitioners and supervisors to be dedicated solely to intake.<br><br>Increase in evidenced-based community-based prevention services such as In-home Family Services, Parent Peer Support, Mobile Crisis Stabilization, and Respite to support at risk families and their children to prevent children from coming into care<br><br>Training for physicians in rural health clinics, pediatricians, and school personnel identifying early signs of at risk children for abuse and neglect at the critical entry points in system | Repetitive use by consumers is best prevented by ensuring that the resources needed to support families needs in the community are available. This will mean a combined effort of public and private partnerships to create the protective factors needed within communities to prevent repeat maltreatment and need for additional intervention.                 | Dedicated staff have been identified to allow the Agency to focus on this critical area.                            | Human Services                      |
| Dept. of Social Services | 20     | Adult Protective Services, the overall goal is reducing harm and/or the risk of harm of abuse, neglect, exploitation or self-neglect  |                                     | Intake and Assessment<br>Case Determination<br>Referral and Coordination<br>Case Planning<br>Monitoring and Follow-up<br>Case Evaluation | Increased presence of services in the community such as the Council on Aging; faith based elder support services; low cost sitter and care services for the elderly.  | Increased public awareness of the needs of the aging population; increased access to services; increased community based supports; increased family and extended family engagement to support aging kin and fictive kin   |   | Human Services                      |
| Dept. of Social Services | 21     | Recruiting, training and licensing foster care homes and group facilities for children  |                                     | County based licensing with centralized State Office licensing and renewal approval and monitoring                                       | Restructuring from a county-based to a regionalized infrastructure to improve the foster home licensing process, provide additional support for foster parents and increase recruitment in order to increase retention and quality of foster DSS has begun regionalizing foster home licensing in order to dedicate staff to the process and provide increased support to foster parents to improve quality and retention, thereby increasing the counties' capacity to focus on case management. Implementing a regional structure is underway in Region 3, and is scheduled to roll out to the remaining regions beginning early 2015. DSS has strengthened the screening process for foster home licensing applicants to ensure adequate capacity to serve and protect children.   | Increased awareness of the need for resource foster parents; community supports in helping with the retention of foster parents; / Recruitment and licensing of resource foster parents will be an ongoing activity as parents leave the system due to adoption; choosing to support in others ways such as guardian roles; relocation or other attrition issues. |   | Human Services                      |

| Agency Submitting Report | Item # | Deliverable (i.e. product or service)  | Three Most Significant (#1, #2, #3) | Primary Method of Delivery   | What can be done to reduce the general public and/or other agencies initial need for this deliverable? (i.e. preventive measures before the citizen or agency needs to come to the agency)  | What can be done to reduce the general public and/or other agencies need to return for this deliverable? (i.e. preventive measures to ensure they do not need to come back to the agency for this service or product after already receiving it once)  | If deliverable is identified as one of the three most significant, what would allow the agency to focus on it more? | Major Program Areas Cross Reference |
|--------------------------|--------|--|-------------------------------------|--|---|--|---|-------------------------------------|
| Dept. of Social Services | 22     | Recruiting and training adoptive families; adoption subsidy program; and direct services to adoptive families and adoptees |                                     | State office Adoption staff; regionally based adoption staff of child and family case managers; training partners for delivery of training of adoptive families via classroom training, modules and web based training; websites for waiting families                                  | The State Adoptions office is re-assessing its method of engaging and responding to waiting families to ensure quicker response times; Recruitment materials are modified to reflect the typology of children in care (i.e. adolescents, teens, sibling groups);  | Waiting families will re-engage as appropriate if they seek to adopt additional children; Training is an ongoing requirement.  |   | Human Services                      |
| Dept. of Social Services | 23     | Appropriate Placement and Services for Minor Victims of Human Trafficking  |                                     | Procurement of Placement and Treatment / RBHS services   | Training with Partner Agencies and programs; prevention programs with at risk youth; training for parents and foster parents  | Increase provider knowledge of appropriate treatment modalities and interventions for victims of human trafficking   |   | Human Services                      |
| Dept. of Social Services | 24     | Appropriate Placement and Services for Severely Mentally Ill Youth Aging out of Care                                       |                                     | Development of After Care Services and Placement Resources   | Enhanced Public and Private partnership early in the life of these youth when they are identified;  | Provision of needed services collaboratively supported by all appropriate entities; public and private early in the life of a case   |   | Human Services                      |
| Dept. of Social Services | 25     | Increased access to enhanced educational resources and technology for youth in care and leaving care.                      |                                     | Purposeful partnership to ensure access to appropriate education opportunities; smooth transition to school; access to records; public and private partnerships to allow provision of needed technology to ensure youth in care have the same advantage in education other youth have. | Ensuring timely access to needed enrollment; school records; tutorial supports and technology supports for youth in care  | Public and Private partnership for initially timely access to appropriate services when needed for required time needed.   |   | Human Services                      |
| Dept. of Social Services | 26     | Healthcare Planning and Services   |                                     | Managed Care Organization of network of primary care physicians, specialty services and clinics, private behavioral health providers and Department of Mental Health facilities  | Increase in evidenced-based community-based prevention services such as In-home Family Services, Parent Peer Support, Mobile Crisis Stabilization, and Respite to support at risk families and their children to prevent children from coming into care and support their placement stability; DHHS through approval from CMS should expand array of preventative services to include more evidenced-based but not all clinically based support services to families such as low level TCM similar to Community-Based Prevention Services (CBPS) that provide support and linkage at the community level along with mentoring and safety prevention programs. These services should be accessible without requiring DSM V diagnoses, Child and Adolescent Level of Care Utilization System (CALOCUS) and Diagnostic Assessment (DA). The clinical and prior authorization requirements make the services unavailable to at risk families and their children if they are not already associated with a state agency hence they are not preventative in nature. | Review each child serving state agency statutory and regulatory mandates and amend to allow for flexibility to serve beyond criteria of population in mandates as there are several families and children that fall in the gaps that have severe needs but do not meet all the eligibility criteria of each agency's service population, hence they go without service and their child may come back into care. Consistent utilization of the health and Education Passport with caseworkers, resource parents and physicians to ensure transfer of medical information and follow up. MCO to track data for medical appointments and follow up appointments along with EPSDT requirements and report to DSS |   | Human Services                      |

**INSTRUCTIONS:** Provide information about the key customer segments identified by the agency and each segment's key requirements/expectations. A customer is defined as an actual or potential user of the agency's deliverables. Please be as specific as possible in describing the separate customer segments (i.e. do not simply put "public.") The Deliverables Cross References column should link customer groups to the deliverable listed in the Key Deliverables Chart, which they utilize. **NOTE:** Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

| Agency Submitting Report | Item # | Customer Segments          | Requirements/Expectations   | Deliverables Cross References   |
|--------------------------|--------|----------------------------|---|---|
| Dept. of Social Services | 1      | SNAP Applicants/Recipients | Eligible SNAP households will receive monthly benefits determined in an accurate and timely manner according to federal regulations and state law based on correct information provided by the household. Households will comply with all program rules and will participate in work program requirements designed to facilitate the households movement toward self-sufficiency. | Supplemental Nutrition Assistance Program (SNAP) - Monthly Benefits delivered to a household to supplement food costs and provide nutrition assistance to households at or below 130% of poverty. Determined by a rules based eligibility determination process following an application submitted by a household member. |

| Agency Submitting Report | Item # | Customer Segments  | Requirements/Expectations  | Deliverables Cross References  |
|--------------------------|--------|--|--|--|
| Dept. of Social Services | 2      | TANF Applicants/Recipients   | Eligible TANF benefit groups will receive a monthly stipend determined in an accurate and timely manner according to federal regulations and state law based on correct information provided by the household. Benefit Group members mandatory to comply with work program rules will participate in work program requirements designed to facilitate the households movement toward self-sufficiency. | Family Independence (FI) - Monthly stipend delivered to a benefit group to provide cash assistance to families with children at or below poverty. Determined by a rules based eligibility determination process following an application submitted by the benefit group. |
| Dept. of Social Services | 3      | Families receiving TANF, transitioning off of TANF, children with special needs, low-income working families, foster children of working foster parents, children receiving child protective services. | Child care vouchers to support parents/caregivers ability to remain employed.  | Child Care Vouchers  |
| Dept. of Social Services | 4      | Children in child care facilities, emergency shelters, and their parents.  | Child care vouchers, knowledgeable and well trained child care workforce.  | Child Care Vouchers, Child Care Licensing and Regulatory Services, Program Quality Performance   |
| Dept. of Social Services | 5      | Child care providers, after school programs, and Pre-K programs.   | Child care vouchers, opportunities and support to enhance knowledge and skills to properly care for young children.  | Child Care Vouchers, Child Care Licensing and Regulatory Services, Program Quality Performance   |
| Dept. of Social Services | 6      | Early childhood educators, child care technical assistance providers and trainers.   | Increase and improve the availability of knowledgeable leadership among the child care workforce and those providing guidance to improve the quality of care being offered.  | Child Care Licensing and Regulatory Services, Program Quality Performance  |
| Dept. of Social Services | 7      | Custodial Parents  | To establish paternity and child support orders and to collect child support payments  | All Child Support deliverables   |



| Agency Submitting Report | Item # | Customer Segments                                      | Requirements/Expectations   | Deliverables Cross References   |
|--------------------------|--------|--|---|---|
| Dept. of Social Services | 8      | Non-Custodial Parents                                  | To establish paternity and to modify child support orders as circumstances change   | Child Support: Paternity establishment, referral to services, paternity outreach, and access and visitation   |
| Dept. of Social Services | 9      | Children   | That they have legally established parentage and to have two invested parents who are financially and emotionally responsible for them  | All Child Support deliverables.   |
| Dept. of Social Services | 10     | SC Sheriffs  | That we provide good addresses for service of process   | Child support: Paternity establishment and support order establishment  |
| Dept. of Social Services | 11     | Out of State Child Support Agencies                    | That we provide child support services to their citizens as required by the federal government  | All Child Support deliverables except 16, 17, and 18  |
| Dept. of Social Services | 12     | Fatherhood Groups                                      | That we refer non-custodial parents to them for services  | Child support: Referral to services   |
| Dept. of Social Services | 13     | DSS SNAP Employment & Training                         | That we refer non-custodial parents, who are also on SNAP, to them for services   | Child support: Referral to services   |
| Dept. of Social Services | 14     | Children at risk for abuse/neglect and their families. | Investigate and identify child maltreatment. Accurate Intake assessment of reported abuse and neglect. Timely initiation of CPS investigation and accurately complete assessment. | Identification of children at risk of abuse and neglect and their families, addressing safety of children in danger of serious harm, appropriate interventions, linkage to rehabilitative services and preventive services. |

| Agency Submitting Report | Item # | Customer Segments   | Requirements/Expectations   | Deliverables Cross References   |
|--------------------------|--------|---|---|---|
| Dept. of Social Services | 15     | Children in Foster Care and birth families                          | Visit the child in care monthly in the placement, and intermittently in the school setting. Assess for risk and safety in the placement and other settings. Provide a safe and nurturing Resource Home (Foster Care Home). Case planning with the child when age-appropriate. Services to promote and support reunification when possible, and other permanency placement when necessary. | Identification of children at risk of abuse and neglect and their families, addressing safety of children in danger of serious harm, appropriate interventions, linkage to rehabilitative services and preventive services. |
| Dept. of Social Services | 16     | Resource Families (Foster Parents)                                  | Regular communication with Resource Families. Timely communication, support, and services from DSS County Offices when challenges with children arise, training activities readily accessible throughout the year for ongoing education and licensing requirements, and linkages to other support services.   | Recruiting, training and licensing foster care homes and group facilities for children  |
| Dept. of Social Services | 17     | Children/youth and their adoptive families                          | Financial adoption subsidy support. Aftercare support services when necessary.  | Recruiting and training adoptive families; adoption subsidy program; and direct services to adoptive families and adoptees  |
| Dept. of Social Services | 18     | 18 years old and older youth.                                       | Coordination of transition out-of-care planning. Independent living services. Post high school education and training financial support and guidance. Ensure physical and behavioral health services are accessed.  | Increased access to enhanced educational resources and technology for youth in care and leaving care.   |
| Dept. of Social Services | 19     | 18 year and older persons with mental/physical health disabilities. | Coordination of transition out-of-care planning. Independent living services as needed. Ensure physical and behavioral health services are accessed. Linkages to disability services/placement.   | Healthcare Planning and Services.   |

| Agency Submitting Report | Item # | Customer Segments                      | Requirements/Expectations  | Deliverables Cross References   |
|--------------------------|--------|--|--|---|
| Dept. of Social Services | 20     | Frail elderly individuals living alone | Ensuring placement in a safe and healthy living situation.   | Adult Protective Services, the overall goal is reducing harm and/or the risk of harm of abuse, neglect, exploitation or self-neglect  |
| Dept. of Social Services | 21     | Undocumented Immigrants                | All available DSS services and linkages to other services as needed.   | Identification of children at risk of abuse and neglect and their families, addressing safety of children in danger of serious harm, appropriate interventions, linkage to rehabilitative services and preventive services. |
| Dept. of Social Services | 22     | Minor victims of human trafficking     | Assess for treatment services. Coordination of reunification with family if possible, or coordination of other safe placement and services for minor victims of human trafficking. | Appropriate Placement and Services for Minor Victims of Human Trafficking   |
| Dept. of Social Services | 23     | Domestic Violence Emergency Shelters   | Referrals of women and children in at-risk of or in existing situations of domestic violence or sexual abuse.  | Identification of children at risk of abuse and neglect and their families, addressing safety of children in danger of serious harm, appropriate interventions, linkage to rehabilitative services and preventive services. |

**INSTRUCTIONS:** Provide information about the agency's key stakeholder groups and their key requirements and expectations. A stakeholder is defined as a person, group or organization that has interest or concern in an agency. Stakeholders can affect or be affected by the agency's actions, objectives and policies. Please be as specific as possible in describing the separate stakeholder groups (i.e. please do not simply put "the public.") The Deliverables Cross References column should link stakeholder groups to the deliverable, listed in the Key Deliverables Chart, for which they group has the most interest or concern. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

| Agency Submitting Report | Item # | Stakeholder Group    | Requirements/Expectations  | Deliverables Cross References  |
|--------------------------|--------|----------------------|--|--|
| Dept. of Social Services | 1      | SNAP/TANF Recipients | To obtain supplemental nutrition assistance and monthly financial stipend and employment training services to assist in reducing or eliminating the need to rely on SNAP or TANF benefits with appropriate supports necessary to support self-sufficiency. | Supplemental Nutrition Assistance Program (SNAP) - Monthly Benefits delivered to a household to supplement food costs and provide nutrition assistance to households at or below 130% of poverty. Determined by a rules based eligibility determination process following an application submitted by a household member; Family Independence (FI) - Monthly stipend delivered to a benefit group to provide cash assistance to families with children at or below poverty level. Determined by a rules based eligibility determination process following an application submitted by the benefit group. |

| Agency Submitting Report | Item # | Stakeholder Group   | Requirements/Expectations   | Deliverables Cross References   |
|--------------------------|--------|---|---|---|
| Dept. of Social Services | 2      | Partner Agencies (Department of Employment & Workforce, SC Technical College System, Vocational Rehabilitation, DAODAS, DSSN, DHHS) | Partner agencies expect to have open communication with managers who can impact the collaborative efforts needed to serve common applicants and recipients of cross program enrollment.   | Supplemental Nutrition Assistance Program (SNAP) - Monthly Benefits delivered to a household to supplement food costs and provide nutrition assistance to households at or below 130% of poverty. Determined by a rules based eligibility determination process following an application submitted by a household member. |
| Dept. of Social Services | 3      | US Department of Agriculture, Food and Nutrition Service  | The SNAP is administered according to federal regulations and complies with policies and procedures for the determination of accurate and timely benefits to eligible households/ Any deficiencies identified in the delivery of the SNAP are corrected within prescribed timeframes. | Supplemental Nutrition Assistance Program (SNAP) - Monthly Benefits delivered to a household to supplement food costs and provide nutrition assistance to households at or below 130% of poverty. Determined by a rules based eligibility determination process following an application submitted by a household member. |

| Agency Submitting Report | Item # | Stakeholder Group  | Requirements/Expectations   | Deliverables Cross References  |
|--------------------------|--------|--|---|--|
| Dept. of Social Services | 4      | Administration for Children and Families   | TANF is administered according to federal regulations and complies with policies and procedures for the determination of accurate and timely benefits to eligible benefit groups. Any deficiencies identified in the delivery of the TANF Program are corrected within prescribed timeframes. | Family Independence (FI) - Monthly stipend delivered to a benefit group to provide cash assistance to families with children at or below poverty level. Determined by a rules based eligibility determination process following an application submitted by the benefit group. |
| Dept. of Social Services | 5      | Families receiving TANF, transitioning off of TANF, children with special needs, low-income working families, foster children of working foster parents, children receiving child protective services. | Child care vouchers to support parents/caregivers ability to remain employed.   | Child Care Vouchers, Child Care Licensing and Regulatory Services  |
| Dept. of Social Services | 6      | Children in child care facilities, and emergency shelters, and their parents.  | Child care vouchers, knowledgeable and well trained child care workforce.   | Child Care Vouchers, Child Care Licensing and Regulatory Services, Program Quality Performance   |
| Dept. of Social Services | 7      | Child care providers, after school programs, Pre-K programs, and adult day programs.   | 1. Child care vouchers, opportunities and support to enhance knowledge and skills to properly care for young children and vulnerable adults. 2. Support for the provision of nutritious meals to develop and maintain healthy eating habits.  | Child Care Vouchers, Child Care Licensing and Regulatory Services, Program Quality Performance   |
| Dept. of Social Services | 8      | Early childhood teachers, child care technical assistance providers and trainers.  | Support to enhance knowledge and skills to properly care for young children.  | Child Care Licensing and Regulatory Services, Program Quality Performance  |

| Agency Submitting Report | Item # | Stakeholder Group                           | Requirements/Expectations  | Deliverables Cross References  |
|--------------------------|--------|---|--|--|
| Dept. of Social Services | 9      | Legislators and policy makers.              | Assure compliance with state/federal regulations and serving as good stewards of financial resources.                                  | Child Care Vouchers, Child Care Licensing and Regulatory Services, Program Quality Performance |
| Dept. of Social Services | 10     | Custodial Parents                           | To establish paternity and child support orders and to collect child support payments  | Child Support Enforcement  |
| Dept. of Social Services | 11     | Non-Custodial Parents                       | To establish paternity and to modify child support orders as circumstances change  | Child Support Enforcement  |
| Dept. of Social Services | 12     | Children                                    | That they have legally established parentage and to have two invested parents who are financially and emotionally responsible for them | Child Support Enforcement  |
| Dept. of Social Services | 13     | SC Sheriffs                                 | That we provide good addresses for service of process  | Child Support Enforcement  |
| Dept. of Social Services | 14     | Out of State Child Support Agencies         | That we provide child support services to their citizens as required by the federal government   | Child Support Enforcement  |
| Dept. of Social Services | 15     | Fatherhood Groups                           | That we refer non-custodial parents to them for services   | Child Support Enforcement  |
| Dept. of Social Services | 16     | DSS SNAP Employment & Training              | That we refer non-custodial parents, who are also on SNAP, to them for services  | Child Support Enforcement  |
| Dept. of Social Services | 17     | Clerks of Court                             | That we provide good addresses for service of process, file appropriate papers, provide funding  | Child Support Enforcement  |
| Dept. of Social Services | 18     | Judges                                      | That we represent DSS in child support hearings  | Child Support Enforcement  |
| Dept. of Social Services | 19     | Federal Office of Child Support Enforcement | That we operate an approved child support program according to our State Plan and federal requirements                                 | Child Support Enforcement  |

| Agency Submitting Report | Item # | Stakeholder Group  | Requirements/Expectations   | Deliverables Cross References   |
|--------------------------|--------|--|---|---|
| Dept. of Social Services | 20     | University of South Carolina-<br>Center for Child and Family Studies.                  | Regular collaboration and planning with the SC DSS leadership and other staff regarding planning for: contracted training activities; Quality Assurance Reviews of Child Welfare Services in South Carolina; curriculum and communication development; reporting of data and information related to the above specifically, and Child Welfare Services in general.                        | Identification of children at risk of abuse and neglect and their families, addressing safety of children in danger of serious harm, appropriate interventions, linkage to rehabilitative services and preventive services. |
| Dept. of Social Services | 21     | University of South Carolina-<br>Children's Law Center                                 | Regular collaboration and planning with the SC DSS leadership and other staff regarding planning for: contracted training activities; research and writing activities; and reporting of data and information related to the above specifically, and Child Welfare Services in general.  | Identification of children at risk of abuse and neglect and their families, addressing safety of children in danger of serious harm, appropriate interventions, linkage to rehabilitative services and preventive services. |
| Dept. of Social Services | 22     | Medical University of South Carolina-MUSC / Medical University Hospital Authority-MUHA | Regular collaboration and planning with the SC DSS leadership and other staff regarding planning for: contracted training activities; research and writing activities; and reporting of data and information related to the above specifically, and Child Welfare Services in general. Sharing of critical case planning, Health Passport information, and Medicaid services information. | Identification of children at risk of abuse and neglect and their families, addressing safety of children in danger of serious harm, appropriate interventions, linkage to rehabilitative services and preventive services. |



| Agency Submitting Report | Item # | Stakeholder Group                          | Requirements/Expectations   | Deliverables Cross References   |
|--------------------------|--------|--|---|---|
| Dept. of Social Services | 23     | Clemson Youth Learning Institute           | Regular collaboration and planning with the SC DSS leadership regarding planning for contracted training activities.  | Increased access to enhanced educational resources and technology for youth in care and leaving care.   |
| Dept. of Social Services | 24     | South Carolina Children's Advocacy Centers | Intentional collaboration of the DSS leadership with the Children's Advocacy Centers' staff for: sharing data on abuse and neglect and services for intervention and treatment; updates on the status of the SC DSS Abuse and Neglect Reporting/Intake System and the Child Protective Services System; DSS to review recommendations from the Children's Advocacy Centers and report Agency responses in a timely way. Referrals for the Centers' key services forensic assessment and physical health assessment. Regular collaboration and planning with the SC DSS leadership and other staff regarding planning for contracted training activities | Identification of children at risk of abuse and neglect and their families, addressing safety of children in danger of serious harm, appropriate interventions, linkage to rehabilitative services and preventive services. |
| Dept. of Social Services | 25     | Children's Trust of South Carolina         | Collaborative planning with the SC DSS leadership regarding planning for: contracted training activities; reporting of data and information related to the above specifically and Child Welfare Services in general. Sharing of data related to prevention services, child deaths and near deaths.  | Identification of children at risk of abuse and neglect and their families, addressing safety of children in danger of serious harm, appropriate interventions, linkage to rehabilitative services and preventive services. |

| Agency Submitting Report | Item # | Stakeholder Group   | Requirements/Expectations  | Deliverables Cross References   |
|--------------------------|--------|---|--|---|
| Dept. of Social Services | 26     | Columbia Urban League   | Collaborative planning with the SC DSS leadership regarding planning for contracted training activities. Provide referrals of youth in care for the Youth Leadership Development Program and for Independent Living services.  | Increased access to enhanced educational resources and technology for youth in care and leaving care.   |
| Dept. of Social Services | 27     | Safe Generations (Previously Connected Families)                        | Regular collaboration and planning with the SC DSS leadership and other staff regarding planning for contracted training activities.   | Identification of children at risk of abuse and neglect and their families, addressing safety of children in danger of serious harm, appropriate interventions, linkage to rehabilitative services and preventive services. |
| Dept. of Social Services | 28     | Office of the Governor, Foster Care Review Board/Heart Gallery          | Timely completion and submission to the Foster Care Review Board of permanency plan information for children in care.  | Recruiting and training adoptive families; adoption subsidy program; and direct services to adoptive families and adoptees.   |
| Dept. of Social Services | 29     | The Cass Elias McCarter Guardian ad Litem (GAL), Office of the Governor | Regular collaboration and planning with the SC DSS leadership and other staff regarding planning for contracted training activities. Timely sharing of case file information especially physical and behavioral health information, permanency, placement movements in care. Timely support and communication from County Offices. | Identification of children at risk of abuse and neglect and their families, addressing safety of children in danger of serious harm, appropriate interventions, linkage to rehabilitative services and preventive services. |

| Agency Submitting Report | Item # | Stakeholder Group  | Requirements/Expectations   | Deliverables Cross References   |
|--------------------------|--------|--|---|---|
| Dept. of Social Services | 30     | Palmetto Association For Children and Families: this includes Psychiatric Residential Treatment Facilities, Therapeutic Foster Care Providers, and Group Care Providers. | Regular collaboration and planning with the SC DSS leadership and other staff regarding planning for contracted logistical support for collaborative meetings and training activities. Communication of planned Goals, Objectives/Outcomes, and Strategies of the 2015-2019 Child and Family Services Plan (CFSP), Plan for Improvement (Strategic Action Plan), and regular communication of updates on the status of the progress of those items. | Identification of children at risk of abuse and neglect and their families, addressing safety of children in danger of serious harm, appropriate interventions, linkage to rehabilitative services and preventive services. |
| Dept. of Social Services | 31     | South Carolina Family Corps (Parents Anonymous)  | Regular collaboration and planning with the SC DSS leadership and other staff regarding planning for contracted training activities. Referrals of parents of at-risk families and youth for services.   | Identification of children at risk of abuse and neglect and their families, addressing safety of children in danger of serious harm, appropriate interventions, linkage to rehabilitative services and preventive services. |
| Dept. of Social Services | 32     | South Carolina Foster Parent Association   | Regular collaboration and planning with the SC DSS leadership and other staff regarding planning for contracted training activities for Resource Family (Foster Parents). Referrals for the recruitment of Resource Families for Foster Care.   | Recruiting, training and licensing foster care homes and group facilities for children  |

| Agency Submitting Report | Item # | Stakeholder Group   | Requirements/Expectations  | Deliverables Cross References   |
|--------------------------|--------|---|--|---|
| Dept. of Social Services | 33     | Project Best  | Regular collaboration and planning with the SC DSS leadership and other staff regarding planning for contracted training activities. The SC DSS promotion of and staff participation in Trauma-Informed Care training activities. The SC DSS to revise policies and procedures in the SC DSS Human Services Manual, and to facilitate implementation of Trauma-Informed Care statewide as indicated in the SC 2015-2019 Child and Family Services Plan, Strategic Action Plan. | Healthcare Planning and Services.   |
| Dept. of Social Services | 34     | South Carolina Department of Health and Human Services (DHHS) | Regular collaboration and planning with the SC DSS leadership and other staff regarding planning for Medicaid Services of physical and behavioral treatment services.  | Healthcare Planning and Services.   |
| Dept. of Social Services | 35     | South Carolina Foster Care Advisory Committee                 | The SC DSS leadership participate in planning use of Medicaid funds for the physical and behavioral health care needs of children in care. Supply physical and behavioral health care data about children in care. Sharing information about the State Health Care Oversight and Coordination Plan and updates on the status of the implementation of the Plan. The SC DSS to follow through on implementation of recommendations that are committee-approved.                 | Identification of children at risk of abuse and neglect and their families, addressing safety of children in danger of serious harm, appropriate interventions, linkage to rehabilitative services and preventive services. |

| Agency Submitting Report | Item # | Stakeholder Group  | Requirements/Expectations  | Deliverables Cross References   |
|--------------------------|--------|--|--|---|
| Dept. of Social Services | 36     | Department of Alcohol and Other Drug Abuse Services (DAODAS) | Referrals for services for alcohol and other drugs for testing, assessment and treatment of persons and families connected to the SC DSS.  | Identification of children at risk of abuse and neglect and their families, addressing safety of children in danger of serious harm, appropriate interventions, linkage to rehabilitative services and preventive services. |
| Dept. of Social Services | 37     | South Carolina Department of Juvenile Justice (DJJ)          | Collaborative meetings with County Offices' leadership and State Office's leadership to plan for improvement in collaboration for children in the custody of the SC DSS and also involved with the SC DJJ. Collaborative meetings for care management for children in the custody of the SC DSS and also involved with the SC DJJ.   | Identification of children at risk of abuse and neglect and their families, addressing safety of children in danger of serious harm, appropriate interventions, linkage to rehabilitative services and preventive services. |
| Dept. of Social Services | 38     | South Carolina Department of Education (DOE)                 | Intentional collaboration of the DOE leadership with the DSS leadership regarding: systemic changes that are needed; intentional collaboration of DSS County and Regional Offices with local schools regarding the educational needs of students, safety and risk management, case planning and management for the students. Of special importance is the sharing with the school's administration the information related to placement changes in care and of the student's physical and behavioral health. | Increased access to enhanced educational resources and technology for youth in care and leaving care.   |

| Agency Submitting Report | Item # | Stakeholder Group   | Requirements/Expectations   | Deliverables Cross References   |
|--------------------------|--------|---|---|---|
| Dept. of Social Services | 39     | South Carolina Law Enforcement Division (SLED), Fusion Center | Sharing critical need-to-know information by DSS County Offices and the DSS State Office of Investigations. Consent and requests to perform searches and enhanced criminal background checks.   | Identification of children at risk of abuse and neglect and their families, addressing safety of children in danger of serious harm, appropriate interventions, linkage to rehabilitative services and preventive services. |
| Dept. of Social Services | 40     | Catawba Indian Nation   | Ongoing, regular collaborative meetings with the SC DSS and other interested parties, to engage in resolving the Indian Child Welfare Act (ICWA) compliance challenges and challenges in general in the provision of child welfare services for children and families of the Catawba Indian Nation, and for other Native Americans of other tribes in the areas of Mandated and non-mandated reporting of abuse and neglect, Child Protective Services, treatment, foster care, and adoption. The tribe expects and requires the SC DSS to take the lead in diligently implementing the ICWA-related strategies of the 2015-2019 CFSP, Strategic Action Plan. | Identification of children at risk of abuse and neglect and their families, addressing safety of children in danger of serious harm, appropriate interventions, linkage to rehabilitative services and preventive services. |

| Agency Submitting Report | Item # | Stakeholder Group                              | Requirements/Expectations  | Deliverables Cross References   |
|--------------------------|--------|--|--|---|
| Dept. of Social Services | 41     | South Carolina Center for Fathers and Families | Closer collaboration with DSS County Offices. Referrals from DSS County Offices for services that the SC Center for Fathers and Families provides. Referrals from County Offices of fathers for services.  | Identification of children at risk of abuse and neglect and their families, addressing safety of children in danger of serious harm, appropriate interventions, linkage to rehabilitative services and preventive services. |
| Dept. of Social Services | 42     | South Carolina Citizen Review Panel            | Intentional collaboration of the DSS leadership with the Citizen Review Panel staff and volunteers, sharing data on abuse and neglect and deaths of children, and updates on the status of the Abuse and Neglect Reporting/Intake System and the Child Protective Services System at DSS, DSS to receive and review recommendations from the Citizen Review Panel and report Agency responses in a timely way. | Identification of children at risk of abuse and neglect and their families, addressing safety of children in danger of serious harm, appropriate interventions, linkage to rehabilitative services and preventive services. |
| Dept. of Social Services | 43     | Palmetto Health Richland                       | Regular collaboration and planning with the SC DSS leadership and other staff regarding planning for contracted training activities. Sharing of critical case planning, Health Passport information, and Medicaid services information.  | Healthcare Planning and Services.   |

| Agency Submitting Report | Item # | Stakeholder Group    | Requirements/Expectations  | Deliverables Cross References   |
|--------------------------|--------|----------------------|--|---|
| Dept. of Social Services | 44     | Richland County CASA | Regular collaboration and planning with the SC DSS leadership and other staff regarding planning for contracted training activities. Timely sharing of case file information especially physical and behavioral health information, permanency, placement movements in care. Timely support and communication from County Offices. | Identification of children at risk of abuse and neglect and their families, addressing safety of children in danger of serious harm, appropriate interventions, linkage to rehabilitative services and preventive services. |
| Dept. of Social Services | 45     | Allen University     | Regular collaboration and planning with the SC DSS leadership and other staff regarding planning for contracted training activities, and contracted conferences for adoption recruitment.  | Recruiting and training adoptive families; adoption subsidy program; and direct services to adoptive families and adoptees  |
| Dept. of Social Services | 46     | Nurturing Center     | Referrals for services and sharing of critical care information for children ages 0-5 years old.   | Identification of children at risk of abuse and neglect and their families, addressing safety of children in danger of serious harm, appropriate interventions, linkage to rehabilitative services and preventive services. |



| Agency Submitting Report | Item # | Stakeholder Group  | Requirements/Expectations  | Deliverables Cross References   |
|--------------------------|--------|--|--|---|
| Dept. of Social Services | 47     | South Carolina South Carolina Coalition Against Domestic Violence and Sexual Assault (SCCADVASA) | Regular collaboration and planning with the SC DSS leadership and other staff regarding planning for contracted training activities. Referrals of women and children in or at-risk of being in situations of domestic violence and sexual assault. | Identification of children at risk of abuse and neglect and their families, addressing safety of children in danger of serious harm, appropriate interventions, linkage to rehabilitative services and preventive services. |
| Dept. of Social Services | 48     | South Carolina Crime Victims' Council  | Collaboration with the SC DSS leadership and the sharing of data on victims of human trafficking.  | Appropriate Placement and Services for Minor Victims of Human Trafficking   |
| Dept. of Social Services | 49     | South Carolina Courts System   | Comprehensive sharing case information and planning. Partnership on the SC Bench-Bar Committee. Training of Family Court Judges on updates on the Child Welfare System.  | Identification of children at risk of abuse and neglect and their families, addressing safety of children in danger of serious harm, appropriate interventions, linkage to rehabilitative services and preventive services. |
| Dept. of Social Services | 50     | South Carolina Department of Disabilities (DDSN)   | Inter-agency collaboration for case planning and referrals, and cost sharing for clients served by both DDSN and DSS and the age-out population of youth in care.  | Appropriate Placement and Services for Severely Mentally Ill Youth Aging out of Care  |

| Agency Submitting Report | Item # | Stakeholder Group                                    | Requirements/Expectations  | Deliverables Cross References   |
|--------------------------|--------|--|--|---|
| Dept. of Social Services | 51     | South Carolina Department of Mental Health (DMH)     | Referrals for the initial mental health assessment and trauma screening for a large proportion of children in care, out-of-home protocol, comprehensive case information and consent to provide behavioral health services and psychotropic medication management. | Healthcare Planning and Services.   |
| Dept. of Social Services | 52     | South Carolina Labor Licensing and Regulations (LLR) | Timely referrals of potential and existing Resource Family homes that need fire inspections and safety inspections for licensing. Collaboration with the SC DSS leadership.  | Recruiting, training and licensing foster care homes and group facilities for children  |
| Dept. of Social Services | 53     | Legislators and policy makers.                       | Assure compliance with state /federal regulations and improving the safety and well-being of children. Timely reporting of requested information from all areas of the SC DSS Child Welfare Services.  | Identification of children at risk of abuse and neglect and their families, addressing safety of children in danger of serious harm, appropriate interventions, linkage to rehabilitative services and preventive services. |

| Agency Submitting Report | Item # | Stakeholder Group                        | Requirements/Expectations  | Deliverables Cross References   |
|--------------------------|--------|--|--|---|
| Dept. of Social Services | 54     | Administration for Children and Families | Assure compliance with state /federal regulations and improving the safety and well-being of children, monitoring of the 2015-2019 Child and Family Services Plan (CFSP), and accurate, complete, and timely submission by June 30, 2015, of the 2015 Annual Progress Services Report (APSR) on all of the Child Welfare Services of South Carolina and the progress of the Plan for Improvement (Strategic Action Plan, 2015-2019). | All of the deliverables related to children and families or Identification of children at risk of abuse and neglect and their families, addressing safety of children in danger of serious harm, appropriate interventions, linkage to rehabilitative services and preventive services. |

**INSTRUCTIONS:** List the names of the other state agencies which have the biggest impact on the agency's mission success (list a minimum of three); partnership arrangements established and performance measures routinely reviewed with the other entity. The Major Program Areas Cross References Column should link the Partner Agency to the major program area, in the Major Program Areas Chart, on which it has the biggest impact. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable and a minimum of three.

| Agency Submitting Report | Agency w/ Impact on Mission Success          | Partnership Arrangement Established  | Performance Measures Routinely Reviewed Together | Major Program Areas Cross Reference |
|--------------------------|--|--|--|-------------------------------------|
| Dept. of Social Services | Department of Employment and Workforce       | MOU (effective 2/12/15)  |  | Economic Services                   |
| Dept. of Social Services | SC Technical College System                  | Contracts for services with individual colleges  |  | Economic Services                   |
| Dept. of Social Services | Department of Health and Human Services      | Data share agreement to provide SNAP eligible children to express lane eligibility for Medicaid.   |  | Economic Services                   |
| Dept. of Social Services | Department of Disabilities and Special Needs | Identifies facilities qualifying as group living arrangements for SNAP. May also serve as authorized representatives for residents of these facilities.  |  | Economic Services                   |
| Dept. of Social Services | Department of Vocational Rehabilitation      | Provides vocational rehabilitation services for SNAP and TANF participants   |  | Economic Services                   |
| Dept. of Social Services | DAODAS                                       | Identifies licensed drug and alcohol addiction treatment facilities and serves as authorized representatives for residents for SNAP. Offers resident treatment facilities and services for TANF mothers with children. |  | Economic Services                   |
| Dept. of Social Services | Budget and Control Board                     | Provides printing and mailing of SNAP and TANF eligibility computer system correspondence to applications and participants.  |  | Economic Services                   |
| Dept. of Social Services | Department of Corrections                    | Provides bulk printing services for SNAP and TANF forms, brochures posters and flyers used in local offices and provided to applicants and recipients.   |  | Economic Services                   |

| Agency Submitting Report | Agency w/ Impact on Mission Success                  | Partnership Arrangement Established  | Performance Measures Routinely Reviewed Together | Major Program Areas Cross Reference |
|--------------------------|--|--|--|-------------------------------------|
| Dept. of Social Services | USC-College of Education                             | State Agency Contract to a) manage SC Child Care Resource and Referral Network; b) collect and analyze child care data to inform program and policy decisions; c) coursework training, and technical assistance for child care providers; d) infant toddlers outreach services; e) training for DSS child care staff; and f) support to caregivers serving special needs children. |  | Economic Services                   |
| Dept. of Social Services | Greenville Technical College                         | State Agency Contract to provide ongoing coursework for early care and education workforce (AA degree programs).   |  | Economic Services                   |
| Dept. of Social Services | USC-Institute for Public Service and Policy Research | State Agency Contract to conduct biennial statewide market rate survey of child care providers.  |  | Economic Services                   |
| Dept. of Social Services | MUSC-Division of Pediatrics                          | State Agency Contract to provide training for child care providers on caring for infants and toddlers.   |  | Economic Services                   |
| Dept. of Social Services | Revenue and Fiscal Affairs Office                    | State Agency Contract to improve efficiency in electronic data collection and reporting to assess impact of quality initiatives and link with other agencies.  |  | Economic Services                   |
| Dept. of Social Services | Children's Trust of South Carolina                   | Grant Agreement to increase public awareness related to indicators of high quality child care.   |  | Economic Services                   |
| Dept. of Social Services | SC DEW   | Data Sharing - Wages and Unemployment  |  | Child Support                       |
| Dept. of Social Services | SC DMV   | Data Sharing - Driver's License  |  | Child Support                       |
| Dept. of Social Services | Judicial Department                                  | Clerk's Unit Cost and Incentives Contracts   |  | Child Support                       |
| Dept. of Social Services | SC DHEC  | Data Sharing - Birth and Paternity Statistics  |  | Child Support                       |
| Dept. of Social Services | SC DOR   | Data Sharing - Tax offset for child support  |  | Child Support                       |

| Agency Submitting Report | Agency w/ Impact on Mission Success            | Partnership Arrangement Established   | Performance Measures Routinely Reviewed Together   | Major Program Areas Cross Reference |
|--------------------------|--|---|--|-------------------------------------|
| Dept. of Social Services | Department of Health and Human Services (DHHS) | Direct Contractor for DSS' selected MCO, federal funder of critical medical and behavioral health and case services. Medicaid Administrative Activities (MAA) contract, Transportation contract, State Matching Funds for Mental Health Services for Children Under 21 in the Interagency System of Care for Emotionally Disturbed Children. Manages prior authorization process for access to Psychiatric Residential Treatment Facilities (PRTFs), manages Medicaid eligibility determinations. | Annual cost reporting and various audits on expenditures for services with federal match. Monthly state agency meetings. Quarterly Foster Care Advisory meetings to assess system capacity and review healthcare access data, monthly telephone conferences with DHHS/MCO/DSS to determine gaps or barriers to health care service delivery. | Human Services                      |
| Dept. of Social Services | Department of Mental Health (DMH)              | DMH provides the initial mental health assessment and trauma screenings through the Out of Home Protocol agreement for a large portion of children coming into care. Provide clinical and psychiatric services for child welfare population. Serves as financial partner with Interagency System of Care for Emotionally Disturbed Children (ISCEDC) .  | Quarterly Program Oversight Council (POC) interagency meeting, quarterly Foster Care Advisory, Monthly Interagency Mapping to look at gaps in the system and needed interventions for specific cases.  | Human Services                      |

| Agency Submitting Report | Agency w/ Impact on Mission Success             | Partnership Arrangement Established   | Performance Measures Routinely Reviewed Together  | Major Program Areas Cross Reference |
|--------------------------|---|---|---|-------------------------------------|
| Dept. of Social Services | The Cass Elias McCarter Guardian ad Litem (GAL) | DSS contracts with the Cass Elias McCarter Guardian ad Litem program to recruit, train and supervise volunteers who advocate for abused/neglected children in South Carolina. GAL volunteers get to know the child and everyone involved in the child's life, including family, teachers, doctors, social workers and others. They gather information about the child and what the child needs. Their recommendations to the court help the judge make an informed decision about a child's future. GAL volunteers provide a stable presence in a child's life, remaining on each case until the child finds a safe, permanent home.  | Court hearings and interagency staffing meetings to determine the child is receiving the services and resources they and their families need, child maintains stable placement while in foster care, services are seeking safe and permanent homes. | Human Services                      |
| Dept. of Social Services | Foster Care Review Board (FCRB)                 | DSS currently contracts with the South Carolina Children's Foster Care Review Board that was created in 1974 by the General Assembly to monitor the progress in achieving permanent placements for children in foster care.<br><br>Citizens from each community become involved in the child welfare system by participating in case reviews of all children who spend longer than four consecutive months in foster care. The objectives of these reviews are to ensure that permanent plans are being made for children and families; and, to promote community awareness about these issues. There are currently 42 Local Review Boards across the state that conduct semi-annual case reviews. There is at least one Local Review Board in each of the sixteen judicial circuits. | Court hearings every 6 month reviews on each child with DSS and FCRB regarding permanency plans.  | Human Services                      |
| Dept. of Social Services | S. C. Labor Licensing and Regulations (LLR)     | DSS contracts LLR to conduct initial and annual fire and life safety inspections for foster homes and group care facilities licensed by DSS.  | Monthly report on number of fire and life safety inspections.   | Human Services                      |

| Agency Submitting Report | Agency w/ Impact on Mission Success                          | Partnership Arrangement Established  | Performance Measures Routinely Reviewed Together  | Major Program Areas Cross Reference |
|--------------------------|--|--|---|-------------------------------------|
| Dept. of Social Services | S.C. Dept. of Health and Environmental Control (DHEC)        | <p>DSS contracts DHEC to provide lead and risk assessments for potential foster care and adoptive homes</p> <p>The State Child Fatality Advisory Committee (SCFAC) was enacted in 1993. The SCFAC is mandated by S.C. Code 63-11-1950 to identify patterns in child fatalities that will guide efforts by agencies, communities and individuals to decrease the number of preventable child deaths. DSS contracts with SC Department of Health and Environmental Control (DHEC) for a child fatality and injury prevention program specialist to coordinate and facilitate child fatality review processes at the state and local levels through an established State Child Fatality Advisory Committee (SCFAC). The SCFAC is assembled through a collaboration with the State Law Enforcement Division (SLED), SCDSS, and the Department of Health and Environmental Control (DHEC). The purpose of the SCFAC is to decrease child deaths in South Carolina. A multidisciplinary approach is used to investigate the causes of deaths of children from birth to 18 years old to gain a better understanding of the circumstances surrounding each death. Recognizing risk factors for child death will enable the better use of existing resources and the creation of new practices to protect our children in South Carolina.</p> | <p>Monthly report on number of home inspections and outcomes SCFAC meets six times per year to review all children's deaths that were not the result of natural causes.</p> | Human Services                      |
| Dept. of Social Services | Department of Alcohol and Other Drug Abuse Services (DAODAS) | <p>DSS contracts with DAODAS to co-locate (33) AOD treatment staff to provide alcohol and other drug abuse treatment/testing/screening/ assessment services for those persons and families involved with DSS.</p>  | <p>Midyear and end of year report on number of clients served and outcomes</p>  | Human Services                      |



| Agency Submitting Report | Agency w/ Impact on Mission Success  | Partnership Arrangement Established   | Performance Measures Routinely Reviewed Together  | Major Program Areas Cross Reference |
|--------------------------|--|---|---|-------------------------------------|
| Dept. of Social Services | Department of Juvenile Justice (DJJ)   | Serves as financial partner with Interagency System of Care for Emotionally Disturbed Children (ISCEDC). DJJ partners with DSS regarding children in care that are at-risk and have involvement with the court and either live in the community or in a DJJ facility  | Quarterly Program Oversight Council (POC) interagency meeting, quarterly Foster Care Advisory, Monthly Interagency Mapping to look at gaps in the system and needed interventions for specific cases. | Human Services                      |
| Dept. of Social Services | Medical University of South Carolina-MUSC / Medical University Hospital Authority-MUHA | Comprehensive services are provided by a multi-disciplinary care team (Pediatricians, Nurse Practitioner, PT/OT/Speech Therapist, social worker) for bio-families, foster families and adoptive families in the low country region of the state. Services also encompass medical care coordination to support children and their families in scheduling for primary care appointments, sub specialist appointments, therapies, counseling and other training. Social work and counseling services are also provided directly to the child and family. Other services include one on one education and training with the child, training with the parent and child, classes for parents and child's school, etc. | Quarterly report of services delivered to children and families involved with DSS.  | Human Services                      |
| Dept. of Social Services | Department of Education (DOE)  | Through the SC Education Bill of Rights (Section 59-38-10) there is a purposeful partnership to ensure access to appropriate education opportunities; smooth transition to school and between school districts; access to records; independent educational to allow provision of needed technology and educational opportunities to ensure youth in care have the same advantage in education as other youth have that are not in care of DSS.  | IEP meetings and education plan meetings.   | Human Services                      |

| Agency Submitting Report | Agency w/ Impact on Mission Success   | Partnership Arrangement Established   | Performance Measures Routinely Reviewed Together  | Major Program Areas Cross Reference |
|--------------------------|---------------------------------------|---|---|-------------------------------------|
| Dept. of Social Services | State Law Enforcement Division (SLED) | <p>The SCDSS has recognized the important role law enforcement can play in supporting the safety and well-being of a child involved with the Department. The SCDSS seeks to enhance its communication and partnership partner with Law Enforcement. In May 2014, the SCDSS updated its policy to include contact with Law Enforcement when the child and family cannot be located within 72 hours or sooner if safety of the child is of concern.</p> <p>Through a statute change, the SCDSS seeks to enhance screenings to include collaboration with the SLED on use of the National Crime Information Center (NCIC) FBI checks of adults involved with child welfare investigations. DSS has dedicated staff from the SCDSS Division of Investigations to the SLED Fusion Center to improve access to information as appropriate through an MOU.</p> | MOU between SLED, DSS and SC Information and Intelligence Center (SCIIC) disseminates criminal intelligence information on a need to know basis related to DSS child protective services.             | Human Services                      |
| Dept. of Social Services | Department of Disabilities (DDSN)     | Serves as financial partner with Interagency System of Care for Emotionally Disturbed Children (ISCEDC) , assumes lead agency role for Intellectual Disabilities age-out population in care from DSS.   | Quarterly Program Oversight Council (POC) interagency meeting, quarterly Foster Care Advisory, Monthly Interagency Mapping to look at gaps in the system and needed interventions for specific cases. | Human Services                      |

| Agency Submitting Report | Agency w/ Impact on Mission Success | Partnership Arrangement Established  | Performance Measures Routinely Reviewed Together          | Major Program Areas Cross Reference |
|--------------------------|-------------------------------------|--|---|-------------------------------------|
| Dept. of Social Services | South Carolina Courts System        | Collaboration with DSS on children in care regarding court process issues (i.e. Probable Cause Hearings, Merits Hearing, Permanency, etc.) and reducing barriers in the court related to laws pertaining to children in care , training and awareness for judges, etc. | Quarterly meeting with Bench Bar and Court Administration | Human Services                      |

**INSTRUCTIONS:** Provide information about the body that oversees the agency and to whom the agency head reports including what the overseeing body is (i.e. board, commission, etc.); total number of individuals on the body; whether the individuals are elected or appointed; who elects or appoints the individuals; the length of term for each individual; whether there are any limitations on the total number of terms an individual can serve; whether there are any limitations on the number of consecutive terms an individual can serve; and any other requirements or nuances about the body which the agency believes is relevant to understanding how the agency performs and its results.

| Agency Submitting Report | Type of Body (i.e. Board, Commission, etc.) | # of Times per Year Body Meets | Total # of Individuals on the Body | Are Individuals Elected or Appointed? | Who Elects or Appoints? | Length of Term | Limitations on Total Number of Terms | Limitations on Consecutive Number of Terms | Challenges imposed or that Agency staff and the Body have faced based on the structure of the overseeing body | Other Pertinent Information |
|--------------------------|---|--------------------------------|------------------------------------|---------------------------------------|-------------------------|----------------|--------------------------------------|--|---|-----------------------------|
| Dept. of Social Services | Cabinet                                     | N/A                            | 1                                  | Elected                               | General Public          | 4 Years        | None                                 | 2 Consecutive Terms                        |   |                             |

## Overseeing Body - Individual Members Chart

**INSTRUCTIONS:** Provide information about the individual members on the body that oversees the agency including their name, contact information, length of time on the body, profession and whether they are a Senator or House Member. The Major Program Areas Cross References Column should link the individual to the major program area, in the Major Program Areas Chart, in which the individual has a particular influence, if any, by way of serving on a subcommittee within the body, task force, etc. **NOTE:** Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

| Agency Submitting Report | Name of Individual on Body | Contact Information   | Profession | Date First Started Serving on the Body | Last Date Served on the Body | Length of Time on the Body (in years) | Senator or House Member? (put Senate or House) | Major Program Areas Cross Reference |
|--------------------------|----------------------------|---|------------|--|------------------------------|---------------------------------------|--|-------------------------------------|
| Dept. of Social Services | Nikki Haley                | Office of the Governor, 1205 Pendleton Street, Columbia, SC 29201 | Governor   | Jan-11                                 | Currently in Office          | 5                                     | N/A  | All                                 |

**INSTRUCTIONS:** List all state and federal statutes, regulations and provisos that apply to the agency ("Laws") and a summary of the statutory requirement and/or authority granted in the particular Law listed. Included below is an example, with a partial list of Laws which apply to the Department of Juvenile Justice and Department of Transportation. The agency will see that a statute should be listed again on a separate line for each year there was an amendment to it. 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.

| Agency Submitting Report | Item # | Statute/Regulation/Provisos  | State or Federal | Summary of Statutory Requirement and/or Authority Granted   |
|--------------------------|--------|------------------------------|------------------|---|
| Dept. of Social Services | 1      | SC Code Title 43, Chapter 1  | State            | Creates the State Department of Social Services and provides for appointment of State Director of Social Services who is appointed by and subject to removal by the Governor. Provides for agency's authority to supervise and administer public welfare and child protective services activities of the State and to administer federal funds granted in furtherance of the agency's duties. Requires agency to administer federal Social Services Block Grant Program. Requires the State Director to submit to the Governor and the General Assembly an annual budget with consideration given to federal funds allotted to the State for the agency's purposes and once every five years, to conduct a substantive quality review of the child protective services and foster care programs in each county and each adoption office. Provides for the selection of the directors of the county departments of social services by the State Director who serve at the pleasure of the State Director and requires that State Department of Social Services supervise and administer activities of all county departments of social services. |
|                          | 2      | SC Code Title 43, Chapter 3  | State            | Provides for the establishment of county departments of social services and county boards of social services in each county and specifies the duties, powers, and responsibilities of county directors of the county departments of social services, to include the submission of annual reports and budget estimates to the State Director.  |
|                          | 3      | SC Code Title 43, Chapter 5  | State            | Requires the agency to implement and administer a public welfare program. Specifies the means for obtaining child support payments from absent parents, Authorizes the agency to enter into cooperative agreements to reimburse county officials for cost of developing and implementing a child support collection and paternity determination program.  |
|                          | 4      | SC Code Title 43, Chapter 35 | State            | Requires the agency to operate an Adult Protective Services Program, to investigate noncriminal reports of alleged abuse, neglect, and exploitation of vulnerable adults, and to participate as a member of the Vulnerable Adults Fatalities Review Committee.  |

| Agency Submitting Report | Item # | Statute/Regulation/Provisos   | State or Federal | Summary of Statutory Requirement and/or Authority Granted  |
|--------------------------|--------|---|------------------|--|
|                          | 5      | SC Code Title 63, Chapter 7   | State            | Identifies agency responsibilities related to child protection and permanency planning to include responsibilities for identification, investigation, and intervention of reported cases of child abuse and neglect. Sets forth processing standards and requirements for child abuse and neglect cases brought in the family court, to include specification of required components of treatment plans and standards for terminating parental rights. Specifies confidentiality requirements for records maintained by the agency in child welfare matters. Also sets forth the requirements for protection and nurture of children placed in foster care and standards to be used to evaluate foster care placements for children in the agency's custody. |
|                          | 6      | SC Code Title 63 Chapter 9  | State            | Identifies agency responsibilities under the South Carolina Adoption Act, for establishment and maintenance of the Responsible Father Registry, and for operation of the State Adoption Services and the Statewide Adoption Exchange programs. Provides agency authority to administer the South Carolina Adoption Supplemental Benefits Act, and to serve as the State compact administrator for the Interstate Compact for Adoption and Medical Assistance and the Interstate Compact on the Placement of Children.  |
|                          | 7      | SC Code Title 63 Chapter 11   | State            | Sets forth the agency's responsibility to administer licensing and oversight of Child Welfare Agencies.  |
|                          | 8      | SC Code Title 63 Chapter 13   | State            | Sets forth the agency's responsibilities for the regulation and oversight of childcare facilities, group childcare homes, and family childcare homes.  |
|                          | 9      | SC Code Title 63 Chapter 17   | State            | Sets forth responsibilities incumbent upon the agency for the establishment of paternity and child support obligations and the specifies the means by which paternity and support obligations may be judicially and administratively established. Identifies means by which established support obligations may be administratively collected by the agency, to include income withholding in cooperation with the clerks of court. Requires the agency to create and maintain an Employer New Hire Reporting program. Specifies agency duties under the Uniform Interstate Family Support Act.  |
|                          | 10     | SC Administrative Code of Regulations Chapter 114, Regulation 114-550 | State            | Sets forth agency responsibility for licensing of foster homes.  |
|                          | 11     | SC Administrative Code of Regulations Chapter 114, Regulation 114-590 | State            | Sets forth agency responsibility for licensing of Residential Group Care facilities for children.  |

| Agency Submitting Report | Item # | Statute/Regulation/Provisos   | State or Federal | Summary of Statutory Requirement and/or Authority Granted  |
|--------------------------|--------|---|------------------|--|
|                          | 12     | SC Administrative Code of Regulations Chapter 114, Regulation 114-590 | State            | Sets forth agency responsibility for licensing of Child Placing agencies.  |
|                          | 13     | Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.)         | Federal          | Authorizes block grants to states for the funding of Temporary Assistance for Needy Families (TANF), allowing flexibility to states in the usage of federal funding to operate a program designed to (1) provide assistance to needy families so that children may be cared for in their own homes or in the homes of relatives; (2) end the dependence of needy parents on government benefits by promoting job preparation, work, and marriage; (3) prevent and reduce the incidence of out-of-wedlock pregnancies and establish annual numerical goals for preventing and reducing the incidence of these pregnancies; and (4) encourage the formation and maintenance of two-parent families. Requires State to contribute funds based on a maintenance-of-effort (MOE) requirement. Authorizes funding for child care through the Child Care and Development Block Grant.   |
|                          | 14     | 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.  |
|                          | 15     | 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. |



| Agency Submitting Report | Item # | Statute/Regulation/ Provisos   | State or Federal | Summary of Statutory Requirement and/or Authority Granted   |
|--------------------------|--------|--|------------------|---|
|                          | 16     | 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.                            |
|                          | 17     | 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. |
|                          | 18     | Title 45 Code of Federal Regulations, Part 98-99   | Federal          | Sets forth requirements for states' administration of Child Care and Development Fund.  |
|                          | 19     | Title 45 Code of Federal Regulations, Part 205   | Federal          | Sets forth requirements for states' administration of federally funded public assistance programs   |
|                          | 20     | Title 45 Code of Federal Regulations, Part 233   | Federal          | Sets forth provisions regarding coverage and eligibility for participation in federally funded public assistance programs.  |
|                          | 21     | Title 45 Code of Federal Regulations, Parts 260-285  | Federal          | Sets forth the requirements for states' administration of the TANF program.   |
|                          | 22     | Title 45 Code of Federal Regulations, Parts 301-308  | Federal          | Sets forth the requirements for states' administration of the Child Support Enforcement program.  |
|                          | 23     | 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.   |

| Agency Submitting Report | Item # | Statute/Regulation/Provisos                             | State or Federal | Summary of Statutory Requirement and/or Authority Granted   |
|--------------------------|--------|---|------------------|---|
|                          | 24     | 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.   |
|                          | 25     | 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.                             |
|                          | 26     | 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.                             |
|                          | 27     | 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.  |
|                          | 28     | 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.   |
|                          | 29     | 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.   |
|                          | 30     | 34.44 DHEC: Obesity                                     | SC Proviso       | Directs DSS to work with DHEC to reduce obesity.  |
|                          | 31     | 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.   |
|                          | 32     | 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.  |
|                          | 33     | 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. |
|                          | 34     | 38.3 DSS: Foster Children Burial                        | SC Proviso       | Allows DSS to expend up to \$1,500 for the burial of foster children.   |

| Agency Submitting Report | Item # | Statute/Regulation/Provisos                | State or Federal | Summary of Statutory Requirement and/or Authority Granted  |
|--------------------------|--------|--|------------------|--|
|                          | 35     | 38.4 DSS: Battered Spouse Funds            | SC Proviso       | Appropriations shall be allocated through contractual agreement to providers of battered spouse services and may also be used for public awareness and contracted services for victims of this social problem including the abused and children accompanying the abused.                   |
|                          | 36     | 38.5 DSS: Court Examiner Service Exemption | SC Proviso       | Exempts DSS employees from serving as court examiners.   |
|                          | 37     | 38.6 DSS: TANF Advance Funds               | SC Proviso       | Establishes guidelines for allowing DSS to advance TANF funds.   |
|                          | 38     | 38.7 DSS: Fee Schedule                     | SC Proviso       | Establishes the fee schedule to be used during the fiscal year for Day Care, Central Registry Checks, Other Children's Services, Licensing Residential Group Homes, Licensing Child Care Institutions, and Licensing Child Placing Agencies.   |
|                          | 39     | 38.8 DSS: Food Stamp Fraud                 | SC Proviso       | Allows DSS to retain the state portion of funds recouped for the collection of recipient claims in TANF and Food Stamp programs.   |
|                          | 40     | 38.9 DSS: TANF - Immunization Certificates | SC Proviso       | Requires TANF applicants and/or recipients to provide proof of age appropriate immunizations for children.   |
|                          | 41     | 38.11 DSS: County Director's Pay           | SC Proviso       | Provides guidelines for the allocation of pay increases to county director and regional director staff.  |
|                          | 42     | 38.12 DSS: Use of Funds Authorization      | SC Proviso       | Authorizes the department to receive and expend funds awarded to investigative units of the department as a result of a donation, contribution, prize, grant or court order. Sets guidelines and requires a report to the Senate Finance Committee and House Ways & Means by January 30th. |
|                          | 43     | 38.13 DSS: Use of Funds Authorization      | SC Proviso       | When DSS is directed to provide funds to a not-for-profit or 501(c)(3) organization they must use these funds to serve persons who are eligible for one or more DSS program.   |
|                          | 44     | 38.14 DSS: Grant Authority                 | SC Proviso       | Authorizes the department to make grant to community-based not-for-profit for local projects that further the objectives of DSS programs. Sets guidelines for these grants.  |
|                          | 45     | 38.15 DSS: Family Foster Care Payments     | SC Proviso       | Establishes monthly amounts by age for the basic needs of foster children.   |
|                          | 46     | 38.16 DSS: Penalty Assessment              | SC Proviso       | Authorizes the department to impose monetary penalties for violations of statutes or regulations other than foster home licensing that DSS regulates. Establishes guidelines and a hearing process for these penalties.  |

| Agency Submitting Report | Item # | Statute/Regulation/Provisos   | State or Federal | Summary of Statutory Requirement and/or Authority Granted   |
|--------------------------|--------|---|------------------|---|
|                          | 47     | 38.17 DSS: Child Support Enforcement Automated System Carry Forward     | SC Proviso       | Authorizes DSS to carry forward unexpended Child Support automated system and related penalties for the same purpose.   |
|                          | 48     | 38.18 DSS: Child Support Enforcement System                             | SC Proviso       | Requires a report detailing the status of the Child Support Enforcement System. This report is due to the General Assembly by August 31st.                                  |
|                          | 49     | 38.19 DSS: Child Care Voucher   | SC Proviso       | Requires DSS to use child care vouchers for providers that exceed the state's minimum child care licensing standards.   |
|                          | 50     | 38.21 DSS: Meals in Emergency Operations                                | SC Proviso       | Allows DSS to provide meals to employees not permitted to leave their stations and are required to work during actual emergencies.  |
|                          | 51     | 38.22 DSS: Day Care Facilities Supervision Ratios                       | SC Proviso       | Suspends for one year child care ratios   |
|                          | 52     | 38.23 DSS: Foster Care Goals  | SC Proviso       | Establishes the maximum number of Title IV-E funded children who will remain in foster care greater than 24 months will not exceed a total of 2,617 during the fiscal year. |
|                          | 53     | 38.24 DSS: Comprehensive Teen Pregnancy Prevention Funding              | SC Proviso       | Establishes the comprehensive teen pregnancy prevention program.  |
|                          | 54     | 38.25 DSS: SNAP Coupons   | SC Proviso       | Establishes a program for SNAP recipients to obtain additional fresh fruits and vegetables.   |
|                          | 55     | 38.26 DSS: Federally Certified Child Support Enforcement System Project | SC Proviso       | Abolishes the CFS Project Executive Committee effective July 1, 2014  |
|                          | 56     | 38.27 DSS: New SNAP Debit Card Accountability Features                  | SC Proviso       | Report to Chairman of W&M and Senate Finance by December 1, 2014 on recommendations for new accountability features to SNAP debit cards.                                    |

| Agency Submitting Report | Item # | Statute/Regulation/Provisos                                  | State or Federal | Summary of Statutory Requirement and/or Authority Granted  |
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|                          | 57     | 38.28 DSS: Contracting Best Practices                        | SC Proviso       | By December 1, 2014, the Department of Social Services shall submit a written report to the Chairman of the House Ways and Means Committee and Chairman of the Senate Finance Committee describing the actions taken to ensure that contracting by the department uses best practices  |
|                          | 58     | 61.2 INDEF: State Employee Compensation Prohibited           | SC Proviso       | Prohibits the compensation of state employees appointed by the court as examiners, guardians ad litem or attorneys.  |
|                          | 59     | 91.20 LEG: LAC Matching Federal Funds                        | SC Proviso       | Authorizes the LAC to use funds appropriated in this act as state matching funds for federal funds available for audits and reviews.   |
|                          | 60     | 91.22 LEG: Suspend LAC Evaluation                            | SC Proviso       | Proviso to suspend the provisions of Section 43-5-1285 SC Family Independence Act of 1995 Evaluation and Reports.  |
|                          | 61     | 101.2 BCB: Procurement of Art Objects                        | SC Proviso       | Requires Purchasing Agency head to provide written justification of the need and benefit to the State for objects above \$1,000. Justification must be reviewed and approved prior to acquisition.   |
|                          | 62     | 101.5 BCB: Compensation - Reporting of Supplemental Salaries | SC Proviso       | Establishes guidelines and reporting requirements for supplemental salaries. The employing agency must report this information on or before August thirty-first of each year and must include the total amount and source of the salary supplement received by the employee during the preceding fiscal year (July first through June thirtieth). The Human Resources Division of the Budget and Control Board shall formulate policies and procedures to ensure compliance with the reporting provisions of this proviso. |
|                          | 63     | 101.6 BCB: Compensation Increase - Appropriated Funds Ratio  | SC Proviso       | Requires that compensation increases for classified, unclassified, and agency heads be at the same ratio as the employee's base salary.  |
|                          | 64     | 101.7 BCB: Vacant Positions                                  | SC Proviso       | Authorizes the B&C Board to delete any permanent positions in an agency that remains vacant for more than one year.  |
|                          | 65     | 101.13 BCB: Military Service                                 | SC Proviso       | Allows full-time employees who served on active duty as a result of "Operation Enduring Freedom" or "Operation Noble Eagle" may use up to 45 days annual leave and up to 90 days of sick leave as if it were annual leave.   |
|                          | 66     | 101.21 BCB: Employee Compensation                            | SC Proviso       | Establishes the cost of living increase for the current fiscal year and directs its distribution.  |

| Agency Submitting Report | Item # | Statute/Regulation/Provisos                           | State or Federal | Summary of Statutory Requirement and/or Authority Granted  |
|--------------------------|--------|---|------------------|--|
|                          | 67     | 101.23 BCB: Sale of Surplus Real Property             | SC Proviso       | Directs the distribution of proceeds from the sale of surplus real property.   |
|                          | 68     | 101.24 BCB: Compensation - Agency Head Salary         | SC Proviso       | The appointing authority must have the prior favorable recommendation of the Agency Head Salary Commission to set, discuss, offer, or pay a salary for the agency head or technical college president at a rate that exceeds the minimum of the range established by the Agency Head Salary Commission.  |
|                          | 69     | 101.32 BCB: Cyber Security                            | SC Proviso       | All state agencies must adopt and implement cyber security policies, guidelines and standards developed by the Division of State Technology. The Division of State Technology may conduct audits on state agencies except public institutions of higher learning, technical colleges, political subdivisions, and quasi-governmental bodies as necessary to monitor compliance with established cyber security policies, guidelines and standards. |
|                          | 70     | 102.1 BCB/AUD: Annual Audit of Federal Programs       | SC Proviso       | Each state agency receiving federal funds subject to the audit requirements of the Single Audit Act Amendments of 1996 and OMB Circular A-133, Audits of States, Local Governments and Nonprofit Organizations shall remit to the State Auditor an amount representing an equitable portion of the expense of contracting with a nationally recognized CPA firm to conduct a portion of the audit of the State's federal financial assistance.     |
|                          | 71     | 112.2 EBO: Other Fund Authorization Increase          | SC Proviso       | The Executive Budget Office is directed to review Executive Branch agencies to determine whether their budgets warrant an other fund authorization increase due to the two percent compensation increase for all full-time employees granted in proviso 101.21.  |
|                          | 72     | 113.4 RFAO: SC Health & Human Services Data Warehouse | SC Proviso       | Establishes the SC Health & Human Services Data Warehouse and sets reporting requirements.   |
|                          | 73     | 117.1 GP: Revenues, Deposits Credited to General Fund | SC Proviso       | Directs the remittance of revenues to the General Fund.  |
|                          | 74     | 117.3 GP: Fiscal Year Definitions                     | SC Proviso       | Sets the dates for the Fiscal Year.  |
|                          | 75     | 117.6 GP: Case Service Billing Payments Prior Year    | SC Proviso       | Authorizes agencies receiving case services to pay with current years funds obligations received after the close of the old fiscal year. This does not apply to billings on hand at the close of the old fiscal year.  |
|                          | 76     | 117.7 GP: Fee Increases                               | SC Proviso       | No state agency may increase existing fees and provides exceptions.  |

| Agency Submitting Report | Item # | Statute/Regulation/Provisos                                     | State or Federal | Summary of Statutory Requirement and/or Authority Granted  |
|--------------------------|--------|---|------------------|--|
|                          | 77     | 117.9 GP: Transfers of Appropriations                           | SC Proviso       | Establishes guidelines for the transfer of appropriations during the fiscal year.  |
|                          | 78     | 117.10 GP: Federal Funds - DHEC, DSS, DHHS - Disallowances      | SC Proviso       | Allows DSS to cover program operations of prior fiscal years where adjustment of such prior years are necessary under federal regulations or audit exceptions.   |
|                          | 79     | 117.14 GP: Discrimination Policy                                | SC Proviso       | Establishes guidelines for the state discrimination policy and requires agencies to report to State Human Affairs Commission by October 31 of each year.   |
|                          | 80     | 117.15 GP: Personal Service Reconciliation, FTEs                | SC Proviso       | Provides guidelines for the establishment, management, and reconciliation of FTE's. Allows the B&C Board to delete positions determined to be unfunded.  |
|                          | 81     | 117.16 GP: Allowance for Residences & Compensation Restrictions | SC Proviso       | Provides guidelines for the compensation of state employees.   |
|                          | 82     | 117.18 GP: Replacement of Personal Property                     | SC Proviso       | Allows DSS to replace personal property damaged or destroyed by a client while in the custody of the agency. Establishes guidelines.   |
|                          | 83     | 117.19 GP: Business Expense Reimbursement                       | SC Proviso       | Establishes guidelines for the reimbursement of business expenses for agency heads and deputy directors.   |
|                          | 84     | 117.20 GP: Per Diem   | SC Proviso       | Establishes the per diem rate for boards, commissions, and committees at \$35 per day and forbids per diem for employees of the state.   |
|                          | 85     | 117.21 GP: Travel - Subsistence Expenses & Mileage              | SC Proviso       | Establishes the travel subsistence and mileage rates for the fiscal year and provides guidelines.  |
|                          | 86     | 117.22 GP: Organizations Receiving State Appropriations Report  | SC Proviso       | Requires organizations receiving contributions to provide the state agency making the contribution an accounting of how the funds will be spent, copy of the current year adopted budget, and a copy of the most recent financial statement. |

| Agency Submitting Report | Item # | Statute/Regulation/ Provisos                              | State or Federal | Summary of Statutory Requirement and/or Authority Granted   |
|--------------------------|--------|---|------------------|---|
|                          | 87     | 117.24 GP: Carry Forward                                  | SC Proviso       | Authorizes agencies to carry forward up to 10% of unspent general fund appropriations to the current fiscal year. Establishes guidelines.   |
|                          | 88     | 117.25 GP: TEFRA-Tax Equity and Fiscal Responsibility Act | SC Proviso       | Establishes guidelines to amend the State Medicaid Plan to provide benefits for disabled children as allowed by the Tax Equity and Fiscal Responsibility Act.   |
|                          | 89     | 117.27 GP: Prison Industries                              | SC Proviso       | State agencies must first consider contracting for services or purchasing goods and services through SCDC Prison Industries Program.  |
|                          | 90     | 117.28 GP: Travel Report                                  | SC Proviso       | Establishes guidelines and requires state agencies to report to the Comptroller General travel expenditures for the prior fiscal year.  |
|                          | 91     | 117.30 GP: State Operated Day Care Facilities Fees        | SC Proviso       | Requires state agencies operating day care facility to charge at a minimum fees that are comparable to those charged by private day care facilities in the local community.                                     |
|                          | 92     | 117.31 GP: Base Budget Analysis                           | SC Proviso       | Requires state agencies to make public their Annual Accountability Report on or before September 15th and sets guidelines for the report.   |
|                          | 93     | 117.32 GP: Collection on Dishonored Payments              | SC Proviso       | Allows state agencies to collect a service charge to cover the costs associated with the processing and collection of dishonored or electronic payments where any amount is not paid due to insufficient funds. |
|                          | 94     | 117.35 GP: Voluntary Separation Incentive Program         | SC Proviso       | State agencies may implement voluntary separation incentive programs with the consultation of B&C Board OHR. Establishes guidelines and reporting requirements.   |
|                          | 95     | 117.37 GP: Debt Collection Reports                        | SC Proviso       | Requires state agencies to report to SFC and W&M by the end of February the amount of outstanding debt and all methods used to collect it.  |
|                          | 96     | 117.44 GP: South Carolina Recycling Initiative            | SC Proviso       | Requires state agencies to purchase recycled steel unless the item cannot be acquired competitively at a reasonable price.  |
|                          | 97     | 117.46 GP: Sole Source Procurements                       | SC Proviso       | Requires the B&C Board to evaluate all sole source and emergency procurements.  |
|                          | 98     | 117.48 GP: Parking Fees                                   | SC Proviso       | Forbids state agencies from imposing additional parking fees or increasing the current fees during the fiscal year. This does not apply to college or universities.   |
|                          | 99     | 117.51 GP: Insurance Claims                               | SC Proviso       | Requires any insurance reimbursement to an agency may be used to offset expenses related to the claim.  |



| Agency Submitting Report | Item # | Statute/Regulation/Provisos                            | State or Federal | Summary of Statutory Requirement and/or Authority Granted   |
|--------------------------|--------|--|------------------|---|
|                          | 100    | 117.52 GP: Organizational Charts                       | SC Proviso       | Requires state agencies to submit to OHR a current organization chart by September 1st.   |
|                          | 101    | 117.53 GP: Agencies Affected by Restructuring          | SC Proviso       | Establishes guidelines for agencies affected by restructuring.  |
|                          | 102    | 117.54 GP: Agency Administrative Support Collaboration | SC Proviso       | Encourages agencies to combine administrative support functions with other agencies in order to maximize efficiency and effectiveness.  |
|                          | 103    | 117.58 GP: ISCEDC Funding Transfer                     | SC Proviso       | Directs DMH, DDSN, and DJJ to transfer \$1,199,456 to DSS for support of the Interagency System for Caring for Emotionally Disturbed Children. Transfer of funds shall be accomplished by September 30th.                                       |
|                          | 104    | 117.59 GP: Employee Bonuses                            | SC Proviso       | State agencies may use state, federal, and other funds to provide bonuses not to exceed three thousand dollars. Employees earning \$100,000 or more are not eligible. Establishes guidelines for bonuses.                                       |
|                          | 105    | 117.60 GP: FEMA Flexibility                            | SC Proviso       | Provides flexibility in providing for the state share for any federally declared disaster funds.  |
|                          | 106    | 117.62 GP: Year-End Financial Statements - Penalties   | SC Proviso       | Establishes guidelines for the submission of year-end financial statements by state agencies and provides for penalties.  |
|                          | 107    | 117.63 GP: Purchase Card Incentive Rebates             | SC Proviso       | Allows agencies to retain any purchase card incentive rebate premiums and used to support operations.   |
|                          | 108    | 117.69 GP: Attorney Dues                               | SC Proviso       | Agencies are authorized to pay mandatory dues to SC Bar Assoc. for employed attorneys.  |
|                          | 109    | 117.73 GP: Voluntary Furlough                          | SC Proviso       | Allows agencies under certain circumstances to implement voluntary furlough programs and establishes guidelines.  |
|                          | 110    | 117.75 GP: Reduction in Force Antidiscrimination       | SC Proviso       | In the event of a reduction in force implemented by a state agency or institution, the state agency or institution must comply with Title VII of the Civil Rights Act of 1964 or any other applicable federal or state antidiscrimination laws. |
|                          | 111    | 117.76 GP: Reduction in Force/Agency Head Furlough     | SC Proviso       | In the event a reduction in force is implemented by a state agency or institution, the agency head shall be required to take five days furlough in the current fiscal year.   |

| Agency Submitting Report | Item # | Statute/Regulation/Provisos  | State or Federal | Summary of Statutory Requirement and/or Authority Granted  |
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|                          | 112    | 117.78 GP: IMD Operations  | SC Proviso       | Requires that IMD funds be used for out of home placement providers. Requires an annual report to be submitted.  |
|                          | 113    | 117.79 GP: Fines and Fees Report                                     | SC Proviso       | Requires a report of the fines and fees charged and collected in the prior fiscal year by September 1st.   |
|                          | 114    | 117.80 GP: Mandatory Furlough  | SC Proviso       | Establishes guidelines for a mandatory furlough.   |
|                          | 115    | 117.81 GP: Reduction In Force  | SC Proviso       | Establishes guidelines for a reduction in force.   |
|                          | 116    | 117.82 GP: Cost Savings When Filling Vacancies Created by Retirement | SC Proviso       | Whenever classified FTEs become vacant because of employee retirements, it is the intent of the General Assembly that state agencies should realize personnel costs savings of at least 25% in the aggregate when managing these vacant positions.   |
|                          | 117    | 117.83 GP: Information Technology for Health Care                    | SC Proviso       | HHS shall advance the use of health information technology and health information exchange to improve quality and efficiency of health care and to decrease the costs of health care.  |
|                          | 118    | 117.85 GP: Reduction in Compensation                                 | SC Proviso       | No state agency or political subdivision of this state may decrease the compensation of an employee, including dismissal, suspension, or demotion, solely because the employee gave sworn testimony regarding alleged wrongdoing to a standing committee, subcommittee of a standing committee, or study committee of the Senate or the House of Representatives.  |
|                          | 119    | 117.86 GP: Deficit Monitoring  | SC Proviso       | If an agency determines the likelihood of a deficit for the current fiscal year exists, the agency shall submit to the Office of State Budget within fourteen days, a plan to minimize or eliminate the projected deficit.   |
|                          | 120    | 117.87 GP: Commuting Costs   | SC Proviso       | State government employees who use a permanently assigned agency or state owned vehicle to commute from their permanently assigned work location to and from the employee's home must either reimburse the agency in which they are employed for the cost of fuel or the personal use of the vehicle must be considered income and as such reported by the Comptroller General in accordance with IRS regulations.         |
|                          | 121    | 117.88 GP: Bank Account Transparency and Accountability              | SC Proviso       | Each state agency, except state institutions of higher learning, which has composite reservoir bank accounts or any other accounts containing public funds which are not included in the Comptroller General's Statewide Accounting and Reporting System or the South Carolina Enterprise Information System shall prepare a report for each account disclosing every transaction of the account in the prior fiscal year. |

| Agency Submitting Report | Item # | Statute/Regulation/Provisos                               | State or Federal | Summary of Statutory Requirement and/or Authority Granted  |
|--------------------------|--------|---|------------------|--|
|                          | 122    | 117.89 GP: Websites                                       | SC Proviso       | agency, other than the individual agency, department, or institution, that posts on its Internet website that agency, department, or institution's monthly state procurement card statements or monthly reports containing all or substantially all the same information contained in the monthly state procurement card statements.   |
|                          | 123    | 117.92 GP Civil Conspiracy Defense Costs                  | SC Proviso       | For any claim that has not reached a judgment, if a state or local government employee or former state or local government employee ("government employee") is personally sued for civil conspiracy based in part upon a personnel or employment action or decision regarding an employee, the court must, prior to trial, make a final determination whether the action or decision giving rise to the suit was made by the government employee within the scope of their official duty.  |
|                          | 124    | 117.93 GP: Recovery Audits                                | SC Proviso       | The Budget and Control Board shall contract with one or more consultants to conduct recovery audits of payments made by state agencies included in this act to vendors. The audits must be designed to detect and recover overpayments and erroneous payments to the vendors and to recommend improved state agency accounting operations.   |
|                          | 125    | 117.97 GP: Agency Reduction Management                    | SC Proviso       | Encourages state agencies, if they are assessed a base reduction, to try to realize savings through: 1) payroll management, including, but not limited to, furloughs, reductions in employee compensation, and hiring freezes; 2) eliminate administrative overhead that doesn't directly impact the agency's mission; and as a final option 3) reduce program funding.  |
|                          | 126    | 117.104 GP: First Steps - BabyNet                         | SC Proviso       | First Steps to School Readiness, the School for the Deaf and Blind, the Department of Disabilities and Special Needs, the Department of Health and Human Services, the Department of Mental Health and the Department of Social Services shall each provide on a common template developed by the agencies, a quarterly report to the Chairman of the House Ways and Means Committee and the Chairman of Senate Finance outlining all programs provided by them for BabyNet; all federal funds received and expended on BabyNet and all state funds expended on BabyNet. Each entity and agency shall report on its share of the state's ongoing maintenance of effort as defined by the US Department of Education under IDEA Part C. |
|                          | 127    | 117.105 GP: Single Audit Schedule of Federal Expenditures | SC Proviso       | To ensure timely completion of the of the Statewide Single Audit, state agencies which do not receive a separate audit of federal expenditures, must submit to the Office of the State Auditor a schedule of federal program expenditures in a format prescribed by the Office of the State Auditor, no later than August fifteenth of each year.  |

| Agency Submitting Report | Item # | Statute/Regulation/ Provisos   | State or Federal | Summary of Statutory Requirement and/or Authority Granted  |
|--------------------------|--------|--|------------------|--|
|                          | 128    | 117.113 GP: Technology and Remediation                                       | SC Proviso       | The funds appropriated to the Budget and Control Board for the Division of Information Security shall be used to develop and implement a statewide information security program. A portion of the non-recurring funds may be used for enterprise technology and remediation, and distributed to state agencies to address the State's most serious information security vulnerabilities as determined by the Division of Information Security and the Division of State Information Technology.        |
|                          | 129    | 117.117 GP: Data Breach Notification   | SC Proviso       | An agency of this State owning or licensing computerized data or other data that includes personal identifying information shall disclose any breach of the security of the system following discovery or notification of the breach in the security of the data to any resident of this State whose personal identifying information was, or is reasonably believed to have been, acquired by an unauthorized person.   |
|                          | 130    | 117.127 GP: Continuation of Teen Pregnancy Prevention Project Accountability | SC Proviso       | Qualifying organizations applying for General Funds provided as a special item in this act and titled Continuation of Teen Pregnancy Prevention must include in its application a proposed annual budget and agreement to provide quarterly reports to the grantor state agency detailing the expenditure of funds and the project's accomplishments.  |
|                          | 131    | 117.131 GP: Information Technology Disaster Recovery Plan                    | SC Proviso       | The Budget and Control Board shall perform, or issue a Request for Proposals (RFP) for purposes of selecting a vendor to perform, a study to develop recommendations for a statewide information technology disaster recovery plan. A report of recommendations and estimated costs for implementation of a statewide disaster recovery plan shall be submitted to the Governor, the Chairman of the Senate Finance Committee and the Chairman of the House Ways and Means Committee by March 1, 2015. |
|                          | 132    | 117.132 GP: Information Technology and Information Security Plans            | SC Proviso       | By October 1, 2014, all state agencies must submit an information technology plan and an information security plan for Fiscal Year 2014-15 to the Budget and Control Board's Division of Technology.   |
|                          | 133    | 118.1 SR: Year End Expenditures  | SC Proviso       | Establishes guidelines for year end expenditures and sets the date for the end of FM15.  |
|                          | 134    | 118.3 SR: Contingency Reserve Fund   | SC Proviso       | Creates a contingency Reserve Fund and establishes guidelines.   |
|                          | 135    | 118.8 SR: Prohibits Public Funded Lobbyists                                  | SC Proviso       | Prohibits state agencies and institutions from using General Fund Appropriations to hire private or contract lobbyists.  |

| Agency Submitting Report | Item # | Statute/Regulation/Provisos      | State or Federal | Summary of Statutory Requirement and/or Authority Granted  |
|--------------------------|--------|----------------------------------|------------------|--|
|                          | 136    | 118.10 SR: Agency Deficit Notice | SC Proviso       | Directs the Comptroller General or the Office of State Budget provide each member of the General Assembly with written notification when it reports to the B&C Board on any agency, department, or institution that is spending authorized appropriations at a rate that predicts or projects a general fund deficit and to make monthly progress reports on the entity's plan to reduce or eliminate the deficit. |
|                          | 137    | 118.16 SR: Non-recurring Revenue | SC Proviso       | (a) Phillis Wheatley Center-Let's Move Summer Camp and After School Program \$100,000;<br>(b) Pendleton Place for Children \$50,000;<br>(c) Pleasant Valley Connection Community Center \$25,000;<br>(d) C. R. Neal Center \$100,000;  |

**INSTRUCTIONS:** Identify the agency's internal audit system and policies during the past five fiscal years including the date the agency first started performing audits; individuals responsible for hiring the internal auditors; individuals to whom internal auditors report; the head internal auditor; general subject matters audited; the individual or body that makes decision of when internal audits are conducted; information considered when determining whether to conduct an internal audit; total number of audits performed in the last five fiscal years; # of months it took for shortest audit; # of months for longest audit; average number of months to complete an internal audit; and date of the most recent Peer Review of Self-Assessment by SC State Internal Auditors Association or other entity (if other entity, name of that entity).

**Note:** All audits are not the result of suspicious activity or alleged improper actions. Often times regular audits are required by statute regulation or an agency's standard operating procedure simply as a method of ensuring operations are staying on track.

| Agency Submitting Report | Does agency have internal auditors? Y/N | Date Internal Audits Began | Individuals responsible for hiring internal auditors     | Individuals to whom internal auditors report | Name and contact information for head Internal Auditor                                      | General subject matters audited   | Who makes decision of when an internal audit is conducted | Information considered when determining whether to conduct an internal audit    | Do internal auditors conduct an agency wide risk assessment routinely? Y/N | Do internal auditors routinely evaluate the agency's performance measurement and improvement systems? Y/N | Total Number of Audits performed in last five fiscal years | # of months for shortest audit   | # of months for longest audit   | Avg. # of months needed to conduct audit | Date of most recent Peer Review of Self-Assessment by SCSIAA or other entity (if other entity, name of that entity) |
|--------------------------|---|----------------------------|--|--|---|---|---|---|--|---|--|--|---|--|---|
| Dept. of Social Services | Yes                                     | 1973                       | John L. Strait, III, Director of Internal Audit Division | V. Susan Alford, Agency Director             | John L. Strait, III, johnny.strait@dss.sc.gov 803-898-7458, PO Box 1520, Columbia, SC 29202 | SC Voucher Program (child care), Fiscal Operations of county DSS offices, Child Support Enforcement including Clerks of Court, SNAP, internal Agency business processes, information technology | John L. Strait, III and V. Susan Alford                   | Management requests, reports of irregularities, length of time since last audit | No   | No  | 567  | 0.25 month (one week). These are SC Voucher Program audits that are limited to reviewing payments received, documentation of children's attendance and fees collected. | 6 months. These would be audits where fraud is suspected/determined and a forensic type audit is performed to meet law enforcement's needs. |  | None  |

# RESTRUCTURING & SEVEN-YEAR PLAN

## SC Department of Social Services

Date of Submission: April 30, 2015

Please provide the following for this year's Restructuring and Seven-Year Plan Report.

|                                 | Name              | Date of Hire | Email                   |
|---------------------------------|-------------------|--------------|-------------------------|
| <b>Agency Director</b>          | V. Susan Alford   | 2/12/2015    | Susan.Alford@dss.sc.gov |
| <b>Previous Agency Director</b> | Lillian B. Koller |              |                         |

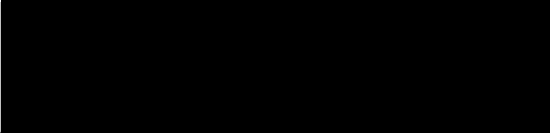
|                           | Name          | Phone          | Email                     |
|---------------------------|---------------|----------------|---------------------------|
| <b>Primary Contact:</b>   | William Bray  | (803) 898-7225 | William.Brayjr@dss.sc.gov |
| <b>Secondary Contact:</b> | Holly Pisarik | (803) 898-1390 | Holly.Pisarik@dss.sc.gov  |

|  |    |
|--|----|
| Is the agency vested with revenue bonding authority? (re: Section 2-2-60(E)) | No |
|--|----|

I have reviewed and approved the enclosed 2015 Restructuring and Seven-Year Plan Report, which are complete and accurate to the extent of my knowledge.

**Current Agency Director**  
(Sign/Date):

(Type/Print Name):

|  |
|--|
|  |
| V. Susan Alford  |

**If applicable, Board/Commission Chair**  
(Sign/Date):

(Type/Print Name):

|  |
|--|
|  |
|  |

# TABLE OF CONTENTS

*Insert the appropriate page numbers once the agency has completed the report.*

|  |    |
|--|----|
| <i>I. Executive Summary</i> _____                        | 1  |
| <i>II. Organizational Profile</i> _____                  | 2  |
| <i>III. Laws (Statutes, Regulations, Provisos)</i> _____ | 7  |
| <i>IV. Reports and Reviews</i> _____                     | 7  |
| <i>V. Key Performance Measurement Processes</i> _____    | 7  |
| <i>VI. Seven-Year Plan</i> _____                         | 22 |
| <i>VII. Excel Charts</i> _____                           | 35 |



# EXECUTIVE SUMMARY

## I. Executive Summary

### A. Historical Perspective

1. Included in March 31, 2015 submission.

### B. Purpose, Mission and Vision

1. Included in March 31, 2015 submission.

### C. Key Performance Measure Results

The Key Performance Measurement Processes section of this report includes some of the performance measures from agency program areas. This section discusses performance measures related to mission effectiveness, mission efficiency, quality, workforce engagement, and operational/work system performance.

- Mission Effectiveness
  - Human Services – Repeat Maltreatment
  - Human Services – Achieving Permanency
  - Economic Services – Accuracy of SNAP Benefit Issuance
  - Integrated Child Support Services – Percent of Current Child Support Collected
- Mission Efficiency
  - Human Services – Timely Initiation and Completion of CPS Assessments
  - Economic Services – Timely Issuance of SNAP Benefits
  - Integrated Child Support Services – Cost Effectiveness
- Quality
  - Human Services – Monthly Visits to Children in Foster Care
  - Human Services – Foster Care Placement Stability
  - Economic Services – Child Care – Registered Family Child Care Homes Receiving an Annual Inspection
- Workforce Engagement
  - Employee Training
  - Exit Surveys
- Operational/Work System Performance
  - Human Services – Business Process Redesign
  - Economic Services – Call Center Response Time
  - Integrated Child Support Services – Call Center Response Time

# ORGANIZATIONAL PROFILE

## II. Organizational Profile

1. Key Deliverables Chart included in March 31, 2015 submission.
2. Key Customers Chart included in March 31, 2015 submission.
3. Key Stakeholders Chart included in March 31, 2015 submission.
4. Key Partner Agencies Chart included in March 31, 2015 submission.
5. The agency's performance improvement system(s);

South Carolina Department of Social Services (DSS) continues to integrate its performance improvement and management system into existing leadership and supervisory activities.

Our performance management process reviews weekly activities to ensure that goals are consistently being met in an effective and efficient manner.

Performance management and improvement is delivered in a cycle:

1. Performance planning where goals and objectives are established
2. Performance coaching where a manager intervenes to give feedback and adjust performance
3. Performance appraisal where individual performance is formally documented and feedback delivered

Our performance management system has four developing areas:

1. **Performance Standards** - Organizationally we define a performance problem as any gap between desired results and actual results and performance improvement is any effort targeted at closing the gap between actual results and desired results (for example: annual goal setting with weekly performance calls).
2. **Performance Measurement** - We collect administrative data on many process and outcome measures, we conduct case reviews, and we discuss what other indicators and measures will help us determine progress on our goals.

3. **Quality Improvement** - We use administrative and case review data for decisions to improve policies, programs, and outcomes, with a view toward becoming a learning organization (for example: Human Services Division has hired a Continuous Quality Improvement Director to build a Federally approved CQI system)
  4. **Reporting Progress** - We use compliance reports, quality assurance reviews, and a process called mapping (this process helps guide discussions about what's working well, what we are worried about, and what needs to happen) to analyze data as a feedback loop to staff in regular reporting cycles that include: statewide and regional conference calls, regular administrative reports, leadership meetings, and stakeholder meetings.
6. The agency's organizational structure in flow chart format;
- Included in March 31, 2015 submission.
7. Details about the body to whom the Agency Head reports;
- a. Included in March 31, 2015 submission.
8. Please complete the Major Program Areas Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Major Program Areas."
- See the Major Program Areas Chart.
9. Please identify any emerging issues the agency anticipates may have an impact on its operations in the upcoming five years.

**Economic Services:**

***Child Care Development Block Grant (CCDBG) Reauthorization.*** Federal regulations and oversight mechanisms for the Child Care Development Block Grant Re-Authorization Act of 2014 have not been defined. At this time, it is unclear how the Administration for Children & Families (ACF) will interpret and implement the law through new regulations and policies.

The new legislation includes several additional requirements for states with virtually no additional funding. Comments from Congress and OMB indicate an expectation that states will continue to increase their investment in providing access to safe, affordable, quality child care to working parents.



**Funding Levels.** Congressional pushes to reduce/eliminate funding for benefit programs (such as eliminating the Social Services Block Grant and block granting the food stamp program) will likely have significant impact on the state in the next five years, both in terms of resource investment and the elimination or reduction of available services.

**Caseloads** for public assistance programs, while affected by the state's economic environment, are dependent upon several factors.

- Continued program integrity efforts on the Supplemental Nutrition Assistance Program (SNAP, or "food stamps") and the Temporary Assistance for Needy Families (TANF) cash assistance program are anticipated to have a positive impact on the caseloads by increasing our efforts to prevent, detect and eliminate benefit fraud and abuse.
- Service expansion that reaches an underserved population will likely increase the numbers of individuals receiving SNAP over the next five years. Particularly elderly citizens (age 60 and over) who are income eligible but traditionally do not apply for or receive food assistance benefits.

**Federal Mandates.** Recent federal changes to the SNAP program will require DSS to significantly increase the mandatory employment and training program for food stamp recipients who do not have dependent children, beginning January 1, 2016. These changes are likely to require significant adjustments to eligibility processes, and place an even greater emphasis on the need to partner with other agencies and organizations to create an infrastructure that provides employment and training services in all areas of the state.

### **Human Services**

**Caseloads** continue to rise in child welfare, as more children are placed in foster care or with relatives and guardians. There is also an increase in the demand for Adult Protective Services and services for the members of this population without personal financial resources.

**Placement Resources.** More Resource Families (foster homes) are needed to support the children in care particularly teens and sibling groups. This will require increased staff capacity and budgets to meet the demands of new objectives for recruitment and licensing, as well as funding for recruitment events and support for foster parents.

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In addition to Resource Families, placement resources/service providers at various levels of care (Therapeutic Foster Care, Psychiatric Residential Treatment Facilities for SED/ISCEDC youth) are needed.

**Services for youth transitioning out of foster care.** Increased focus on child well-being with system support at all ages including at transition to adulthood. More attention needs to be placed on youth's socio-emotional well-being, including, but not limited to their connections with community (spiritual/religious, leisure, etc.) and healing the trauma they have experienced (grief, loss, abuse, neglect, etc.). Youth need to be more actively involved in their transition planning and be encouraged to lead their transition planning out of care into adulthood.

- Increasing homelessness rates of youth who are transitioning out of foster care. One in four youth experienced homelessness within two years of their 17<sup>th</sup> birthday.
- Additional social supports are needed to help these young people (ages 18-21 years old) as they try to navigate their independence. Stronger emphasis on mentors for young adults (18 to 21).
- Increasing need for employment experience for older youth in foster care. At the age of 19, 65% of youth were unemployed. More efforts to assist youth in attaining part-time employment prior to their 18<sup>th</sup> birthday are necessary to assist them in developing work experience and learning how to manage an income.

**Post-Adoption Services.** Post-adoption requests for assistance are on the rise. The number of children adopted in South Carolina has increased over the past 4-5 years and, as this trend continues, it is anticipated that requests for post-adoption services will increase beyond the department's capacity to support.

### **Administrative Supports**

**Information Technology** needs are increasing throughout the agency. Systems used to determine eligibility for assistance programs, and case management data systems for economic services, child welfare services, and adult protective services are becoming increasingly obsolete. Many of these systems will need to be replaced with newer technology in order to effectively meet the needs of a mobile workforce, effectively

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carry out the agency's mission and core business, and improve timeliness and customer service from practitioners.

**Human Resources.** DSS will experience significant loss of executive and middle level managers to retirement in the next five years. Need to provide competitive salaries to staff "across the board", and provide increased opportunities for advancement to retain experienced staff and attract qualified and knowledgeable replacements to fill anticipated vacancies.

**Physical Space and Equipment Needs.** As new staff are brought onboard to meet the increasing demands for DSS services, the need for additional space in County and Regional Offices across the state continues to increase. The need for new state vehicles is also increasing, as DSS owns numerous state vehicles with high mileage and other mechanical concerns.

### **Office of General Counsel / Legal Services**

**Legal Representation.** Increasing litigation has substantially grown the need for the legal consultation and advisory services of OGC within the agency and has prompted reconsideration of the current legal practice model employed by the agency. In order to meet the increased demand for its services and to make them more readily accessible to its clientele, OGC proposes to move its current practice model towards an "advice counsel" model in an effort to more clearly identify in-house expertise. OGC will also review the need for specialized resources and training for OGC attorneys and support staff and will review possible realignment of OGC attorney assignments to more closely coincide with the agency's regionalized operation plan.

Increasing caseloads, along with the current understaffing of OGC and county legal offices, continues to impact the efficient delivery of legal services to agency clientele. To address this problem, OGC proposes to conduct a needs analysis of current legal office staffing and to seek increased FTE staffing approval in an effort to bring in-house legal services currently being contracted to private counsel. This should result in significant cost savings.

**Transparency.** Significant increases in the number of requests for electronically stored information (ESI) in litigation related electronic discovery (e-Discovery) requests, subpoena responses, and Freedom of Information Act (FOIA) requests have impacted the agency's present response capabilities and will require it to retool its practices in order to maintain efficiency in its legal operations. To address the impact, the DSS Office of General Counsel (OGC) proposes to procure high speed scanners for county legal offices that will reduce the need for photocopying. OGC also proposes to procure

software for those offices that will substantially reduce the amount of time legal staff devote to redacting protected information from documents that will be disclosed outside the agency.

Further, in conjunction with the agency Chief Information Officer and the Director of the Division of Information Security, OGC is seeking to implement an agency-wide electronic discovery and Freedom of Information Act (FOIA) management protocol which will make agency information practices uniform with respect to how it stores, handles, and produces electronically stored information (ESI) in response to external requests. This process is anticipated to substantially reduce the impact on agency employees involved in handling the increased number of requests.

### ***III. Laws (Statutes, Regulations, Provisos)***

This section asks for state and federal statutes, regulations and provisos (“Laws”) which apply to the agency.

1. Legal Standards Chart included in March 31, 2015 submission.

### ***IV. Reports and Reviews***

This section asks for information about reports the agency is required to submit to a legislative entity and the agency’s internal review process.

1. See Agency Reporting Requirements Chart.
2. Internal Audit Chart included in March 31, 2015 submission.

## **RESTRUCTURING REPORT**

### ***V. Key Performance Measurement Processes***

#### **V. Key Performance Measurement Processes**

The Department of Social Services (DSS) uses performance measures as a key component of the agency’s continuous quality improvement (CQI) efforts. Many of these measures are prescribed by federal law and policy, as well as state law and policy. Additionally, the agency reports on performance measures in the annual Accountability Report.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, “Similar Info Requested.”



This section discusses performance measures related to mission effectiveness, mission efficiency, quality, workforce engagement, and operational/work system performance for the major program areas of the agency. These are by no means every measure the agency tracks. Contextual information is provided for each performance measure, where applicable and available, including which states perform well on the measures (or similar measures), subject matter experts, information about which DSS managers review each measure and trend data.

Finally, this section includes a look at databases utilized by the agency and suggestions for possible restructuring, as requested.

## **A. Results of Agency's Key Performance Measurements**

### **1. Mission Effectiveness**

#### **Human Services – Repeat Maltreatment**

DSS tracks the rate of repeat maltreatment, which helps the agency determine the effectiveness of services provided in response to a founded incident of maltreatment. If the services are effective, the percentage of children not experiencing a repeat incident of maltreatment will be high. The federal government, which defines and tracks this measure, has set the national standard at 94.6%. Based on national data from 2013, the highest performing states on this measure are Wyoming, Alabama, New Hampshire, and Hawaii, with South Carolina ranked 13<sup>th</sup>. The Committee may wish to engage Casey Family Programs (206-282-7300) as a subject matter expert on this measure.

The federal government reports on this measure based on a federal fiscal year (FFY) timeframe, but the delay between the end of a FFY and the publication of data for that FFY by the federal government can be lengthy. DSS tracks this measure using more recent data to provide feedback to agency personnel sooner. Senior staff including the Deputy Director of Human Services, Regional Team Leaders, and County Directors review this measure at least twice a year.

A more technical definition of this measure is: Of all children who were victims of a substantiated or indicated maltreatment during the first 6 months of the reporting period, what percent were not victims of another substantiated or indicated maltreatment within the next 6-month period. This data element is used to determine the State's substantial conformity with Child and Family Services Review Safety Outcome #1 ("Children are, first and foremost, protected from abuse and neglect").



## Absence of Recurrence of Maltreatment

Source: CAPSS effective March 1, 2015 / ADR

The data element "Absence of Recurrence of Maltreatment" is defined as follows: Of all children who were victims of substantiated or indicated maltreatment during the first 6 months of the reporting period, what percent were not victims of another substantiated or indicated maltreatment within a 6-month period. This data element is used to determine the State's substantial conformity with CFSR Safety Outcome #1 ("Children are, first and foremost, protected from abuse and neglect").

National Standard: 94.6% or more;

| Intake Period           | # Maltreatment Victims | # Repeat Maltreatment Victims | % Not a Repeat Victim |
|-------------------------|------------------------|-------------------------------|-----------------------|
| 2004 - first 6 months   | 5090                   | 132                           | 97.41%                |
| 2004 - last 6 months    | 4901                   | 146                           | 97.02%                |
| 2005 - first 6 months   | 5499                   | 161                           | 97.07%                |
| 2005 - last 6 months    | 5087                   | 130                           | 97.44%                |
| 2006 - first 6 months   | 5501                   | 152                           | 97.24%                |
| 2006 - last 6 months    | 5653                   | 182                           | 96.78%                |
| 2007 - first 6 months   | 6678                   | 165                           | 97.53%                |
| 2007 - last 6 months    | 6309                   | 169                           | 97.32%                |
| 2008 - first 6 months   | 6350                   | 181                           | 97.15%                |
| 2008 - last 6 months    | 5855                   | 136                           | 97.68%                |
| 2009 - first 6 months   | 6661                   | 163                           | 97.55%                |
| 2009 - last 6 months    | 5693                   | 168                           | 97.05%                |
| 2010 - first 6 months   | 6343                   | 212                           | 96.66%                |
| 2010 - last 6 months    | 5680                   | 171                           | 96.99%                |
| 2011 - first 6 months   | 5868                   | 163                           | 97.22%                |
| 2011 - last 6 months    | 6307                   | 215                           | 96.59%                |
| 2012 - first 6 months   | 5562                   | 172                           | 96.91%                |
| 2012 - last 6 months    | 4879                   | 135                           | 97.23%                |
| 2013 - first 6 months   | 5439                   | 159                           | 97.08%                |
| 2013 - last 6 months    | 5797                   | 173                           | 97.02%                |
| 2014 - first 6 months * | 6609                   | 230                           | 96.52%                |

\* Preliminary

## Human Services – Achieving Permanency

DSS seeks to achieve positive permanency (a child is with a loving, capable family who is legally committed to them) for every child who enters foster care. One performance measure that indicates if this is occurring is the number of children who age-out of foster care without a forever family. In this measure, lower numbers are desirable.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

The agency considers the Annie E. Casey Foundation (410-547-3678) to be a subject matter expert in this area. Senior DSS staff including the Deputy Director of Human Services, Regional Team Leaders, and County Directors review this measure at least twice a year.

### Children Who Aged-out of Foster Care

Source: CAPSS effective March 1, 2015 / ADR

Data Note: To determine those who aged-out, closure reasons of "reaching the age of majority" or "emancipated" were counted.

| Year Closed | # Foster Children who Aged-Out of Foster Care |
|-------------|---|
| 2004        | 344   |
| 2005        | 331   |
| 2006        | 377   |
| 2007        | 427   |
| 2008        | 413   |
| 2009        | 401   |
| 2010        | 437   |
| 2011        | 340   |
| 2012        | 239   |
| 2013        | 233   |
| 2014        | 245   |

### Economic Services – Accuracy of SNAP Benefit Issuance

The accuracy with which DSS issues SNAP benefits is tracked by the federal government using reviews of a sample of cases. The total allotment of SNAP benefits issued in error in a month is divided by the total allotments issued in the same month. Twelve months of data are combined for the annual accuracy rate. The data is reported for the federal fiscal year, and the latest available Federal report is from FFY 2013. Senior DSS staff including the Deputy Director of Economic Services, Regional Team Leaders, and County Directors review this measure each month.

Virginia, Florida, and South Dakota had the highest accuracy rates on the latest figures published by the federal government. States are expected to achieve an accuracy of 100%, however, states are rewarded financially based on their ranking in comparison to all states each year. A state that falls below 94% cannot receive bonus funds. If a state falls below 94% for two consecutive years, it will face sanctions.

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The agency considers Mr. Gene Malveaux, a branch chief with the United States Department of Agriculture's Food and Nutrition Service (678-704-2021), to be a subject matter expert in this area.

### SC SNAP Benefits Issued Accurately

Source: USDA Payment Accuracy  
Data

| FFY  | Percentage of Benefits Issued Accurately |
|------|--|
| 2009 | 95.44%                                   |
| 2010 | 94.86%                                   |
| 2011 | 96.86%                                   |
| 2012 | 98.41%                                   |
| 2013 | 98.25%                                   |

### Integrated Child Support Services – Percent of Current Child Support Collected

The Integrated Child Support Services Division (ICSSD) and the federal government track the percentage of child support collected each year. This is a measure of the amount of child support collected as a percentage of the amount of child support owed.

The federal Office of Child Support Enforcement collects data on this measure from every state, and sets the minimum compliance percentage to avoid a penalty (40% for this measure). According to the most recent data, the three highest performing states on this measure are Pennsylvania, North Dakota, and Iowa.

Senior DSS ICSSD leadership, including the Director, the Deputy Director for Regional Operations, the Assistant Director for Program Improvement and Quality Assurance, and the Manager of the Office of Continuous Improvement review this measure monthly.

The agency considers the following individuals to be subject matter experts in child support enforcement issues:

Jacqueline Mull, OCSE Region IV Program Manager  
Telephone: 404-562-2958, Email: [jacqueline.mull@acf.hhs.gov](mailto:jacqueline.mull@acf.hhs.gov)

SC Clerks of Court  
<http://www.judicial.state.sc.us/clerksCourt/clerkListCoPF.cfm>

Pat Littlejohn, Center for Fathers and Families  
Telephone: 803-227-8800, Email: [PLittlejohn@scfathersandfamilies.com](mailto:PLittlejohn@scfathersandfamilies.com)

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."



## Percent of Current Child Support Collected

Source: FFY 2014 State Data Report - Maximus

| FFY   | Percent of Current Child Support Collected |
|-------|--|
| 2005  | 47.4%                                      |
| 2006  | 49.3%                                      |
| 2007  | 51.4%                                      |
| 2008  | 51.2%                                      |
| 2009  | 51.2%                                      |
| 2010  | 51.9%                                      |
| 2011  | 52.3%                                      |
| 2012  | 52.2%                                      |
| 2013  | 51.4%                                      |
| 2014* | 52.8%                                      |

\* Preliminary

## 2. Mission Efficiency

### Human Services – Timely Initiation and Completion of CPS Assessments

South Carolina law requires DSS to initiate CPS investigations, which the agency calls Assessments, within 24 hours and to complete them within 45 days (or 60 days when an extension is granted). The goal for these measures is 100%, as proscribed by state law, and DSS does have reasonable control over this result a majority of the time.

The agency considers Casey Family Programs (206-282-7300) to be a subject matter expert in this area. Senior DSS staff including the Deputy Director of Human Services, Regional Team Leaders, County Directors, and supervisors review this measure at least twice a year.

### Timely Initiation and Completion of CPS Assessments

Source: CAPSS effective March 1, 2015 / ADR

| Measure  | SFY 09-10 | SFY 10-11 | SFY 11-12 | SFY 12-13 | SFY 13-14 |
|--|-----------|-----------|-----------|-----------|-----------|
| <b><u>Timely initiation of CPS Assessments</u></b>   |           |           |           |           |           |
| Initiating CPS Investigations<br>(Intakes with decision dates July 1 - June 30)                | 97.8%     | 98.2%     | 98.8%     | 97.0%     | 93.3%     |
| <b><u>Timely completion of CPS Assessments</u></b>   |           |           |           |           |           |
| Timeliness of Investigation Determinations<br>(Intakes with acceptance dates July 1 - June 30) | 98.5%     | 98.5%     | 95.4%     | 98.5%     | 94.5%     |

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## **Economic Services – Timely Issuance of SNAP Benefits**

DSS tracks the issuance of SNAP benefits to ensure that those we serve receive their benefits in a timely manner (defined as 30 days in most instances and 7 days in expedited cases). The agency strives to timely issue benefits in 100% of cases. The data for this measure comes from the agency's CHIP system and is published by state fiscal year in the annual Accountability Report. The timeliness percentage for state fiscal year 2013 was 86.36%, and the percentage for state fiscal year 2014 was 95.22%.

Senior DSS staff including the Deputy Director of Economic Services, Regional Team Leaders, and County Directors review this measure monthly.

According to federal data on a similar measure, states that excel in this area include Idaho, New Mexico, and Kentucky. The agency considers Mr. Gene Malveaux, a branch chief with the United States Department of Agriculture's Food and Nutrition Service (678-704-2021), to be a subject matter expert in this area.

## **Integrated Child Support Services – Cost Effectiveness**

The federal government tracks the cost effectiveness of each state's child support enforcement program by comparing the amount of child support collected and the amount spent on the program. For FFY 2014, for example, the cost effectiveness ratio for ICSSD was \$4.53 collected for every \$1.00 spent. For the quarter ending December 31, 2014, the figure was \$5.31. DSS believes the agency has reasonable control over the results for this measure. In this measure, the higher amount collected is desired.

The federal Office of Child Support Enforcement collects data on this measure from every state, and has set \$2.00 as the target after which states are potentially eligible for incentive payments. According to the most recent data, the three highest performing states on this measure are Texas, South Dakota, and Mississippi.

Senior DSS ICSSD leadership, including the Director, the Assistant Director of the Office of Child Support Compliance, and the Assistant Director for Program Improvement and Quality Assurance review this measure quarterly.

The agency considers the following individual to be a subject matter expert in for this measure:

Jacqueline Mull, OCSE Region IV Program Manager  
Telephone: 404-562-2958, Email: [jacqueline.mull@acf.hhs.gov](mailto:jacqueline.mull@acf.hhs.gov)

### ICSSD Cost Effectiveness

Source: FFY 2014 State Data Report - Maximus

| FFY   | Cost Effectiveness |
|-------|--------------------|
| 2005  | \$7.07             |
| 2006  | \$7.40             |
| 2007  | \$6.83             |
| 2008  | \$5.61             |
| 2009  | \$4.83             |
| 2010  | \$4.80             |
| 2011  | \$4.56             |
| 2012  | \$4.66             |
| 2013  | \$6.04             |
| 2014* | \$4.53             |

\* Preliminary

### 3. Quality

#### Human Services – Monthly Visits to Children in Foster Care

South Carolina law requires every child in foster care to receive a visit from DSS at least once a month. DSS closely tracks this measure, and has reasonable control over the results. According to the most recent data available from the federal government on a similar measure, other states that have high achievement levels for monthly visits in foster include New Mexico, Florida, Georgia, Missouri, New Hampshire, New Jersey, and Wyoming.

The agency considers Casey Family Programs (206-282-7300) to be a subject matter expert in this area. Senior DSS staff including the Deputy Director of Human Services, Regional Team Leaders, County Directors, and supervisors review this measure monthly.

#### Monthly Visits to Children in Foster Care

Source: CAPSS effective March 1, 2015 / ADR

| Measure  | SFY 09-10 | SFY 10-11 | SFY 11-12 | SFY 12-13 | SFY 13-14 |
|--|-----------|-----------|-----------|-----------|-----------|
| <b>Monthly visits in FC</b><br>Face-to-face visits with foster children less than 18 years old who were in care for one full calendar month or more between July 1 and June 30 | 90.5%     | 89.6%     | 92.3%     | 93.4%     | 96.0%     |

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## Human Services – Foster Care Placement Stability

DSS tracks the number of placements for each child in foster care and desires to reduce the number of placement moves each child experiences, when it is safe and appropriate to do so. Likewise, the federal government looks at this measure and defines it as: For children in foster care for at least 8 days and less than 12 months, what percentage had two or fewer placements during that time period. The federal target for this measure is 86%.

To aid in placement stability, every child in foster care is to receive a visit from DSS at least once a month to monitor and to ensure the foster parent and children have access to services. According to the most recent data available from the federal government, other states that have high achievement levels for placement stability include North Carolina, Hawaii, and New York.

DSS has reasonable control over the results for this measure and considers a book by Dr. Peter Pecora titled *What Works in Foster Care* to be a helpful source of information for this measure. Senior DSS staff including the Deputy Director of Human Services, Regional Team Leaders, and County Directors review this measure monthly.

### Foster Care Placement Stability

Source: CAPSS effective March 1, 2015 / ADR

| Measure  | SFY 09-10 | SFY 10-11 | SFY 11-12 | SFY 12-13 | SFY 13-14 |
|--|-----------|-----------|-----------|-----------|-----------|
| <b>FC placement stability</b><br>Youth in care at least 8 days and less than one year who had two or fewer placements during that time | 75.7%     | 80.1%     | 81.7%     | 85.4%     | 83.5%     |

## Economic Services – Child Care – Registered Family Child Care Homes Receiving an Annual Inspection

Legislation from 2014 granted new authorities to DSS to perform annual inspections of registered family child care homes. This performance measure, therefore, is new and trend data is not yet available. As of the end of March 2015, 310 inspections had been completed since the law went into effect. The goal is to visit every one of the 1,174 providers each year.

DSS looks to the National Association of Family Child Care (NAFCC), the National Association of Regulatory Administration (NARA), a publication titled "Caring for Our Children: National Health and Safety Performance Standards; Guidelines for Early Care and Education Programs"

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(affiliated with the American Association of Pediatrics), among others, as subject matter experts in this area.

Information, reports, and standards from these entities are used to guide policy and practice, while state law dictates the frequency of inspections and defines the types of child care facilities that receive inspections.

DSS management, including the Deputy Director for Economic Services, the Director of Early Care and Education, and the Child Care Licensing Director, review information related to this measure monthly, and DSS has reasonable control over the results for this measure.

#### **4. Workforce Engagement**

DSS is developing plans to improve in the area of workforce engagement to increase employee retention and reduce turnover.

##### **Employee Training**

Working with our training partners, including USC and Clemson, DSS has increased the number of trainings available to staff and encouraged staff to attend these trainings.

ICSSD hired a full time trainer in 2014 and is in the developing a comprehensive training program that will be required for ICSSD staff.

One of the most important trainings provided to DSS Child Welfare Services staff is the initial Child Welfare Basic training course taught by USC. In response to the increase in hiring in 2014 and the projected increase in staff this year, USC has increased the number of training slots for Child Welfare Basic. DSS and USC continue to work hard to ensure that new staff are thoroughly trained as quickly as possible. The increase in the number of staff participating in Child Welfare Basic from 2012 to 2015 is significant. In 2012, 202 staff took the Child Welfare Basic course (average of 17 a month). In 2015, there will be 266 participants in the first 5 months alone (average of 53 a month).

##### **Exit Surveys**

DSS Human Resources provides exit surveys to departing staff. These surveys are voluntary and therefore the response rate is very low. Former staff are asked to indicate their primary reason for departure. There are 8 potential reasons provided, plus "other." The percentage of respondents who selected each reason from 2012 through early March 2015 are in the following table:



## Exit Survey –Reasons for Departure

| Year  | Better Advancement | Better Benefits | Higher Pay | Lack of Supervisory Support/ Employee Recognition | Lack of Resources | Relationship with Management/Supervisor | Lack of Training | Working Conditions | Other |
|-------|--------------------|-----------------|------------|---|-------------------|---|------------------|--------------------|-------|
| 2012  | 17%                | 0%              | 8%         | 29%   | 0%                | 8%                                      | 0%               | 13%                | 25%   |
| 2013  | 16%                | 4%              | 17%        | 16%   | 3%                | 13%                                     | 0%               | 12%                | 19%   |
| 2014  | 21%                | 1%              | 24%        | 26%   | 1%                | 1%                                      | 5%               | 3%                 | 20%   |
| 2015* | 32%                | 0%              | 21%        | 29%   | 0%                | 11%                                     | 3%               | 0%                 | 5%    |

\*Partial

DSS tracks the responses to exit surveys to help better focus employee engagement and retention efforts.

## 5. Operational/Work System Performance

### Human Services – Business Process Redesign

Starting in early 2015, teams of DSS Human Services staff from across the state have been working to improve the work processes involved in CPS Assessments and Foster Home Licensing. These teams, led by business process redesign experts, are developing recommendations to improve the quality and efficiency of the work performed in child welfare services. Specifically, modifications to existing procedures have been identified that will cut down on the overall time it takes for the agency to deliver a service while preserving and improving the quality of that service. This will provide practitioners with additional time to focus on the important work before them.

Additional teams will be launched as the year progresses, with a new group looking at Family Preservation slated to begin in May.

### Economic Services – Call Center Response Time

The DSS Economic Services staff have improved the operational performance of their interview call center over the past several months, as indicated by the reduction in wait times for the clients we serve.

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**Economic Services Interview  
Center Call Wait Times**

Source: DSS Economic Services Call System  
Data

| Month  | Average Wait Time for Callers in Minutes |
|--------|--|
| Jan-14 | 40                                       |
| Feb-14 | 48                                       |
| Mar-14 | 38                                       |
| Apr-14 | 38                                       |
| May-14 | 50                                       |
| Jun-14 | 59                                       |
| Jul-14 | 62                                       |
| Aug-14 | 52                                       |
| Sep-14 | 29                                       |
| Oct-14 | 24                                       |
| Nov-14 | 34                                       |
| Dec-14 | 34                                       |
| Jan-15 | 45                                       |
| Feb-15 | 27                                       |
| Mar-15 | 17                                       |

**Integrated Child Support Services – Call Center Response Time**

ICSSD operates a call center through a contract with Xerox. The expectation is that 80% of calls will be answered in less than one minute. According to data from December 2014, 85.63% of calls were answered in less than one minute, with the average time to answer being 26 seconds.

**Integrated Child Support Services – Operational Efficiency Efforts**

ICSSD has made operational changes that have led to increased efficiencies and outcomes across the division. Following the centralization of the processing of wage-withholding requests, the agency saw an increase in the average number of requests each month from 1,448 in FFY 2013 to 5,779 in FFY 2014.

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Additionally, the license revocation process was centralized and partially automated, resulting in an increase of license revocation-related child support collections from \$683,853 in FFY 2013 to \$1,031,909 in FFY 2014.

## B. Most Critical Performance Measures

DSS does not believe that the performance measures most critical to achieving the overall mission of the agency can be reduced to just three items across the multiple programs and divisions that comprise DSS. However, three of the most critical performance measures for DSS include the reduction of repeat maltreatment for the children we serve in Human Services, the timely disbursement of food assistance to families by Economic Services, and the collection and disbursement of child support by Integrated Child Support Services.

## C. Databases/Document Management

| <u>Program Area</u>  | <u>System</u>                              | <u>Database</u>   | <u>Electronic Document Management System</u> | <u>Business Intelligence</u> |
|--|--|-------------------|--|------------------------------|
| Children and Adult Protective Services                                 | CAPSS                                      | CAPSS             |  | PerformancePoint /SharePoint |
| Legal Case Management  | LCMS                                       | LCMS              |  | PerformancePoint /SharePoint |
| SC Voucher for Child Care  | SC Voucher System                          | SC Voucher        |  |                              |
| Online SVL for Child Care  | Online SVL                                 | Online SVL        | CC SCOSA                                     |                              |
| Child Care Licensing (CCL)   | CCL System                                 | CC Licensing      |  |                              |
| Child and Adult Care Food Program (CACFP)                              | CACFP System                               | CACFP             |  |                              |
| Child Care Licensing Payments  | CC Licensing Payment System                | CC Licensing      |  |                              |
| Office of Investigations Fingerprint Database for Child Care Licensing | Child Care Licensing Investigations System | CC Investigations |  |                              |
| SNAP/TANF  | CHIP                                       | CHIP (MF/ADABAS)  | SCOSA  | Business Objects             |
| SNAP/TANF  | SCCHIP                                     | SCCHIP            | SCOSA  |                              |
| SNAP/TANF  | SCOSA                                      | SCOSA             | SCOSA  |                              |
| SNAP/TANF  | SCMAPP                                     | SCMAPP            | SCOSA  | Business Objects             |
| SNAP/TANF  | E & T                                      | E & T             |  |                              |
| SNAP/TANF  | Case Review System                         | CRS               |  |                              |
| SNAP/TANF  | Interview Center                           | SCCHIP            |  |                              |
| Software Code Repository   | TFS  | TFS               |  |                              |
| Electronic Payments Interface  | Epay                                       | Epay (MF/ADABAS)  |  |                              |
| Access Management Tracking   | UARS                                       | UARS              |  |                              |

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|  |       |                  |  |  |
|--|-------|------------------|--|--|
| SharePoint   | Unite | SharePoint       |  |  |
| Temporary Assistance for Needy Families (TANF)             | PATS  | CHIP (MF/ADABAS) |  |  |
| Disaster Supplemental Nutrition Assistance Program (DSNAP) | SEDS  | SEDS             |  |  |
| Child Support Enforcement                                  | IV-D  | IVD (MF/ADABAS)  |  |  |

#### D. Recommended Restructuring

The agency has several recommendations for internal restructuring that would merge or eliminate duplicative or unnecessary divisions, programs or personnel to provide a more efficient administration of government services. The current DSS Director has only been confirmed for two months, so these restructuring recommendations are still under review. Director Alford is examining every aspect of the agency, so it is likely that many of these recommendations will change or be expanded. Preliminarily, the agency recommends the following in order to most effectively and efficiently serve the families of South Carolina:

1. Align supervision of county operations with regional structure -

The agency is divided into three major program areas, each managed by a Deputy – Economic Services, Human Services, and Integrated Child Support. Of these, Economic Services and Human Services have operations, including numerous staff, in all 46 of the counties. Each of the county offices is managed by a county director. Although the counties are divided into regions and each county office contains Economic Services and Human Services staff, the 46 county directors directly report to the Deputy of Human Services. It seems inefficient and perhaps ineffective for one deputy to be directly responsible for the operations of all 46 counties, particularly in light of the supporting regions. The Director intends to examine ways to reorganize the county and regional supervisory structure for maximum efficiency and accountability.

2. Standardize regional structure for Economic Services and Human Services –

As mentioned above, the counties is grouped into regions; however, Economic Services and Human Services have different regional structures. Economic Services has four regions, and Human Services has five regions. Within each of these regional structures, there are supervisors and multiple staff. The Director intends to examine ways to restructure the regional model to eliminate duplication and increase accountability.

3. Merge all administrative functions into one division -

In 2011, the agency eliminated the Deputy for Administration position, resulting in a number of independent divisions within the agency, including Budget and Finance, Technology Services, Human Resources Management, Accountability, Data and Research, Procurement and Information Services. Recently, the Director hired a Deputy of

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Administration, and merged these former divisions into a single Division of Administration. It is the intent of the Director to assist the new Deputy of Administration in streamlining these functions and to improve the administrative support received at the region and county level.

4. Examine over-reliance on contracting core services to external providers-  
DSS contracts with many vendors to provide services to our employees and to our customers. For example, the agency contracts with many universities and private vendors to train our employees. In addition, the agency contracts with community based providers to deliver services to our customers, including children and families. The Director intends to examine all agency contracts to determine if there are core services that should be provided by the agency, not external entities, to retain greater control of service delivery and to promote consistency.
5. Examine operational units for elimination, duplication, and streamlining functions –  
At an initial glance, several functions within the agency appear duplicative or at least overlapping, particularly the investigations, OHAN, quality assurance and internal audits functions. The Director intends to examine all programs within the agency to eliminate duplication and streamline functions where possible.
6. Examine need to reduce size of administrative functions-  
Staff dedicated to administrative functions of the agency, as defined as those programs reporting to the Deputy for Administration, account for 5.7% of all agency personnel. As stated in #3 above, the Director and new Deputy Director for Administration will examine all administrative programs to ensure that the agency is directing the maximum amount of resources, particularly staff, to providing direct services to agency customers, rather than to agency administration.
7. Examine specific functions of the agency to determine if they best fit within the agency's core mission -  
The Director intends to examine all programs currently administered by the agency, but child care licensing and adult protective services in particular, to determine if there are other state agencies whose missions are better suited and more closely aligned to these programs. Should the Director determine that specialty services in those areas fall outside the agency's core mission, an interagency Memorandum of Understanding or legislative amendment may be deemed appropriate.

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# SEVEN-YEAR PLAN

## VI. Seven-Year Plan

### A. General

Yes, the agency maintains multiple planning documents that provide initiatives and/or planned actions the agency will take during the next fiscal years that will result in cost savings, increased efficiencies, and/or better service delivery to our customers; although, the agency does not have a document that specifically plans for the next seven fiscal year period. The foundational planning document for Human Services is the federally approved and monitored 5-year Child and Family Services Plans (CFSP) and Annual Progress and Services Reports (APSRs). The CCFSP is a strategic plan that sets forth the Agency vision and goals to strengthen our child welfare system. It outlines initiatives and activities that we will carry out over the next 5 years to administer and integrate programs and services to promote the safety, permanency, and well-being of children and families. As mentioned previously, the recently confirmed Director is reviewing all aspects of Agency operations. Much of the information contained in this section results from prior agency planning. It is likely that as Ms. Alford continues her review, the agency's efficiency measures will expand and/or change.

### B. Current/Recommended Actions

Current and recommended actions below are organized by program area and administrative areas of the agency. Within each section, all initiatives and actions relevant to the program area are listed and each of the six outlined questions contained within the Restructuring and Seven-Year Plan Report Guidelines is addressed.

#### a. Human Services

**Responsible Parties:** For all actions listed within this section, the agency Director, Susan Alford; the Deputy of Human Services, Jessica Hanak-Coulter; the Regional Team Leaders, Elaine Bailey, James Nichols, Robert Brimmer, Paula Richardson, and Nicole Foulks; and each of the 46 County Directors are the personnel responsible for overseeing each of the actions and plans.

#### 1. Reduce Employee Turnover:

**Action:** The agency recognizes the significant impact that turnover has on the efficiency and effectiveness of services rendered by the agency. DSS has been analyzing turnover data for the department and obtaining feedback from county offices. DSS has determined for the calendar

year 2014, turnover for the Child Welfare Services Division was 39.1%. According to a report prepared by the South Carolina Professional Development Consortium, there are a number of reasons for high turnover rates at SCDSS including: loss of skilled and experienced child protective staff through TERI and retirements, non-competitive compensation for the level of professionalism required to do the job well, lack of professionally educated employees, high caseloads, particularly when someone exits employment and other employees must cover their caseload, lack of high quality supervision, little recognition or support for complex work with families who experience overwhelming difficulties, no career ladder for employees, and more complex changing demographics of families.

**Anticipated Cost Savings and/or Efficiencies:** Each time an employee leaves it costs the agency programmatically and financially. These costs can include increased workloads, where remaining employees must cover the caseload until a new employee is hired, recruitment costs, separation costs, and the costs of training a new employee. Once DSS reduces turnover it will realize the savings of not having to re-hire and re-train new workers. Additionally, employee retention will lead to a more highly trained and experienced work force.

**Legislative Action:** In order to reduce turnover, the General Assembly has been asked to appropriate additional money to the agency to address staff retention. In the FY 2016 budget submission, the agency requested additional recurring dollars to support salary adjustments for existing caseworkers and supervisors. In addition, the agency requested additional FTE positions, in part, to reduce the caseloads of the existing caseworkers. Reduced caseloads should also result in lower burnout among workers and higher quality case work.

**Actions and Timeline:** To address these issues, DSS has developed multiple strategies to increase staff retention. These strategies include: increase in salary for frontline workers to remain competitive with other states, development of a career ladder to provide opportunity for advancement, 2<sup>nd</sup> and 3<sup>rd</sup> shift pilot to distribute workload, and strategies to address distribution of caseloads. This initiative will be phased in over the next 4 years.

## 2. Child Protective Investigations

**Action:** Recently, the agency has been working through a business process redesign to analysis and better design the workflows and processes in our Child Protective practice. Based on successful efforts in other states and other programs within the Agency, it has been proven that business process redesign will help us fundamentally rethink how we do our work in order to dramatically improve the capacity for caseworkers to focus the majority of their time on face-to-face visits with at-risk children. A business re-design workgroup was formed to analyze current practices and make recommendations. The workgroup identified strategies for making the process more efficient and effective, improving safety and well-being for children, and reducing the time it takes to complete Child Protective Service Investigations.



**Anticipated Cost Savings and/or Efficiencies:** Streamlining the investigation process will allow caseworkers to spend more time with children and families and less time on completing paperwork and other administrative duties. This should result in more efficient casework and better outcomes.

**Legislative Action:** None at this time.

**Actions and Timeline:** The workgroup is still working to solidify specific action steps for implementation.

### 3. Foster Home Licensing

**Action:** The agency has identified a need for additional foster homes in which to place children. However, prior to recruiting for new homes, the agency has begun a business process redesign to streamline and reduce the licensure time for foster homes.

**Anticipated Cost Savings and/or Efficiencies:** Streamlining the licensure process will allow the agency to more quickly and easily license foster homes, resulting in a sufficient, or at least increased, number of available placements for children.

**Legislative Action:** As part of this process, the South Carolina Department of Labor, Licensing and Regulation is amending the Fire Marshal regulations related to foster home inspections. DSS does not anticipate any other specific legislation at this time.

**Actions and Timeline:** This analysis was initiated in April 2015, and the agency anticipates it will take at least six months to streamline the process. One action step is already underway. DSS is also in the process of regionalizing the structure for the support and licensing of foster homes. This redesigned structure will dedicate staff to supporting and licensing of foster homes as well as make the placements for children in foster care.

### 4. Case Management System

**Action:** The agency is committed to excellence in providing a quality information system which meets the needs of case workers throughout the state. The Human Services Program and IT staff are in the process of implementing changes to the case management system to ensure efficiency in the entry of data and ease of access to client information.

**Anticipated Cost Savings and/or Efficiencies:** Improving the case management system will allow caseworkers to more efficiently input required data.

**Legislative Action:** None.



**Actions and Timeline:** Specifically, the agency is working on the following: develop system interface with the Department of Education, enhance and streamline data sharing with DHHS, reduce the capturing of duplicative information through automation of paper forms and auto-population across discrete fields, and create additional automated reports to prevent manual documentation.

## 5. Technology

**Action:** A survey of county offices in 2014 revealed that child welfare practitioners across the state only had access to communal phones without basic technological capabilities such as GPS. In response, the agency is providing smart phones to front-line workers.

**Anticipated Cost Savings and/or Efficiencies:** Mobile technologies will maximize staff time in the field.

**Legislative Action:** Although the agency does not need additional appropriations at time, it may have a need to request additional funding once it identifies additional mobile applications.

**Actions and Timeline:** DSS is providing smart phones to field staff across the state. Orders are being processed for smart phones in phases with priority being given to counties with the highest volume of cases (e.g., Richland and Charleston). DSS is also exploring mobile applications that would give Human Service case managers access to critical case information in the field and allow them to input information into the case management system via the agency issued smartphones. DSS plans to have phones to all DSS staff by the end of 2015.

## 6. Collaboration

**Action:** The agency intends to collaborate with other agencies and stakeholders to better and more efficiently provide services to our customers.

**Anticipated Cost Savings and/or Efficiencies:** Collaborating with other agencies will increase access to services and reduce the time it takes to coordinate these services.

**Legislative Action:** None

**Actions and Timeline:** DSS has partnered with the Department of Alcohol and other Drug Abuse Services (DAODAS) to begin co-locating DAODAS staff in 33 DSS county offices for better coordination of service and access to care for DSS families. DSS is building a portal for the Foster Care Review Board and Guardian Ad Litem to access portions of the case record that are critical to their role in a case, thereby reducing the need for manual transfer of case information. To increase communication, to look for ways to better collaborate with state and local law enforcement organizations, and to assist the agency in responding to the needs of children and families in an appropriate and timely manner, DSS has hired a Statewide Law Enforcement Liaison

to coordinate with law enforcement organizations and coroners. This agency collaboration will be ongoing.

## **b. Economic Services**

**Responsible Parties:** For items 1, 2, and 3 listed within this section, the agency Director, Susan Alford; the Deputy of Economic Services, Amber Gillum; Regional Directors, Sylvia Mitchum, Kanetra Martin, David Drennan, and Dorothea Guyton; and each of the 46 County Directors are the personnel responsible for overseeing each of the actions and plans. For item 4, the agency Director, Susan Alford; the Deputy of Economic Services, Amber Gillum; and the Director of the Division of Early Care & Education, Leigh Bolick, are the personnel responsible for overseeing each of the actions and plans.

### **1. Improved Processes for SNAP and TANF customers**

**Action:** The agency is working to more efficiently interface with our SNAP and TANF customers.

**Anticipated Cost Savings/Efficiencies:** The agency anticipates there will be cost savings; although, it has not been identified at this time.

**Legislative Action:** None

#### **Actions and Timeline:**

- **Interactive Voice Response (IVR) System** – DSS is working with a vendor to produce an IVR solution for Economic Services. Data shows that the largest percentage of calls received by the DSS Connect Customer Call Center are from clients wanting to check their balances or case status. The IVR solution will provide that information through an automated process that will not require an agent to interact with the client, thereby decreasing the number of calls needing answering by an agent.
- **Work Programs Redesign** - DSS has contacted USDA/FNS to discuss options for redesigning the Supplemental Nutrition Assistance Program (SNAP) and Temporary Assistance for Needy Families (TANF) work programs to streamline processes, maximize agency resources, better serve the clients, and achieve the agency’s goal of moving families toward self-sufficiency. The proposed redesign would allow one case manager to assess a SNAP and/or TANF client’s needs, identify his or her strengths, and make appropriate referrals to other state agencies, community based organizations, and technical colleges.
- **Restructuring Economic Support Intake Center (ESIC)** - Continued refinements are planned for the ESIC to route incoming calls into specific tracks based on the type of services that are needed. This change would allow workers to anticipate the type of policy



needed to assist clients, and serve those clients with inquiries or “easy” cases more efficiently. IT would also provide local management with real-time data to assist them in effectively managing the workload to decrease daily wait times.

- **Increasing Outreach to Senior Citizens** - DSS received a grant to increase outreach and streamline SNAP enrollment for Medicaid recipients over 60 years of age.
- **First Contact Resolution (FCR)** - First Contact Resolution is being implemented statewide to increase staff’s ability to meet a client’s needs during their first contact with DSS. FCR will provide same day service when applicable without pending cases or sending the client to another department for assistance.
- **No Wrong Door** - No Wrong Door is an ongoing project undertaken with DHHS to streamline the front lobby processes for DSS and DHHS clients. The project is designed to break down the barriers that make it difficult for or prevent South Carolinians from applying for or receiving the work support benefits for which they are eligible. Clients will no longer have to stand in two separate lines to provide the same information needed to determine their eligibility for SNAP, TANF, and/or Medicaid. Funding is currently available to implement NWD in six counties.
- **Workload management system for SNAP and TANF eligibility** – DSS has been piloting the PATHOS system to manage front lobby activities for the No Wrong Door project. DHHS already uses PATHOS, and discussions are underway to expand its use for DSS eligibility workers.
- **Automated interview scripts** and documentation summaries for use in SNAP and TANF eligibility processes are being explored.
- **A Web-based policy manual** platform for SNAP and TANF is being implemented to include capability for a question and answer process as well as daily push alerts.
- **Case management/work programs database** – DSS is in the planning stages of building a database to incorporate all SNAP and TANF work programs into one system. The system will allow for providers to input data which would streamline fiscal processes as well as improve service delivery. Additionally, this system has the potential to be more user-friendly and allow for more efficient reporting capabilities.
- **Telephonic Signature** is being implemented for annual SNAP and TANF eligibility renewals to eliminate the electronic production, stuffing and mailing, and handling of paper forms.
- **Federally-mandated employment & training requirements** for all SNAP Able-Bodied Adults without Dependents (ABAWDs) are being implemented. This transition will involve

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elaborate changes in current procedures, processes, and policies in numerous DSS functional areas.

- **Online application process** for the Senior Farmers' Market Nutrition program is on track.
- **Fluid Tracks** is being implemented for inbound calls in the Economic Services Intake Center to reduce wait times is being pursued.

## 2. Benefit Integrity:

**Action:** The agency intends to identify and investigate suspected trafficking of SNAP benefits.

**Anticipated Cost Savings/Efficiencies:** The agency anticipates there will be cost savings; although, it has not been identified at this time.

**Legislative Action:** None

**Actions and Timeline:** South Carolina was selected as one of seven states to take part in a Business Process Redesign project focused on improving fraud/benefit integrity practices in the food stamp program. The primary objective is to improve how effectively recipients suspected of trafficking SNAP benefits are identified and investigated. The DSS Benefit Integrity Unit is continuing to implement the recommendations made by the Accenture Group during the Business Process Redesign workshops. DSS received a grant from USDA/FNS to fund an attorney for 12 months to prosecute client SNAP trafficking cases. The attorney is housed in the Attorney General's office in order to provide the ability to prosecute client traffickers around the state without running into jurisdictional issues. The grant also pays for an additional DSS Division of Investigation (DOI) agent to investigate allegations of client trafficking. South Carolina is the first state to be awarded this grant.

## 3. Improved Technology

**Action:** The agency intends to implement a new web-based eligibility system.

**Anticipated Cost Savings/Efficiencies:** The agency anticipates there will be cost savings; although, it has not been identified at this time.

**Legislative Action:** None

**Actions and Timeline:** New web-based eligibility system is needed to replace the current legacy mainframe system. The age of the system greatly impacts DSS' ability to make changes in response to federal and state mandates, and generate timely and relevant data and reports. Although DSS would incur a large upfront cost to implement a new web-based eligibility system, significant cost savings after implementation are anticipated.



#### 4. Child Care Licensing

**Action:** The agency intends to use technology to improve services to child care licensing customers.

**Anticipated Cost Savings/Efficiencies:** The agency anticipates there will be cost savings; although, it has not been identified at this time.

**Legislative Action:** None

#### **Actions and Timeline:**

- **Online child care provider portal** will allow child and adult care providers to send changes in information such as phone numbers, e-mail addresses, and other information that will not affect the provider's license or payment status. This information will update data systems and the website.
- **Online training for child care providers** is being researched and planning is underway to implement to allow child care providers to receive required training hours in their own homes. This will also enable DSS staff to track necessary training more efficiently.
- **Implementation of recent federal Child Care Development Block Grant reauthorization requirements**, will include: posting more detailed information on the website about child deaths and injuries; additional requirements for license-exempt providers who receive vouchers; additional training requirements for new providers; 12-month eligibility periods for all recipients; and increased access to high quality programs in areas of significant poverty and unemployment.
- **Family child care home inspection forms are being automated** in accordance with the passage of new legislation. The forms will be used on tablets in the field. DSS plans to use this as a template for automating more inspection forms so that inspections can be done electronically, on-site, printed, and left with providers. These forms will allow child care licensing staff to conduct inspections and investigations more efficiently and thoroughly.
- **DSS has created a blast email process for child care providers** that allows staff to quickly and efficiently inform providers of important information that will affect their operations. Child care staff currently have a database of 1,800 child care provider email addresses. A plan is in place to collect more email addresses and increase the percentage of providers contacted through this method.

- **DSS integrated child care website** now allows clients and providers to search for relevant information on one website as opposed to separate sites. Providers are able to make electronic payments for licensing fees and for Central Registry background check fees.
- **An integrated data system for child care programs** will incorporate Child Care Licensing, ABC Quality, and SC Voucher. This system will result in much greater efficiency by allowing the three major program areas to share information about child care providers and clients. This system will also communicate with the Office of Investigations Fingerprint Database, the Center for Child Care Career Development Transcript data system, and the CACFP data system. The division also plans for this system to eventually communicate with TANF and SNAP databases.

### c. Child Support

**Responsible Parties:** For all actions listed within this section, the agency Director, Susan Alford and the Deputy of Child Support, Katie Morgan, are the personnel responsible for overseeing each of the actions and plans.

**Action:** In the next 7 years, the delivery of Child Support Services will undergo expansive changes. Currently, monthly child support is collected and distributed through the 46 Clerks of Court. Centralized collections through tax offset and license revocation are all currently done at the state level. With the implementation of the child support system, all collections and distributions will be made centrally for public (IV-D) and private cases and alimony. For businesses, this means they only have to submit wage withholding information to one place instead of 46. For non-custodial parents who have multiple cases in multiple counties it means they only have to send one payment to one location. All enforcement remedies will be automated.

**Anticipated Cost Savings/Efficiencies:** The agency anticipates there will be program efficiencies; however, costs for collection and distribution of child support payments will be shifted from local government to state government.

**Legislative Action: None**

**Actions and Timeline:** Many of the strategies associated with this overhaul are being implemented this fiscal year. This includes the centralization of processes, the automation and batch processing of documents, increase quantity and quality of data elements to assess productivity, automated system processes to shorten manual processes. Below is a breakdown of these specific strategies and others:

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- **Expanded Central Registry for Interstate Cases** -When other states send status requests, etc. to the Central Registry, they are forwarded to the case owner for a response, which is in violation of the federal requirement that the Central Registry must reply to status inquiries within 5 business days (45 CFR 303.7(b)(4). Having an expanded Central Registry will allow DSS to come into compliance with the regulation and increase efficiency in getting responses back to the requestor.
  
- **Expand Services to private cases and spousal support** -Child Support will implement a centralized collection and distribution of child support and spousal support. Currently, all child and spousal support is paid through and distributed by the 46 family courts. Centralizing the collection and disbursement of support through a State Disbursement Unit (SDU) will improve efficiency and reduce costs. It is also a Child Support State Plan requirement that DSS operate an SDU. Child Support will also expand services to private cases. The expansion of services to custodians with private support orders will help SC increase collections and increase our cost effectiveness, measured as dollars spent per dollars collected.
  
- **Moving services to front end services and support of non-paying NCPs** -The Child Support program reacts to non-payment of child support once the defendant is in arrears and far in debt. Moving services to the front end will allow us to work with him/her before the debt becomes unmanageable and, in many instances, uncollectable. Services provided include referrals to other agencies/entities for needed services, modification of child support obligations, etc.
  
- **Review and adjustment – right sizing orders** - The current practice in SC is to impute wages at full-time minimum to unemployed or underemployed parents without regard to their ability to work full time at minimum wage. This results in orders which are unpayable and the build-up of arrears which are uncollectible, although DSS is required to do so. If the agency received fewer unattainable orders, our efficiency would be increased.
  
- **“NCP Connects with SNAP program E/T”** -ICSSD recognizes that many non-custodial parents are also SNAP recipients who are unable to pay their full child support

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, “Similar Info Requested.”

obligations. Partnering with the SNAP Employment and Training program to serve these clients and assist them in getting jobs serves the dual purpose of getting them off SNAP rolls and increasing the amount and frequency of child support payments to their children.

- **Waive Child Support Application Fee** -Waiving the child support application fee would open up DSS's services to the poorest of our population, while costing the program very little money.
- **Fatherhood programs expanded** -Expanding services to non-custodial parent, typically fathers, is a federal best practice and one that DSS would like to institute. Fatherhood programs have proven themselves to be efficient ways to deliver services to fathers that frequently result in better relationships with their children and higher and more consistent child support payments.
- **Technological Developments** -The Child Support program has multiple technological strategies to be implemented that will result in greater efficiency in operations.
- **CSSES implementation** -The new system should increase collections, replace antiquated coding in the legacy system, reduce or eliminate state penalties, and eliminate operational cost from the legacy system.
- **Implement QUICK** - In interstate cases, it is often difficult to obtain case information from other states. Implementing QUICK (Query Interstate Cases for Kids) will allow our staff to obtain case information from other states through a federal portal and allow other states to obtain information on our cases, both of which would reduce the time spent gathering or providing information and increasing efficiency.
- **Automate Interstate Forms** - Currently, these forms must be hand written or manually typed. An entire packet of forms can reach as many as 19 pages, so having forms that would auto-populate case information would cut down on completion time and allow our staff to work more efficiently.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."



- **Imaging** -ICSSD gets enormous amounts of mail from custodial and non-custodial parents, courts, other states, etc. The use of imaging to scan documents greatly improve efficiency for our staff.
- **Customer Service Portal** -Centralized customer services through the use of a Customer Service Portal.

**d. Administration and Program Support**

**Responsible Parties:** For all actions listed within this section, the agency Director, Susan Alford, the Deputy of Administration, Barbara Derrick and Johnny Strait, Director of Internal Audits are the personnel responsible for overseeing each of the actions and plans.

**Action:** The agency will use technology to streamline administrative processes for the agency.

**Anticipated Cost Savings/Efficiencies:** The agency anticipates there will be cost savings; although, it has not been identified at this time.

**Legislative Action:** None

**Actions and Timelines:**

- DSS is seeking to implement the learning management system once the State has procured the system. A learning management system will increase the efficiency of the delivery and tracking of training and certification, while simultaneously assessing employee performance.
- DSS is updating the County Office accounting system used to manage and account for local funds. This update will expedite the completion of fiscal operations audits. The Internal Audits program (IA) has developed a strategic plan for addressing employee and vendor fraud. IA will deliver an agency wide training on Fraud Prevention and Detection which will be streamlined to lessen the resources necessary for delivery and increase the number of participants. A fraud risk assessment will be conducted to identify high risk areas while increasing the number of control reviews and audits of the higher risk areas of the agency. These strategies are designed to reduce fraud and, upon implementation, are expected to have positive fiscal impact.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

- The Information Technology office is in the process of implementing a strategic plan focusing on security, infrastructure, systems, community and agency interfaces, and manageability by design. This plan includes; automation of paper forms, interagency system interfacing for the sharing of information and data, and reducing redundancy in documentation and data collection. Within the division, project management techniques will be streamlined and related policies, standards and procedures will be updated. Other projects include:
  - a. OnBase Imaging will improve workflows and document storage across the agency.
  - b. On-going efforts will keep software versions current and manage software Management agency licenses.
  - c. Dell One will address security requirements while improving identity management and role based access.

### C. Additional Questions

1. The top three strategic objectives that will have the biggest impact are as follows:
  - 1 - Completion of Child Support System.
  - 2 - Lowering caseloads and providing additional supervisory support for caseworkers.
  - 3 – Updating agency technology, particularly in Economic Services, to streamline agency processes.
2. Fundamentals required to complete these objectives are as follows:
  - 1 - Federal Approval of HP Settlement and appropriation of sufficient funding for project.
  - 2 – Hiring of caseworker assistant positions, appropriation of sufficient funding and FTE’s, improving recruitment and onboarding processes, requiring supervisory monitoring of workload/performance in relation to caseload standards.
  - 3 – Sufficient funding for projects, including adequate FTEs to implement and support new technology.
3. [www.dss.sc.gov](http://www.dss.sc.gov)
4. Not at this time.

# CHARTS APPENDIX

## VII. Excel Charts

Please send an electronic copy of the entire Excel Workbook and print hard copies of each of the Charts to attach here. Please print the charts in a format so that all the columns fit on one page. Please insert the page number each chart begins on below.

|   |    |
|---|----|
| Major Program Areas Chart _____           | 36 |
| Agency Reporting Requirements Chart _____ | 42 |
| Personnel Involved Chart _____            | 44 |

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

**INSTRUCTIONS:** Provide information about the agency's Major Program Areas as those are defined in the Appropriations Act. When completing columns B - K, the agency can copy and paste the information the agency submitted in the Program Template of the FY 2013-14 Accountability Report, just make sure of the following:

a) List only the programs that comprise at least 80% of the total budget and include the % of total budget. The remainder of the programs should be "listed ONLY" in the box labeled "Remainder of Programs", with those program expenditures detailed in the box labeled "Remainder of Expenditures." If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11.

b) The "Associated Objective(s)" column in the Program Template of the FY 2-13-14 Accountability report has been changed to "Key Performance Measures Cross References." The Key Performance Measures Cross References column should link major programs to charts/graphs in the Key Performance Measurement Processes Section (ex. Chart 5.2-1 or Graph 5.2-2). If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11; and

c) An additional column, titled "Legal Standards Cross References," has been added at the end. The Legal Standards Cross Reference column should link major programs to the statutes, regulations and provisos listed in the Laws Section of this report, which they satisfy.

Included below is an example, with a partial list of past Major Program Areas from the Department of Transportation. The example does not include information in the columns under expenditures, key performance measures cross reference, legal standards cross references or remainder of expenditures, however the agency must complete these columns when submitting this chart in final form. 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.

**Note:**  
 -Key Performance Measures Cross References Column links major programs to the charts/graphs in the Key Performance Measurement Processes Section of the Restructuring Report.  
 -Legal Standards Cross References Column links major programs to the statutes, regulations and provisos they satisfy which are listed in the Laws Section of the Restructuring Report.

| Agency Submitting Report | Program/Title           | Purpose   | FY 2012-13 Expenditures |              |               |               | FY 2013-14 Expenditures |              |               |               | Key Performance Measures Cross Reference | Legal Standards Cross References |
|--------------------------|-------------------------|---|-------------------------|--------------|---------------|---------------|-------------------------|--------------|---------------|---------------|--|----------------------------------|
|                          |                         |   | General                 | Other        | Federal       | TOTAL         | General                 | Other        | Federal       | TOTAL         |  |                                  |
| Dept. of Social Services | I.E. Program Management | These programs provide 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. | \$ 2,997,537            | \$ 3,124,183 | \$ 24,557,216 | \$ 30,678,936 | \$ 3,668,913            | \$ 5,292,215 | \$ 26,913,187 | \$ 35,874,315 | All Goal 1, 2, & 3 objectives            |                                  |
|                          |                         |   | 2.5%                    | 11.7%        | 7.2%          | 6.3%          | 3.0%                    | 15.1%        | 7.5%          | 7.0%          |  |                                  |



| Agency Submitting Report | Program/Title                   | Purpose  | FY 2012-13 Expenditures |            |               |               | FY 2013-14 Expenditures |              |               |               | Key Performance Measures Cross Reference | Legal Standards Cross References |
|--------------------------|---------------------------------|--|-------------------------|------------|---------------|---------------|-------------------------|--------------|---------------|---------------|--|----------------------------------|
|                          |                                 |  | General                 | Other      | Federal       | TOTAL         | General                 | Other        | Federal       | TOTAL         |  |                                  |
| Dept. of Social Services | II.A. Child Protective Services | 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 statute. Services are provided to strengthen families; to enable children to remain safe in the 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. | \$ 8,169,430            | \$ 674,288 | \$ 25,495,429 | \$ 34,339,147 | \$ 9,118,919            | \$ 847,882   | \$ 25,552,993 | \$ 35,519,794 | 1.1.1, 1.2.1, 1.2.2, 1.3.1,              |                                  |
|                          |                                 |  | 6.8%                    | 2.5%       | 7.5%          | 7.1%          | 7.4%                    | 2.4%         | 7.1%          | 6.9%          |  |                                  |
| Dept. of Social Services | II.B. Foster Care               | These programs provide within the framework of federal and state mandates, substitute care and to support out-of-home services that are child centered and family focused; to contribute to the protection of children and promote their well-being, and to effectively serve children who are in need of therapeutic placements.  | \$ 36,932,235           | \$ 386,218 | \$ 31,613,189 | \$ 68,931,642 | \$ 37,930,509           | \$ 1,706,738 | \$ 36,388,967 | \$ 76,026,214 | 1.3.2, 1.3.3, 1.3.4, 1.4.1,              |                                  |
|                          |                                 |  | 30.8%                   | 1.4%       | 9.3%          | 14.2%         | 30.8%                   | 4.9%         | 10.2%         | 14.7%         |  |                                  |
| Dept. of Social Services | II.C. Adoptions                 | 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 families.   | \$ 15,514,452           | \$ -       | \$ 14,509,403 | \$ 30,023,855 | \$ 17,594,385           | \$ 50        | \$ 15,841,926 | \$ 33,436,360 | 1.4.2                                    |                                  |
|                          |                                 |  | 12.9%                   | 0.0%       | 4.3%          | 6.2%          | 14.3%                   | 0.0%         | 4.4%          | 6.5%          |  |                                  |



| Agency Submitting Report | Program/Title                          | Purpose   | FY 2012-13 Expenditures |              |               |               | FY 2013-14 Expenditures |            |               |               | Key Performance Measures Cross Reference | Legal Standards Cross References |
|--------------------------|--|---|-------------------------|--------------|---------------|---------------|-------------------------|------------|---------------|---------------|--|----------------------------------|
|                          |  |   | General                 | Other        | Federal       | TOTAL         | General                 | Other      | Federal       | TOTAL         |  |                                  |
| Dept. of Social Services | II.D. Adult Protective Services        | 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. | \$ 524,155              | \$ 512,607   | \$ 1,698,812  | \$ 2,735,574  | \$ 549,786              | \$ 550,010 | \$ 1,848,756  | \$ 2,948,552  | 1.5.1, 1.5.2                             |                                  |
|                          |  |   | 0.4%                    | 1.9%         | 0.5%          | 0.6%          | 0.4%                    | 1.6%       | 0.5%          | 0.6%          |  |                                  |
| Dept. of Social Services | II.E. Employment and Training Services | These programs provide assistance to welfare recipients to maximize their strengths and abilities to become fully employed; to become socially and economically independent.  | \$ 11,686,354           | \$ 1,637,255 | \$ 42,331,186 | \$ 55,654,795 | \$ 7,703,036            | \$ 363,868 | \$ 51,194,993 | \$ 59,261,896 | 2.1.2                                    |                                  |
|                          |  |   | 9.7%                    | 6.1%         | 12.5%         | 11.4%         | 6.3%                    | 1.0%       | 14.3%         | 11.5%         |  |                                  |

| Agency Submitting Report | Program/Title                       | Purpose  | FY 2012-13 Expenditures |              |               |               | FY 2013-14 Expenditures |              |               |               | Key Performance Measures Cross Reference | Legal Standards Cross References |
|--------------------------|-------------------------------------|--|-------------------------|--------------|---------------|---------------|-------------------------|--------------|---------------|---------------|--|----------------------------------|
|                          |                                     |  | General                 | Other        | Federal       | TOTAL         | General                 | Other        | Federal       | TOTAL         |  |                                  |
| Dept. of Social Services | II.F. 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. | \$ 2,504,973            | \$ 3,399,936 | \$ 20,307,337 | \$ 26,212,246 | \$ 3,005,477            | \$ 3,574,395 | \$ 20,698,569 | \$ 27,278,441 | All Goal 3 objectives                    |                                  |
|                          |                                     |  | 2.1%                    | 12.8%        | 6.0%          | 5.4%          | 2.4%                    | 10.2%        | 5.8%          | 5.3%          |  |                                  |
| Dept. of Social Services | II.G. Food Stamp Assistance Program | 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. The Family Nutrition Program consists of a network of food assistance programs that improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.   | \$ 2,998,301            | \$ 569,267   | \$ 3,475,607  | \$ 7,043,175  | \$ 3,379,569            | \$ 467,762   | \$ 1,828,777  | \$ 5,676,108  | 2.2.1, 2.2.2                             |                                  |
|                          |                                     |  | 2.5%                    | 2.1%         | 1.0%          | 1.4%          | 2.7%                    | 1.3%         | 0.5%          | 1.1%          |  |                                  |

| Agency Submitting Report | Program/Title             | Purpose  | FY 2012-13 Expenditures |              |               |               | FY 2013-14 Expenditures |              |               |               | Key Performance Measures Cross Reference | Legal Standards Cross References |
|--------------------------|---------------------------|--|-------------------------|--------------|---------------|---------------|-------------------------|--------------|---------------|---------------|--|----------------------------------|
|                          |                           |  | General                 | Other        | Federal       | TOTAL         | General                 | Other        | Federal       | TOTAL         |  |                                  |
| Dept. of Social Services | II.H. 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 another permanent living arrangement.  | \$ 215,257              | \$ 650,241   | \$ 3,733,564  | \$ 4,599,063  | \$ 164,759              | \$ 992,859   | \$ 4,374,805  | \$ 5,532,423  | 1.2.1, 1.2.2                             |                                  |
|                          |                           |  | 0.2%                    | 2.4%         | 1.1%          | 0.9%          | 0.1%                    | 2.8%         | 1.2%          | 1.1%          |  |                                  |
| Dept. of Social Services | II.L. Food Services       | The Food Services 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.  | \$ -                    | \$ -         | \$ 38,192,893 | \$ 38,192,893 | \$ -                    | \$ -         | \$ 38,722,510 | \$ 38,722,510 | 2.2.3                                    |                                  |
|                          |                           |  | 0.0%                    | 0.0%         | 11.2%         | 7.9%          | 0.0%                    | 0.0%         | 10.8%         | 7.5%          |  |                                  |
| Dept. of Social Services | II.M. Child Care          | 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.  | \$ 7,018,491            | \$ 5,172,207 | \$ 55,472,266 | \$ 67,662,965 | \$ 7,014,034            | \$ 1,346,766 | \$ 54,516,084 | \$ 62,876,884 | 2.3.1, 2.3.2                             |                                  |
|                          |                           |  | 5.9%                    | 19.4%        | 16.3%         | 13.9%         | 5.7%                    | 3.8%         | 15.2%         | 12.2%         |  |                                  |
| Dept. of Social Services | III. Employee Benefits    | Employee benefits (also called fringe benefits) include various types of non-wage compensation provided to employees in addition to their normal wages or salaries. Examples of these benefits include: group insurance (health, dental, life etc.), disability income protection, retirement benefits, sick leave, vacation (paid and non-paid), social security, profit sharing, funding of education, and other specialized benefits. | \$ 10,946,264           | \$ 3,711,622 | \$ 26,846,192 | \$ 41,504,078 | \$ 13,158,727           | \$ 3,173,326 | \$ 28,060,455 | \$ 44,392,507 |  |                                  |
|                          |                           |  | 9.1%                    | 13.9%        | 7.9%          | 8.5%          | 10.7%                   | 9.1%         | 7.8%          | 8.6%          |  |                                  |
|                          |                           |  | <b>82.9%</b>            | <b>74.4%</b> | <b>84.8%</b>  | <b>83.8%</b>  | <b>83.8%</b>            | <b>52.3%</b> | <b>85.5%</b>  | <b>82.9%</b>  |  |                                  |

| Agency Submitting Report | Program/Title | Purpose | FY 2012-13 Expenditures |       |         |       | FY 2013-14 Expenditures |       |         |       | Key Performance Measures Cross Reference | Legal Standards Cross References |
|--------------------------|---------------|---------|-------------------------|-------|---------|-------|-------------------------|-------|---------|-------|--|----------------------------------|
|                          |               |         | General                 | Other | Federal | TOTAL | General                 | Other | Federal | TOTAL |  |                                  |

| Remainder of Programs: List any programs not included above and show the remainder of expenditures by source of funds. |    |           |    |           |    |            |    |            |    |           |    |            |    |            |    |            |
|--|----|-----------|----|-----------|----|------------|----|------------|----|-----------|----|------------|----|------------|----|------------|
| I.A. Agency Administration   | \$ | 6,442,112 | \$ | 1,384,776 | \$ | 18,602,701 | \$ | 26,429,589 | \$ | 7,140,696 | \$ | 931,864    | \$ | 21,093,470 | \$ | 29,166,030 |
| I.B. Information Resource Management   | \$ | 5,381,687 | \$ | 2,929,058 | \$ | 13,742,909 | \$ | 22,053,654 | \$ | 6,564,435 | \$ | 13,492,139 | \$ | 13,107,094 | \$ | 33,163,669 |
| I.C. County Office Administration  | \$ | 5,207,828 | \$ | 542,831   | \$ | 7,373,455  | \$ | 13,124,115 | \$ | 5,056,026 | \$ | 401,124    | \$ | 8,367,511  | \$ | 13,824,661 |
| I.D. County Support of Local DSS   | \$ | -         | \$ | 1,305,509 | \$ | 3,309,370  | \$ | 4,614,879  | \$ | -         | \$ | 1,051,187  | \$ | 4,312,784  | \$ | 5,363,971  |
| II.J. Homemaker  | \$ | -         | \$ | -         | \$ | 1,194,240  | \$ | 1,194,240  | \$ | -         | \$ | -          | \$ | 1,091,688  | \$ | 1,091,688  |
| II.J. Batter Spouse  | \$ | 10,609    | \$ | 662,630   | \$ | 2,742,623  | \$ | 3,415,862  | \$ | (10,609)  | \$ | 815,834    | \$ | 3,706,764  | \$ | 4,511,989  |
| II.K. Pregnancy Prevention   | \$ | 912,438   | \$ | -         | \$ | 4,660,582  | \$ | 5,573,020  | \$ | 1,001,964 | \$ | -          | \$ | 29,391     | \$ | 1,031,355  |
| IV. Nonrecurring   | \$ | 2,500,000 | \$ | -         | \$ | -          | \$ | 2,500,000  | \$ | 150,000   | \$ | -          | \$ | -          | \$ | 150,000    |

|                            |       |       |       |       |       |       |       |       |
|----------------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| Remainder of Expenditures: | 17.1% | 25.6% | 15.2% | 16.2% | 16.2% | 47.7% | 14.5% | 17.1% |
|----------------------------|-------|-------|-------|-------|-------|-------|-------|-------|

INSTRUCTIONS: List all reports, if any, the agency is required to submit to a legislative entity. Beside each include the following under the appropriate column: a) Name of the report; b) Legislative entity that requires the report; c) Law(s) that require the agency to provide the report; d) Stated legislative intent (from legislative entity, statute, regulation or other source) in providing the report; e) Frequency with which the report is required (i.e. annually, monthly, etc.); f) Approximate year the agency first started providing the report; g) Approximate cost to complete the report and any positive results from completing and submitting the report; and h) Method by which the agency receives, completes and submits the report (i.e. receive via emailed word document; log into or open program, enter data and click submit; etc.). Included below are examples of reports the agency may have to submit. The example does not include information in the columns under # of staff needed to complete the report; approx. total amount of time to complete the report and approx. total cost to complete the report, however the agency must complete these columns when submitting this chart in final form. Please delete the example figures before submitting this chart in final form, unless it applies to the agency, in which case ensure the information about those reports is complete. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

| Agency Submitting Report                              | Item # | Report Name  | Legislative Entity Requesting Report                    | Law Requiring Report  | Stated Intent of Report   | Year First Required to Complete Report | Reporting Freq.                             | # of Days in which to Complete Report | Month Report Template is Received by Agency | Month Agency is Required to Submit the Report | Cost to Complete Report                      |   |   | Positive Results of Reporting | Method in which Report Template is Sent to Agency (i.e. via email; receive) | Format in which Report Template is Sent to Agency | Method in which Agency Submits Completed Report (i.e. email; mail; click submit on web based form; etc.) | Format in which Agency Submits Completed Report (word, excel, web) |
|---|--------|--|---|---|---|--|---|---------------------------------------|---|---|--|---|---|-------------------------------|---|---|--|--|
|   |        |  |   |   |   |  |   |                                       |   |   | # of Staff Members Needed to Complete Report | Approx. Total Amount of time to Complete Report | Approx. total Cost to Agency to Complete (considering staff time, etc.) |                               |   |   |  |  |
| SC Dept. of Social Services (Internal Audit Division) | 1      | Restructuring Report   | House Legislative Oversight Committee                   | SC Code 1-30-10(G)(1)   | Increased Efficiency  | 2015                                   | Annually                                    | 30                                    | February                                    | March   | 1  | 7.5   | \$ 385.00   | TBD                           | Email and Hardcopy  | Word and Excel                                    | Email and Hardcopy   | Word and Excel   |
|   | 2      | Jaidon's Law   | General Assembly  | SC Code 43-1-210  | To report annually on specific caseworker and children data.  | 2015                                   | Annually                                    | 5                                     | N/A   | March   | Currently not tracked                        | Currently not tracked                           | Currently not tracked   | N/A                           | N/A   | Email   | Word and Excel   |  |
|   | 3      | Safe Haven Act Report  | General Assembly  | SC Code 63-7-40(K)  | To report on infants taken into custody as part of the Safe Haven Act.  | 2008                                   | Annually                                    |                                       | N/A   | No set date.                                  | Currently not tracked                        | Currently not tracked                           | Currently not tracked   | N/A                           | N/A   | Email   | Word   |  |
|   | 4      | County Office Performance Reviews  | General Assembly  | SC Code 43-1-115  | To provide a substantive quality review of the child protective services and foster care programs in each county and each adoption office in the State.   | 1993                                   | Each County at least once every five years. |                                       | N/A   | Each County at least once every five years.   | Currently not tracked                        | Currently not tracked                           | Currently not tracked   | N/A                           | N/A   | Email   | Word   |  |
|   | 5      | DSS Interagency System for Caring for Emotionally Disturbed Children (ISCEDC) report | Senate Finance and Ways and Means Committee             | SC Code 63-11-1520  | To report on the activities of the ISCEDC program for families and children identified as in need of special support in the community or when necessary, in a substitute care setting.  | 2008                                   | Quarterly                                   |                                       | N/A   |   | Currently not tracked                        | Currently not tracked                           | Currently not tracked   | N/A                           | N/A   | Email   | Word   |  |
|   | 6      | Use of Funds Authorization   | Senate Finance and Ways and Means Committee             | SC Proviso 38.12 DSS: Use of Funds Authorization                  | 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 | FY 1997-98                             | Annually                                    |                                       | N/A   | January                                       | Currently not tracked                        | Currently not tracked                           | Currently not tracked   | N/A                           | N/A   | Email   |  |  |
|   | 7      | Child Support Enforcement System   | General Assembly  | SC Proviso 38.18 DSS: Child Support Enforcement System            | Requires a report detailing the status of the Child Support Enforcement System. This report is due to the General Assembly by August 31st.  | FY 2007-08                             | Annually                                    | 5                                     | N/A   | August  | Currently not tracked                        | Currently not tracked                           | Currently not tracked   | N/A                           | N/A   | Email   | Word   |  |
|   | 8      | New SNAP Debit Card Accountability Features  | Chairman of Senate Finance and Chairman of Ways & Means | SC Proviso 38.27 DSS: New SNAP Debit Card Accountability Features | Report to Chairman of W&M and Senate Finance by December 1, 2014 on recommendations for new accountability features to SNAP debit cards.  | FY 2014-15                             | Annually                                    |                                       | N/A   | December                                      | Currently not tracked                        | Currently not tracked                           | Currently not tracked   | N/A                           | N/A   | Email   | Word   |  |
|   | 9      | Base Budget Analysis   | General Assembly  | SC Proviso 117.31 GP: Base Budget Analysis                        | Requires state agencies to make public their Annual Accountability Report on or before September 15th and sets guidelines for the report.   | FY 1997-98                             | Annually                                    | 30                                    | August                                      | September                                     | Currently not tracked                        | Currently not tracked                           | Currently not tracked   | N/A                           | N/A   | Email   | Word   |  |
|   | 10     | Debt Collection Reports  | Chairman of Senate Finance and Chairman of Ways & Means | SC Proviso 117.37 GP: Debt Collection Reports                     | 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.  | FY 2002-03                             | Annually                                    | 1                                     | February                                    | February                                      | Currently not tracked                        | Currently not tracked                           | Currently not tracked   | Email                         | Word  | Email   | Word   |  |
|   | 11     | IMD Operations   | Chairman of Senate Finance and Chairman of Ways & Means | SC Proviso 117.78 GP: IMD Operations                              | Requires that IMD funds be used for out of home placement providers. Requires an annual report to be submitted.   | FY 2009-10                             | Annually                                    | 5                                     | N/A   | November                                      | Currently not tracked                        | Currently not tracked                           | Currently not tracked   | N/A                           | N/A   | Email   | Word   |  |



| Agency Submitting Report | Item # | Report Name           | Legislative Entity Requesting Report                    | Law Requiring Report                        | Stated Intent of Report  | Year First Required to Complete Report | Reporting Freq. | # of Days in which to Complete Report | Month Report Template is Received by Agency | Month Agency is Required to Submit the Report | Cost to Complete Report                      |   |   | Positive Results of Reporting | Method in which Report Template is Sent to Agency (i.e. via email; receive | Format in which Report Template is Sent to Agency | Method in which Agency Submits Completed Report (i.e. email; mail; click submit on web based form; etc.) | Format in which Agency Submits Completed Report (word, excel, web |
|--------------------------|--------|-----------------------|---|---|--|--|-----------------|---------------------------------------|---|---|--|---|---|-------------------------------|--|---|--|---|
|                          |        |                       |   |   |  |  |                 |                                       |   |   | # of Staff Members Needed to Complete Report | Approx. Total Amount of time to Complete Report | Approx. total Cost to Agency to Complete (considering staff time, etc.) |                               |  |   |  |   |
|                          | 12     | Fines and Fees Report | Chairman of Senate Finance and Chairman of Ways & Means | SC Proviso 117.79 GP: Fines and Fees Report | Requires a report of the fines and fees charged and collected in the prior fiscal year by September 1st. | FY 2008-09                             | Annually        | 1                                     | August                                      | September                                     | Currently not tracked                        | Currently not tracked                           | Currently not tracked   |                               | Email  | Word  | Email  | Word  |

**INSTRUCTIONS:** List the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in these reports, their title and their specific role in answering the question (i.e. searched the agency documents, asked for information because they are in charge of the department, etc.) Please delete the example information and instructions row 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.

| Agency Submitting Report    | Name                | Phone        | Email  | Department/Division                | Title  | Question                                   | Role in Answering Question   |
|-----------------------------|---------------------|--------------|--|------------------------------------|--|--|--|
| SC Dept. of Social Services | John L. Strait, III | 803-898-7458 | <a href="mailto:johnny.strait@dss.sc.gov">johnny.strait@dss.sc.gov</a>   | Internal Audit Division            | Director of Internal Audit                               | IV.2                                       | Prepared information for Question IV.2. - "Internal Audits" tab of the Excel Worksheet.                                    |
| SC Dept. of Social Services | Victoria Giles      | 803-724-5955 | <a href="mailto:Victoria.Giles@dss.sc.gov">Victoria.Giles@dss.sc.gov</a> | Technology Services                | Project Coordinator                                      | V.C.1                                      | Typed out the list of all electronic databases and document management systems the agency uses.                            |
| SC Dept. of Social Services | Dennis Yongue       | 803-724-5954 | <a href="mailto:Dennis.Yongue@dss.sc.gov">Dennis.Yongue@dss.sc.gov</a>   | Technology Services                | ITM II   | V.C.1                                      | Provided information for the Agency's database, EDMS, and BI systems.  |
| SC Dept. of Social Services | William Bray        | 803-898-7225 | <a href="mailto:William.Brayjr@dss.sc.gov">William.Brayjr@dss.sc.gov</a> | Finance & Governmental Affairs     | Chief of Fiscal and Governmental Affairs                 | I.A.1, I.B.1, II.6,II.7, II.8, III.1, IV.1 | Prepared required charts and information.  |
| SC Dept. of Social Services | Amber Gillum        | 803-898-7474 | <a href="mailto:amber.gillum@dss.sc.gov">amber.gillum@dss.sc.gov</a>     | Economic Services                  | Deputy State Director                                    | II.9                                       | Prepared information for seven year plan, completed emerging issues section, and reviewed required charts and information. |
| SC Dept. of Social Services | Russ Collins        | 803-898-9450 | <a href="mailto:russ.collins@dss.sc.gov">russ.collins@dss.sc.gov</a>     | Child Support Services             | Assistant Director                                       | V.A.1, V.A.2, V.A.4, V.A.5                 | Provided information and data concerning the child support program   |
| SC Dept. of Social Services | Brad Leake          | 803-898-7860 | <a href="mailto:Brad.Leake@dss.sc.gov">Brad.Leake@dss.sc.gov</a>         | Accountability, Data, and Research | Director of Accountability, Data, and Research           | I.C.1, V.A, V.B,                           | Compiled information and data from multiple divisions to prepare required charts and information.                          |
| SC Dept. of Social Services | Steve Rivers        | 803-898-8615 | <a href="mailto:Steve.Rivers@dss.sc.gov">Steve.Rivers@dss.sc.gov</a>     | Accountability, Data, and Research | Assistant Director of Accountability, Data, and Research |  | Queried CAPSS system for Human Services data reports.  |

| Agency Submitting Report    | Name                  | Phone        | Email  | Department/Division               | Title   | Question    | Role in Answering Question   |
|-----------------------------|-----------------------|--------------|--|-----------------------------------|---|-------------|--|
| SC Dept. of Social Services | Katie Morgan          | 803-898-1519 | <a href="mailto:Katie.Morgan@dss.sc.gov">Katie.Morgan@dss.sc.gov</a>                   | Integrated Child Support Services | Director of Integrated Child Support Services     | II.1-4, V.A | Provided information and data for Integrated Child Support Services to be used in multiple sections, including the performance measures section. |
| SC Dept. of Social Services | Sandra Allen          | 803-898-0990 | <a href="mailto:Sandra.Allen@dss.sc.gov">Sandra.Allen@dss.sc.gov</a>                   | Economic Services                 | Director of Economic Services Policy and Workflow | II.1-4, V.A | Provided information and data for Economic Services to be used in multiple sections, including the performance measures section.                 |
| SC Dept. of Social Services | Leigh Bolick          | 803-898-7134 | <a href="mailto:Leigh.Bolick@dss.sc.gov">Leigh.Bolick@dss.sc.gov</a>                   | Early Care and Education Programs | Director of Early Care and Education Programs     | II.1-4, V.A | Provided information and data related to Early Care and Education programs.  |
| SC Dept. of Social Services | Neisie Jacobs         | 803-898-7315 | <a href="mailto:Neisie.Jacobs@dss.sc.gov">Neisie.Jacobs@dss.sc.gov</a>                 | Human Resources                   | Director of Human Resources                       | II.6        | Provided organizational chart and exit survey results.   |
| SC Dept. of Social Services | William Smith         | 803-898-7368 | <a href="mailto:William.Smith@dss.sc.gov">William.Smith@dss.sc.gov</a>                 | Office of General Counsel         | Interim Director of the Office of General Counsel | III.1, IV.1 | Prepared legal standards and reporting requirements charts.  |
| SC Dept. of Social Services | Jessica Hanak-Coulter | 803-898-1370 | <a href="mailto:Jessica.Hanak-Coulter@dss.sc.gov">Jessica.Hanak-Coulter@dss.sc.gov</a> | Human Services                    | Deputy Director of Human Services                 | II.1-4, V.A | Contributed Human Services information to multiple sections, including the performance measures section.   |
| SC Dept. of Social Services | Greg Moore            | 803-898-7194 | <a href="mailto:Gregory.Moore@dss.sc.gov">Gregory.Moore@dss.sc.gov</a>                 | Human Services                    | Program Coordinator                               | II.1-4,     | Contributed Human Services information to multiple sections, including the performance measures section.   |
| SC Dept. of Social Services | Malik Whitaker        | 803-898-1370 | <a href="mailto:Malik.Whitaker@dss.sc.gov">Malik.Whitaker@dss.sc.gov</a>               | Human Services                    | Director of Continuous Quality Improvement        | II.5        | Prepared performance improvement system narrative.   |
| SC Dept. of Social Services | Holly Pisarik         | 803-898-1390 | <a href="mailto:Holly.Pisarik@dss.sc.gov">Holly.Pisarik@dss.sc.gov</a>                 | State Director                    | Assistant to the State Director                   | V.D, VI.A-C | Prepared the recommended restructuring and seven year plan sections.   |
| SC Dept. of Social Services | Tina Syrax            | 803-898-2114 | <a href="mailto:Tina.Syrax@dss.sc.gov">Tina.Syrax@dss.sc.gov</a>                       | State Director                    | Program Coordinator                               | V.A         | Contributed Human Services information to multiple sections, including the performance measures section.   |



INSTRUCTIONS: List all reports, if any, the agency is required to submit to a legislative entity. Beside each include the following under the appropriate column: a) Name of the report; b) Legislative entity that requires the report; c) Law(s) that require the agency to provide the report; d) Stated legislative intent (from legislative entity, statute, regulation or other source) in providing the report; e) Frequency with which the report is required (i.e. annually, monthly, etc.); f) Approximate year the agency first started providing the report; g) Approximate cost to complete the report and any positive results from completing and submitting the report; and h) Method by which the agency receives, completes and submits the report (i.e. receive via emailed word document; log into or open program, enter data and click submit; etc.). Included below are examples of reports the agency may have to submit. The example does not include information in the columns under # of staff needed to complete the report; approx. total amount of time to complete the report and approx. total cost to complete the report, however the agency must complete these columns when submitting this chart in final form. Please delete the example figures before submitting this chart in final form, unless it applies to the agency, in which case ensure the information about those reports is complete. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

| Agency Submitting Report    | Item # | Report Name  | Legislative Entity Requesting Report                    | Law Requiring Report  | Stated Intent of Report   | Year First Required to Complete Report | Reporting Freq.                              | # of Days in which to Complete Report | Month Report Template is Received by Agency | Month Agency is Required to Submit the Report                           | Cost to Complete Report                      |   |   | Positive Results of Reporting | Method in which Report Template is Sent to Agency (i.e. via email; Hardcopy) | Format in which Report Template is Sent to Agency | Method in which Agency Submits Completed Report (i.e. email; mail; click submit on web based form; etc.) | Format in which Agency Submits Completed Report (word, excel) |
|-----------------------------|--------|--|---|---|---|--|--|---------------------------------------|---|---|--|---|---|-------------------------------|--|---|--|---|
|                             |        |  |   |   |   |  |  |                                       |   |   | # of Staff Members Needed to Complete Report | Approx. Total Amount of time to Complete Report | Approx. total Cost to Agency to Complete (considering staff time, etc.) |                               |  |   |  |   |
| SC Dept. of Social Services | 1      | Restructuring Report   | House Legislative Oversight Committee                   | SC Code 1-30-10(G)(1)   | Increased Efficiency  | 2015                                   | Annually                                     | 30                                    | February                                    | March   | 18   | Approximately 450 hours                         | Currently not tracked   | TBD                           | Email and Hardcopy   | Word and Excel                                    | Email and Hardcopy   | Word and Excel  |
| SC Dept. of Social Services | 2      | Evaluation Report  | House Legislative Oversight Committee                   | SC Code 1-30-10(G)(1)   | Increased Efficiency  | 2015                                   | N/A  | 30                                    | April                                       | May   | 18   | Approximately 500 hours                         | Currently not tracked   |                               | Email and Hardcopy   | Word and Excel                                    | Email and Hardcopy   | Word and Excel  |
| SC Dept. of Social Services | 3      | Restructuring Report and Cost Savings Plan   | Office of Senate Oversight                              | SC Code 1-30-10(G)(1)   | Increased Efficiency  | 2015                                   | Annually                                     | 30                                    | December                                    | January   | Currently not tracked                        | Currently not tracked                           | Currently not tracked   |                               | Email and Hardcopy   | Word  | Email and Hardcopy   | Word  |
| SC Dept. of Social Services | 4      | Legislative Oversight  | Senate Legislative Oversight Subcommittee               | Special Committee established to review DSS.                      | Increased Efficiency  | 2015                                   | Special Committee established to review DSS. |                                       | N/A   | Varies. Agency responds to questions from the Subcommittee as received. | Currently not tracked                        | Currently not tracked                           | Currently not tracked   |                               | Email and Hardcopy   | Word and Excel                                    | Email and Hardcopy   | Word and Excel  |
| SC Dept. of Social Services | 5      | Jaidon's Law   | General Assembly  | SC Code 43-1-210  | To report annually on specific caseworker and children data.  | 2015                                   | Annually                                     | 5                                     | N/A   | March   | Currently not tracked                        | Currently not tracked                           | Currently not tracked   |                               | N/A  | N/A   | Email  | Word and Excel  |
| SC Dept. of Social Services | 6      | Safe Haven Act Report  | General Assembly  | SC Code 63-7-40(K)  | To report on infants taken into custody as part of the Safe Haven Act.  | 2008                                   | Annually                                     |                                       | N/A   | No set date.  | Currently not tracked                        | Currently not tracked                           | Currently not tracked   |                               | N/A  | N/A   | Email  | Word  |
| SC Dept. of Social Services | 7      | County Office Performance Reviews  | General Assembly  | SC Code 43-1-115  | To provide a substantive quality review of the child protective services and foster care programs in each county and each adoption office in the State.   | 1993                                   | Each County at least once every five years.  |                                       | N/A   | Each County at least once every five years.                             | Currently not tracked                        | Currently not tracked                           | Currently not tracked   |                               | N/A  | N/A   | Email  | Word  |
| SC Dept. of Social Services | 8      | DSS Interagency System for Caring for Emotionally Disturbed Children (ISCEDC) report | Senate Finance and Ways and Means Committee             | SC Code 63-11-1520  | To report on the activities of the ISCEDC program for families and children identified as in need of special support in the community or when necessary, in a substitute care setting.  | 2008                                   | Quarterly                                    |                                       | N/A   |   | Currently not tracked                        | Currently not tracked                           | Currently not tracked   |                               | N/A  | N/A   | Email  | Word  |
| SC Dept. of Social Services | 9      | Use of Funds Authorization   | Senate Finance and Ways and Means Committee             | SC Proviso 38.12 DSS: Use of Funds Authorization                  | 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 | FY 1997-98                             | Annually                                     |                                       | N/A   | January   | Currently not tracked                        | Currently not tracked                           | Currently not tracked   |                               | N/A  | N/A   | Email  | Word and Excel  |
| SC Dept. of Social Services | 10     | Child Support Enforcement System   | General Assembly  | SC Proviso 38.18 DSS: Child Support Enforcement System            | Requires a report detailing the status of the Child Support Enforcement System. This report is due to the General Assembly by August 31st.  | FY 2007-08                             | Annually                                     | 5                                     | N/A   | August  | Currently not tracked                        | Currently not tracked                           | Currently not tracked   |                               | N/A  | N/A   | Email  | Word  |
| SC Dept. of Social Services | 11     | New SNAP Debit Card Accountability Features  | Chairman of Senate Finance and Chairman of Ways & Means | SC Proviso 38.27 DSS: New SNAP Debit Card Accountability Features | Report to Chairman of W&M and Senate Finance by December 1, 2014 on recommendations for new accountability features to SNAP debit cards.  | FY 2014-15                             | Annually                                     |                                       | N/A   | December  | Currently not tracked                        | Currently not tracked                           | Currently not tracked   |                               | N/A  | N/A   | Email  | Word  |
| SC Dept. of Social Services | 12     | Base Budget Analysis   | General Assembly  | SC Proviso 117.31 GP: Base Budget Analysis                        | Requires state agencies to make public their Annual Accountability Report on or before September 15th and sets guidelines for the report.   | FY 1997-98                             | Annually                                     | 30                                    | August                                      | September   | Currently not tracked                        | Currently not tracked                           | Currently not tracked   |                               | N/A  | N/A   | Email  | Word  |

| Agency Submitting Report    | Item # | Report Name             | Legislative Entity Requesting Report                    | Law Requiring Report                          | Stated Intent of Report  | Year First Required to Complete Report | Reporting Freq. | # of Days in which to Complete Report | Month Report Template is Received by Agency | Month Agency is Required to Submit the Report | Cost to Complete Report                      |   |   | Positive Results of Reporting | Method in which Report Template is Sent to Agency (i.e. via email; | Format in which Report Template is Sent to Agency | Method in which Agency Submits Completed Report (i.e. email; mail; click submit on web based form; etc.) | Format in which Agency Submits Completed Report (word, excel, etc.) |
|-----------------------------|--------|-------------------------|---|---|--|--|-----------------|---------------------------------------|---|---|--|---|---|-------------------------------|--|---|--|---|
|                             |        |                         |   |   |  |  |                 |                                       |   |   | # of Staff Members Needed to Complete Report | Approx. Total Amount of time to Complete Report | Approx. total Cost to Agency to Complete (considering staff time, etc.) |                               |  |   |  |   |
| SC Dept. of Social Services | 13     | Debt Collection Reports | Chairman of Senate Finance and Chairman of Ways & Means | SC Proviso 117.37 GP: Debt Collection Reports | 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. | FY 2002-03                             | Annually        | 1                                     | February                                    | February                                      | Currently not tracked                        | Currently not tracked                           | Currently not tracked   |                               | Email  | Word  | Email  | Word  |
| SC Dept. of Social Services | 14     | IMD Operations          | Chairman of Senate Finance and Chairman of Ways & Means | SC Proviso 117.78 GP: IMD Operations          | Requires that IMD funds be used for out of home placement providers. Requires an annual report to be submitted.                            | FY 2009-10                             | Annually        | 5                                     | N/A   | November                                      | Currently not tracked                        | Currently not tracked                           | Currently not tracked   |                               | N/A  | N/A   | Email  | Word  |
| SC Dept. of Social Services | 15     | Fines and Fees Report   | Chairman of Senate Finance and Chairman of Ways & Means | SC Proviso 117.79 GP: Fines and Fees Report   | Requires a report of the fines and fees charged and collected in the prior fiscal year by September 1st.                                   | FY 2008-09                             | Annually        | 1                                     | August                                      | September                                     | Currently not tracked                        | Currently not tracked                           | Currently not tracked   |                               | Email  | Word  | Email  | Word  |



INSTRUCTIONS: Provide information about the agency's Major Program Areas as those are defined in the Appropriations Act. When completing columns B - K, the agency can copy and paste the information the agency submitted in the Program Template of the FY 2013-14 Accountability Report, just make sure of the following:

a) List only the programs that comprise at least 80% of the total budget and include the % of total budget. The remainder of the programs should be "listed ONLY" in the box labeled "Remainder of Programs", with those program expenditures detailed in the box labeled "Remainder of Expenditures." If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11.

b) The "Associated Objective(s)" column in the Program Template of the FY 2-13-14 Accountability report has been changed to "Key Performance Measures Cross References." The Key Performance Measures Cross References column should link major programs to charts/graphs in the Key Performance Measurement Processes Section (ex. Chart 5.2-1 or Graph 5.2-2). If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11; and

c) An additional column, titled "Legal Standards Cross References," has been added at the end. The Legal Standards Cross Reference column should link major programs to the statutes, regulations and provisos listed in the Laws Section of this report, which they satisfy. Included below is an example, with a partial list of past Major Program Areas from the Department of Transportation. The example does not include information in the columns under expenditures, key performance measures cross reference, legal standards cross references or remainder of expenditures, however the agency must complete these columns when submitting this chart in final form. 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.

**Note:**  
 -Key Performance Measures Cross References Column links major programs to the charts/graphs in the Key Performance Measurement Processes Section of the Restructuring Report.  
 -Legal Standards Cross References Column links major programs to the statutes, regulations and provisos they satisfy which are listed in the Laws Section of the Restructuring Report.

| Agency Submitting Report | Program/Title                   | Purpose  | FY 2012-13 Expenditures |              |               |               | FY 2013-14 Expenditures |              |               |               | Key Performance Measures Cross Reference | Legal Standards Cross References   |
|--------------------------|---------------------------------|--|-------------------------|--------------|---------------|---------------|-------------------------|--------------|---------------|---------------|--|--|
|                          |                                 |  | General                 | Other        | Federal       | TOTAL         | General                 | Other        | Federal       | TOTAL         |  |  |
| Dept. of Social Services | I.E. Program Management         | These programs provide 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.  | \$ 2,997,537            | \$ 3,124,183 | \$ 24,557,216 | \$ 30,678,936 | \$ 3,668,913            | \$ 5,292,215 | \$ 26,913,187 | \$ 35,874,315 | All Goal 1, 2, & 3 objectives            | SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 3   |
|                          |                                 |  | 2.5%                    | 11.7%        | 7.2%          | 6.3%          | 3.0%                    | 15.1%        | 7.5%          | 7.0%          |  |  |
| Dept. of Social Services | II.A. Child Protective Services | 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 statute. Services are provided to strengthen families; to enable children to remain safe in the 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. | \$ 8,169,430            | \$ 674,288   | \$ 25,495,429 | \$ 34,339,147 | \$ 9,118,919            | \$ 847,882   | \$ 25,552,993 | \$ 35,519,794 | 1.1.1, 1.2.1, 1.2.2, 1.3.1,              | SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 7; SC Code Title 63, Chapter 11; SC Administrative Code of Regulations Chapter 114, Regulation 114-590; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.); Title IV-B of the Social Security Act (42 U.S.C. 621 et seq.); Child Abuse Prevention and Treatment Act of 2010 (42 U.S.C. 5101 et seq. and 42 U.S.C. 5116 et seq.); Title 45 Code of Federal Regulations, Part 1340; SC Proviso 38.3; SC Proviso 38.7 |
|                          |                                 |  | 6.8%                    | 2.5%         | 7.5%          | 7.1%          | 7.4%                    | 2.4%         | 7.1%          | 6.9%          |  |  |

| Agency Submitting Report | Program/Title                          | Purpose   | FY 2012-13 Expenditures |              |               |               | FY 2013-14 Expenditures |              |               |               | Key Performance Measures Cross Reference | Legal Standards Cross References   |
|--------------------------|--|---|-------------------------|--------------|---------------|---------------|-------------------------|--------------|---------------|---------------|--|--|
|                          |  |   | General                 | Other        | Federal       | TOTAL         | General                 | Other        | Federal       | TOTAL         |  |  |
| Dept. of Social Services | II.B. Foster Care                      | These programs provide within the framework of federal and state mandates, substitute care and to support out-of-home services that are child centered and family focused; to contribute to the protection of children and promote their well-being, and to effectively serve children who are in need of therapeutic placements.   | \$ 36,932,235           | \$ 386,218   | \$ 31,613,189 | \$ 68,931,642 | \$ 37,930,509           | \$ 1,706,738 | \$ 36,388,967 | \$ 76,026,214 | 1.3.2, 1.3.3, 1.3.4, 1.4.1,              | SC Code Title 43, Chapter 1; SC Administrative Code of Regulations Chapter 114, Regulation 114-550; SC Proviso 38.15; SC Proviso 38.23 |
|                          |  |   | 30.8%                   | 1.4%         | 9.3%          | 14.2%         | 30.8%                   | 4.9%         | 10.2%         | 14.7%         |  |  |
| Dept. of Social Services | II.C. Adoptions                        | 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 families.  | \$ 15,514,452           | \$ -         | \$ 14,509,403 | \$ 30,023,855 | \$ 17,594,385           | \$ 50        | \$ 15,841,926 | \$ 33,436,360 | 1.4.2                                    | SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 9   |
|                          |  |   | 12.9%                   | 0.0%         | 4.3%          | 6.2%          | 14.3%                   | 0.0%         | 4.4%          | 6.5%          |  |  |
| Dept. of Social Services | II.D. Adult Protective Services        | 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. | \$ 524,155              | \$ 512,607   | \$ 1,698,812  | \$ 2,735,574  | \$ 549,786              | \$ 550,010   | \$ 1,848,756  | \$ 2,948,552  | 1.5.1, 1.5.2                             | SC Code Title 43, Chapter 1; SC Code Title 43, Chapter 35; SC Proviso 38.7   |
|                          |  |   | 0.4%                    | 1.9%         | 0.5%          | 0.6%          | 0.4%                    | 1.6%         | 0.5%          | 0.6%          |  |  |
| Dept. of Social Services | II.E. Employment and Training Services | These programs provide assistance to welfare recipients to maximize their strengths and abilities to become fully employed; to become socially and economically independent.  | \$ 11,686,354           | \$ 1,637,255 | \$ 42,331,186 | \$ 55,654,795 | \$ 7,703,036            | \$ 363,868   | \$ 51,194,993 | \$ 59,261,896 | 2.1.2                                    | SC Code Title 43, Chapter 1; Title 45 Code of Federal Regulations, Parts 260-285; SC Proviso 38.6                                      |
|                          |  |   | 9.7%                    | 6.1%         | 12.5%         | 11.4%         | 6.3%                    | 1.0%         | 14.3%         | 11.5%         |  |  |

| Agency Submitting Report | Program/Title                       | Purpose  | FY 2012-13 Expenditures |              |               |               | FY 2013-14 Expenditures |              |               |               | Key Performance Measures Cross Reference | Legal Standards Cross References   |
|--------------------------|-------------------------------------|--|-------------------------|--------------|---------------|---------------|-------------------------|--------------|---------------|---------------|--|--|
|                          |                                     |  | General                 | Other        | Federal       | TOTAL         | General                 | Other        | Federal       | TOTAL         |  |  |
| Dept. of Social Services | II.F. 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. | \$ 2,504,973            | \$ 3,399,936 | \$ 20,307,337 | \$ 26,212,246 | \$ 3,005,477            | \$ 3,574,395 | \$ 20,698,569 | \$ 27,278,441 | All Goal 3 objectives                    | 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 38.17; SC Proviso 38.18; SC Proviso 38.26 |
|                          |                                     |  | 2.1%                    | 12.8%        | 6.0%          | 5.4%          | 2.4%                    | 10.2%        | 5.8%          | 5.3%          |  |  |
| Dept. of Social Services | II.G. Food Stamp Assistance Program | 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. The Family Nutrition Program consists of a network of food assistance programs that improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.   | \$ 2,998,301            | \$ 569,267   | \$ 3,475,607  | \$ 7,043,175  | \$ 3,379,569            | \$ 467,762   | \$ 1,828,777  | \$ 5,676,108  | 2.2.1, 2.2.2                             | 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; SC Proviso 38.27  |
|                          |                                     |  | 2.5%                    | 2.1%         | 1.0%          | 1.4%          | 2.7%                    | 1.3%         | 0.5%          | 1.1%          |  |  |
| Dept. of Social Services | II.H. 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 another permanent living arrangement.  | \$ 215,257              | \$ 650,241   | \$ 3,733,564  | \$ 4,599,063  | \$ 164,759              | \$ 992,859   | \$ 4,374,805  | \$ 5,532,423  | 1.2.1, 1.2.2                             | SC Code Title 43, Chapter 1; Title IV-A of the Social Security Act (42 U.S.C. 601 et seq.)   |
|                          |                                     |  | 0.2%                    | 2.4%         | 1.1%          | 0.9%          | 0.1%                    | 2.8%         | 1.2%          | 1.1%          |  |  |

| Agency Submitting Report | Program/Title          | Purpose  | FY 2012-13 Expenditures |              |               |               | FY 2013-14 Expenditures |              |               |               | Key Performance Measures Cross Reference | Legal Standards Cross References   |
|--------------------------|------------------------|--|-------------------------|--------------|---------------|---------------|-------------------------|--------------|---------------|---------------|--|--|
|                          |                        |  | General                 | Other        | Federal       | TOTAL         | General                 | Other        | Federal       | TOTAL         |  |  |
| Dept. of Social Services | II.L. Food Services    | The Food Services 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.  | \$ -                    | \$ -         | \$ 38,192,893 | \$ 38,192,893 | \$ -                    | \$ -         | \$ 38,722,510 | \$ 38,722,510 | 2.2.3                                    | SC Code Title 43, Chapter 1; SC Proviso 38.25  |
|                          |                        |  | 0.0%                    | 0.0%         | 11.2%         | 7.9%          | 0.0%                    | 0.0%         | 10.8%         | 7.5%          |  |  |
| Dept. of Social Services | II.M. Child Care       | 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.  | \$ 7,018,491            | \$ 5,172,207 | \$ 55,472,266 | \$ 67,662,965 | \$ 7,014,034            | \$ 1,346,766 | \$ 54,516,084 | \$ 62,876,884 | 2.3.1, 2.3.2                             | SC Code Title 43, Chapter 1; SC Code Title 63, Chapter 13; SC Proviso 38.7; SC Proviso 38.19; SC Proviso 38.22 |
|                          |                        |  | 5.9%                    | 19.4%        | 16.3%         | 13.9%         | 5.7%                    | 3.8%         | 15.2%         | 12.2%         |  |  |
| Dept. of Social Services | III. Employee Benefits | Employee benefits (also called fringe benefits) include various types of non-wage compensation provided to employees in addition to their normal wages or salaries. Examples of these benefits include: group insurance (health, dental, life etc.), disability income protection, retirement benefits, sick leave, vacation (paid and non-paid), social security, profit sharing, funding of education, and other specialized benefits. | \$ 10,946,264           | \$ 3,711,622 | \$ 26,846,192 | \$ 41,504,078 | \$ 13,158,727           | \$ 3,173,326 | \$ 28,060,455 | \$ 44,392,507 |  | SC Code Title 8, Chapter 11  |
|                          |                        |  | 9.1%                    | 13.9%        | 7.9%          | 8.5%          | 10.7%                   | 9.1%         | 7.8%          | 8.6%          |  |  |
|                          |                        |  | 82.9%                   | 74.4%        | 84.8%         | 83.8%         | 83.8%                   | 52.3%        | 85.5%         | 82.9%         |  |  |

| Remainder of Programs: List any programs not included above and show the remainder of expenditures by source of funds. |              |              |               |               |              |               |               |               |  |  |
|--|--------------|--------------|---------------|---------------|--------------|---------------|---------------|---------------|--|--|
| I.A. Agency Administration   | \$ 6,442,112 | \$ 1,384,776 | \$ 18,602,701 | \$ 26,429,589 | \$ 7,140,696 | \$ 931,864    | \$ 21,093,470 | \$ 29,166,030 |  |  |
| I.B. Information Resource Management   | \$ 5,381,687 | \$ 2,929,058 | \$ 13,742,909 | \$ 22,053,654 | \$ 6,564,435 | \$ 13,492,139 | \$ 13,107,094 | \$ 33,163,669 |  |  |
| I.C. County Office Administration  | \$ 5,207,828 | \$ 542,831   | \$ 7,373,455  | \$ 13,124,115 | \$ 5,056,026 | \$ 401,124    | \$ 8,367,511  | \$ 13,824,661 |  |  |
| I.D. County Support of Local DSS   | \$ -         | \$ 1,305,509 | \$ 3,309,370  | \$ 4,614,879  | \$ -         | \$ 1,051,187  | \$ 4,312,784  | \$ 5,363,971  |  |  |
| II.I. Homemaker  | \$ -         | \$ -         | \$ 1,194,240  | \$ 1,194,240  | \$ -         | \$ -          | \$ 1,091,688  | \$ 1,091,688  |  |  |
| II.J. Battered Spouse  | \$ 10,609    | \$ 662,630   | \$ 2,742,623  | \$ 3,415,862  | \$ (10,609)  | \$ 815,834    | \$ 3,706,764  | \$ 4,511,989  |  |  |
| II.K. Pregnancy Prevention   | \$ 912,438   | \$ -         | \$ 4,660,582  | \$ 5,573,020  | \$ 1,001,964 | \$ -          | \$ 29,391     | \$ 1,031,355  |  |  |
| IV. Nonrecurring   | \$ 2,500,000 | \$ -         | \$ -          | \$ 2,500,000  | \$ 150,000   | \$ -          | \$ -          | \$ 150,000    |  |  |

| Agency Submitting Report | Program/Title | Purpose                    | FY 2012-13 Expenditures |       |         |       | FY 2013-14 Expenditures |       |         |       | Key Performance Measures Cross Reference | Legal Standards Cross References |
|--------------------------|---------------|----------------------------|-------------------------|-------|---------|-------|-------------------------|-------|---------|-------|--|----------------------------------|
|                          |               |                            | General                 | Other | Federal | TOTAL | General                 | Other | Federal | TOTAL |  |                                  |
|                          |               | Remainder of Expenditures: | 17.1%                   | 25.6% | 15.2%   | 16.2% | 16.2%                   | 47.7% | 14.5%   | 17.1% |  |                                  |