Legislative Oversight Committee

Staff Study of the
South Carolina Department of Social Services

October 21, 2015

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Visual Summary Table 1. Key dates and actions of the study process

House Legislative Oversight Committee's Actions

- January 7- Approves seven-year study recommendations for the Speaker
- January 13 - Speaker approves seven-year study recommendations, and recommendations are published in the House Journal
- February 5 - Approves the priority of the study of the agency
- February 10 - Provides agency with notification about the start of its oversight study

Healthcare Subcommittee's Actions

- March 17 - Holds introductory meeting with the agency and receives overview of the agency from the agency head
- May 7 - Holds meeting with the agency head to discuss the scope of the oversight study

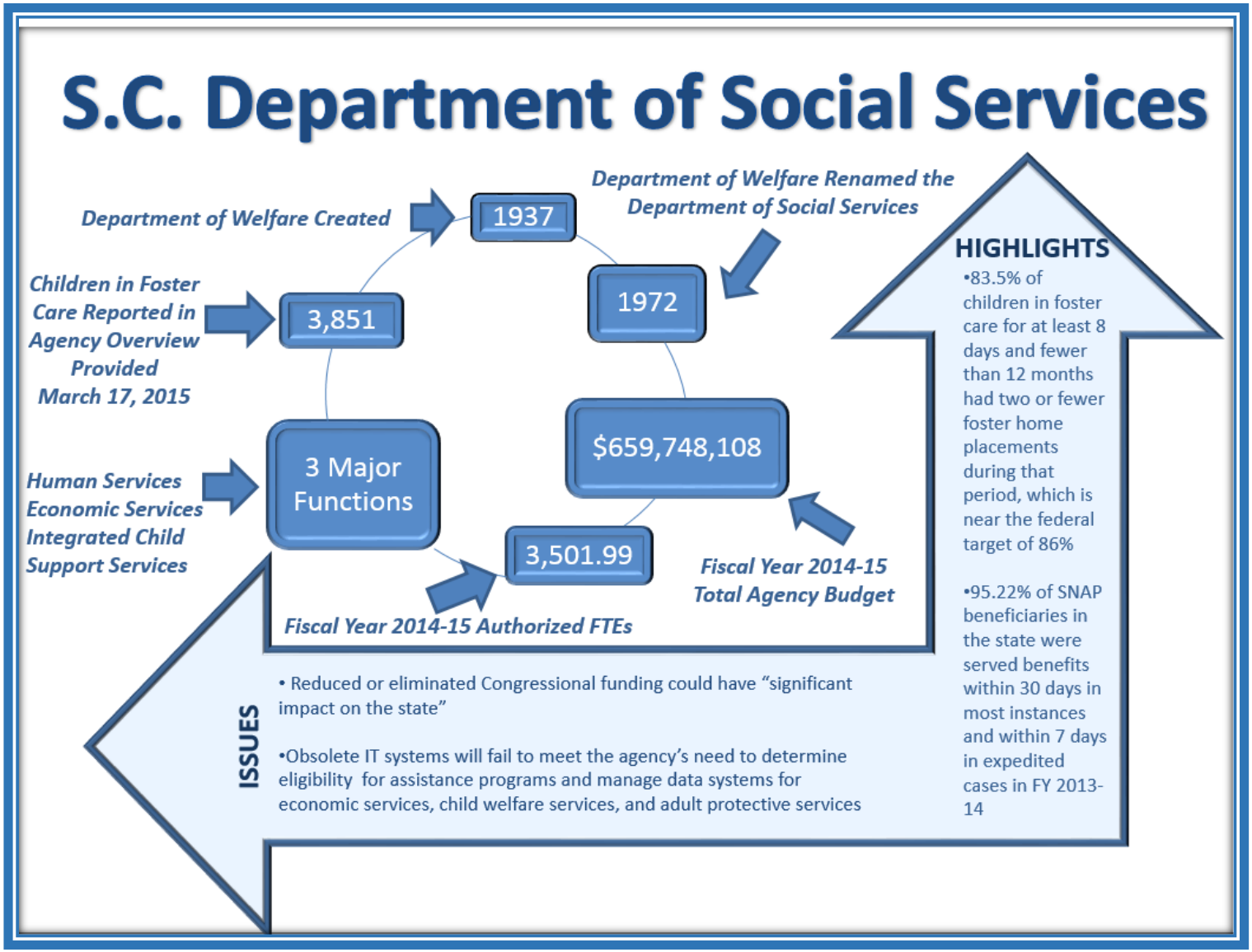
Department of Social Services' Actions

- April 30 - Submits its Restructuring and Seven-Year Plan Report to the Committee and reports having spent 950 hours to complete the report
- May 22 - Submits its Program Evaluation Report to the Committee

Public's Actions

- May 1 - May 31 - Survey about agency is available online for the public to provide input
- Ongoing - Public may submit written comments on the Oversight Committee's webpage on the General Assembly's website (www.scstatehouse.gov)

Visual Summary Figure 1. Snapshot of the agency's history, duties, highlights, and issues[1]



Visual Summary Table 2. Summary of the agency's mission, vision, goals, and spending[2]

How Agency Uses Taxpayer Money

The agency's goals, which should be in line with the agency's mission and assist it in accomplishing its vision, are presented below. The goals are in order from largest to smallest, based on the percentage of total money the agency spent toward accomplishment of each. The data in this table **highlight how the agency is investing the money it receives from the people of the state** and nation. Further details about the amounts spent on the individual objectives within each goal as well as the **performance measures, which should show the return the state is receiving on its investment,** are provided on later pages.

Mission: The agency's mission is "[t]o 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."[3]

Vision: The agency's vision is for there to be "[j]obs for parents and other adults living in poverty" and "[s]afe and thriving children with life-long families sooner."[4]

Goal	Description	$ Spent on Goal			
		2013-14		2014-15 (as of 3/30/15)	
		% of total	Amount Spent	% of total	Amount Spent
Goal 2	Help families achieve stability through financial and other temporary benefits while transitioning into employment	49.70%	$ 256,078,927	47.37%	$264,751,496
Goal 1	Ensure the safety of children and adults who cannot protect themselves	43.53%	$224,290,307	44.91%	$250,993,309
Goal 3	Help families achieve stability by increasing the frequency and reliability of child support payments and by providing non-custodial parents with the tools they need to be able to support and engage with their children	6.74%	$34,719,700	7.65%	$42,729,551
Goal 4	Efficiently distribute non-recurring appropriations as directed by the General Assembly	0.03%	$150,000	0.08%	$425,000

Visual Summary Table 3. Summary of recommendations

Summary of Recommendations: Opportunities to Continuously Improve

The agency states its mission is ""[t]o 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."[5]

Agency's Recommendations*

Streamlining Functions

- → Examine operational units for elimination, duplication, and streamlining functions
- → Examine specific functions of the agency to determine if they best fit within the agency's core mission

Administrative Functions

- → Examine need to reduce size of administrative functions
- → Merge all administrative functions into one division

Reliance on Contracting Core Services

- → Examine over-reliance on contracting core services to external providers

Structure and Supervision

- → Align supervision of county operations with regional structure
- → Standardize regional structure for Economic Services and Human Services

Discussion of Laws

- → Modification of three laws

Committee Staff's Recommendations

Issues Raised in Public Survey

- → Further evaluate foster care and overall employee morale
- → Solicit testimony from county directors

History of Issues and Focus for the Future

- → Obtain a briefing on the findings and recommendations from Legislative Audit Council reports which were performed during the previous 30 years, with an emphasis on issues that appear throughout these reports
- → Inquire as to impact of more narrowly focused attention on Human Services via transferring one or more divisions to a new agency or another existing agency
- → Evaluate which programs may be eliminated to help the agency focus on only the most critical needs
- → Consider the South Carolina Senate DSS Oversight Subcommittee's recommendations

Spending, Performance Measures, and Potential Negative Impacts

- → Analyze the agency's strategic spending
- → Discuss how the agency currently uses performance measures and regional benchmarks to efficiently use its resources, including, but not limited to, workforce engagement measures
- → Evaluate the agency's utilization of staff in the state office versus county offices as well as past staffing studies obtained by the agency
- → Discuss whether the agency has plans in place to address potential negative impacts when programs are underperforming
- → Consider the agency's recommendations

*Note: The Restructuring and Seven-Year Plan Report provided the agency an opportunity to provide recommendations to the Committee. (Source: SC Department of Social Services, *Restructuring and Seven-Year Plan Report*)

LEGISLATIVE OVERSIGHT - OVERVIEW

Foundation

The **South Carolina State Constitution** requires the General Assembly to provide for appropriate agencies in the areas of health, welfare, and safety and to determine their activities, powers, and duties.[6] Stated **public policy** provides that this "continuing and ongoing obligation of the General Assembly is best addressed by periodic review of the programs of the agencies and their responsiveness to the needs of the state's citizens. . . ."[7] The periodic reviews are accomplished through the legislative oversight process.[8] Specific statutes relating to legislative oversight are included in South Carolina Code of Laws Section 2-2-5 *et seq*.

Purpose and Schedule

The stated **purpose of legislative oversight** is to determine if agency laws and programs are being implemented and carried out in accordance with the intent of the South Carolina General Assembly and whether or not they should be continued, curtailed, or even eliminated.[9] The South Carolina House of Representatives' Legislative Oversight Committee ("House Oversight Committee" or "Committee") recognizes that a legislative oversight study informs the public about an agency.[10] To accomplish legislative oversight, the specific task of the Committee is to conduct a study on each agency at least once every seven years.[11] To guide the work of the Committee in completing its task, a **seven-year study schedule** is published in the House Journal the first day of each legislative session.[12]

Information Considered

Oversight **studies must consider**: (1) the application, administration, execution, and effectiveness of **laws and programs**; (2) the **organization and operation of agencies;** and (3) any conditions or circumstances that may indicate the **necessity or desirability of enacting new or additional legislation**.[13] **Evidence or information relating to a study may be acquired by any lawful means**, including: serving a request for information on an agency; deposing witnesses; issuing subpoenas that require the production of documents; and, with certain exceptions, requiring the agency to prepare and submit a program evaluation report by a specified date.[14] Testimony given to the investigating committee must be under oath.[15] All witnesses are entitled to counsel, and they shall be given the benefit of any privilege which they may claim in court as a party to a civil action.[16] Certain criminal provisions are applicable during the legislative oversight process, including contempt of the General Assembly.[17] Joint investigations with the South Carolina Senate ("Senate") or with other committees in the South Carolina House of Representatives ("House") are authorized.[18]

AGENCY STUDY - ACTIONS

House Oversight Committee's Actions

On January 7, 2015, the House Oversight Committee **approved seven-year study recommendations** for the Speaker of the House that included a recommendation that the Department of Social Services ("agency" or "DSS") be studied in 2015.[19] The Speaker approved the recommendations, which were published in the House Journal on January 13, 2015.[20] The Committee approved DSS as one of the first state agencies to be studied on February 5, 2015.[21]

The **Committee notified the agency** about the study on February 10, 2015. As the Committee encourages **collaboration in its legislative oversight process**, the Speaker, standing committee chairs in the House, members of the House, Clerk of the Senate, Joint Citizens and Legislative Committee Children, and the Governor were also notified about the agency study. The Honorable Mia S. McLeod serves on both the House Oversight Committee and the Joint Citizens and Legislative Committee on Children.

Also, the agency is under review by the Senate DSS Oversight Committee, which is a subdivision of the Senate General Committee. Information about the Senate DSS Oversight committee is available online, including a report released March 25, 2015.[22]

Subcommittee's Actions

The **Healthcare Subcommittee** ("Subcommittee") of the House Oversight Committee is studying the agency. The Chair of the Subcommittee is the Honorable Nathan Ballentine.[23] Other members include: the Honorable Mia S. McLeod, the Honorable Walton J. McLeod, and the Honorable Bill Taylor.[24]

Meetings with the Agency

The **Subcommittee has now met with the agency on two occasions**. DSS State Director V. Susan Alford ("agency head") provided the Subcommittee with a brief overview of the agency during an introductory meeting, which was held on March 17, 2015.[25] The Subcommittee met with the agency again on May 7, 2015 to discuss the scope of the study to the agency.[26] Additionally, on September 30, 2015, an ad hoc committee of the House Oversight Committee met with the agency.

Information from the Public

From May 1, 2015, until May 31, 2015, the Committee posted an **online survey to solicit comments from the public about the Department** and other agencies. There were 1,788 responses to the survey, with at least one response coming from each of the 46 South Carolina counties.[27] These comments are not considered testimony.[28] As noted in the survey, "input and observations from those citizens who [chose] to provide responses are very important . . . because they may help direct the Committee to potential areas for improvement with these agencies."[29] The **public may continue to submit written comments about agencies online**.[30]

Information from the Agency

The **Committee asked the agency to conduct a self-analysis** by requiring it to complete and submit a restructuring report, seven-year plan for cost savings and increased efficiencies, and program evaluation report. The agency submitted its restructuring report and seven-year plan, which were combined into a

single report this year, on April 30, 2015, after being granted an extension by the Committee. The agency submitted its program evaluation report on May 22, 2015. The agency reported spending 950 hours to complete the reports.[31] Both reports are available online on the General Assembly's website.

Committee Staff's Actions

Committee staff obtain, review, and provide highlights of relevant information in the staff study.[32] Relevant information may include: an agency restructuring report; an agency seven-year plan for cost savings and increased efficiencies; an agency program evaluation report; another submission to a legislative or executive entity, such as an agency accountability report; comments from the public concerning the agency; any information submitted by a legislative standing committee in the House of Representatives; and any information submitted by individual Members of the House.

Committee staff may also make recommendations to the Subcommittee based on the staff study.[33] The Subcommittee may follow some, all, or none of the staff's recommendations and conduct any further study it desires. The **staff study is intended for the internal use and benefit of Members of the House, and it does not reflect the views of the House, House Oversight Committee, or any subcommittees**.[34] The staff study **is shared with the agency**.[35] The agency has the option to provide a written response within ten business days for inclusion in the study.[36]

Next Steps

This **staff study, and any agency response, will be shared with the Subcommittee** and legislative standing committees in the House of Representatives that share subject matter jurisdiction.[37]

The **Subcommittee may review the staff study and, if one has been submitted, the agency's written response in order to determine what other tools of legislative oversight should be used** to evaluate (1) the application, administration, execution, and effectiveness of the agency's laws and programs, (2) the organization and operation of the agency, and (3) any conditions or circumstances that may indicate the necessity or desirability of enacting new or additional legislation pertaining to the agency.[38]

AGENCY STUDY - INFORMATION HIGHLIGHTS

Agency Organization and Operation

Agency History

State efforts to provide citizens with assistance date back 145 years, when the legislature enacted provisions to "provide for the care of the poor" by founding county poor farms or houses in 1870. [39] In 1915, the legislature established a State Board of Charities and Corrections, and five years later it established a State Board of Public Welfare.[40] "During the Depression, many social oriented programs were implemented to assist the nation in its recovery; among these was the Emergency Relief Administration. As an outgrowth of this agency, [a] temporary Department of Welfare was established in 1935."[41] The South Carolina Department of Public Welfare was permanently created by the legislature in 1937, and later it was renamed the Department of Social Services in 1972.[42]

Agency Organization Structure

State Office

The agency has a state office and 46 county offices. The agency head is the **State Director** who is "appointed by the Governor upon the advice and consent of the Senate."[43] Currently, the agency head is Ms. V. Susan Alford.

Among other things, the agency head is authorized to create: (1) a State Advisory Council of Social Services to consider and advise DSS on its problems and the remedies; (2) such advisory committees as are required by federal law or regulations regarding DSS' programs; and (3) other committees the agency head may deem necessary for prudent administration of DSS' programs.[44] Additionally, the agency head is authorized to "appoint and employ such other officers and employees as are authorized and may be necessary to perform" the agency's duties.[45]

The agency has a **Division of Internal Audits** which currently reports to the agency head. Internal audits began at the agency in 1973, and its organizational structure has varied over the years.[46] Mr. John L. Strait, III, is in charge of the agency's internal audit function.[47] In the last five years, there were 567 internal audits performed.[48] General subject matters audited include: SC Voucher Program (child care), fiscal operations of county DSS offices, Child Support Enforcement, Supplemental Nutrition Assistance Program (SNAP), internal agency business processes, and information technology.[49] Internal auditors are allowed to perform unannounced audits on areas as requested or that it considers to be of high risk.[50] Internal auditors concentrate on IT and Fiscal audits and do not evaluate the agency's performance measurement and improvement systems.[51]

The management of each division reviews their performance measures.[52] Quality assurance audits are also conducted on certain programs by agency staff and through a contract with the University of South Carolina.[53] Additionally, many of DSS' programs are subject to audits and reviews by the federal government.[54]

County Offices

Each of the State's 46 counties has a county DSS office.[55] Each county government is required to provide office space and facility service, including janitorial, utility and telephone services, for its county DSS.[56]

The agency head selects the county directors and may select regional directors to oversee the county directors.[57] The agency currently has five regional directors for Human Services and four regional directors for Economic Services.[58] The county directors administer the agency's activities within their respective counties.[59] All employees hired by the county director must meet the standards determined by the agency head as to education, training, fitness, and experience in social work.[60] In addition, the county directors must maintain such standards of work, procedures, and records as are required by the agency head.[61]

While the county director must follow the standards and instructions of the agency head, each county could also have a county board of social services that serves in an advisory capacity to the county director.[62] Members of the county boards are appointed by the Governor, upon the recommendation of a majority of the county's legislative delegation.[63] The county board has the authority to create a county advisory council of social services to aid the board in overcoming any problems it may face.[64]

Timeline and Organization Charts

Table 4, on the following pages, provides a timeline, encompassing five different gubernatorial administrations, two Democrat and three Republican. This approximately thirty-year timeline includes information about the various changes that have occurred in the agency over the years and applicable audits by the Legislative Audit Council (LAC). After this timeline are organization charts from the agency at different times in its history as well as the current organization chart reflecting the agency's present structure.

Table 4. Thirty-year agency timeline

1984	1985
-Governor Dick Riley -4,133.15 Authorized full time equivalent positions (FTEs) -DSS contracts with Omni Systems, Inc., a consulting firm, for $160,000 to determine appropriate staffing levels for each DSS county office.[65] DSS uses this information to make county staffing decisions.[66]	-Governor Dick Riley ; 4,276.15 Authorized FTEs February 1985 - **Legislative Audit Council (LAC) publishes a "Management and Performance Review**" of DSS. Some of the findings include: (1) **Child Protective Services (CPS) needs improvement; child abuse and neglect investigations are inadequate, treatment plans are not being used,** and family court requirements are not being met; casework has also been inadequate; (2) delay in automation of the Child Support Enforcement Program has cost approximately $1.9 million annually in collection of child support payments; (3) failure to adequately collect funds owed the agency from providers and clients; over $6.6 million in delinquent debts is outstanding from doctors, dentists, hospitals, nursing homes, and clients; (3) **federal penalties in the Food Stamp, Assistance for Families with Dependent Children (AFDC), and Medicaid programs because of excessive errors**; which could cost the State over $6 million in program and administrative funds. Also the review notes an Attorney General's opinion that the State has authority over all county DSS operations and by extension to ensure corrective actions are implemented. -DSS contracts with Omni to determine the proper staffing levels for the state offices for $204,613.[67] The purpose of the study, as stated in both the contract and the study's executive summary, was to provide DSS with the ability to monitor and update staffing levels in the state office.[68] While DSS officials indicate the study was accurate and appropriately conducted, the agency did not develop a formal plan for addressing the Omni study recommendations for the state office and, at the time of the 1991 LAC Study, had not updated the staffing analysis.[69] **According to the LAC Study, while DSS could have reduced staff in the state office through attrition and used that funding to hire additional staff in county offices, they remained over-staffed in the state office.[70] According to LAC, DSS then made attempts to correct staffing shortages in county offices by requesting additional positions**.[71] LAC concluded that, as of May 1991, DSS had not documented improvements in the efficiency and effectiveness of the state office as a result of the study on the state office which cost $204,613.[72]

1987	1989	1990
-Governor Carroll Campbell starts term in office -4,226 Authorized FTEs for the agency	-Governor Carroll Campbell -4,584 Authorized FTEs -Since Omni's updates in 1988-89, the agency's human services quality assurance section has maintained current information on staffing levels, updated yearly using the Omni methodology.[73] -Updates to the Omni staffing study indicate the **county Human Services offices are understaffed by 335 caseworkers**.[74] June 1989 - **DSS implements the Professional Academy for Self Sufficiency; academy is first statewide coordinated training program for Economic Service workers**.[75] Before the academy, training varied from county to county.[76] The **academy is an initiative to reduce error rates in issuance of food stamps and monetary benefits to needy families, increase job satisfaction and ensure consistent client services**.[77] The academy was based on the training program in Kentucky, the state with the lowest combined error rate in the southeast and in the top ten nationwide in FY 87-88.[78]	-Governor Carroll Campbell -4,640 Authorized FTEs (3,571 in county offices; 1,069 in the state office)[79] -Main program divisions: Office of Self-Sufficiency (i.e. Economic Services) and Office of Children, Family and Adult Services (i.e. Human Services).[80] Economic services is comprised of (1) economic support [AFDC, which later becomes Temporary Assistance for Needy Families (TANF), and food stamps], (2) medical support (Medicaid), (3) work support, (4) economic assessment and quality control, which is federally mandated to develop the state's error rates, and (5) child support enforcement (only operated from the state office).[81] Human services includes: (1) child protective and preventive services (CPPS), (2) adult services, (3) substitute care (foster care), (4) program quality assurance, and (5) state's adoption program (only operated from the state office).[82] -Primarily the agency serves the public at the county level, with the exceptions of child support enforcement and birth parent services.

1991	1999
-Governor Carroll Campbell; 4,878.70 Authorized FTEs May 1991 - **LAC publishes a "Limited-Scope Review"** of DSS.[83] Some of the findings include: (1) Higher ratio of central office administrative positions to direct client services positions than four states which are comparably structured; (2) **Central office is staffed at 119 administrative positions above the average of similarly structured offices**; (3) **County offices are understaffed by 547 employees** according to DSS staffing standards; (4) The estimated $2.5 million spent on these 119 [administrative] positions, based on the FY 89-90 average salary of $20,795 for state employees could be used in the county offices to employ 162 entry-level caseworkers at the starting salary of $15,229; (5) Administrative costs for the AFDC and food stamp programs were higher than the average for 8 southeastern states in FY 88-89 and DSS error rates for FY 85-86 through 87-88 were higher than the southeastern average; (6) State office does not effectively oversee the county programs in human services, but does a reasonably thorough job in economic services; and (7) By not requiring background checks on foster parents and **not always enforcing training, fire and health regulations, DSS has not adequately protected foster children**.[84] LAC concluded that county caseworker turnover was comparable to turnover for other types of state employees.[85] -Sections 43-1-80 and 43-1-90 require DSS to supervise, administer and ensure compliance with the provisions of the statutes in a uniform manner throughout the state.[86] **To fulfill its responsibilities, DSS committed to a quality process outlined by Philip Crosby, a management expert**.[87] According to Crosby, an agency must prevent problems before they occur by providing consistent feedback and evaluation through self-monitoring and audits.[88]	-Governor David Beasley; 5,097.04 Authorized FTEs -DSS implements a continuous hiring process for counties in constant need of human services personnel.[89] This process allows counties to have positions posted continually through the state employment website.[90] DSS human resources also continually screens applications and forwards them to these counties.[91]

2001	2003	2004	2005
-Governor Jim Hodges -5,117.54 Authorized FTEs **Sustains 35% reduction in its budget from FY 2001-02 through 2004-05** March - Hiring freeze implemented, with front-line human services positions, such as CPS caseworkers, exempt.[92] August - Implementation of a retirement incentive and voluntary separations begins. The hiring freeze remains in place with human services positions exempt.[93]	-Governor Mark Sanford starts term in office; 4,632.54 Authorized FTEs February 2003 - **Agency-wide hiring freeze** on all positions, including human services, implemented by State Director.[94] September 2003 - **U.S. Dept of Health and Human Services issues Round 1 final report on "South Carolina Child and Family Services Review."**[95] The evaluation used 7 outcome measures addressing a child's safety, well-being, and permanency of living situation as well as 7 systemic factors including training, quality assurance system, and its case review system. The measures and factors addressed CPS in-home treatment cases and foster care cases. DSS was found not to be in substantial conformity on 6 of the 7 outcome measures relating to safety and 2 of the 7 systemic factors.[96] When reviewing DSS' quality assurance system, the review found **DSS did not maintain a "…quality assurance system that evaluates and measures program strengths and areas needing improvement."**[97] In addition, the review noted that counties are only required to undergo a performance review once every 5 years and this may not be adequate to improve performance. In response to the review DSS had to develop a program improvement plan which had to be implemented by June 2006.	-Governor Mark Sanford -4,622.54 Authorized FTEs June 2004 - Counties authorized to hire up to 90% of front-line staff.[98] -**Management training for staff discontinued due to budget constraints and limited resources**[99]	-Governor Mark Sanford -Kim S. Aydlette, State Director -4,018.79 Authorized FTEs; 424 authorized county treatment and assessment positions allocated to the CPS program statewide.[100] Positions allocated to county offices as well as the state office, and the number varies by location.[101] August - **County directors authorized to hire 100% of their caseworker positions.**[102] December - DSS contracts with Office of Human Resources (OHR) for review of staffing, qualifications, salary, and turnover for caseworkers.[103] Report was to be completed by March 2006, but OHR was asked to extend the scope of its review.[104]

2006	2007
-Governor Mark Sanford; Kim S. Aydlette, State Director; 4,039.79 Authorized FTEs -**Management training reinstated**; management orientation program improved, "knowledge transfer" program to provide for work continuation in specialized areas instituted, and strategies to improve managers' skills developed; funds to increase entry-level salaries for direct services workers requested, and work with Budget and Control Board to develop a pay plan that will help attract and retain competent staff begins.[105] -**Federal General Accountability Office report** ranks caseworker recruitment and retention among the top 3 challenges facing child welfare agencies working to improve outcomes for children.[106] Turnover lowers morale, reduces efficiency, and consumes time as the agency recruits, hires, and trains new workers. **LAC finds DSS has not analyzed turnover among child welfare workers and has no standard for determining whether its turnover rate is within acceptable limits (through October 2014)**. In addition, neither DSS nor the state human resource agency collects complete data on employee turnover.[107] May 2006 - **DSS budget request includes $8.2 million for 350 new staff positions.[108] The General Assembly funds these positions for FY 06-07. Of the new staff, DSS requested 91 new treatment caseworkers**.[109] August 2006 - **LAC publishes a "Review of the Child Protective Services Program."**[110] Issues found includes: (1) **non-compliance with state law or its own policy in CPS cases, putting children at risk**; (2) failure to place individuals on the Central Registry of Child Abuse and Neglect as required by state law; (3) **failure to meet national caseload standards for its caseworkers**; (4) failure to properly discipline workers who violate its policy and allows employees to resign before they are subject to any disciplinary action without documenting the policy violations or poor work performances; (5) several instances where **individual counties have consistently underperformed on certain CPS performance measures** (i.e. timeliness of beginning investigations; number and percentage of unsubstantiated reports in which there was a subsequent report within 6 months and CPS treatment cases with no activity for more than 30 days), and (6) actions taken by the State Office to improve performance in underperforming counties does not result in significant improvement.[111] LAC recommends counties not be allowed to consistently underperform on measures without action being taken to correct the situation.	-Governor Mark Sanford -Kathleen M. Hayes, Ph.D, State Director; Chief of Staff position created[112] -Main divisions: Family Assistance (Linda Martin); Human Services (Mary Williams); Child Support Enforcement (Larry McKeown); Administration & Program Support (Wendell Price); Community Services (Nancy Purvis); General Counsel (Virginia Williamson); Planning & Quality Assurance (Kelly Cordell) -4,039.79 Authorized FTEs

2008	2009
-Governor Mark Sanford; Kathleen M. Hayes, Ph.D, State Director; Main divisions: Administration and Program Support (Wendell Price); Community Services (Nancy P. Purvis); General Counsel (Virginia Williamson); Chief of Staff (Katie Morgan); 4,065.79 Authorized FTEs March - **6 regional directors hired to serve as management consultants to county directors and staff**	-Governor Mark Sanford; Kathleen M. Hayes, Ph.D, State Director; Main divisions: Administration and Program Support (Wendell Price); Community Services (Nancy P. Purvis); General Counsel (Virginia Williamson); Chief of Staff (Katie Morgan); 4,065.79 Authorized FTEs September 2009 - **LAC publishes a follow up report on its "Review of the Child Protective Services Program."**[113] Some of the report findings include: (1) significant progress has been made on recommendation to establish a system for **ensuring compliance with requirement that children in CPS treatment cases be seen every 30 days**, but recommendation has not been fully implemented (**as of June 2009, agency records indicated DSS is only meeting this standard in 64% of its treatment cases)**; (2) percentage of cases in which children are not seen every 30 days and number of case determinations which exceed 60 days are not included in its performance measures; (3) **still no assurance allegations of abuse and neglect are reviewed by a supervisor and a treatment plan developed within 30 days of the case decision**; (4) implemented recommendation to start monitoring the Central Registry of Abuse and Neglect to ensure it is properly maintained and perpetrators are either taken to court to obtain a court order for placement in the registry or names are entered in the registry where the agency already has a court order; (5) **DSS states its budgetary considerations have prevented it from doing a formal analysis to determine the number of cases a CPS worker in the state could manage successfully and how they should be allocated**; (6) several tracking reports which identify individual employees who have violated policy or law have been developed; and (7) **partially implemented the recommendation to ensure that counties are held accountable for their effectiveness in meeting agency performance measures** (no incentives have been provided because the agency reports it does not have the funds and no penalties have been imposed for counties which continually underperform, but the following has been done to enhance efforts to monitor counties - monthly dashboard reports; increase in number of county directors (29 in 2006; 43 in 2009) and performance reviews for each; and addition of 6 regional directors to serve as management consultants to county directors and staff (hired March 2008).

2010
-Governor Mark Sanford -Kathleen M. Hayes, Ph.D, State Director; Main divisions: Administration and Program Support (Wendell Price); Community Services (Nancy P. Purvis); Programs (Vacant); Chief of Staff (Katie Morgan); General Counsel (Virginia Williamson); 3,954.79 Authorized FTEs March 2010 - **U.S. Department of Health and Human Services (DHHS) issues Round 2 (Round 1 in 2003) final report on "South Carolina Child and Family Services Review" (CFSR).**[114] DSS found **to not be in substantial conformity with 7 of the 7 outcome measures** addressing a child's safety, well-being, and permanency of living situation (6 of 7 in 2003) and 2 of the 7 systemic factors (2 of 7 in 2003). DSS will undergo Round 3 of the CFSR in FY 2017.[115]

2011
-Governor Nikki Haley starts term in office January 2011 – Lillian Koller named State Director; Deputy for Administration position eliminated[116]; Deputy for Economic Services created[117]; Main divisions: Economic Services (Linda Martin); Human Services (Isabel Blanco); General Counsel (Virginia Williamson); CSES Project (Katie Morgan); Internal Audit (Johnny Strait); 3,953.79 Authorized FTEs -**DSS implements the Child Welfare Basic (CWB) training program for new caseworkers**, which provides the knowledge and skills necessary for quality services to children and families.[118] County and regional offices indicated that, upon completion of CWB training, caseworkers demonstrate the required competencies.[119]

2012
-Governor Nikki Haley; Lillian B. Koller, State Director; Main divisions: Economic Services (Linda Martin; Human Services (Isabel Blanco); CSES Project (Katie Morgan); Internal Audit (Johnny Strait); 3,465.99 Authorized FTEs; **54% of the employees who completed exit surveys stated the reason they were leaving was (1) lack of supervisory support/employee recognition, (2) better advancement or (3) higher pay** -DSS implements Community Based Prevention Services (CBPS), a statewide initiative focusing on families referred to DSS that do not meet the threshold definitions of child abuse or neglect or substantial risk of harm, and, therefore, would not trigger an investigation upon intake.[120] Under the agency's traditional model, employees were often faced with the stark choice between taking no action on a case and taking action on a case that is not warranted given the facts of a report.[121] The implementation of CBPS provides employees with an alternative that provides at-risk families with resources that were previously unavailable.[122]

2013
-Governor Nikki Haley; Lillian B. Koller, State Director; Moved Child Support Enforcement to report to the State Director[123]; Main divisions: Economic Services (Amber Gillum); Human Services (Jessica Hanak-Coulter); CSES Project (Katie Morgan); Internal Audit (Johnny Strait); 3,451.99 Authorized FTEs (856 caseworkers and supervisors in Child Welfare Services[124]); 49% of the employees who completed exit surveys stated the reason they were leaving was (1) lack of supervisory support/employee recognition, (2) better Advancement, or (3) higher pay. February 2013 - DSS **starts a new career path for CPS line workers and establishes a new position description called "Performance Coach"** with the intention of reclassifying and promoting certain accomplished CPS line workers to help other CPS line workers in their areas of expertise to improve performance through the Performance Coach's mentorship.[125] Also begins process of creating a structured career path to advance employees through their current band or to other classifications (**as of July 2014 DSS was still in the process of developing this career path)**.[126]

2014

-Governor Nikki Haley

-3,501.99 Authorized FTEs; **71% of the employees who completed exit surveys stated the reason they were leaving was (1) lack of supervisory support/employee recognition, (2) better advancement, or (3) higher pay**

February 2014 - **The National Resource Center for Child Protective Services conducts a review of DSS' Intake Assessment Tool** and finds that it contains the right factors to determine whether the facts indicate a need for an investigation or a prevention response.[127]

March 2014 - **Senate calls for the hearings after a series of cases pertaining to children dying in DSS care or oversight**.[128]

May 2014 - **DSS develops a comprehensive plan to expedite the process of bringing staff onboard**.[129] Progress as of October 2, 2014 includes: (1) Funded new positions within the existing budget; (2) Increased hiring across the state; (3) Streamlined the hiring process to allow counties to fill vacancies more quickly; (4) Instituted group interview process for identifying the most qualified candidates for second interviews; and (5) Ongoing collaboration with DEW and other agencies.[130]

June 2014 – Lillian Koller resigns as State Director

June 2014 - **DSS submits, for the first time ever, caseload standards to the federal Administration for Children and Families**.[131] DSS did not have standards for the maximum number of families or children assigned to each child welfare caseworker until this time.[132] Maximum caseloads standards submitted by DSS include 24 children for assessment caseworkers, 24 children for treatment caseworkers and 20 children for foster care caseworkers.[133] **DSS reports that due to limited resources, it has not implemented these standards**.[134] LAC found that 57.8% of the 611 county caseworkers statewide had combined caseloads that exceeded DSS standards (38.5% had caseloads that exceeded the standards by 50% or more, 21.9% had caseloads that exceeded the standards by 100% or more, and 11.3% had caseloads that exceeded the standards by 150% or more.)[135] Statewide, 19.3% of caseworkers are assigned more than 50 children, 11.3% are assigned more than 60 children, and 2.8% are assigned more than 75 children.[136]

August 2014 - **DSS issues directive memo stating all caseworkers,** not just those who screen and assess reports of child abuse and neglect, **are required to be certified** (this requirement is not listed in DSS' training policy)[137]

September - DSS memorandum states caseworkers must receive 20 hours of continuing education each year.[138]

October 2014 - **LAC publishes a "Review of Child Welfare Services" at DSS**, finding significant issues with the way DSS provides these services and how it measures its performance.[139] Some of the issues include: (1) Caseworkers are not required to have a college degree in a field related to their social work nor previous relevant experience; (2) caseworkers are not being adequately compensated in comparison to comparable employees (avg. minimum salary was $29,797 in 2006 and in 2014 was $30,582; entry level caseworkers paid less than the average minimum salary of comparable workers in 42 states); (3) **DSS has unclear policies regarding training and certification for caseworkers after they have been hired and no central records that document whether caseworkers have been trained and certified** (this has been an issue for 30 years, in LAC's 1985 review of DSS, they found only screening and assessment workers were required to be certified and DSS did not maintain adequate central records of caseworker training and certification); (4) DSS takes as long as nine months to hire and train a new child welfare caseworker; (5) **caseworkers are being forced to manage excessive caseloads** (this has been an issue for 30 years, LAC's 1985 and 2006 report it stated DSS did not have maximum caseload standards for its child welfare caseworkers; formal methodology for calculating caseloads; nor policy that requires caseloads be approximately equal from county to county - in 2014, LAC found the same issues; state law does not require DSS to have a formal written methodology for calculating caseloads nor for caseworker caseloads to be approximately equal from county to county); (6) **DSS did not have a systematic process for allocating child welfare staff among its state, regional, and county offices** (this has been an issue for 30 years, LAC's 1985 and 2006 report recommends DSS develop a methodology for allocating staff - DSS stated staffing decisions are a product of management discretion, after considering available resources and needs throughout the organization); (7) DSS does not have a structured system for minimizing turnover among child welfare workers and county directors; (8) **Data being reported to the General Assembly on the occurrence of child fatality, especially among children who had prior involvement with the agency, was not reliable and not useful to measure the agency's**

performance; (9) About 25% of children whose abuse or neglect reports were accepted by the agency for investigation were not seen within 24 hours; (10) Use of private contractors for case management reduced the rate of in-person contact between agency employees and potential victims of neglect and abuse; (11) The agency did not always use a competitive procurement process for major services and partnership contracts, resulting in contracts worth as much as almost $51,000,000 with vendors that were likely not the best combination of price and quality, creating the perception of favoritism in the agency's contracting process (i.e. contract between DSS and Winthrop University for $20 million and two other contracts between DSS and USC for $50.8 million were the result of non-competitive procurement methods - LAC objected to DSS' use of cost justification, an exemption from competition, to enter into MOUs with USC and Winthrop but LAC did not find the process was used incorrectly); and (12) **DSS has developed multiple measures of child welfare service performance which can be useful in quantifying underperformance but DSS has given insufficient attention to determining the root causes of underperformance**.[140]

November 2014 - **Salary increase** for county child welfare caseworkers and supervisors (new positions hired on or after October 2, 2014, are on-boarded at new base salary).[141] **67 new caseworker assistant positions** are allocated to counties to provide support to frontline practitioners, allowing them to increase their face-to-face time with children and families.[142]

December 2014 – Susan Alford named State Director

2015

-Governor Nikki Haley

-Susan Alford, State Director; Reestablishes the Deputy for Administration position

-3,785.99 Authorized FTEs; **82% of the employees who completed exit surveys stated the reason they were leaving was (1) lack of supervisory support/employee recognition, (2) better advancement, or (3) higher pay (risen from 54% in 2012 and 71% in 2014)**

January 1, 2015 - Scheduled start date for implementation of a regionalized intake plan for CPS.[143] The regional intake system is supposed to: (1) Improve consistency in screening calls at intake by having dedicated staff involved in the intake process and by honing the skills of intake practitioners; (2) Improve the speed of accepting and processing referrals; callers will not have to wait to make referrals due to lack of available intake practitioners; intake practitioners will enter referrals directly into DSS database, making them instantly available to designate responders (DSS investigators and prevention partners); (3) Increase the expertise of dedicated intake practitioners through the provision of mandatory training and on-going coaching; (4) Improve the consistency and quality of data in Child and Adult Protective Services System (CAPSS) for both referrals and resource linkages; and (5) Increase the capacity of local management by lessening their scope of practice.[144]

Starting in early 2015, teams of DSS Human Services staff from across the state began working to improve the work processes involved in CPS Assessments.[145] 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.[146] 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.[147]

March 25, 2015 - Senate General Committee, DSS Oversight Subcommittee, Report and Recommendations released.

Budget request from agency for 2015-16 includes $8.4 million for 262 new full time staff positions and salary increases.[148] **The General Assembly funds these new positions and salary increases.**[149] **Of the new staff, DSS requested 177 caseworkers, 6 caseworker supervisors and 67 caseworker assistants.** A complete listing of this portion of the budget request is as follows: 177 new Caseworker FTEs; 6 new Caseworker Supervisor FTEs; Additional funding for 76 currently unfunded FTEs; 67 new Caseworker Assistant FTEs; 2 new Attorney FTEs; 2 new Paralegal FTEs; 4 new HR Manager FTEs to aid in recruitment efforts and $2,112,990 in salary increases (15% for Child Welfare Investigators and Supervisor; 10% for Child Welfare, Adult Protective Services, Adoption, Foster Care, IFCCS Caseworkers and Supervisors; 5% for Child Support, Economic Service, Child Care Caseworkers and Supervisors; 5% for Clerical Staff and Economic Service Call and Scan Center).

Changes in Agency's Organizational Structure

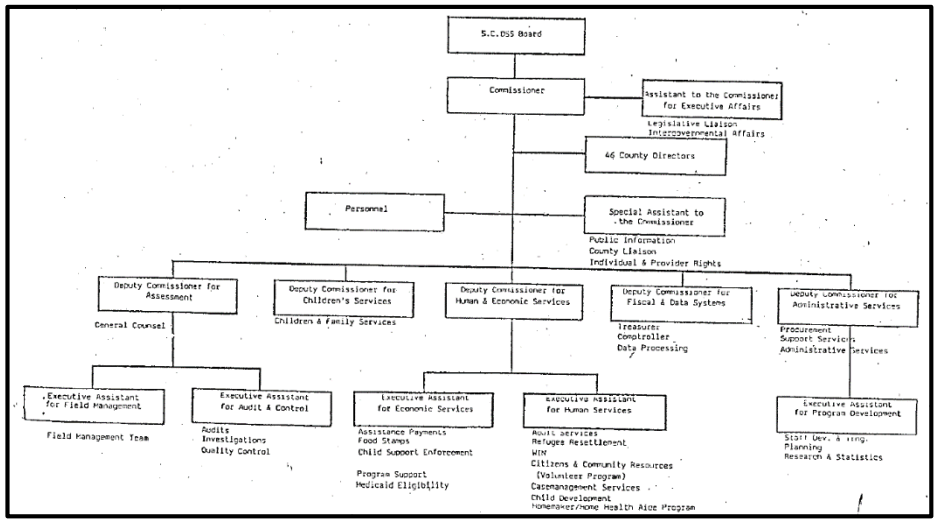


Figure 2. 1984 Agency state-level organizational structure[150]

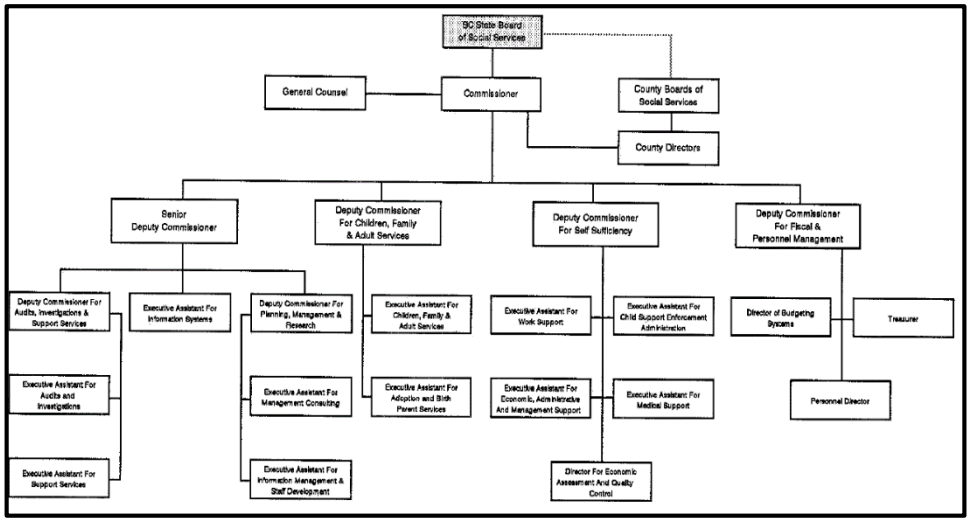


Figure 3. 1991 Agency state-level organizational structure[151]

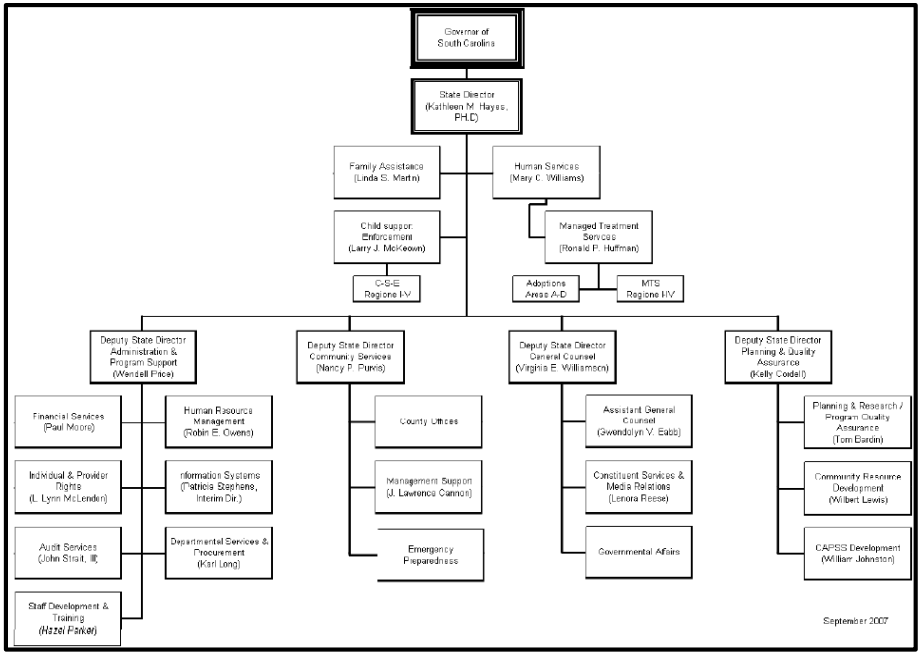


Figure 4. 2007 Agency state-level organizational structure[152]

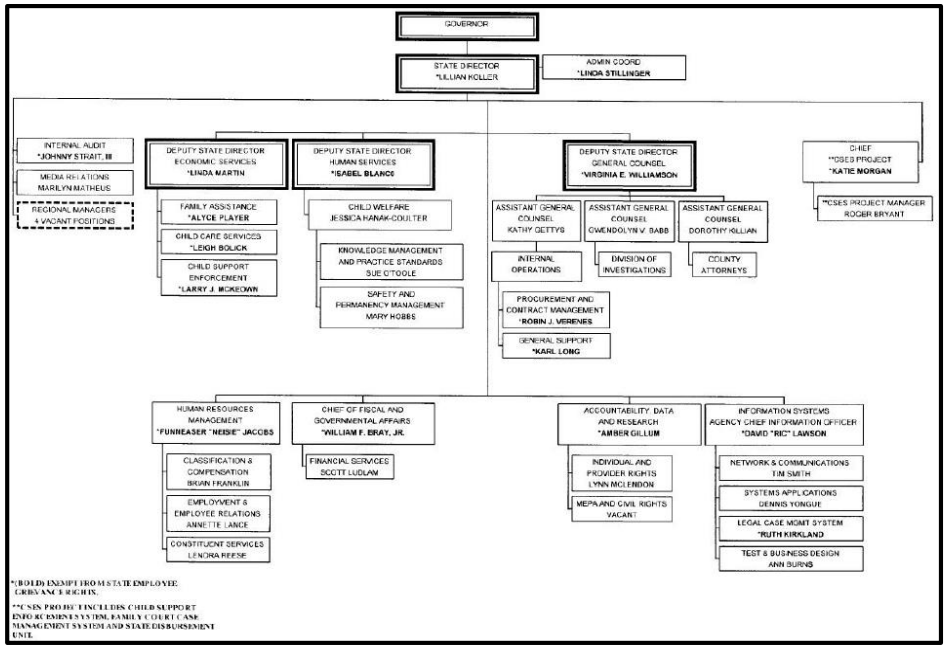


Figure 5. 2011 Agency state-level organizational structure[153]

Agency's Current Organizational Chart

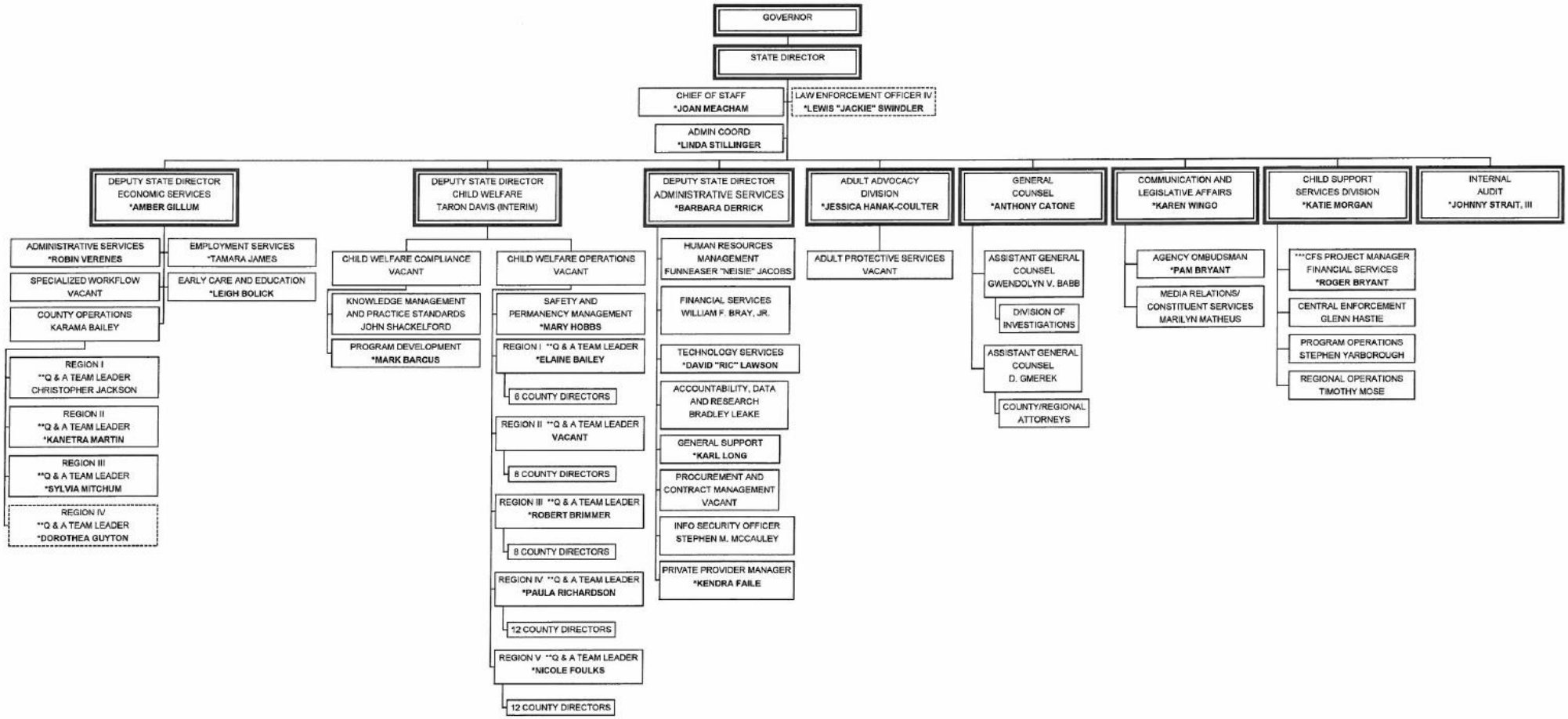


Figure 6. 2015 State-level organizational structure, as provided by the agency[154]

Employees

Trends in **authorized full-time equivalent positions (FTEs) at the agency over the last ten years** are summarized in Figure 7 and Table 5.[155] These trends show that the size of the agency, in terms of FTEs, remained stable from FY 2005-06 through FY 2011-12, after which it reduced by approximately 500 employees.

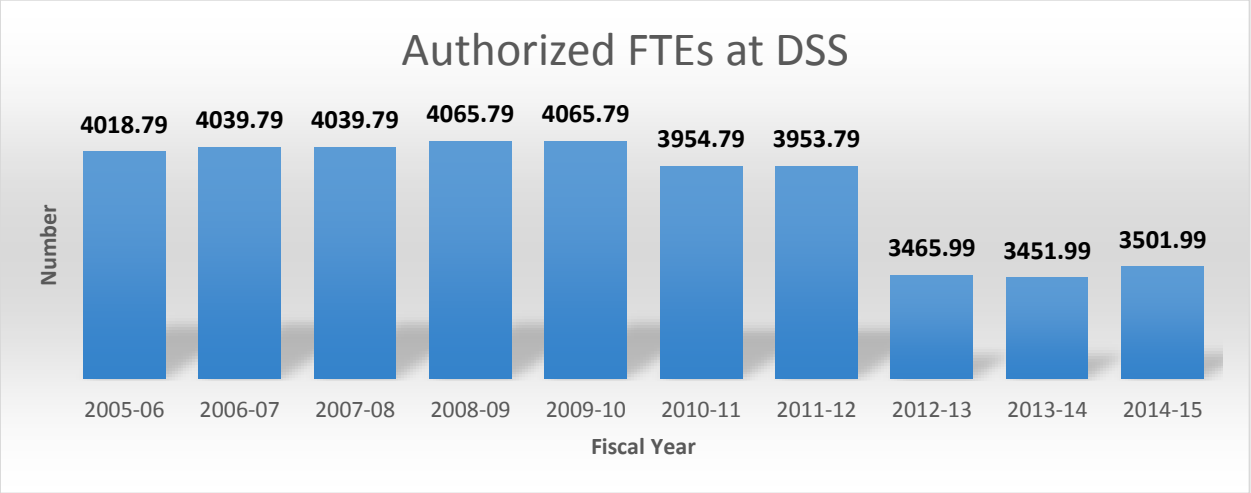


Figure 7. Agency authorized staffing levels for the past ten years[156]

According to DSS, this reduction occurred as a result of the General Assembly re-implementing personal service reconciliation by the Department of Administration (formerly the Budget and Control Board) through proviso 89.16 in 2011-12.[157] As part of this process, by September 13th, the Budget and Control Board prepares a personal service analysis, by agency, which shows the number of established positions for the fiscal year and the amount of funds required, by source of funds, to support the FTEs for the fiscal year at a funding level of one hundred percent.[158] The board then reconciles each agency's personal service detail with the agency's personal service appropriation for any pay increases and any other factors necessary to reflect the agency's personal service funding level.[159] Any position which is shown by the reconciliation to be unfunded or significantly underfunded may be deleted at the direction of the Department of Administration (Budget and Control Board).[160] From the point of that rapid decrease in FTEs in 2012-13, until the present, the number of authorized FTEs at the agency has remained relatively stable.

Other information of interest includes:

- The **turnover rate for child welfare caseworkers**, from 2011 through 2013 was as follows: 2011=16.1%; 2012=23.2%; 2013=28.8%.[161] Child welfare caseworkers include those working in child protective services, foster care, intensive foster care and clinical services, and adoption services. It takes as long as nine months to hire and train a new child welfare caseworker.[162]
- 62.8% of **county directors** (27 of 43) left their positions from 2011 through 2014 (9 retired, 5 demoted, 3 resigned, 1 reassigned, 3 promoted, 4 took other jobs at agency, and 2 dismissed).[163]

Table 5 provides a summary of reasons for employee departure collected by the agency during **exit surveys**.[164] The agency notes that exit surveys are voluntary, and, therefore, the response rate is very low.[165] In the survey, former staff are asked to indicate their primary reason for departure. The percentage of respondents who selected each reason from 2012 through early March 2015 are in Table 5.[166]

Table 5. Summary of reasons for employees' departure collected by the agency during exit surveys

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%
Avg.	21.5%	1.25%	17.5%	25%	1	8.25%	2%	7%	17.25%

Public Comments about the Agency

In the Committee's recent public survey, the opinions of 932 participants who chose to provide their opinion about the agency were divided, and a small percentage expressed no opinion (3.8% - 35).[167] The significant majority (63%) of participants had a negative (35.7% - 333) or very negative opinion (27.3% - 254) of the agency.[168] Notably, many participants answered that they had personal (381) or business experience (174) with the agency.[169]

Written comments about the agency were provided by 457 survey participants; often, those comments addressed more than one topic.[170] Some of the topics addressed in the written comments are listed in Table 6. The complete verbatim comments can be found online.[171]

Table 6. Some topics addressed by survey participants in written comments about the agency[172]

Governance	Responsibilities	Employees	Other
59 mention management	75 relate to Human Services Division (35 to child protective services; 26 to foster care; 7 to adult protective services; 4 to intake; and 3 to intensive foster care and clinical services)	100 pertain to pay, incentives, and benefits	21 mention Spartanburg County
8 mention the legislature	25 relate to Economic Services Division (21 to economic services and 4 to child care)	84 relate to morale	20 are positive
5 mention the Governor	8 mention clerical staff	23 mention training	
	4 mention child support	18 mention turnover/retention issues	
		3 mention performance coaches	

Agency Responsibilities

In its Restructuring and Seven-Year Plan Report, the agency was asked to provide its purpose, mission, and vision. The agency states its **purpose** is to provide "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."[173] The agency states its **mission** is "[t]o 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."[174] The agency states that its **vision** is for there to be "[j]obs for parents and other adults living in poverty" and "[s]afe and thriving children with life-long families sooner."[175]

Below are the statutes which outline the agency's purpose and duties:[176]

> The State **Department shall supervise and administer the public welfare activities and functions of the State as provided in Chapters 1, 3, 5, 7, 9, 19, and 23 and child protective services as referred to in Title 63, Chapter 7** or as otherwise authorized by law and may act as the agent of the State, cooperate with any federal agency for the purpose of carrying out matters of mutual concern, and administer any federal funds granted the State in the furtherance of the duties imposed upon the State Department. The **Department shall study the various social problems confronting the State, inquiring into their causes and possible cures, making such surveys, gathering such statistics, and formulating such recommended public policies in connection thereto as may be in the interest of the State, and shall make such information available in published form**. The Department may adopt all necessary rules and regulations and formulate policies and methods of administration, when not otherwise fixed by law, to carry out effectively the activities and responsibilities delegated to it. **The aim of the Department shall be to promote the unified development of welfare activities and agencies of the State and local governments so that each agency and governmental institution may function as an integral part of a general system**. (emphasis added)

The agency seeks to accomplish its purpose through three major divisions. The Committee asked the agency to perform self-analysis, and as part of this self-analysis the agency was asked to rank its programs in order from most effective and efficient to least. In response, the agency grouped its programs into one of three divisions (i.e. Human Services, Economic Services, or Integrated Child Support Services Division) and ranked those divisions. These divisions, are listed in the order the agency ranked them from most effective and efficient to least in Table 7. The agency's complete strategic plan along with the amount it spends toward each goal and method by which it measures its performance are provided later in this study.

Table 7. Major divisions of the agency ranked from most effective and efficient to least by the agency[177]

Major Divisions	Services within each Division
Integrated Child Support Services Effectiveness and Efficiency Ranking (provided by the agency): #1	• Establishment of Paternity (Ensuring both parents are known for every child) • Paternity Outreach • Support Order Establishment • Collection and Distribution of Child Support to Custodial Parents • Enforcement of Child Support Orders • Child Support Enforcement System • Fatherhood Program ○ Engaging fathers for the financial, emotional, and physical support of their children • Referral to Services • Access and Visitation

Economic Services
 	
Effectiveness and Efficiency Ranking (provided by the agency): #2
	• Family Independence (SC's Temporary Assistance for Needy Families (TANF) Program) - 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.
	• Supplemental Nutrition Assistance Program (SNAP) ("food stamps") - 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.
	• Employment & Training Programs - Required as part of TANF and SNAP
	• Food Assistance Programs
	  ○ Child & Adult Care Food Program
	  ○ Senior Farmers' Market Program
	  ○ The Emergency Food Assistance Program
	  ○ Commodity Supplemental Food Program
	  ○ Emergency Shelter Program
	• Child Care Licensing
	• ABC Quality Program (ranks quality of child care facilities who chose to participate in the program)
	• Child Care Vouchers

Human Services Effectiveness and Efficiency Ranking (provided by the agency): #3	• Child Protective Services • Adult Protective Services • Foster Care • Adoption • Domestic Violence Services • Independent Living

Agency Relationships

The agency reports having various **partners, customers, and stakeholders**, and Table 8 summarizes information provided by the agency about these relationships as part of its self-analysis.[178] The agency may have more than one relationship with the same entity. For example, children are listed as customers and stakeholders.

Figure 8. Partners, customers, and stakeholders defined[179]

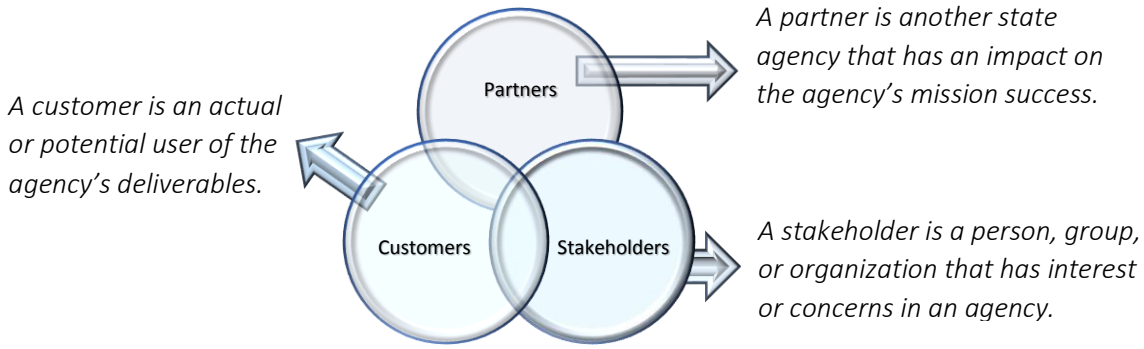


Table 8. Agency's partners, customers, and stakeholders[180]

Partner	Customer	Stakeholder	Entity
			Federal Entities
		✓	US Department of Agriculture, Food and Nutrition Service
		✓	Federal Office of Child Support Enforcement
		✓	US Department of Health and Human Services, Administration for Children and Families
			State and Local Government Entities
✓			Budget and Control Board
✓			Department of Corrections
✓		✓	Department of Employment and Workforce
✓		✓	Department of Vocational Rehabilitation
✓			Foster Care Review Board
✓			Revenue and Fiscal Affairs Office
✓			SLED
✓			SC Department of Health and Environmental Control
✓			SC Department of Motor Vehicles
✓			SC Department of Revenue
✓			SC Judicial Department
✓		✓	Children's Trust of South Carolina
✓		✓	Department of Alcohol and Other Drug Abuse Services
✓	✓	✓	Department of Juvenile Justice
✓		✓	Office of the Governor, The Cass Elias McCarter Guardian ad Litem (GAL)
✓		✓	SC Courts System
✓		✓	SC Department of Disabilities and Special Needs
✓		✓	SC Department of Education
✓		✓	SC Department of Health and Human Services
✓		✓	SC Department of Mental Health
✓		✓	SC Labor, Licensing, and Regulation
		✓	Clerks of Court
		✓	Judges
		✓	Office of the Governor, Foster Care Review Board/Heart Gallery
		✓	Richland County CASA (Court Appointed Special Advocates)
		✓	SLED, Fusion Center
		✓	SC Center for Fathers and Families
		✓	SC Children's Advocacy Centers
		✓	SC Citizen Review Panel
		✓	SC Coalition Against Domestic Violence and Sexual Assault
		✓	SC Crime Victims' Council

Partner	Customer	Stakeholder	Entity
		✓	SC Foster Care Advisory Committee
		✓	Legislators and policy-makers
	✓	✓	SC Sheriffs
			Colleges and Universities
✓			Greenville Technical College
✓			Medical University of South Carolina (MUSC) – Division of Pediatrics
✓		✓	SC Technical College System
✓			University of South Carolina (USC) – Institute for Public Service and Policy Research
✓			USC - College of Education
✓		✓	MUSC – Medical University Hospital Authority
		✓	Allen University
		✓	Clemson Youth Learning Institute
		✓	USC – Center for Child and Family Studies and Children's Law Center
			Associations, Businesses, and Individuals
		✓	Catawba Indian Nation
	✓	✓	Child care providers, after school programs, Pre-K programs, and adult day care programs
	✓		Children at risk for abuse/neglect and their families
	✓		Children/youth in foster care and birth and adoptive families
	✓	✓	Children, including those in child care facilities, emergency shelters and their parents
		✓	Columbia Urban League
	✓	✓	Custodial and Non-custodial Parents
	✓		Domestic Violence Emergency Shelters
	✓	✓	Early childhood educators, child care technical assistance providers and trainers
	✓	✓	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
	✓	✓	Fatherhood Groups
	✓		Frail elderly individuals living alone
		✓	Legislators and policy makers
	✓		Minor victims of human trafficking
		✓	Nurturing Center
	✓	✓	Out-of-State Child Support Agencies
		✓	Palmetto Association For Children and Families (Psychiatric Residential Treatment Facilities, Therapeutic Foster Care Providers, and Group Care Providers)
		✓	Palmetto Health Richland
		✓	Project Best
	✓		Resource Families (Foster Parents)
		✓	Safe Generations (Previously: Connected Families)
	✓	✓	SNAP and TANF Applicants/Recipients
		✓	SC Family Corps (Parents Anonymous)
		✓	SC Foster Parent Association
	✓		Undocumented immigrants
	✓		Youth, 18 and older, including those with disabilities

Agency's Funding, Strategic Plan, and Progress

This agency completes an Accountability Report each year.[181] The report provides information about the agency's **strategic plan** (i.e. business plan, roadmap to success, etc.) and its **performance measures** (i.e. how the agency determines if it is successful or making progress in its plan). Building upon this information, the Committee's oversight reports asked the agency for additional information about **all sources of funding** and the **amount the agency is actually spending to achieve each portion of its plan**. On the following pages is information about the agency's procedures related to its budget, historical budget levels, current sources of funding, and how much of the funding the agency invests in each of its goals and objectives in its strategic plan.

Budget Breakdown and Agency Procedures

DSS delineates its budget down to a Cost Center and Program Cost Account (PCA) level for use by Cost Center Managers.[182] At the beginning of each year, Cost Centers project their budgetary needs for the year.[183] Each month the DSS Budget Office works with Cost Centers to update these projections for any variances.[184] DSS Budget Office staff meets with cost centers quarterly to address any budgetary issues for the cost center.[185] To help in managing the budget and updating projected budgetary needs, the Finance Division receives monthly expense reports from the Comptroller General's Office which are provided to Cost Center Managers.[186] An agency level executive summary is provided to the Deputy Director for Administration and the CFO.[187] DSS can run budget reports by major program level, program cost account level, cost centers level, specific vouchers, specific vendors, funding sources, and specific grants.[188]

Historical Information about the Agency's Budget

Historical information about the agency's budget levels over the past ten years is provided in Table 9, and Figure 9 includes information about agency budget levels from the same period. Information about all sources of funding for the agency during the past two years, and anticipated funding for this coming year, is provided in Table 9.

Funding sources are grouped into the following categories:

General and Federal Funds

State General Funds (a.k.a. Fund Code 1000 or State) - Funds from the State's General Fund

Federal Funds (a.k.a. Fund Code 5000 or Federal) - Financial assistance from the U.S. Government in any form including, but not limited to, a grant, loan, subsidy, reimbursement, contract, donation, or shared federal revenues, or noncash federal assistance in the form of equipment, buildings, and land.[189]

Other Funds[190]

State Earmarked (a.k.a. Fund Code 3000 or Other Funds) - Special revenues which are to be used for a specific use; typically the revenue is from the agency providing some type of service for which it earns fees and the earmarked funds are those portion of fees that are provided back to the agency

State Restricted (a.k.a. Fund Code 4000 or Other Funds) - Special deposits, primarily debt service and trust funds; these funds earn interest and the interest goes back into the account (i.e. bonds, trusts, etc.)

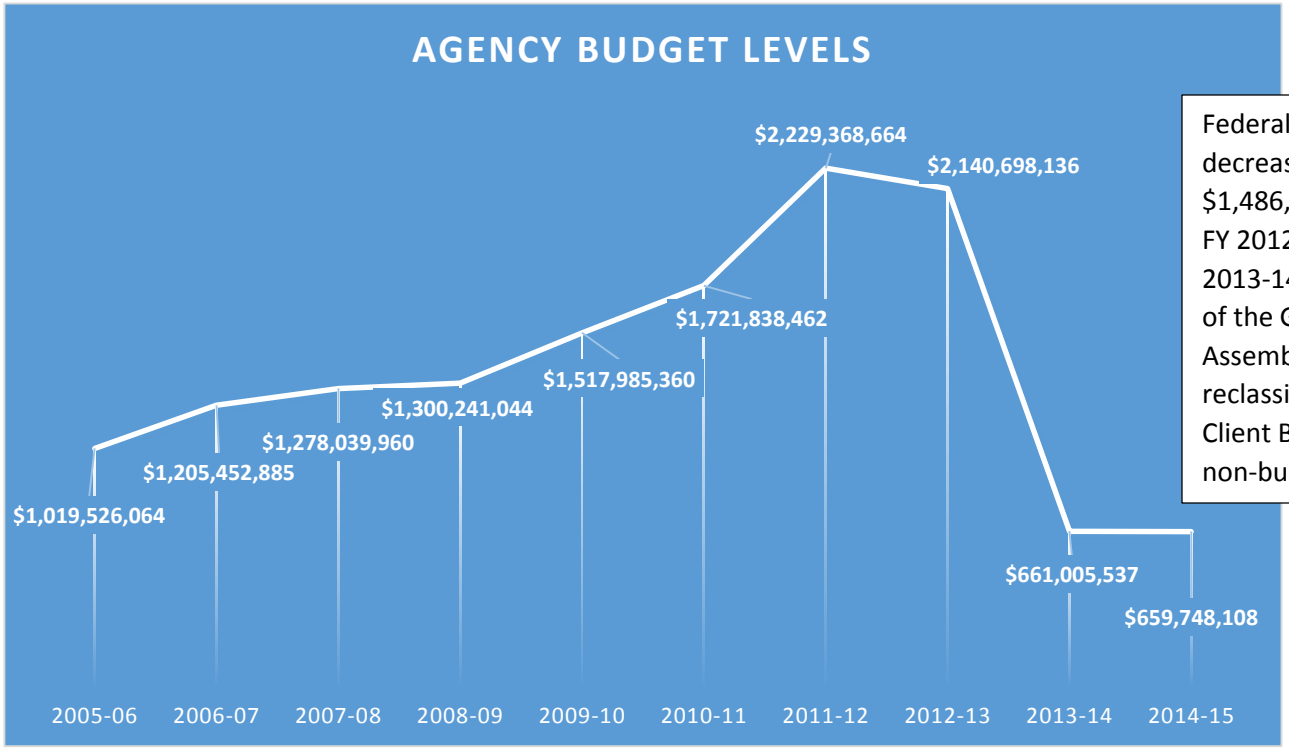
Table 9. Agency budget levels for the past ten years[191]

Year	05-06	06-07	07-08	08-09	09-10
Total Agency Budget	**$1,019,526,064** (GF:97,031,414[192] + F:824,484,338[193] + O:85,724,312[194] + S:700,000[195] + CRF:11,586,000[196])	**$1,205,452,885** (GF:130,155,206[197] + F:959,201,265[198] + O:98,596,414[199] + P:1,000,000[200] + CRF:16,500,000[201])	**$1,278,039,960** (GF:138,765,178[202] + F:1,059,728,272[203] + O:50,946,510[204] + P:28,600,000[205])	**$1,300,241,044** (GF:109,654,312[206] + F:1,077,897,156[207] + O:98,980,102[208] + P:13,709,474[209] - MYR:25,166,559)	**$1,517,985,360** (GF:118,783,374[210] + F:1,270,054,107[211] + O:115,361,849[212] + P:13,786,000[213] - MYR:11,512,171)
Per year Increase/Decrease		+18.24%	+6.02%	+1.74%	+16.75%
Cumulative Increase/Decrease		+18.24%	+25.36%	+27.53%	+48.89%
Year	**10-11**	**11-12**	**12-13**	**13-14**	**14-15**
Total Agency Budget	**$1,721,838,462** (GF:119,276,495[214] + F:1,458,334,168[215] + O:121,549,950[216] + P:18,677,849[217] + P:4,000,000[218])	**$2,229,368,664** (GF:119,895,834[219] + F:1,936,139,894[220] + O:173,332,936[221])	**$2,140,698,136** (GF:121,821,253[222] + F:1,940,691,746[223] + O:75,685,137[224] + P:2,500,000[225])	**$661,005,537** (GF:122,282,629[226] + F:454,099,992[227] + O:79,972,916[228] + P:150,000[229] + P:4,287,779[230] + CRF:212,221[231])	**$659,748,108** (GF:123,921,768[232] + F:459,716,203[233] + O:75,685,137[234] + P:425,000[235])
Per year Increase/Decrease	+13.43%	+29.48%	-3.98%	-69.12%	-0.19%
Cumulative Increase/Decrease	+68.89%	+118.67%	+109.97%	-35.17%	-35.29%

Legend: GF = State general funds; O = Other funds; F = Federal funds; P = Proviso; MYR = Mid-year Reduction; S = Supplemental; CRF = Capital Reserve Fund (may only be used pursuant to Section 36(B)(2) and (3), Article III, Constitution of South Carolina, 1895, and Section 11-11-320(C) and (D) of the 1976 Code)

According to DSS, the decrease in total budget from 2012-13 to 2013-14 was a result of the General Assembly reclassifying the Supplemental Nutrition Assistance Program ("SNAP" i.e. food stamps) client benefits from a budgeted to non-budgeted item since the money goes directly from the federal government to the SNAP client and is never actually transferred to the state before going to the SNAP client.[236]

Figure 9. Agency budget levels for the past ten years[237]



Federal funds decreased $1,486,591,754 from FY 2012-13 to FY 2013-14 as a result of the General Assembly reclassifying SNAP Client Benefits as a non-budgeted item.

Sources of Funding

Table 10 lists **all sources of funding for the agency** in fiscal year 2013-14, fiscal year 2014-15, and fiscal year 2015-16. Examples of funding sources are: foundations, non-profits, the General Assembly, the federal government, grants, sales, fines, outside contracts, interest from bank accounts, etc.

Below are additional definitions and explanations which may help assist when reviewing Table 10

- **Indirect costs** - Those costs of supportive services within an agency or provided by another agency which benefit more than one program and which may be charged to federal programs in accordance with Office Management and Budget Circular A-87 or A-21.[238]
- **Matching Funds** - A specific amount of general fund or other funds monies identified by a state agency, and required by the federal government, as a cash contribution for a federal program.[239]
- **Research Grant** - An award of funds from the U.S. Government or other entity for the principal purpose of systematic study and investigation undertaken to discover or establish facts or principles.[240] The principal purpose of a "research grant" is not to provide services to the public or the employees or clients thereof.[241]
- **Major Federal Program** - A program which (a) represents a transfer of program responsibility from the federal to the state level; (b) is available to the State on a noncompetitive basis; (c) is financially significant in relation to its proportion of the administering agency's budget.[242]
- **Block Grant** - Federal funds distributed to the State in accordance with a statutory formula for use in a variety of activities within a broad functional area.[243] Through the appropriations act, the General Assembly designates an agency to operate each block grant.[244] The Department of Administration shall issue administrative regulations and cost principles for block grants, as well as ensure audits of block grants are conducted in accordance with federal laws and regulations.[245]

Table 10. State general funds and federal funds for fiscal years 2013-14 through 2015-16[246]

Appropriated Funding Sources				
Funding Source	**FY 2013-14**	**FY 2014-15**	**FY 2015-16**	**Restrictions**
Federal - Temporary Assistance for Needy Families (TANF)	124,125,259	143,726,619	103,422,236	The TANF program has certain restrictions, including, but not limited to, families may only receive Federally-funded assistance for five years and federal funds may not be used to provide medical services, unless they are pre-pregnancy family planning services (Tribes, however, may use Federal funds for medical services if they are job-related).[247]
State General Fund	123,190,625	128,348,733	142,286,385	General Funds used for Federal Financial Participation, Maintenance of Effort, as well as DSS Program Funding.
Federal - Social Services Block Grant	28,501,509	23,653,863	23,606,812	Federal funds may be used by States for the proper and efficient operation of social service programs.[248]
Federal - Promoting Safe and Stable Families IV-B Part 2	8,216,037	6,369,876	5,777,488	Promoting Safe and Stable Families Formula Grants: A significant portion of funds must be spent on each of the service categories of family preservation, family support services, time-limited family reunification services and adoption promotion and support services. State grantees must limit administrative costs to 10 percent of the Federal funds. Caseworker Visit Formula Grants: States and territories are required to spend funds to improve the quality of monthly caseworker visits with children in foster care under the responsibility of the State, with an emphasis on improving caseworker decision making on the safety, permanency, and well-being of foster children, and on activities designed to increase retention, recruitment, and training of caseworkers.
Federal - Child Welfare Services: State Grants IV-B Part 1	7,713,779	9,178,036	4,600,623	Funds may be used for the following purposes: (a) protecting and promoting the welfare of all children; (b) preventing the abuse, neglect, or exploitation of children; (c) supporting at-risk families through services that allow children to remain with their families or return to their families in a timely manner; (d) promoting the safety, permanence, and well-being of children in foster care and adoptive families; and (e) providing training, professional development, and support to ensure a well-qualified workforce.[249]
Federal - Child Abuse and Neglect: State Grants Part 1	799,565	960,052	376,330	None.

Federal - Children's Justice Grants to States	508,719	585,397	255,859	Investigative, administrative, and judicial handling of cases of child abuse and neglect, including child sexual abuse and exploitation, as well as cases involving suspected child maltreatment related fatalities; (b) experimental, model, and demonstration programs for testing innovative approaches and techniques which may improve the prompt and successful resolution of civil and criminal court proceedings or enhance the effectiveness of judicial and administrative action in child abuse and neglect cases; and (c) reform of State laws, ordinances, regulations, protocols and procedures to provide comprehensive protection for children from abuse, including sexual abuse and exploitation, while ensuring fairness to all affected persons.[250]
Federal - Family Violence Prevention and Services/Grants for Battered Women's Shelters	3,593,563	3,055,400	1,537,215	70% or more of the funds distributed by a State must be used for immediate shelter and supportive services to adult and youth victims of family violence, domestic violence, or dating violence and their dependents; 25% or more shall be for supportive services and prevention services.[251]
Federal - Child and Adult Care Food Program (CACFP)/Summer Food Service Program	43,922,248	48,928,504	28,606,699	All program meals must meet the United States Department of Agriculture standards to be eligible for reimbursement. Funds are also paid to States for administrative expenses related to program staffing and oversight, as well as for audit expenses associated with CACFP administration.
Federal - Administrative Matching Grant for Nutritional Assistance Program	30,006,888	34,868,944	37,013,718	Unless authorized by federal legislation, disbursements charged to other federal grants or to federal contracts may not be considered as State agency costs. Submission of claims for payments of administrative costs shall be in accordance with federal regulation.
Federal - SNAP (food stamps) Recipient Trafficking Prosecution Pilot Program	$0	318,840	318,400	Funds are to be used to improve outcomes for State agency activities devoted to recipient trafficking prosecution. Funds are for new projects and shall not be used for the ongoing cost of carrying out an existing project or new improvements to an existing system. Funds will be used to provide the salaries, equipment, supplies, travel, and other cost associated with the hiring and employment of personnel.
Federal - Administrative Expense (SAE) for Child Nutrition	1,506,743	1,920,353	1,286,919	SAE funds must be used for purposes specified in the legislation, consistent with the cost principles and constraints on allowable and unallowable costs, and indirect cost rates as prescribed in 2 CFR Part 225 (formerly OMB Circular No. A-87). These funds may be used, under certain conditions, for the procurement of supplies, equipment, and services.
Federal - Senior Farmers Market Nutrition Program Grant Funds (SFMNP)	1,150,363	1,079,719	600,414	90% of grant funds may be used to support the costs of the foods that are provided under the SFMNP; 10% may be used for administrative cost of the program.
Federal - Commodity Supplemental Food Program	554,544	571,717	401,877	Funding for administrative costs may only be used in making USDA Foods and nutrition education available to eligible beneficiaries. USDA Foods cannot be sold, exchanged, or otherwise disposed of without prior specific approval by the USDA.
Federal - USDA Team Nutrition Grant	$0	347,600	347,600	None.
Federal - Emergency Food Assistance Program (Administrative Costs)	1,399,587	1,594,841	1,248,945	Funds may only be used for approved administrative expenses, and the State agency is required to pass-through at least 40% of the funds to emergency feeding organizations or expend such funds on their behalf. In addition, the State must match, either in cash or in-kind, the amount of administrative funds not passed-through to emergency feeding organizations. States may choose sites that distribute to low-income households and/or congregate sites that provide meals to the needy. Allowable costs include nutrition education, warehousing, food delivery, participant certification, and other administrative costs.
Federal - Adoption Incentive Payments	4,452,289	4,139,628	1,933,385	A State shall not expend an amount paid to the State under this grant except to provide to eligible children and families any activity or service (including post-adoption services) that may be provided under Title IV-B Parts 1 and 2 (Child Welfare Services) or Title IV-E (Foster Care and Adoption Assistance) of the Social Security Act. These funds provide services that promote family stability, safe out of home care for children who cannot be reunited with their families, and permanency through adoption.
Federal - Adoption Assistance Program	16,595,132	18,823,571	15,385,839	All parents adopting special needs children are eligible for the nonrecurring cost of adoption. Federal subsidy may be used only in support of the adoption of children who meet the definition of special needs as specified in the Statute. States and Tribes may receive Federal Financial Participation (FFP) only if the Agency's Title IV-E plans has been approved by the Secretary of the Department of Health and Human Services.

Federal - Foster Care – Title IV-E Program	35,077,434	35,242,038	36,735,731	Funds may not be used for costs of social services such as those that provide counseling or treatment to ameliorate or remedy personal problems, behaviors, or home conditions for a child, the child's family, or the child's foster family.
Federal - Chafee Foster Care Independence Program Grant Funds	2,693,809	1,807,259	1,038,005	Grants may be used to assist youth: to make the transition to self-sufficiency; to receive education, training and related services; to prepare for and obtain employment; to prepare for and enter postsecondary training and educational institutions; to provide personal and emotional support to youth through mentors and the promotion of interactions with dedicated adults; and to provide financial, housing, counseling, employment, education, other appropriate support and services to current and former foster care recipients up to the age of 21.
Federal - Chafee Education and Training Vouchers Program	1,111,373	992,591	334,027	Vouchers provided to individuals may be available for the cost of attending an institution of higher education (as defined in section 472 of the Higher Education Act) and shall not exceed the lesser of $5,000 per grant year or the total cost of attendance as defined in section 472 of the Higher Education Act.
Federal - Project HOPE	3,423,316	3,785,322	2,376,300	The funds may be used to provide education and training to TANF recipients and other low-income individuals for occupations in the health care field that pay well and are expected to either experience labor shortages or be in high demand. Funds may be used for participant supportive services, including financial aid, child care, and case management.[252]
Federal - Head Start	230,965	224,178	175,000	At least 90% of the enrollees in a program must be income eligible; i.e. from families whose income is below the poverty line, from families receiving public assistance, from homeless families or children in foster care. Programs may serve an additional 35% of participants with incomes up to 130% of poverty if they can demonstrate that they already are meeting the needs of children below the poverty line in the area served.
Federal - Child Care and Development Block Grant	136,323,258	151,513,388	136,323,258	Supplement, not supplant, State general revenue funds for child care assistance for low-income families pursuant to the Consolidated Appropriations Act, 2014.[253]
Federal - Family Economic Stability Services Grants	388,379	583,090	212,500	All grants must follow the program requirements and restrictions outlined in the funding opportunity announcement HHS-2012-ACF-OCSE-FI-0298 and follow all of the standard terms and conditions for grant awards administered by the Administration for Children and Families (ACF), not limited to what is described in the HHS Grants Policy Statement. Terms and conditions set forth in the Notice of Award (NOA) specify the effective date of the grant and period of availability. Allowable uses of the grant, eligibility requirements and non-federal share (if applicable) can be found in the Catalog of Federal Domestic Assistance and relative program instructions.
Federal - Grants to States for Access & Visitation Programs	258,741	153,721	144,833	A State to which a federal grant is made under this section may not use the grant funds to supplant (or replace) expenditures by the State for allowable activities, but shall use the grant to supplement such expenditures at a level at least equal to the level of such expenditures for fiscal year 1995.
Federal - Child Support – Enforcement Program	24,466,658	36,087,363	34,653,815	The State must provide services to locate absent parents, establish paternity and enforce support obligations. TANF, Medicaid, and certain federally-funded Foster Care applicants or recipients must have assigned support rights to the State. Non-TANF individuals other than those who cease to receive TANF and/or who provide authorization to the IV-D agency to continue support enforcement services, must have signed a written application for support enforcement services.
Federal - Refugee and Entrant Assistance: State Administered Programs	514,180	503,513	320,656	Assistance is limited to refugees, certain Americans from Viet Nam, Cuban and Haitian entrants, asylees, victims of a severe form of trafficking, and Iraqi and Afghan Special Immigrant.

Table 11. Earmarked or restricted funding sources [254]

Earmarked or Restricted Funding Sources				
Funding Source	FY 2013-14	FY 2014-15	FY 2015-16 (Anticipated)	Restrictions
Earmarked - 34467000	5,999,783	5,999,783	7,818,191	ABSENT PARENT REVENUE - Trust funds used to account for Child Support collections by the clerks of court received by DSS
Earmarked - 34420000	5,368,811	5,368,811	1,642,567	SPECIAL GRANTS - Funds received from other state agencies. (Bulk is for EDC for Foster Care and Adoptions GP 117.60 & SNAP High Performance Bonus)
Earmarked - 34440000	5,196,061	5,196,061	10,231,513	PRIVATE-SPECIAL GR - Donation funds received from private/non-profit entities for Child Care match purposes or special projects
Earmarked - 37640000	3,568,212	3,568,212	2,224,160	MEDICAID ASST PAY - Funds received from SC Department of Health and Human Services for Medicaid Assistance payments

Earmarked - 36H60000	2,400,138	2,400,138	4,813,502	HLTH CARE ANNUAL MOE - Annual Health Care Maintenance of Effort Match
Earmarked - 34430000	1,770,076	1,770,076	1,775,872	SPECIAL GRANTS-LOCAL - Funds received from local entities for match purposes or to be used for local projects. Fees for Child Abuse and Neglect Central Registry Background Checks. Also Fees for Child Care Licensing.
Earmarked - 32860000	1,512,658	1,512,658	1,100,019	CHILD SUPPORT OPERATIONS - Funds earmarked for use by the Child Support Enforcement program
Earmarked - 35010000	1,374,727	1,374,727	1,115,093	PROJECT FAIR - Trust fund/Food Stamp refunds and recoupments due back to federal government and DSS
Earmarked - 34440001	1,281,583	1,281,583	1,293,694	IDEC ADMIN FUNDS - Interstate Data Exchange Consortium Funds to provide cost-effective solutions for interstate and intrastate child support issues
Restricted	849,986	849,986	849,986	Proviso 38.4. (DSS: Battered Spouse Funds) Appropriations included in Subprogram II.J entitled Battered Spouse shall be allocated through contractual agreement to providers of this service. These appropriations may also be used for public awareness and contracted services for victims of this social problem including the abused and children accompanying the abused. Such funds may not be expended for any other purpose nor be reduced by any amount greater than that stipulated by the Budget and Control Board or the General Assembly for the agency as a whole.
Earmarked - 38630000	590,990	590,990	42,986	PROJECT FAIR ADMIN - Funds earmarked for match related to county claims workers funded with the state share of TANF and Food Stamp refunds retained by the Agency
Earmarked - 32700000	190,349	190,349	820,244	CHILD SUPPORT INC - Funds received by the Agency to reinvest in the CSE program to increase collections
Earmarked - 31C70000	26,682	26,682	21,621	CHILD'S EMERGENCY SHELTER FUND - Funds received from the purchase of NASCAR license plates
Earmarked - 34430001	422	422	422	TEMPORARY EMERGENCY ASSISTANCE
Earmarked - 34450000	(5,148)	(5,148)	50,579	LOCAL & SPECIAL PROJ - Funds received for the county expense program, Food Stamp Incentive rebates, and local funds deposited

Strategic Plan, Money Spent, and Progress

As previously stated, this agency completes an Accountability Report each year. In 2013-14, the format of this report changed to request the agency provide information about the agency's strategic plan. In addition, the report asked the agency to provide information about its performance measures (i.e. how the agency determines if it is successful or making progress in its plan). The Legislative Oversight Committee asked the agency for additional information including the amount the agency is actually spending to achieve each part of its plan. On the following pages is condensed information about this plan.

A review of some key **definitions from the 2014-15 Accountability Report Guidelines** ("Accountability Report Guidelines") **may be helpful in understanding the information relating to a strategic plan**. As defined in the Accountability Report Guidelines, a **Goal (G)** is "[a] broad expression of a central, strategic priority for an agency; a statement of what the agency hopes to achieve - typically in the long-term - that is qualitative in nature. At the highest level, each agency's goals should logically and naturally derive from the agency's mission statement. They should also be clearly connected to state government's overarching responsibilities in fields ranging from education and economic development to transportation and public safety."[255] As defined in the Accountability Report Guidelines, a **Strategy (S)** is "[a] concise statement of a high-level approach an agency is taking in pursuit of a goal. It is a descriptive, complex action comprised of multiple action steps. Starts with action verbs like develop, design, establish, enhance, implement, etc. Includes completed details for budget, staffing, IT, marketing campaign and facility implications."[256] As defined in the Accountability Report Guidelines, an **Objective (O)** is"[a] specific, measurable and achievable description of an effort that the agency is actively implementing over a defined period of time as part of a broader strategy to meet a certain goal."[257]

Other helpful definitions are:

- $ Spent on Goal or Objective: These figures are taken from the "Grand Total" column of the agency's Strategic Investment Chart of the Program Evaluation Report. The chart asked the agency to list its expenditures by years that were related to accomplishment of each objective.
- How Agency Measures Its Performance: This information is obtained by matching the Associated Objectives and Performance Measures in the Performance Measures Status Chart of the Program Evaluation Report.[258]

As an overview, Table 12 lists the agency's goals in order from largest to smallest based on the percentage of total money the agency spent toward each goal. Table 12 lists the goals in sequential order and then provides details including strategies, objectives, associated programs, performance measures and amount spent per goal and objective.

Table 12. Agency's goals in order from largest to smallest based on the percentage of total money the agency spent toward each goal in fiscal years 2013-14 and 2014-15[259]

Goal	Description	$ Spent on Goal			
		2013-14		2014-15 (as of 3/30/15)	
		% of total	Amount Spent	% of total	Amount Spent
Goal 2	Help families achieve stability through financial and other temporary benefits while transitioning into employment	49.70%	$ 256,078,927	47.37%	$264,751,496
Goal 1	Ensure the safety of children and adults who cannot protect themselves	43.53%	$224,290,307	44.91%	$250,993,309
Goal 3	Help families achieve stability by increasing the frequency and reliability of child support payments and by providing non-custodial parents with the tools they need to be able to support and engage with their children	6.74%	$34,719,700	7.65%	$42,729,551
Goal 4	Efficiently distribute non-recurring appropriations as directed by the General Assembly	0.03%	$150,000	0.08%	$425,000

Goal Details and Potential Negative Impact

In an effort to facilitate its ability to highlight potential agency problems, the Committee asked the agency to state the **most potential negative impact on the public that may occur** if each of the agency's programs were to have substandard performance. The Committee also asked at what level the agency thinks **the General Assembly should be put on notice of a potential problem**. After each goal in Table 13, there is a table which brings together all of the associated programs for the goal, and provides a description of each program and the potential negative impact for each program if the program performs poorly.[260]
Note, DSS does not have an agency wide Strategic Plan other than what is reported in the Accountability Report and this Staff Study. The agency notes the performance measures it provided do not include every measure the agency tracks.

According to DSS, a revised agency strategic plan will be completed in December 2015.[261]

Table 13. Agency's goals, strategies and objectives in sequential order[262]

Agency Goal #1

Goals, Strategies and Objectives G	S	O	Description	% of Total Spending 2013-14	2014-15	Outcome (Public benefit provided, or harm prevented, by accomplishment of this goal, strategy or objective (i.e. tangible benefits that matter in the lives of citizens)	
Goal 1			Ensure the safety of children and adults who cannot protect themselves	**43.53% $224,290,307**	**44.91% $250,993,309**	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. They are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child. This program, within the framework of federal and state mandates, supports out-of-home services that are child centered and family focused; contributes to the protection of children and their well-being, and serves children who are in need of therapeutic placements.	
	Strategy 1.1		Investigate and identify child maltreatment through the assessment process			Same as Goal 1	
		Objective 1.1.1	Initiate and complete Child Protective Services (CPS) investigations timely	Agency states it does not capture cost data at the strategic plan level. Cost data presented for the goal level is a total for the major programs that make up that goal and does not include administrative costs or employer benefits.		Same as Goal 1	Assoc. Agency Programs CPS Case Management, Legal Representation
			How agency measures its performance:	***1) CPS assessments initiated timely*** (97.8% in 2009-10; 98.2% in 2010-11; 98.8% in 2011-12; 97% in 2012-13; 93.3% in 2013-14 (LAC 2014 audit states this is only 75%); Target for 2014-15 is 100%; As of March 31, 2015 at 89.3%) State law requires DSS to initiate CPS investigations, which the agency calls Assessments, within 24 hours, so the **standard** for initiating assessments timely is **set by state law at 100%. Measure is reviewed at least twice a year** by senior DSS staff including the Deputy Director of Human Services, Regional Team Leaders, County Directors, and supervisors. ***2) CPS assessments completed timely*** (98.5% in 2009-10; 98.5% in 2010-11; 95.4% in 2011-12; 98.5% in 2012-13; 94.5% in 2013-14; Target for 2014-15 is 100%; As of February 28, 2015 at 94.5) State law requires DSS to complete assessments within 45 days (or 60 days when an extension is granted), so the **standard** for completing assessments timely is **set by state law at 100%. Measure is reviewed at least twice a year** by senior DSS staff including the Deputy Director of Human Services, Regional Team Leaders, County Directors, and supervisors.		

Agency Program **Child Protective Services Case Management** Year	Total Program Budget (from all sources of funding)	Percentage Change in Budget Since 2008-09	Total Program Expenditures	Total Number of Children in CPS Assessments (Note: Agency states total includes all assessments, both founded and unfounded)	Amount Spent per Child in CPS Assessments
2008-09	$25,564,584		$24,575,888	37,463	$656.00
2009-10	$26,831,655	4.96%	$21,883,080	40,375	$542.00
2010-11	$30,234,303	18.27%	$20,712,182	38,031	$544.61
2011-12	$29,202,379	14.23%	$20,851,555	33,913	$614.85
2012-13	$35,959,684	40.66%	$29,022,847	25,334	$1,145.61
2013-14	$31,528,102	23.33%	$29,242,644	31,577	$926.07
2014-15 (through May 1, 2015)	$36,330,470	42.11%	$29,734,436	34,757	$855.49

In the above graph, information in the following columns was provided by the agency in its original Program Evaluation Report (PER): (1) Total Program Budget (from all sources of funding); (2) Total Program Expenditures; and (3) Total Number of Children in CPS Assessments. The PER asked for details about each individual agency program. The information above was listed with the Child Protective Services Case Management program. The same information on all agency programs is found in the PER. The information above in the columns labeled Percentage Change in Budget and Amount Spent per Child in CPS Assessments, were calculated by Committee staff based on the information provided by the agency.

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Goals, Strategies and Objectives				% of Total Spending		Outcome	
G	S	O	Description	2013-14	2014-15	(Public benefit provided, or harm prevented, by accomplishment of this goal, strategy or objective (i.e. tangible benefits that matter in the lives of citizens)	
	Strategy 1.2		Children are safely maintained in their own homes whenever possible and appropriate			Same as Goal 1	
		Objective 1.2.1	Visit children in Family Preservation Monthly	Same as Objective 1.1.1		Same as Goal 1	Assoc. Agency Programs Family Preservation, Homemaker, CPS Case Management, Legal Representation
			How agency measures its performance:	***Monthly visits in Family Preservation*** (93.65% in 2012-13; 90.73% in 2013-14; Target for 2014-15 is 95%; As of March 31, 2015 at 86.2%)			
		Objective 1.2.2	Decrease repeat maltreatment within 12 months of the closure of a Family Preservation service	Same as Objective 1.1.1		Same as Goal 1	Assoc. Agency Programs Family Preservation, Homemaker, CPS Case Management, Legal Representation
			How agency measures its performance:	***1) No repeat maltreatment within 12 months of the closure of a Family Preservation service*** (90.2% in 2012-13; 89.5% in 2013-14; Target for 2014-15 is 90.4%; As of March 31, 2015 at 89.4%) ***2) Absence of Recurrence of Maltreatment (i.e. percentage not a repeat victim)*** (97.41% in 2004-I (first six months of 2004); 97.02% in 2004-II (second six months of 2004); 97.07% in 2005-I; 97.44% in 2005-II; 97.24% in 2006-I; 96.78% in 2006-II; 97.53% in 2007-I; 97.32% in 2007-II; 97.15% in 2008-I; 97.68% in 2008-II; 97.55% in 2009-I; 97.05% in 2009-II; 96.66% in 2010-I; 96.99% in 2010-II; 97.22% in 2011-I; 96.59% in 2011-II; 96.91% in 2012-I; 97.23% in 2012-II: 97.08% in 2013-I; 97.02% in 2013-II; 96.52% (preliminary) in 2014-I) 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. The federal government, which defines and tracks this measure, has set the **national standard at 94.6%**. The federal government reports on this measure based on a federal fiscal year timeframe. 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"). **Measure is reviewed at least twice a year** by senior staff including the Deputy Director of Human Services, Regional Team Leaders, and County Directors.		

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Goals, Strategies and Objectives				% of Total Spending		Outcome	
G	S	O	Description	2013-14	2014-15	(Public benefit provided, or harm prevented, by accomplishment of this goal, strategy or objective (i.e. tangible benefits that matter in the lives of citizens)	
	Strategy 1.3		Children are safe and thriving in Foster Care			Same as Goal 1	
		Objective 1.3.1	Visit children in Foster Care monthly	Agency states it does not capture cost data at the strategic plan level. Cost data presented for the goal level is a total for the major programs that make up that goal and does not include administrative costs or employer benefits.		Same as Goal 1	Assoc. Agency Programs Emotionally Disturbed Children, Foster Care Assistance Payments, Foster Care Case Management, IMD Group Homes, CPS Case Management, Legal Representation
			How agency measures its performance:	***Monthly visits in Foster Care*** (90.5% in 2009-10; 89.6% in 2010-11; 92.3% in 2011-12; 93.4% in 2012-13; 96% in 2013-14; Target for 2014-15 is 100%; As of March 31, 2015 at 94.4%). State law requires every child in foster care to receive a visit from DSS at least once a month, so the **standard set by state law is 100%**. **Measure is reviewed monthly** by Senior DSS staff including the Deputy Director of Human Services, Regional Team Leaders, County Directors, and supervisors.			
		Objective 1.3.2	Increase stability of Foster Care placements	Same as Objective 1.3.2		Same as Goal 1	Assoc. Agency Programs Emotionally Disturbed Children, Foster Care Assistance Payments, Foster Care Case Management, IMD Group Homes, CPS Case Management, Legal Representation
			How agency measures its performance:	***1) Placement stability in Foster Care*** (<=2 placements) (75.7% in 2009-10; 80.1% in 2010-11; 81.7% in 2011-12; 85.4% in 2012-13; 83.5% in 2013-14; Target for 2014-15 is 86%; As of March 31, 2015 at 82.7%). 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%**. **The agency has not met the federal target during the past five years. Measure is reviewed monthly** by senior DSS staff including the Deputy Director of Human Services, Regional Team Leaders, and County Directors. ***2) Children placed in county of origin*** (62.5% in 2012-13; 57% in 2013-14; Target for 2014-15 is 70%; As of March 31, 2015 at 52%) ***3) Sibling groups placed together*** (44.66% in 2012-13; 43.97% in 2013-14; Target for 2014-15 is 50%; As of May 1, 2015 at 41%)			
		Objective 1.3.3	Establish permanency goal for all children in Foster Care	Same as Objective 1.3.2		Same as Goal 1	Assoc. Agency Programs Emotionally Disturbed Children, Foster Care Assistance Payments, Foster Care Case Management, IMD Group Homes, CPS Case Management, Legal Representation
			How agency measures its performance:	***1) Timely Completed Merits Hearings*** (88.10% in 2012-13; 85.5% in 2013-14; Target for 2014-15 is 83.6%; As of May 1, 2015 at 84.9%) ***2) Children Who Aged-Out of Foster Care*** (344 in 2004; 331 in 2005; 377 in 2006; 427 in 2007-08; 413 in 2008-09; 401 in 2009-10; 437 in 2010-11; 340 in 2011-12; 239 in 2012-13; 233 in 2013-14; 245 in 2014-15) This measures the number of children who age-out of foster care without a forever family. In this measure, lower numbers are desirable. **Measure is reviewed at least twice a year** by senior DSS staff including the Deputy Director of Human Services, Regional Team Leaders, and County Directors.			
		Objective 1.3.4	Recruit quality Foster Homes	Same as Objective 1.3.2		Same as Goal 1	Assoc. Agency Programs Emotionally Disturbed Children, Foster Care Assistance Payments, Foster Care Case Management, IMD Group Homes, CPS Case Management, Legal Representation
			How agency measures its performance:	***Absence of Child Abuse and/or Neglect in Foster Care*** (99.57% in 2012-13; 99.5% in 2013-14; Target for 2014-15 is 99.68%; Agency states latest data from federal government is not yet published)			

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Goals, Strategies and Objectives				% of Total Spending		Outcome (Public benefit provided, or harm prevented, by accomplishment of this goal, strategy or objective (i.e. tangible benefits that matter in the lives of citizens)	
G	S	O	Description	2013-14	2014-15		
	Strategy 1.4		Achieve timely positive permanency for children in foster care			Same as Goal 1	
		Objective 1.4.1	Safely reunify children with parents and caretakers when appropriate	Agency states it does not capture cost data at the strategic plan level. Cost data presented for the goal level is a total for the major programs that make up that goal and does not include administrative costs or employer benefits.		Same as Goal 1	Assoc. Agency Programs Emotionally Disturbed Children, Foster Care Assistance Payments, Foster Care Case Management, IMD Group Homes, CPS Case Management, Legal Representation
			How agency measures its performance:	***1) Of children reunified, reunifications that took place within 12 months of entering Foster Care*** (79.8% in 2012-13; 82.8% in 2013-14; Target for 2014-15 is 83.63%; As of March 31, 2015 at 83.63%) ***2) Children discharged from Foster Care to reunification do not re-enter foster care within 12 months of the date of their discharge*** (93.5% in 2012-13; 94.1% in 2013-14; Target for 2014-15 is 95.04%; As of March 31, 2015 at 92.5%)		
		Objective 1.4.2	Reduce the time between a child becoming legally free for adoption and being adopted	Same as Objective 1.4.1		Same as Goal 1	Assoc. Agency Programs Adoption Assistance Payments, Adoption Case Management, Emotionally Disturbed Children, Foster Care Assistance Payments, Foster Care Case Management, IMD Group Homes, CPS Case Management, Legal Representation
			How agency measures its performance:	***Of children adopted, adoptions that took place within 24 months from the date of their latest removal from the home*** (29.8% in 2012-13; 34.3% in 2013-14; Target for 2014-15 is 36.6%; As of March 31, 2015 at 36.6%)			
	Strategy 1.5		Protect the health and welfare of elderly and disabled adults through the Adult Protective Services program; Provide support to victims of family violence, their children, and abusers through the Domestic Violence Services program			Same as Goal 1	
		Objective 1.5.1	Reduce harm and/or the risk of abuse, neglect, exploitation or self-neglect of vulnerable adults	Same as Objective 1.4.1		Same as Goal 1	Assoc. Agency Programs Adult Protective Services Case Management, Adult Protective Services Assistance Payments, Battered Spouse, CPS Case Management, Legal Representation
			How agency measures its performance:	***1) Adult Protective Services assessments initiated timely*** (92% in 2012-13; 89.2% in 2013-14; Target for 2014-15 is 100%; As of May 2015 with partial data at 84.6%) ***2) Adult Protective Services assessments completed timely*** (85% in 2012-13; 78% in 2013-14; Target for 2014-15 is 100%; As of May 2015 with partial data at 66.04%) ***3) Adult Protective Services cases with no monthly activity*** (95.05% in 2012-13; 87.14% in 2013-14; Target for 2014-15 is 95%; As of May 2015 with partial data at 75%)		
		Objective 1.5.2	Increase the community awareness of the harm and underlying causes of Domestic Violence and enhance the awareness of the dynamics and indicator of a healthy family	Same as Objective 1.4.1		Same as Goal 1	Assoc. Agency Programs Adult Protective Services Case Management, Adult Protective Services Assistance Payments, Battered Spouse, CPS Case Management, Legal Representation
			How agency measures its performance:	Agency did not report how it measures performance related to this objective			

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Agency Programs Related to Goal #1

For agency programs associated with agency Goal 1, below is a description of the program; audits in which it was mentioned; potential negative impact, if the program underperforms; and when the agency thinks the General Assembly should be put on notice if the program underperforms.

Division: **Human Services**
Effectiveness & Efficiency Ranking: **#3 - least effective and efficient of all the agency's divisions (1 is most effective and efficient)**
Programs within Division: **Child Protective Services (CPS), Adult Protective Services (APS), Battered Spouse, Adoption, Foster Care, Emotionally Disturbed Children, Family Preservation, Homemaker, Institution of Mental Diseases (IMD) Group Homes, Legal Representation**

Program: **Child Protective Services Case Management**	Audit/Report in which function was cited as an issue: **1985 LAC Audit; 1991 LAC Audit; 2003 Child and Family Services Review; 2006 LAC Audit; 2009 LAC Follow-Up Report; 2010 Child and Family Services Review; 2014 LAC Audit**
Description: These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statue; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child.	
Most Potential Negative Impact: The agency will not be able to effectively deliver child welfare services to vulnerable children in South Carolina.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

Program: **Foster Care Assistance Payments**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: This program provides foster care assistance payments so that children can be cared for within a framework of substitute care that is child centered and family focused.	
Most Potential Negative Impact: Foster parents will be negatively impacted as they care for children in foster care.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

Program: **Foster Care Case Management**	Audit/Report in which function was cited as an issue: **1985 LAC Audit; 1991 LAC Audit**
Description: This program provides within the framework of federal and state mandates, substitute care and supports out-of-home services that are child centered and family focused. • Serves children 0-21 years old[263] (FY 89-90, the foster care system served 5,361 children;[264] as of 2015, 3,851 children in foster care - 54% Caucasian; 37% African American; 9% Other[265]) • Provides temporary services for children removed from their families because of abuse, neglect, or exploitation by a parent or guardian[266] • Recruits and licenses temporary foster homes and group care for children[267] (June 1990 - 2,125 licensed foster family homes and 82 group facilities;[268] 2015 - 1,244 foster care homes; 1,101 therapeutic foster care homes[269]) • Intensive Foster Care and Clinical Services Office has specialized treatment and support services for children in foster care who have emotional and behavioral problems[270] • Through the Interagency System for Caring for Emotionally Disturbed Children, when a child is identified with emotional/behavioral problems, DSS arranges for an interagency staffing on the child, to determine whether the child needs services and to identify the most appropriate services that can best meet the individual child's needs[271]	
Most Potential Negative Impact: Foster care program will not be able to adequately deliver services to children in the state's custody.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

Program: **Adoption Assistance Payments**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: The purpose of this program is to provide post-legal services to adult adoptees, birth families, and adoptive families.	
Most Potential Negative Impact: Adoptive families would be negatively impacted financially.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

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Program: **Adoption Case Management**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: 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. • Facilitated for children in DSS custody who are unable to be returned to their home[272] • Services include assessment and preparation of children for adoption, recruitment of adoptive families, placement of children in adoptive homes, and financial subsidization of the costs of the adoption proceeding[273]	
Most Potential Negative Impact: The agency may not be able to effectively deliver adoption services to children and families in South Carolina.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

Program: **Adult Protective Services Assistance Payments and Case Management**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Assistance Payments Description: This program protects the health and welfare of elderly and disabled adults who are 18 years of age or older and are victims of actual or potential abuse, neglect, or exploitation. Assistance payments as well as services are provided to meet their basic needs, including safety. Adult Protective Services include mental health services, arrangement of living quarters, obtainment of financial benefits to which a vulnerable adult is entitled, as well as medical services, supplies, and legal services. **Case Management Description**: 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. • Serves adults 18 years old and up[274] • Receives and investigates reports of actual or potential abuse, neglect, or exploitation by others or self-inflicted[275] • Protects the health and welfare of elderly and disabled adults[276] • DSS is authorized to investigate all reports and provide services to meet the adults' basic needs and ensure their safety[277]	
Most Potential Negative Impact: Vulnerable adults in South Carolina may not receive needed services. (same for Assistance Payments and Case Management)	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

Program: **Battered Spouse**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: Domestic Violence Services provide support to victims of family violence, their children, and abusers through a network of community based/nonprofit service providers. Programs are designed to provide crisis intervention and prevention services. • Partners with other state agencies like DPS and DHEC to develop and maintain best practices in domestic violence prevention • Works closely with shelter programs and batterer intervention providers by providing technical assistance related to policy and best practices development	
Most Potential Negative Impact: Victims of domestic violence may not receive the support services they need.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

Program: **Emotionally Disturbed Children**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: This program provides, within the framework of federal and state mandates, support for out-of-home services that are child centered and family focused; to contribute to the protection of children and their well-being, and to effectively serve children who are in need of therapeutic placements.	
Most Potential Negative Impact: Emotionally disturbed children may not receive quality services from the agency.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

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Program: **Family Preservation**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: This program prevents the unnecessary separation of children from their families, improves the quality of care and services to children and their families, and ensures permanency for children by reuniting them with their parents, by adoption or by another permanent living arrangement.	
Most Potential Negative Impact: Children and families may not receive the services and support they need to maintain a safe, positive living environment.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

Program: **Homemaker**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: The Homemaker Program assists individuals and families with activities of daily living, personal care, and home management in order to overcome specific barriers.	
Most Potential Negative Impact: Children and families may not receive the homemaker support services they need.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

Program: **IMD Group Homes**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: This is a special item to provide for IMD transition funds to be applied only for out of home placement with providers which operate DSS or DHEC licensed institutional, residential, or treatment programs.[278]	
Most Potential Negative Impact: Children may not receive quality services from the agency.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

Program: **Legal Representation**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: The Office of General Counsel provides the agency with comprehensive legal assistance in all administrative programs, program areas, and in all matters concerned with litigation.[279]	
Most Potential Negative Impact: The agency will not have adequate legal staff to complete tasks needed by other programs.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

Program: **Adult Services Administration Support**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: This program provides administrative support to programs providing 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.	
Most Potential Negative Impact: Needy and/or vulnerable adults in South Carolina may not receive the services they need to assist them in obtaining their highest level of functioning.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

Program: **Children's Services Administrative Support**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: This program provides administrative support to programs providing 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.	
Most Potential Negative Impact: Needy and/or vulnerable children and families in South Carolina may not receive the services they need to assist them in obtaining their highest level of functioning.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

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Program: **County Local Support**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: The County Local Support Program tracks transactions submitted by County Government for office space, facility services, janitorial services, utilities, telephone services and related supplies, for the county offices.	
Most Potential Negative Impact: County offices will be negatively impacted.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

Program: **County Office Administration**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: The County Office Administration Program tracks administrative support costs of the counties.	
Most Potential Negative Impact: Every other program in the agency will be impacted negatively.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

Program: **Agency Administration**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: The Agency Administration Program tracks general state office administrative support costs (such as Human Resource Management, Finance, Budgets, Procurement, etc.)	
Most Potential Negative Impact: Every other program in the agency will be impacted negatively.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

Program: **Information Resource Management**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: Information Resource Management enhances and upgrades technology to improve customer access and accuracy of information as well as worker time.	
Most Potential Negative Impact: Every other program in the agency will be impacted negatively. Every program relies on technology to perform their functions well.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

Program: **State Employer Contributions**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: Employee benefits (sometimes referred to as fringe benefits) include various types of nonwage compensation provided to employees in addition to their normal wages or salaries. Examples of these benefits include: group insurance dental, life etc.), disability income protection, retirement benefits, sick leave,(health, vacation (paid and non-paid)), social security, profit sharing, funding of education, and other specialized benefits.	
Most Potential Negative Impact: Every other program in the agency will be impacted negatively.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

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Agency Goal #2

Goals, Strategies and Objectives G	S	O	Description	% of Total Spending 2013-14	2014-15	Outcome (Public benefit provided, or harm prevented, by accomplishment of this goal, strategy or objective (i.e. tangible benefits that matter in the lives of citizens))	
Goal 2 (highest spending %)			Help families achieve stability through financial and other temporary benefits while transitioning into employment	**32.28% $166,537,399**	**29.34% $132,566,948**	This program assists SNAP recipients in obtaining employment and achieving self-sufficiency. Participation in SNAP Employment and Training (E&T) is required for able-bodied SNAP recipients ages 18-49 who do not have dependents. Mandatory participants must participate 30 hours per week in an approved E&T program activity. This requirement may be met with a combination of work and, when the total hours worked is less than 30 a week, other education or training activities. TANF is a block grant program to help move recipients into work and turn welfare into a program of temporary assistance. Under the welfare reform legislation of 1996, TANF replaced the old welfare programs known as the Aid to Families with Dependent Children (AFDC) program, the Job Opportunities and Basic Skills Training program, and the Emergency Assistance program. The law ended federal entitlement to assistance and instead created TANF as a block grant that provides States, Territories, and Tribes Federal funds each year. These funds cover benefits and services targeted to needy families.	
	Strategy 2.1		Assist low-income families while they are transitioning into employment			Same as Goal 2	
		Objective 2.1.1	Increase timeliness of benefit issuance	Agency states it does not capture cost data at the strategic plan level. Cost data presented for the goal level is a total for the major programs that make up that goal and does not include administrative costs or employer benefits.		Same as Goal 2	Assoc. Agency Programs None stated by agency
			How agency measures its performance:	***Family Independence (SC's TANF Program): Timeliness of benefit issuance*** (26.3% in 2012-13; 19.75% in 2013-14; Target for 2014-15 is 15%; As of April 30, 2015 at 19.8%)			
		Objective 2.1.2	Increase number of clients ready to obtain and maintain employment	Same as Objective 2.1.1		Same as Goal 2	Assoc. Agency Programs E&T Case Management, E&T Case Services, TANF Assistance Payments
			How agency measures its performance:	***Work Keys certifications*** (N/A in 2012-13; N/A in 2013-14; Target for 2014-15 is 350; As of March 31, 2015 data is not currently available)			

Agency Mission: 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."
Agency Vision: The agency's vision is for there to be "[j]obs for parents and other adults living in poverty" and "[s]afe and thriving children with life-long families sooner."

Goals, Strategies and Objectives				% of Total Spending		Outcome	
G	S	O	Description	2013-14	2014-15	(Public benefit provided, or harm prevented, by accomplishment of this goal, strategy or objective (i.e. tangible benefits that matter in the lives of citizens))	
	Strategy 2.2		Provide benefits to help the State's low-income citizens purchase food			Same as Goal 2	
		Objective 2.2.1	Improve accuracy of benefit issuance	Agency states it does not capture cost data at the strategic plan level. Cost data presented for the goal level is a total for the major programs that make up that goal and does not include administrative costs or employer benefits.		Same as Goal 2	Assoc. Agency Programs SNAP Assistance Payments (Food Stamps), SNAP Eligibility
			How agency measures its performance:	***SNAP (food stamps): Accuracy of benefit issuance*** (95.44% in 2009-10; 94.86% in 2010-11; 96.86% in 2011-12; 98.41% in 2012-13; 98.25% in 2013-14; Target for 2014-15 is 98.5%; As of March 31, 2015, most recent FFY data not yet published by the federal government) This is a measure required 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. Measure is reviewed monthly** by Senior DSS staff including the Deputy Director of Economic Services, Regional team Leaders, and County Directors.		
		Objective 2.2.2	Improve timeliness of benefit issuance	Same as Objective 2.2.1		Same as Goal 2	Assoc. Agency Programs Early Care and Education
			How agency measures its performance:	***SNAP: Timeliness of benefit issuance*** (85.36% in 2012-13; 95.22% in 2013-14; Target for 2014-15 is 97%; As of April 30, 2015 at 90.85%) **Measure is reviewed monthly** by Senior DSS staff including Deputy Director of Economic Services,Regional Team Leaders, and County Directors.		
		Objective 2.2.3	Effectively administer the Summer Food Service Program, the Child and Adult Care Food Program, the Senior Farmers' Market Nutrition Program, and other federal nutrition assistance programs	Same as Objective 2.2.1		Same as Goal 2	Assoc. Agency Programs Food Services, SNAP Assistance Payments (Food Stamps), SNAP Eligibility
			How agency measures its performance:	Agency did not report how it measures performance related to this objective			
	Strategy 2.3		Provide access to quality and affordable child care to enable clients to obtain and maintain employment			Same as Goal 2	
		Objective 2.3.1	Increase the number of ABC child care vouchers provided to eligible employed parents/families as funding allows	Same as Objective 2.2.1		Same as Goal 2	Assoc. Agency Programs Early Care and Education
			How agency measures its performance:	***ABC child care vouchers disbursed*** (28,523 in 2012-13; 25,832 in 2013-14; Target for 2014-15 is 27,124; As of April 30, 2015 at 20,402)			
		Objective 2.3.2	Child Care Licensing will conduct inspections of centers and group child care homes in accordance with state statute and add inspections of registered family child care homes	Same as Objective 2.2.1		Same as Goal 2	Assoc. Agency Programs None listed by agency
			How agency measures its performance:	***1) Annual child care licensing visits*** (4,449 in 2012-13; 4,351 in 2013-14; Target for 2014-15 is 4,569; As of May 12, 2015 at 1,967) ***2) Registered family child care homes receiving an annual visit*** (N/A in 2012-13; N/A in 2013-14; Target for 2014-15 is 100%; As of May 12, 2015 at 32.2%) Legislation from 2014 granted new authorities to DSS to perform annual inspections of registered family child care homes. This is a new performance measure for DSS. As of the end of March 2015, 310 inspections had been completed since the law went into effect. The agency's goal is to visit every one of the 1,174 providers each year. **Measure is reviewed monthly** by DSS management, including the Deputy Director for Economic Services, Director of Early Care and Education, and the Child Care Licensing Director.		

Other ways agency measures its performance for Goal 2, which the agency did not directly link to an objective	***Economic Services Interview Center Call Wait Times*** (Average wait time for callers in minutes for 2014, January - 40; February - 48; March - 38; April - 38; May - 50; June - 59; July - 62; August - 52; September - 29; October - 24; November - 34; December - 34. In 2015, January - 45; February - 27; March - 17)

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Agency Vision: The agency's vision is for there to be "[j]obs for parents and other adults living in poverty" and "[s]afe and thriving children with life-long families sooner."

Agency Programs Related to Goal #2

For agency programs associated with agency Goal 2, below is a description of the program; audits in which it was mentioned; potential negative impact, if the program underperforms; and when the agency thinks the General Assembly should be put on notice if the program underperforms.

Division: **Economic Services**
Effectiveness and Efficiency Ranking: **#2 (1 is most effective and efficient)**
Programs within Division: **Early Care and Education; Employment and Training (E&T) Case Services and Management; Food Services; Supplemental Nutrition Assistance Program (SNAP) Assistance Payments; SNAP Eligibility; Temporary Assistance to Needy Families (TANF) Assistance Payments; Teen Pregnancy Prevention**

Program: **TANF Assistance Payments (Family Independence Program)**	Audit/Report in which function was cited as an issue: **1991 LAC Audit**
Description: TANF is a block grant program to help move recipients into work and turn welfare into a program of temporary assistance. Under the welfare reform legislation of 1996, TANF replaced the old welfare programs known as the Aid to Families with Dependent Children program, the Job Opportunities and Basic Skills Training program, and the Emergency Assistance program. The law ended Federal entitlement to assistance and instead created TANF as a block grant that provides States, Territories, and Tribes Federal funds each year. These funds cover benefits and services targeted to needy families. • Serves parents with dependent children and persons caring for a relative's child[280] • Provides cash assistance and employment and training services[281] • 24-month time-limited program[282] • January 2015 stats: 12,387 families served; $250.58 average benefit[283]	
Most Potential Negative Impact: Eligible clients may not receive needed financial assistance for them and their children.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

Program: **SNAP Eligibility and Assistance Payments ("Food Stamps")**	Audit/Report in which function was cited as an issue: **1985 LAC Audit; 1991 LAC Audit**
Description: 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 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. • Federal Program and policy based on federal regulations[284] • Designed to help families and individuals buy the food they need for a nutritionally adequate diet[285] • Benefits distributed through electronic benefit transfer cards[286] • DSS determines eligibility and administers employment and training programs for recipients[287] • FY 88-89[288] - Distributed $8.59 in food stamps to clients for every dollar that the agency spent administering the program. The regional average was $11.53 in food stamps distributed to clients for every dollar in administrative costs. Only Georgia ranked lower in food stamps per dollar spent on administrative costs. • August 2015: 377,132 households or 799,056 individuals served; $264 average monthly benefit; 2.11 average household size	
Most Potential Negative Impact: Eligible clients may not receive needed food and nutrition assistance.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

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Program: **Employment and Training Case Services and Management**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: This program assists SNAP recipients in obtaining employment and achieving self-sufficiency. Participation in SNAP E&T is required for able-bodied SNAP recipients ages 18-49 who do not have dependents. Mandatory participants must participate 30 hours per week in an approved E&T program activity. This requirement may be met with a combination of work and, when the total hours worked is less than 30 a week, other education or training activities. This program also provides assistance to welfare recipients to maximize their strengths and abilities to become fully employed; to become socially and economically independent. • *TANF Employment and Training Activities* - Employment Preparation, Supervised Job Search, Work Experience, On-the-Job Training and Community Service[289] • *SNAP Employment and Training Activities* - Job Search Training, Supervised Job Search, Education, Vocational Training, Work Experience, and Workforce Investment Act services.[290] • Participation is mandatory in TANF and SNAP programs for certain populations (e.g. work-eligible TANF recipients, Able-Bodied Adults Without Dependents receiving SNAP)[291]	
Most Potential Negative Impact: Fewer South Carolinians will receive assistance to obtain employment.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

Program: **Food Services**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: This program consists of a network of food assistance programs that improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves. • *Senior Farmers' Market Program* - Provides fresh, locally grown fruits and vegetables to low-income seniors; serves approximately 25,000 each year[292] • *Child & Adult Care Food Program* - Provides meal reimbursements to child care centers and adult day care centers for nutritious meals; over 20 million meals served in 2014[293] • *The Emergency Food Assistance Program* - Provides low-income Americans, including elderly people, with emergency food and nutrition assistance at no cost; administered through local food banks[294] • *Commodity Supplemental Food Program* - Food purchased by USDA, and distributed through local food banks; available to low-income individuals over age 60 in 15 Counties; participants receive a monthly package of food and are provided nutritional education[295] • *Emergency Shelter Program* - Provides meal reimbursements to emergency and homeless shelters, battered women's shelters and facilities that provide temporary shelter to children age 18 and younger and their families[296]	
Most Potential Negative Impact: Children and families may not receive needed food and nutrition assistance.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

Program: **Early Care and Education**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: The primary focus of the Division of Early Care and Education, formerly called Child Care Services, remains to increase the availability, affordability, accessibility, quality, and safety of child care throughout the State. • Licenses and regulates child care centers and family child care homes across the state(List of registered or licensed childcare facilities on DSS website)[297] o 2015 - 2,917 total childcare facilities = 1,157 Registered Family Childcare Homes; 14 Licensed Family Childcare Homes; 215 Registered Faith-Based Centers; 1,531 Licensed Childcare Centers and Group Homes • Provides child care assistance for parents participating in TANF work programs, working parents transitioning from Family Independence, and families in active CPS cases[298] • Administers the Advocates for Better Care Quality Program, a voluntary quality rating and improvement system for childcare providers.[299] • Legislation from 2014 granted new authorities to DSS to perform annual inspections of registered family child care homes.[300] As of the end of March 2015, 310 inspections had been completed since the law went into effect.[301] The agency's goal is to visit every one of the 1,174 providers each year.[302]	
Most Potential Negative Impact: Children and families may not have adequate access to quality child care.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

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Program: **Teen Pregnancy Prevention**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: This program prevents and reduces the incidence of out-of-wedlock pregnancies among participants through services/activities provided to the participant and his or her family. Services/activities will be provided to ensure that the family can provide a healthy, safe, and nurturing environment for all family members. Participants will be encouraged to delay sexual involvement and pregnancy until they are physically, financially, and emotionally ready to care for children.	
Most Potential Negative Impact: Families may not receive needed health education.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

Program: **Economic Services Administrative Support**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: This program provides administrative support to programs providing 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.	
Most Potential Negative Impact: Needy families may not be able to obtain assistance to help improve their quality of life.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

Program: **Family Independence Administrative Support**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: This program provides administrative support to programs providing 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.	
Most Potential Negative Impact: Needy families may not be able to obtain assistance to help improve their quality of life.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

Program: **County Local Support**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: The County Local Support Program tracks transactions submitted by County Government for office space, facility services, janitorial services, utilities, telephone services and related supplies, for the county offices.	
Most Potential Negative Impact: County offices will be negatively impacted.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

Program: **County Office Administration**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: The County Office Administration Program tracks administrative support costs of the counties.	
Most Potential Negative Impact: Every other program in the agency will be impacted negatively.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

Program: **Agency Administration**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: The Agency Administration Program tracks general state office administrative support costs (such as Human Resource Management, Finance, Budgets, Procurement, etc.)	
Most Potential Negative Impact: Every other program in the agency will be impacted negatively.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

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Program: **Information Resource Management**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: Information Resource Management enhances and upgrades technology to improve customer access and accuracy of information as well as worker time.	
Most Potential Negative Impact: Every other program in the agency will be impacted negatively. Every program relies on technology to perform their functions well.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

Program: **State Employer Contributions**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: Employee benefits (sometimes referred to as fringe benefits) include various types of nonwage compensation provided to employees in addition to their normal wages or salaries. Examples of these benefits include: group insurance dental, life etc.), disability income protection, retirement benefits, sick leave,(health, vacation (paid and non-paid)), social security, profit sharing, funding of education, and other specialized benefits.	
Most Potential Negative Impact: Every other program in the agency will be impacted negatively.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

Agency Goal #3

Goals, Strategies and Objectives				% of Total Spending		Outcome (Public benefit provided, or harm prevented, by accomplishment of this goal, strategy or objective (i.e. tangible benefits that matter in the lives of citizens)	
G	S	O	Description	2013-14	2014-15		
Goal 3			Help families achieve stability by increasing the frequency and reliability of child support payments and by providing non-custodial parents with the tools they need to be able to support and engage with their children	**6.74% $34,719,700**	**7.65% $42,729,551**	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.	
	Strategy 3.1		Children with one or both parents absent from the home receive adequate financial support from the noncustodial parent(s)			Same as Goal 3	
		Objective 3.1.1	Establish child support orders	Agency states it does not capture cost data at the strategic plan level. Cost data presented for the goal level is a total for the major programs that make up that goal and does not include administrative costs or employer benefits.		Same as Goal 3	Assoc. Agency Programs Child Support Enforcement
			How agency measures its performance:	***Percentage of child support cases with child support orders established*** (70.46% in 2012-13; 74.15% in 2013-14; Target for 2014-15 is 80%; As of March 31, 2015 at 81.12%)			
		Objective 3.1.2	Collect and disburse child support payments	Same as Objective 3.1.1		Same as Goal 3	Assoc. Agency Programs Child Support Enforcement
			How agency measures its performance:	***1) Amount of child support collected*** ($250,756,629 in 2012-13; $262,757,047 in 2013-14; Target for 2014-15 is $270,640,000; As of April 30, 2015 at $237,184,520) ***2) Percentage of cases paying on arrears balances*** (49.65% in 2012-13; 55.04% in 2013-14; Target for 2014-15 is 57%; As of March 31, 2015 at 51.39%)			
		Objective 3.1.3	Enforce child support orders through the use of administrative enforcement remedies	Same as Objective 3.1.1		Same as Goal 3	Assoc. Agency Programs Child Support Enforcement
			How agency measures its performance:	***License revocation notices*** (3,899 in 2012-13; 8,697 in 2013-14; Target for 2014-15 is 9,500; As of March 31, 2015 at 9,243) ***Financial institution data match collections*** ($163,484.59 in 2012-13; $141,636.19 in 2013-14; Target for 2014-15 is $148,717.99; As of March 31, 2015 at $122,129) ***Insurance match collections*** ($543,561.08 in 2012-13; $615,726.14 in 2013-14; Target for 2014-15 is $700,000; As of March 31, 2015 at $630,087) ***Wage withholding collections*** ($148,026,628 in 2012-13; $161,126,468 in 2013-14; Target for 2014-15 is $175,205,918; As of March 31, 2015 at $134,085,498)			

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Goals, Strategies and Objectives				% of Total Spending		Outcome (Public benefit provided, or harm prevented, by accomplishment of this goal, strategy or objective (i.e. tangible benefits that matter in the lives of citizens)	
G	S	O	Description	2013-14	2014-15		
	Strategy 3.2		Provide opportunities for non-custodial parents to engage with ICSSD to enable themselves to better support their children, both financially and emotionally			Same as Goal 3	
		Objective 3.2.1	Partner with other agencies/entitites who can provide needed services to non-custodial parents and make appropriate referrals to those entities	Agency states it does not capture cost data at the strategic plan level. Cost data presented for the goal level is a total for the major programs that make up that goal and does not include administrative costs or employer benefits.		Same as Goal 3	Assoc. Agency Programs Child Support Enforcement
			How agency measures its performance:	***Enroll non-custodial parents in the Child Support Parent Employment Demonstration program*** (N/A in 2012-13; 26 in 2013-14; Target for 2014-15 is 500; As of April 30, 2015 at 328)			
		Objective 3.2.2	Partner with SNAP and Clemson University to refer eligible non-custodial parents who are SNAP able-bodied adults without dependents into the SNAP E&T project	Same as Objective 3.2.1		Same as Goal 3	Assoc. Agency Programs Child Support Enforcement
			How agency measures its performance:	***Referrals of able-bodied non-custodial parents without dependents to SNAP E&T*** (N/A in 2012-13; N/A in 2013-14; Target for 2014-15 is 300; As of April 30, 2015 at 737)			
		Objective 3.2.3	Provide a means for parents to work together for the benefit of their children	Same as Objective 3.2.1		Same as Goal 3	Assoc. Agency Programs Child Support Enforcement
			How agency measures its performance:	Agency did not report any ways in which it measures performance related to this objective			
		Objective 3.2.4	Support local fatherhood programs across the state and refer parents to them for classes on parenting, communication, life skills, etc.	Same as Objective 3.2.1		Same as Goal 3	Assoc. Agency Programs Child Support Enforcement
			How agency measures its performance:	***Non-custodial parents referred to fatherhood programs*** (684 in 2012-13; 633 in 2013-14; Target for 2014-15 is 700; As of March 31, 2015, most recent FFY data not yet available)			
			Other ways agency measures its performance for Goal 3, which the agency did not directly link to an objective	***1) Percent of Current Child Support Collected*** *(47.4% in 2005-06; 49.3% in 2006-07; 51.4% in 2007-08; 51.2% in 2008-09; 51.2% in 2009-10; 51.9% in 2010-11; 52.3% in 2011-12; 52.2% in 2012-13; 51.4% in 2013-14; As of April 30, 2015 at 52.8%)* *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). The agency has exceeded the federal minimum compliance percentage for the past nine years. Measure is reviewed monthly*** *by 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.* ***2) Cost Effectiveness Ratio for Integrated Child Support Services*** ($7.07 of child support collected for every $1.00 spent in 2005-06; $7.40 in 2006-07; $6.83 in 2007-08; $5.61 in 2008-09; $4.83 in 2009-10; $4.80 in 2010-11; $4.56 in 2011-12; $4.66 in 2012-13; $6.04 in 2013-14; $4.53 as of April 30, 2015). 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. **Measure is reviewed quarterly** by 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. ***3) 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.)		

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Agency Programs Related to Goal #3

For agency programs associated with agency Goal 3, below is a description of the program; audits in which it was mentioned; potential negative impact, if the program underperforms; and when the agency thinks the General Assembly should be put on notice if the program underperforms.

Division: **Integrated Child Support Services**
Effectiveness & Efficiency Ranking: **#1 - most effective and efficient**
Programs within Division: **Child Support Enforcement**

Programs: **Child Support Enforcement**	Audit/Report in which function was cited as an issue: **1985 LAC Audit**
Description: 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. • Services are available to all citizens regardless of their income[303] • By establishing paternity and establishing and enforcing court ordered child support, ICSSD seeks to ensure that non-custodial parents live up to their financial responsibilities in the raising of their children[304] • ICSSD made operational changes that have led to increased efficiencies and outcomes across the division.[305] 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 FY 2013 to 5,779 in FY 2014.[306] 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 FY 2013 to $1,031,909 in FY 2014.[307]	
Most Potential Negative Impact: Fewer families will receive the financial support they need from non-custodial parents.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

Program: **Agency Administration**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: The Agency Administration Program tracks general state office administrative support costs (such as Human Resource Management, Finance, Budgets, Procurement, etc.)	
Most Potential Negative Impact: Every other program in the agency will be impacted negatively.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

Program: **Information Resource Management**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: Information Resource Management enhances and upgrades technology to improve customer access and accuracy of information as well as worker time.	
Most Potential Negative Impact: Every other program in the agency will be impacted negatively. Every program relies on technology to perform their functions well.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

Program: **State Employer Contributions**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: Employee benefits (sometimes referred to as fringe benefits) include various types of nonwage compensation provided to employees in addition to their normal wages or salaries. Examples of these benefits include: group insurance dental, life etc.), disability income protection, retirement benefits, sick leave,(health, vacation (paid and non-paid)), social security, profit sharing, funding of education, and other specialized benefits.	
Most Potential Negative Impact: Every other program in the agency will be impacted negatively.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

Agency Mission: 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."

Agency Vision: The agency's vision is for there to be "[j]obs for parents and other adults living in poverty" and "[s]afe and thriving children with life-long families sooner."

Agency Goal #4

Goals, Strategies and Objectives				% of Total Spending		Outcome (Public benefit provided, or harm prevented, by accomplishment of this goal, strategy or objective (i.e. tangible benefits that matter in the lives of citizens)
G	S	O	Description	2013-14	2014-15	
Goal 4			Efficiently distribute non-recurring appropriations as directed by the General Assembly	0.03% $150,000	0.08% $425,000	Agency did not report

Agency Programs Related to Goal #4

For agency programs associated with agency Goal #4, below is a description of the program; audits in which it was mentioned; potential negative impact, if the program underperforms; and when the agency thinks the General Assembly should be put on notice if the program underperforms.

Division: **Agency did not indicate**
Effectiveness and Efficiency Ranking: **Agency did not rank**
Programs within Division: **Nonrecurring**

Program: **Nonrecurring**	Audit/Report in which function was cited as an issue: **None reviewed by LOC**
Description: An entry that appears on an agency's financial statements for a one-time expense that is unlikely to happen again. A nonrecurring charge is a one-time charge for a particular event.	
Most Potential Negative Impact: Every other program in the agency will be impacted negatively.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

Agency Mission: 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."
Agency Vision: The agency's vision is for there to be "[j]obs for parents and other adults living in poverty" and "[s]afe and thriving children with life-long families sooner."

Agency's Highlights and Current and Emerging Issues

Highlights

The agency provided some highlights about its work, including:

- **83.5% of children in foster care for at least 8 days and fewer than 12 months had two or fewer foster home placements during that period**, which is near the federal target of 86%;
- The **Economic Services staff have reduced the call center wait times** since the beginning of 2014;
- **Partnerships with training partners**, like USC and Clemson, have helped the agency increase the number of training opportunities that are available to staff; and
- **95.22% of SNAP beneficiaries in the state were served with benefits within 30 days in most instances** and within 7 days in expedited cases in FY 2013-14.[308]

Current and Emerging Issues

The agency reports some issues that it anticipates may have an impact on its operations in the coming years. Some of these issues are:

- Reduced or eliminated **Congressional funding** could have "significant impact on the state";
- **Obsolete IT systems** will fail to meet the agency's need to determine eligibility for assistance programs and manage data systems for economic services, child welfare services, and adult protective services;
- Significant numbers of executive and middle-level managers will **retire**;
- **Increasing instances of litigation** will require more legal consultation and advisory services for the agency; and
- **Unclear and undefined federal regulations for the Child Care Development Block Grant Re-Authorization Act of 2014** will place more burden on the agency without granting additional funding, while carrying an expectation that state investment in child services will continue to increase.[309]

RECOMMENDATIONS

Agency's Recommendations

Note: A summary of the agency's recommendations are listed in Visual Summary Table 3 on page 8.

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**. These restructuring recommendations may still be under review by the new agency head. Preliminarily, in the agency's restructuring and seven-year plan report, the agency recommends the items listed below in order to most effectively and efficiently serve the families of South Carolina.[310]

Streamlining Functions

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.

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.

Administrative Functions

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.

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 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.

Reliance on Contracting Core Services

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.

Structure and Supervision

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.

Standardize regional structure for Economic Services and Human Services. As mentioned above, the counties are 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.

Lastly, the agency recommends the Subcommittee **review references to the agency in law**, to consider **the possible modification of three**. The bases for possible modification of laws are given in the agency's Program Evaluation Report.[311]

Committee Staff's Recommendations

Note: A summary of staff's recommendations are listed in Visual Summary Table 3 on page 8.

Staff respectfully requests the Subcommittee give consideration to **the agency's recommendations, including determining the status of any internal changes mentioned in the agency's recommendations**. Also, the **Subcommittee may wish to determine the status of any changes, which did not require legislation, recommended by the Senate General Committee, DSS Oversight Subcommittee Report** released in March 2015.

Additionally, staff respectfully requests the Subcommittee give **consideration to the staff recommendations** in this staff study regarding potential areas for further study. Staff's recommendations are based upon consideration of: (1) the application, administration, execution, and effectiveness of laws and programs; (2) the organization and operation of the agency; and (3) conditions or circumstances that may indicate the necessity or desirability of enacting new or additional legislation.[312] Other considerations include: percentages of total money spent by agency in certain areas, potential negative impacts, agency recommendations, and public comments.

Issues Raised in the Public Survey

As there were 457 written responses to the online public survey about the agency, staff respectfully recommends the Subcommittee **explore issues of concern raised in the public survey**, which are set forth in Table 6 on page 22. For example, there were 26 written responses relating to **foster care** with concerns expressed about services provided by contractors, placement of youth outside of their county of origin, and recruitment of foster families. In the agency overview provided to the Healthcare Subcommittee on March 17, 2015, the agency noted 3,851 children in foster care.

As another example, there were 84 written responses to the public survey relating to **morale**. Almost 50% of employees in 2014 (and more than 50% in 2015) who completed exit interviews when they left the agency stated the reason they left was lack of supervisory support/employee recognition or better

advancements. Staff respectfully recommends the Subcommittee question the agency about what efforts, if any, have been made by the new agency head to improve morale, supervisory support, and employee recognition.

Staff respectfully recommends the Subcommittee **solicit testimony from county directors, in particular the director from Spartanburg County** as there were 21 written comments in the online public survey that related specifically to this county. Staff respectfully suggests the Subcommittee solicit testimony from four additional county directors, selected utilizing a tool for random choice selection.

History of Issues and Focus for the Future

Staff respectfully recommends the Healthcare Subcommittee receive a **briefing on the findings and recommendations, which repeatedly arose in prior General Assembly Legislative Audit Council (LAC); notably, LAC performed audits or follow up reports on the agency in 1985, 1991, 2006, 2009, and 2014.** After receiving this briefing, the Subcommittee may wish to question the agency as to how, or if, it addressed those findings and recommendations. Additionally, the Subcommittee may wish to question why particular concerns (such as DSS not having a systematic process for allocating child welfare staff among its state, regional, and county offices as well as caseworkers having excessive caseloads) continued to appear throughout the thirty-year timespan covered by the reports.

The agency was asked to rank its programs in order from most effective and efficient to least. In response, the agency grouped all of its programs into one of three divisions (i.e. Human Services, Economic Services, or Integrated Child Support Services Division) and ranked those divisions. Based on the agency's rankings, as well as the consistency in which issues in the Human Services Division were cited in audits during the last thirty years, staff respectfully recommends the committee consider further evaluation to determine whether the programs in the agency's Human Services division should be set within a new agency or transferred to an existing agency. In the alternative, staff respectfully recommends the Subcommittee consider whether moving other divisions of DSS to new or existing agencies may allow DSS the opportunity to narrow its focus on Human Services.

The agency's mission under statute is broad. Staff respectfully recommends the Subcommittee consider **further investigation into which programs/activities of the agency are required by state and federal law versus which programs/activities the agency may have chosen to undertake because the agency believes it fits within its strategic plan and federal funds are available**.

Spending, Performance Measures, and Potential Negative Impacts

As the stated purpose of legislative oversight includes consideration of the execution and effectiveness of programs, staff respectfully recommends the Subcommittee analyze the **agency's allocation of funds towards achieving its goals, strategies, and objectives**. Additionally, staff respectfully recommends the Subcommittee discuss and seek clarification about how the agency currently uses, and could expand the use of, **performance measures** and **benchmarks** to utilize resources efficiently.

Staff respectfully recommends the Subcommittee evaluate the **agency's utilization of staff in the state office versus county offices** as well as past staffing studies obtained by the agency.

Staff respectfully recommends the Subcommittee **discuss whether the agency plans in place to address potential negative impacts** when programs are underperforming and the triggers for when these plans are

put into action. Staff particularly highlights this issue because when the agency was asked, for each different program, when the General Assembly should be put on notice of the program's underperformance, the agency did not consider each program individually. Instead, the agency provided the same response for all of its programs, "If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission."

Staff respectfully recommends a **review of the issues the agency has identified as emerging and laws the agency has identified for potential revision**. Some of the agency's recommendations have the goal of updating laws to match needs, such as creation of Local Child Fatality Review Committees. The agency has provided bases for its suggestions in its Program Evaluation Report.

ENDNOTES

[1] Visual Summary Figure 1 is compiled from information provided by the agency in its Restructuring and Seven-Year Plan Report and Program Evaluation Report to the Committee. SC Department of Social Services, "Restructuring and Seven-Year Plan Report, 2015," under "Citizens' Interest" and under "House Legislative Oversight Committee's Postings and Reports," and under "Department of Social Services" http://www.scstatehouse.gov/committeeinfo/HouseLegislativeOversightCommittee/2015AgencyRestructuringandSevenYearPlanReports/2015%20Department%20of%20Social%20Services.pdf (accessed October 19, 2015). SC Department of Social Services, "Program Evaluation Report, 2015," under "Citizens' Interest," and then under "House Legislative Oversight Committee's Postings and Reports," and under "Department of Social Services"http://www.scstatehouse.gov/committeeinfo/HouseLegislativeOversightCommittee/2015%20Program%20Evaluation%20Reports/DSS%20Program%20Evaluation%20Report.pdf (accessed October 19, 2015).

[2] Visual Summary Table 2 information is compiled from SC Department of Social Services, *Program Evaluation Report*, Strategic Investment Chart.

[3] SC Department of Social Services, *Restructuring and Seven -Year Plan Report,* Purpose, Mission and Vision Chart.

[4] Ibid.

[5] Ibid.

[6] *SC Constitution,* art. XII, sec. 1. The full text of the SC Constitution is available on the SC General Assembly's website, "SC Constitution,"http://www.scstatehouse.gov/scconstitution/scconst.php (accessed July 27, 2015).

[7] *SC Code of Laws,* sec. 2-2-5. The full text of the unannotated version of the SC Code of Laws is available on the SC General Assembly's website, "Code of Laws," under "South Carolina Law," http://www.scstatehouse.gov/code/statmast.php (accessed July 7, 2015).

[8] Ibid.

[9] *SC Code of Laws*, sec. 2-2-20(B).

[10] SC House of Representatives, House Legislative Oversight Committee, "Standard Practice 9," under "Citizens' Interest," under "House Legislative Oversight Committee Postings and Reports," and under "Standard Practices," http://www.scstatehouse.gov/committeeinfo/HouseLegislativeOversightCommittee/SP06252015.pdf (accessed July 5, 2015).

[11] *SC Code of Laws*, sec. 2-2-20(A).

[12] *SC Code of Laws,* sec. 2-20-30(C)(1).

[13] *SC Code of Laws,* sec. 2-2-20(C).

[14] *SC Code of Laws,* sec. 2-2-50.

[15] *SC Code of Laws*, sec. 2-2-70.

[16] *SC Code of Laws*, sec. 2-2-80 and sec. 2-2-90.

[17] *SC Code of Laws,* sec. 2-2-100 through 120.

[18] *SC Code of Laws,* sec. 2-2-30(C)(2).

[19] SC House of Representatives, House Legislative Oversight Committee, "January 7, 2015 Meeting Minutes," under "Citizens' Interest, " under "House Legislative Oversight Committee Postings and Reports, and under "Full Committee Minutes," http://www.scstatehouse.gov/committeeinfo/HouseLegislativeOversightCommittee/FullCommitteeMinutes.php (accessed June 21, 2015). Video of the meeting is available at http://www.scstatehouse.gov/video/videofeed.php.

[20] The committee's recommendations, letters to the Speaker of the House of Representatives and House Clerk, and a direct link to the Tuesday, January 13, 2015, House Journal are available on the committee's website under "Citizens' Interest," under "House Legislative Oversight Committee Postings and Reports," http://www.scstatehouse.gov/committeeinfo/houselegislativeOversightCommittee.php (accessed June 21, 2015).

[21] SC House of Representatives, House Legislative Oversight Committee, "February 5, 2015 Full Committee Minutes" under "Citizens' Interest, " under "House Legislative Oversight Committee Postings and Reports, and under "Full Committee Minutes,"http://www.scstatehouse.gov/committeeinfo/HouseLegislativeOversightCommittee/FullCommitteeMinutes/February052015.pdf. Video of the meeting is available at http://www.scstatehouse.gov/video/videofeed.php.

[22] SC Senate, General Committee, "DSS Oversight Subcommittee Report and Recommendations," under "Senate General Committee," under "Committee Postings and Reports,"

http://www.scstatehouse.gov/committeeinfo/senategeneralcommittee/DSSOversightSubcommitteeReportMarch2015.pdf (accessed August 12, 2015).
[23] SC House of representatives, House Legislative Oversight Committee, "Subcommittees -2015," under "Citizens' Interest," under "House Legislative Oversight Committee Postings and Reports,"
http://www.scstatehouse.gov/committeeinfo/HouseLegislativeOversightCommittee/S1.pdf (accessed July 5, 2015).
[24] Ibid.
[25] SC House of Representatives, House Legislative Oversight Committee, "March 17,, 2015 Executive Subcommittee Minutes," under "Citizens' Interest," under "House Legislative Oversight Committee Postings and Reports," and under "Subcommittee Minutes"
http://www.scstatehouse.gov/committeeinfo/HouseLegislativeOversightCommittee/SubcommitteeMinutes/HealthcareSub/March172015Minutes.pdf. Video of the meeting is available at http://www.scstatehouse.gov/video/videofeed.php.
[26] Minutes are not available online as they have not been approved by the Healthcare Subcommittee yet. A video of the May 7, 2015, Healthcare Subcommittee meeting is available at http://www.scstatehouse.gov/video/videofeed.php.
[27] SC House of Representatives, House Legislative Oversight Committee, "May 2015 Survey Results," under "Citizens' Interest," under "House Legislative Oversight Committee Postings and Reports," and under "Department of Social Services"
http://www.scstatehouse.gov/committeeinfo/HouseLegislativeOversightCommittee/Survey/May%202015%20Survey%20Results%20(CG,%20DOT,%20First%20Steps,%20DSS,%20and%20DJJ).pdf, unnumbered page 10 and 133-135, (accessed July 13, 2015).
[28] Standard practice 10.4.
[29] SC House of Representatives, House Legislative Oversight Committee, "May 2015 Public Survey." The survey is closed. The survey sought comments from the public about the Comptroller General's Office; Department of Transportation; Department of Social Services; Department of Juvenile Justice; and First Steps to School Readiness. The 1,788 total includes responses for all five of these agencies.
[30] SC House of Representatives, House Legislative Oversight Committee, "Provide Input About Agencies," under "Citizens' Interest," under "House Legislative Oversight Committee Postings and Reports."
[31] Department of Social Services, *Restructuring and Seven-Year Plan Report*, Agency Reporting Requirements Chart.
[32] Standard practice 11.1.
[33] Standard practice 11.2.
[34] As a staff study is similar to a bill summary, the disclaimer required by House Rule 4.9 for bill summaries prepared by staff has been modified.
[35] Standard practice 11.4.
[36] Standard practice 11.5 -11.7.
[37] Standard practice 11.8-11.9.
[38] *SC Code of Laws,* sec. 2-2-20(C).
[39] Act Number 261 of 1870.
[40] Act Number 100 of 1915. Act Number 561 of 1920.
[41] SC Legislative Audit Council. *A Limited-Scope Review of the Department of Social Services*, under "LAC Reports," under "Reports by Agency," and then under "Social Services, Department of," http://lac.sc.gov/LAC_Reports/1991/Documents/DSS.pdf (accessed July 28, 2015). The review by the Legislative Audit Council included (1) size and cost of agency's administration, relative to its oversight of county programs, as well as the effectiveness of oversight; (2) compliance with child protective and preventive services statutes and policies; (3) screening and licensing procedures for foster care homes; and (4) efficiency and responsiveness to the public of the DSS county offices, including the use of volunteers and paraprofessionals to ease caseworkers' caseloads.
[42] Act Number 319 of 1937. Act Number 1203 of 1972.
[43] *SC Code of Laws*, sec. 43-1-10.
[44] *SC Code of Laws*, sec. 43-1-60.
[45] *SC Code of Laws*, sec. 43-1-70.
[46] SC Department of Social Services, *Annual Restructuring and Seven-Year Plan Report*, Internal Audit Chart.
[47] Ibid.
[48] Ibid.
[49] Ibid.
[50] Barbara Derrick, Deputy of Administration for the agency, interviewed by Charles Appleby and Jennifer Dobson, October 15, 2015.
[51] Ibid.
[52] Ibid.
[53] Ibid.
[54] Ibid.
[55] SC Code of Laws, sec. 43-3-10.
[56] SC Code of Laws, sec. 43-3-65.
[57] SC Code of Laws, sec. 43-3-40.
[58] Barbara Derrick, Deputy of Administration for the agency, interviewed by Charles Appleby and Jennifer Dobson, October 15, 2015.
[59] SC Code of Laws, sec. 43-3-60.
[60] SC Code of Laws, sec. 43-3-70.
[61] SC Code of Laws, sec. 43-3-90.
[62] SC Code of Laws, sec. 43-3-10.
[63] Ibid.
[64] *SC Code of Laws*, sec. 43-3-50.
[65] SC Legislative Audit Council. *A Limited-Scope Review of the Department of Social Services.*
[66] Ibid.
[67] Ibid.
[68] Ibid.
[69] Ibid.

[70] Ibid.
[71] Ibid.
[72] Ibid.
[73] Ibid.
[74] Ibid.
[75] Ibid.
[76] Ibid.
[77] Ibid.
[78] Ibid.
[79] Ibid.
[80] Ibid.
[81] Ibid.
[82] Ibid.
[83] Ibid.
[84] Ibid.
[85] Ibid.
[86] SC Legislative Audit Council. *A Review of Child Welfare Services at the Department of Social Services*, under "LAC Reports," under "Reports by Agency," and then under "Social Services, Department of," http://lac.sc.gov/LAC_Reports/2014/Documents/DSS.pdf (accessed July 30, 2015). The agency response was provided by then Acting Director Amber Gillum.
[87] Ibid.
[88] Ibid.
[89] Ibid.
[90] Ibid.
[91] Ibid.
[92] Ibid..
[93] Ibid.
[94] Ibid..
[95] U.S. Department of Health and Human Services. *Final Report South Carolina Child and Family Services Review*, https://library.childwelfare.gov/cwig/ws/cwmd/docs/cb_web/Blob/59.pdf?w=NATIVE%28%27DT+ph+is+%27%27CFSR+Final+Report%27%27+and+STATE+%3D+%27%27South+Carolina%27%27+and+RPERIOD+%3D+%27%271st++Round+CFSR%27%27%2C%27%272nd++Round+CFSR%27%27+and+DOC_AVAILABILITY+%5E%3D+%27%27Not+publicly+available+on+the+Children%27%27%27%27s+Bureau+website%27%27%27%29&m=1 (accessed September 15, 2015).
[96] SC Legislative Audit Council. *A Review of the Child Protective Services Program at the Department of Social Services.*
[97] Ibid., 25.
[98] SC Legislative Audit Council. *A Review of the Child Protective Services Program at the Department of Social Services*.
[99] SC Department of Social Services, *Business Plan and Strategic Outcome Summary State Fiscal Year 2005-2006,* under "About DSS," under "Resource Library," under "Reports and Data," and then under "Administrative/Accountability Reports" https://dss.sc.gov/content/library/statistics/mgmt/plan0506.pdf (accessed October 19, 2015), 4.
[100] SC Legislative Audit Council. *A Review of the Child Protective Services Program at the Department of Social Services*.
[101] Ibid.
[102] Ibid.
[103] Ibid.
[104] Ibid.
[105] SC Department of Social Services, *Business Plan and Strategic Outcome Summary State Fiscal Year 2006-2007,* under "About DSS," under "Resource Library," under "Reports and Data," and then under "Administrative/Accountability Reports" https://dss.sc.gov/content/library/statistics/mgmt/plan0607.pdf, (accessed October 19, 2015), 4.
[106] SC Legislative Audit Council. *A Review of Child Welfare Services at the Department of Social Services*, http://lac.sc.gov/LAC_Reports/2014/Documents/DSS.pdf (accessed July 30, 2015), citing to U.S. Government Accountability Office, *CHILD WELFARE Improving Social Service Program, Training, and Technical Assistance Information Would Help Address Longstanding Service-Level and Workforce Challenges*, http://www.gao.gov/assets/260/252443.pdf.
[107] SC Legislative Audit Council. *A Review of Child Welfare Services at the Department of Social Services*.
[108] Ibid.
[109] Ibid.
[110] Ibid.
[111] Ibid.
[112] SC Department of Social Services, *Restructuring and Seven-Year Plan Report,* Historical Perspective Chart.
[113] SC Legislative Audit Council. Follow-Up Report, *A Review of Child Protective Services Program at the Department of Social Services*, under "LAC Reports," under "Reports by Agency," and then under "Social Services, Department of," http://lac.sc.gov/LAC_Reports/2006/Documents/CPS_Follow-up.pdf (accessed September 15, 2015).
[114] U.S. Department of Health and Human Services. *Final Report South Carolina Child and Family Services Review*.
[115] U.S. Department of Health and Human Services. *Child and Family Services Review Technical Bulletin #7*, http://www.acf.hhs.gov/sites/default/files/cb/cfsr_tb7.pdf (accessed September 15, 2015).
[116] SC Department of Social Services, *Restructuring and Seven-Year Plan Report,* Historical Perspective Chart.
[117] Ibid.
[118] SC Legislative Audit Council. *A Review of Child Welfare Services at the Department of Social Services*.
[119] Ibid.

[120] Ibid.
[121] Ibid.
[122] Ibid.
[123] SC Department of Social Services, *Restructuring and Seven-Year Plan Report,* Historical Perspective Chart.
[124] SC Legislative Audit Council. *A Review of Child Welfare Services at the Department of Social Services.*
[125] Ibid.
[126] Ibid.
[127] Ibid.
[128] Senate General Committee, DSS Oversight.
[129] SC Legislative Audit Council. *A Review of Child Welfare Services at the Department of Social Services*.
[130] Ibid.
[131] Ibid.
[132] Ibid.
[133] Ibid.
[134] Ibid.
[135] Ibid.
[136] Ibid.
[137] Ibid.
[138] Ibid.
[139] Ibid.
[140] Ibid.
[141] Ibid.
[142] Ibid.
[143] Ibid.
[144] Ibid.
[145] SC Department of Social Services, *Restructuring and Seven-Year Plan Report*.
[146] Ibid.
[147] Ibid.
[148]SC Department of Social Services, *Budget Request*, DSS PowerPoint to Senate Finance.
[149] Act Number 91 of 2015, FY 2015-16 Appropriations Bill. See the Summary Control Document - State Funds Adjustments, Statewide Retention and Recruitment.
[150] SC Legislative Audit Council. *Management and Performance Review of the South Carolina Department of Social Services*, February 21, 1985.
[151] SC Legislative Audit Council. *A Limited-Scope Review of the Department of Social Services*, http://lac.sc.gov/LAC_Reports/1991/Documents/DSS.pdf (accessed July 28, 2015).
[152] SC Department of Social Services. *2006-2007 Accountability Report*. Available on the South Carolina General Assembly's website under "Archives," and then under "Reports," https://dss.sc.gov/content/library/statistics/mgmt/acct0607.pdf (accessed September 3, 2015).
[153] SC Department of Social Services. *2010-2011 Accountability Report*. Available on the South Carolina General Assembly's website under "Archives," and then under "Reports," https://dss.sc.gov/content/library/statistics/mgmt/acct1011.pdf (accessed September 3, 2015).
[154] SC Department of Social Services, *Restructuring and Seven-Year Plan Report,* 5.
[155] According to a June 30, 2015, briefing to the Economic Development, Transportation, Natural Resources and Regulatory Subcommittee by Ms. Kim Aydlette, State Director of the Division of Human Resources for the SC Department of Administration, the various types of employment include full time employment, temporary employment, temporary grant employment, and time limited employment. The figures provided by the agency are solely for full time employment.
[156] Figure 2.2 information is compiled from a review of General Appropriations Acts from fiscal year 2005-06 through fiscal year 2014-2015 which are available on the General Assembly's website under "Legislation," and under "Budget Bills," http://www.scstatehouse.gov/budget.php (accessed July 28, 2015).
[157] Barbara Derrick, Deputy of Administration for the agency, interviewed by Charles Appleby and Jennifer Dobson, October 15, 2015.
[158] Act No. 73 of 2011, Part 1B Proviso 89.16(b).
[159] Ibid.
[160] Ibid.
[161] SC Legislative Audit Council. *A Review of Child Welfare Services at the Department of Social Services*. .Child Welfare Caseworker Turnover Rates

Calendar Year	Avg. # of Employees	# of Employees Leaving the Job	Turnover Rate
2011	627.5	101	16.1%
2012	603.5	140	23.2%
2013	577.0	166	28.8%
3 year Data	621.5	407	65.5%

[162] SC Legislative Audit Council. *A Review of Child Welfare Services at the Department of Social Services*.
[163] Ibid.
[164] SC Department of Social Services, *Restructuring and Seven-Year Plan Report.*
[165] Ibid.
[166] Ibid.
[167] SC House of Representatives, House Legislative Oversight Committee, "May 2015 Survey Results." http://www.scstatehouse.gov/committeeinfo/HouseLegislativeOversightCommittee/Survey/May%202015%20Survey%20Results%20(CG,%20DOT,%20First%20Steps,%20DSS,%20and%20DJJ).pdf (accessed October 19, 2015). In addition to the Department of Social Services, the survey

solicited comments about the Comptroller General's Office, Department of Transportation, First Steps to School Readiness, and Department of Juvenile Justice.

[168] Ibid.

[169] Ibid.

[170] Ibid.nb

[171] Ibid.

[172] Ibid.

[173] SC Department of Social Services, *Restructuring and Seven-Year Plan Report,* Purpose, Mission, Vision Chart.

[174] Ibid.

[175] Ibid.

[176] *SC Code of Laws*, sec. 43-1-80.

[177] Information is from the agency's presentation to House Healthcare Subcommittee of the Legislative Oversight Committee on March 17,2015, which is available on the General Assembly's website under "Committee Postings and Reports," under "House Legislative Oversight Committee," under "Committee Meeting Handouts," and then under "Healthcare Subcommittee".

[178]SC Comptroller General's Office, *Restructuring and Seven-Year Plan Report*, Key Partners Chart D, Key Customers Chart F1-F3, and Key Stakeholders Chart G1-G5.

[179] Ibid.

[180] Ibid.

[181] *SC Code of Laws*, sec. 1-1-810. The agency's accountability report is available on the General Assembly's website, under "Publications," and under "Current State Agency Reports," http://www.scstatehouse.gov/reports/reports.php (accessed July 7, 2015).

[182] SC Department of Social Services*, Program Evaluation Report.*

[183] Ibid.

[184] Ibid.

[185] Ibid.

[186] Ibid.

[187] Ibid.

[188] Ibid.

[189] *SC Code of Laws*, sec. 2-65-15(5).

[190] *SC Code of Laws*, sec. 2-65-15(8).

[191] Table 9 information is compiled from a review of General Appropriations Acts from fiscal year 2005-06 through fiscal year 2014-15 which are available on the General Assembly's website under "Legislation," and under "Budget Bills," http://www.scstatehouse.gov/budget.php (accessed October 19, 2015).

[192] FY 2005-06 Adjusted General Fund Appropriation information from the SC Revenue and Fiscal Affairs Office.

[193] FY 2005-06 Federal Funds information from the SC Revenue and Fiscal Affairs Office.

[194] FY 2005-06 Other Funds

[195] FY 2005-06 Supplemental information from the SC Revenue and Fiscal Affairs Office.

[196] FY 2005-06 Capital Reserve Fund information from the SC Revenue and Fiscal Affairs Office.

[197] FY 2006-07 Adjusted General Fund Appropriation information from the SC Revenue and Fiscal Affairs Office.

[198] FY 2006-07 Federal Funds information from the SC Revenue and Fiscal Affairs Office.

[199] FY 2006-07 Other Funds information from the SC Revenue and Fiscal Affairs Office.

[200] Proviso 73.8 Tobacco Settlement & Proviso 73.14 Supplemental information from the SC Revenue and Fiscal Affairs Office.

[201] FY 2006-07 Capital Reserve Fund information from the SC Revenue and Fiscal Affairs Office.

[202] FY 2007-08 Adjusted General Fund Appropriation information from the SC Revenue and Fiscal Affairs Office.

[203] FY 2007-08 Federal Funds information from the SC Revenue and Fiscal Affairs Office.

[204] FY 2007-08 Other Funds information from the SC Revenue and Fiscal Affairs Office.

[205] Proviso 73.8 Tobacco Settlement & Proviso 73.1 Supplemental information from the SC Revenue and Fiscal Affairs Office.

[206] FY 2008-09 Adjusted General Fund Appropriation information from the SC Revenue and Fiscal Affairs Office.

[207] FY 2008-09 Federal Funds information from the SC Revenue and Fiscal Affairs Office.

[208] FY 2008-09 Other Funds information from the SC Revenue and Fiscal Affairs Office.

[209] Proviso 21.36 & 90.12 Health Funding information from the SC Revenue and Fiscal Affairs Office.

[210] FY 2009-10 Adjusted General Fund Appropriation information from the SC Revenue and Fiscal Affairs Office.

[211] FY 2009-10 Federal Funds information from the SC Revenue and Fiscal Affairs Office.

[212] FY 2009-10 Other Funds information from the SC Revenue and Fiscal Affairs Office.

[213] Proviso 90.5 & 90.13 Nonrecurring information from the SC Revenue and Fiscal Affairs Office.

[214] FY 2010-11 Adjusted General Fund Appropriation information from the SC Revenue and Fiscal Affairs Office.

[215] FY 2010-11 Federal Funds information from the SC Revenue and Fiscal Affairs Office.

[216] FY 2010-11 Other Funds information from the SC Revenue and Fiscal Affairs Office.

[217] Proviso 90.18, 90.3, 90.20 Nonrecurring information from the SC Revenue and Fiscal Affairs Office.

[218] Proviso 90.21 Nonrecurring information from the SC Revenue and Fiscal Affairs Office.

[219] FY 2011-12 Adjusted General Fund Appropriation information from the SC Revenue and Fiscal Affairs Office.

[220] FY 2011-12 Federal Funds information from the SC Revenue and Fiscal Affairs Office.

[221] FY 2011-12 Other Funds information from the SC Revenue and Fiscal Affairs Office.

[222] FY 2012-13 Adjusted General Fund Appropriation information from the SC Revenue and Fiscal Affairs Office.

[223] FY 2012-13 Federal Funds information from the SC Revenue and Fiscal Affairs Office.

[224] FY 2012-13 Other Funds information from the SC Revenue and Fiscal Affairs Office.

[225] Proviso 90.20 Nonrecurring information from the SC Revenue and Fiscal Affairs Office.

[226] FY 2013-14 Adjusted General Fund Appropriation information from the SC Revenue and Fiscal Affairs Office.
[227] FY 2013-14 Federal Funds information from the SC Revenue and Fiscal Affairs Office.
[228] FY 2013-14 Other Funds information from the SC Revenue and Fiscal Affairs Office.
[229] Proviso 118.17 Nonrecurring information from the SC Revenue and Fiscal Affairs Office.
[230] Proviso 118.16 Tobacco Master Settlement Agreement information from the SC Revenue and Fiscal Affairs Office.
[231] FY 2012-13 Capital Reserve Fund information from the SC Revenue and Fiscal Affairs Office.
[232] FY 2014-15 Adjusted General Fund Appropriation information from the SC Revenue and Fiscal Affairs Office.
[233] FY 2014-15 Federal Funds information from the SC Revenue and Fiscal Affairs Office.
[234] FY 2014-15 Other Funds information from the SC Revenue and Fiscal Affairs Office.
[235] Proviso 118.16 Nonrecurring information from the SC Revenue and Fiscal Affairs Office.
[236] Barbara Derrick, Deputy of Administration for the agency, interviewed by Charles Appleby and Jennifer Dobson, October 15, 2015..
[237] Ibid.
[238] *SC Code of Laws*, sec. 2-65-15(6).
[239] *SC Code of Laws*, sec. 2-65-15(7).
[240] *SC Code of Laws*, sec. 2-65-15(9).
[241] *SC Code of Laws*, sec. 2-65-15(9).
[242] *SC Code of Laws*, sec. 2-65-15(10).
[243] *SC Code of Laws*, sec. 2-65-15(3).
[244] *SC Code of Laws*, sec. 2-65-80.
[245] *SC Code of Laws*, sec. 2-65-80.
[246] SC Department of Social Services, *Program Evaluation Report*, Funding Sources Chart.
[247] Additional information is available in the SC Department of Social Services, *Program Evaluation Report.*
[248] Ibid.
[249] Ibid
[250] Ibid.
[251] Ibid.
[252] Ibid.
[253] Ibid.
[254] SC Department of Social Services, *Program Evaluation Report*, Funding Sources Chart.
[255] SC Department of Administration, Executive Budget Office, "2014-15 Accountability Report Guidelines," under "Agency Services," under "Executive Budget Office," and under "Agency Accountability Report http://www.admin.sc.gov/budgets (accessed July 6, 2015), 2.
[256] Ibid.
[257] Ibid.
[258] SC Department of Social Services, *Program Evaluation Report,* guidelines.
[259] Ibid, Program Details Chart and the Strategic Plan Investment Chart.
[260] Ibid, Program Effectiveness Ranking Chart.
[261] Barbara Derrick, Deputy of Administration for the agency, interviewed by Charles Appleby and Jennifer Dobson, October 15, 2015.
[262] SC Department of Social Services, *Program Evaluation Report,* Program Details Chart and the Strategic Plan Investment Chart.
[263] Agency's presentation to House Healthcare Subcommittee of the Legislative Oversight Committee on March 17, 2015.
[264] SC Legislative Audit Council. *A Limited-Scope Review of the Department of Social Services*.
[265] Agency's presentation to House Healthcare Subcommittee of the Legislative Oversight Committee on March 17, 2015.
.[266] Ibid.
[267] Ibid.
[268] SC Legislative Audit Council. *A Limited-Scope Review of the Department of Social Services*.
[269] Agency's presentation to House Healthcare Subcommittee of the Legislative Oversight Committee on March 17, 2015.
[270] Ibid.
[271] Ibid.
[272] Ibid.
[273] Ibid.
[274] Ibid, slide 13.
[275] Ibid.
[276] Ibid.
[277] Ibid.
[278] SC Department of Social Services, *Program Evaluation Report*, Program Details Chart.
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[288] SC Legislative Audit Council. *A Limited-Scope Review of the Department of Social Services*.
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[294] Ibid.
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[300] SC Department of Social Services, *Restructuring and Seven-Year Plan Report*.
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[303] Ibid, slide 24.
[304] Ibid.
[305] SC Department of Social Services, *Restructuring and Seven-Year Plan Report*.
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[307] Ibid.
[308] Ibid., 16-18.
[309] Ibid., 3-7.
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DSS
Serving Children and Families

V. SUSAN ALFORD
STATE DIRECTOR

NIKKI R. HALEY
GOVERNOR

November 4, 2015

The Honorable Wm. Weston J. Newton, Chairman
South Carolina House Legislative Oversight Committee

The Honorable Nathan Ballentine, Chairman
Healthcare Subcommittee

Dear Representatives Newton and Ballentine:

Thank you for the opportunity to review the House of Representative's Legislative Oversight Committee and Subcommittee's Staff Study of the South Carolina Department of Social Services (SCDSS) and for providing a forum for the department to respond to its findings. I am particularly grateful, as the DSS State Director, for your staff's careful attention to the development of a chronology of the agency's fiscal and structural history; this information has been very useful in providing a clear understanding of the agency's development over the past several decades. Moving ahead, we look forward to working with the Committee on prioritizing key areas in the agency for improvement, as well as planning for enhanced services to vulnerable child and adults in this state.

With respect to the committee staff's recommendations for SCDSS, I would like to respond to a number of key areas cited for consideration. I agree that it would be most beneficial to track the recommendations cited by the SC Legislative Audit Council over the past three decades, as well as the DSS Senate Oversight Committee Study Report published in 2015, to focus on areas of departmental operations that have been consistently cited as needing attention and resolution. These are the documents I reviewed coming into the department as a new director in February 2015, and I used them as a foundation for the development of an initial 2-year work plan for Human Services (see attached). To date, we have achieved 72% of the tasks outlined in the Human Services Work Plan and we continue to build in longer-term goals. Additionally, in November and December of this year, I will lead SCDSS through the development of an agency-wide strategic plan. A number of the recommendations from previous LAC reports and the Senate Oversight Subcommittee Report of 2015 will be included in that long-range plan.

While we continue to receive guidance from the DSS Senate Oversight Subcommittee on agency operations, it has also been suggested by the Subcommittee that they may focus their future work on creating legislation that will not only improve the child welfare system, but also promote consistency in how other agencies, public, private and non-profit in SC, impact child welfare. The DSS Senate Oversight Subcommittee has tasked additional subcommittees to review focus areas cited in their 2015 report. Although it doesn't appear they will pre-file any legislation this

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year, it is possible they will pursue legislation in the future which will impact child services delivery systems in the state.

Another potential impact on SCDSS's priorities in child welfare reform, which must be factored into our strategies for continuous quality improvement, is the Children's Rights Class Action Lawsuit, which was filed against the department in January 2015. Although we have not reached a settlement of this lawsuit, we are currently operating under an interim relief agreement, which requires the department to meet certain measures as we move towards settlement. If the department ultimately does enter into a settlement agreement, the hope is that the measures outlined in the agreement will be in sync with CFSR (Child Services Family Review) measures, which will allow the department to move towards compliance of both sets of measures. Round 3 of the CFSR is scheduled for 2017 and non-compliance with CFSR measures can result in a significant loss of federal funding for the department. As a result, SCDSS must focus on compliance with CFSR measures, as well as those recommended or required by other external entities.

Since I joined the Department, there have been several suggestions offered by external entities about restructuring SCDSS to allow a more concentrated focus on core mission areas. I have done some realignment of the organizational structure to consolidate functions and streamline lines of supervision. For example, I created two new divisions, Administration and Adult Advocacy, and also set up a regional supervisory structure in Child Welfare Services. As I indicated in our agency recommendations for improvement to the House Oversight Committee, I would ultimately like to look at the structure of economic services for potential realignment. I have already moved forward on plans to consolidate the offices of OHAN, the Office of Investigations and Internal Audits, by requesting an external assessment from Casey Family Programs on merging these disparate functions into an Office of the Inspector General. We have requested a leadership position for the Inspector General's Office in our FY2016-17 budget request with the goal of consolidating staff within one office to provide oversight to incident reviews and corrective actions plans for all children in foster homes and group home care.

I am certainly open to reviewing whether core functions of SCDSS can be better served through other structural designs. The current structure of SCDSS (child welfare, adult advocacy, child support, and economic services under one cabinet agency) is a common form of structure for child welfare in the United States. When one looks at the structure of child protective services agencies (CPS) across the country and whether other functions (SNAP, TANF, child support, child care, Medicaid, juvenile justice, and adult protective services) are typically housed under the same umbrella with CPS, the current breakout is as follows:

- Adult Protective Services is housed within 69% of CPS State agencies
- Child care vouchers are housed within 78% of CPS State agencies
- Child care licensing is housed within 80% of CPS State agencies
- Child support is housed within 67% of CPS State agencies
- Juvenile justice is housed within 29% of CPS State agencies
- Medicaid is housed within 51% of CPS State agencies
- SNAP is housed within 73% of CPS State agencies

- TANF is housed within 73% of CPS State agencies
- Vocational Rehabilitation is housed within 18% of CPS State agencies
- WIC is housed within 24% of CPS State agencies

To date, we have not found any compelling evidence that any particular structure has been linked to better outcomes, but I am happy to discuss with the committee further if requested.

I concur with the committee staff's recommendations that the agency must address its issues around reducing staff turnover (measured at 39.1% in child welfare in 2014) and improving employee morale. I am committed to gaining input directly from our staff on ways in which the department can address these issues. I have visited 37 of our 46 county offices, personally talking to over 2000 staff, to get their input on what will help improve staff morale. We have already made some significant strides in addressing the reasons staff indicate they leave SCDSS; workload, salary, and lack of a career ladder in the agency. The Legislature in FY2015-16 gave the department funding and FTE's to hire 177 more caseworkers, six (6) supervisors, and 67 caseworker assistants. Once caseworkers are hired and complete six (6) weeks of certification training, they will begin to take on child welfare cases, which will result in caseload reductions in 2016. Caseworker assistants are being hired to help caseworkers with transportation and administrative functions, thus decreasing stress and allowing caseworkers to see more children, more frequently. Additional funds received in the FY2015-16 budget, allowed us to pilot 2nd and 3rd shift caseworker positions in Richland and Greenville counties which has reduced the stress on caseworkers who are on-call after hours for emergencies or who are called upon to handle cases which require attention around the clock. The legislature also funded salary increases for caseworkers; 15% for Child Welfare assessment workers, 10% for Child Welfare, Adult Protective Services, Foster Care and IFCCS caseworkers and supervisors, 5% for Child Support, Economic Services and Child Care caseworkers and supervisors, clerical staff agency-wide and Economic Services Call and Scan Center staff. These salary increases put our caseworkers more in line with salaries offered by other child-serving state agencies in South Carolina.

We plan to continue to request funding to provide incentives for our staff to remain with the agency and to improve staff morale. I will be glad to share our budget request for FY2016-17 with the House Oversight Committee, so that Committee members can review our plans to create a step-progression, or career ladder for our staff, as well as fund caseload reduction strategies and improvements in foster care. We have also implemented several steps to address continuous feedback loops for our staff, so staff can be more involved in making suggestions for agency improvement. We have established an employee feedback button on our Agency's Unite home page, so that staff can make suggestions on ways to improve our processes and operate more efficiently. The University of South Carolina has developed an online employee satisfaction survey, which will be distributed in November 2015, to allow DSS to do a baseline assessment as to the organizational climate of the agency. This survey will be administered annually and input will be analyzed and provided to agency leadership, so we can get a better sense of what barriers currently exist to systems improvement, as well as ways we can create incentives for staff in the workplace. We also have routinely scheduled agency meetings with our staff in human service and economic services, so they have more regularly-scheduled opportunities to provide feedback as to their issues regarding workload and agency improvements.

Department staff have reviewed the results of the Oversight Committee's online survey, and our Spartanburg County director, Angela Robinson, requested that DSS's Human Resources department look at some of the allegations contained in the survey, for follow-up. That assessment has been completed, and we can share that assessment with the Oversight Committee, as desired. With respect to the Committee's recommendations as to conducting interviews with our county directors, to get feedback on the results of the online survey, we can certainly make staff available to the Committee for that review. We will also be happy to share the results of the USC staff satisfaction survey, by county, to gain insight into any particular issues that have been presented; I expect the results of that survey to be available by the end of the month.

Finally, we agree with the Committee's recommendations around the need to examine our use of performance measures and benchmarks to effectively manage our resources, to include how we balance utilization of state office and county office staff. We would welcome your input as to how we can more strategically expend our resources, as part of our long-range plans for continuous quality improvement of agency services. As I have stated to the legislature on numerous occasions this year, SCDSS is not a modernized agency, and there is no question that efforts to streamline functions using information technology could improve agency services to our clients on all fronts. More modernized delivery systems would also impact our staffing levels, and could lead to more optimal use of human resources towards improvement activities. We are working with the Governor's office to explore options which could fast-forward our modernization efforts, to include contracting with the Department of Administration for our core hardware needs.

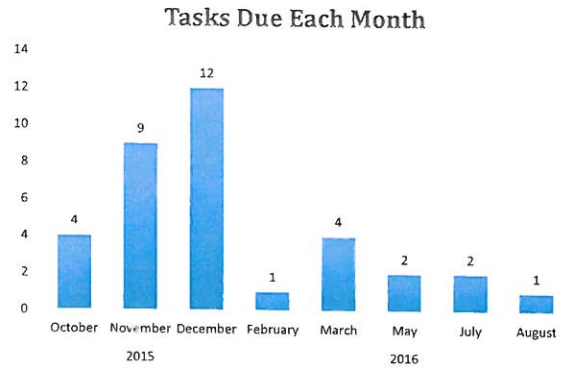
We would like to thank your staff, for their feedback around areas of the department under examination, as we are committed to creating a sustainable platform for the department's efforts to improve our service delivery systems. Please let me if you require any additional information towards that end, or if I can be of any assistance to you as we move forward.

Sincerely,

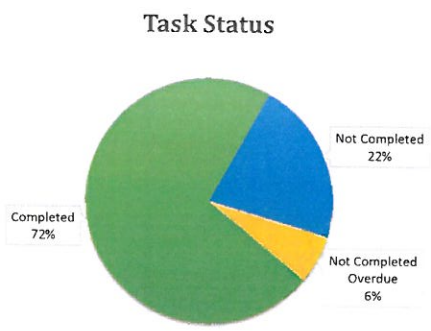
V. Susan Alford

V. Susan Alford
Director
SCDSS

Human Services Workgroup Task List



Summary	
# of Tasks	125
# of Tasks Completed	90
% of Tasks Completed	72%
# Tasks Overdue	8
# Due This Month	9
# Due Next Month	12



-	TASK #	TASK	ASSIGNED TO	DUE DATE	COMPLETED	OVERDUE?	DUE THIS MONTH?	DUE NEXT MONTH?	NOTES
	-	Staff / Caseload Management and onboarding caseworkers							
✓	1	Meet with the Deans of the Colleges with Schools of Social Work to establish pipeline	Jessica - Lead (Neisie, Marilyn)	5/1/2015	Completed				
✓	2	Investigate role of DEW in recruiting caseworkers	Holly	6/2/2015	Completed				
✓	3	Send request to post positions on NASW newsletter and web site	Marilyn	4/30/2015	Completed				
✓	4	Request permission to use social media - LinkedIn, Twitter, Facebook	Susan	3/13/2015	Completed				Yes. Can use for recruitment of caseworkers.
✓	5	Utilize Social Media to recruit	Kathleen	5/31/2015	Completed				Facebook, Linkedin, Twitter
✓	6	Contact LLR to communicate with Social Work licenses	Holly	4/30/2015	Completed				
✓	7	Create more prominent access to job link on DSS Homepage	Marilyn	3/20/2015	Completed				
✓	8	Contact APHSA to include job postings on website	Marilyn	4/15/2015	Completed				Cost $295 per month.
✓	9	Upgrade qualifications for child welfare workers	Neisie	10/1/2014	Completed				
✓	10	Share vacancies about potential applicants throughout the agency at weekly direct report meetings	Susan	Ongoing	Completed				Ongoing Task
✓	11	Develop a marketing strategy to attract caseworkers and caseworker assistants	Marilyn	6/24/2015	Completed				Marilyn will contact USC to drive completion.
✓	12	Develop new recruitment materials / handouts	Marilyn	5/28/2015	Completed				Brochure completed
✓	13	Look at establishing full time job recruiters at DSS	Susan	6/30/2015	Completed				Posted 3 positions
✓	14	Include DSS marketing in ongoing current Job Fairs	Neisie	Ongoing	Completed				Ongoing Task

-	TASK #	TASK	ASSIGNED TO	DUE DATE	COMPLETED	OVERDUE?	DUE THIS MONTH?	DUE NEXT MONTH?	NOTES
✓	15	Post Caseworker Assistant positions	Tina	3/17/2015	Completed				Ongoing Task
	-	**Streamline hiring process**							
✓	16	Implement continuous posting for case managers and supervisors	Neisie	8/1/2014	Completed				
	17	Implement process redesign for hiring thru SharePoint	Ric - Lead (Neisie, Tina)	10/31/2015		Overdue			
✓	18	Review discovery process with DHEC for job postings	Ric	5/8/2015	Completed				
✓	19	Conduct group Interviews for applicants	Jessica	3/11/2015	Completed				
✓	20	Create more frequent hiring dates	Neisie	3/11/2015	Completed				
✓	21	Make current Org Charts available for viewing by management in public folder on SharePoint	Ric - Lead (Neisie)	6/30/2015	Completed				
	-	**Create a career ladder for Child Welfare, APS, and Economic Services staff**							
✓	22	Establish / Develop Human Services lead caseworker positions	Jessica, Amber - Lead (Neisie)	12/2/2014	Completed				
	-	**Reduction of staff turnover / staff retention**							
✓	23	Investigate student loan forgiveness for DSS Staff by proviso	Neisie - Lead (William)	9/30/2015	Completed				
✓	24	Obtain staff salary increases for county child welfare caseworkers and county supervisors	Amber	10/2/2014	Completed				
✓	25	Obtain permanent staff salary increases	Neisie - Lead (William)	8/1/2015	Completed				
✓	26	Develop step system, with performance incentives, for staff in human services, economic services, and child support	Katie - Lead (Taron, Amber)	9/1/2015	Completed				
	27	Conduct staff retention survey through USC School of Child and Family Studies	Jessica - Lead (Lenora (USC))	11/2/2015		Overdue	Due This Month		
✓	28	Hire and train staff to provide 2nd and 3rd shift coverage for pilot	Jessica	8/1/2015	Completed				
	29	Evaluate impact of pilot on staff turnover	Taron - Lead (Brad, Neisie)	3/1/2016					
	-	**Caseload reduction**							
✓	30	Analyze statewide caseload / caseworker need based on best practice standards	Brad - Lead (Amber, Jessica)	6/2/2014	Completed				
✓	31	Develop 2015-16 Budget Request to meet caseload standards	Amber - Lead (Brad, Jessica)	6/2/2014	Completed				
	32	Develop a formal methodology for caseload distribution and allocation of staff	Susan - Lead (Taron, Casey, USC, Brad, Tina)	2/8/2016					
	-	**Training**							

-	TASK #	TASK	ASSIGNED TO	DUE DATE	COMPLETED	OVERDUE?	DUE THIS MONTH?	DUE NEXT MONTH?	NOTES
	33	Create comprehensive staff training plan	Training Manager / Greg	3/1/2016					
	34	Hire Training Manager	Susan / Barbara	8/1/2016					
	35	Obtain the Learning Management System	Tina	3/31/2016					
	-	**Trauma-informed care**							
	36	Provide regional trauma-informed care training for all front line staff	Taron	12/31/2015				Due Next Month	
✓	37	Develop plan with Project Best to effect trauma-informed practice change	Taron	10/1/2015	Completed				
✓	38	Align DSS plan with Joint Council - Trauma on Adolescents	Jessica - Lead (John, Greg)	7/1/2015	Completed				
	-	**Regional intake process**							
✓	39	Evaluate results of initial regional intake roll-out (volume and quality)	Jessica - Lead (Brad)	6/1/2015	Completed				
✓	40	Develop revised plan for full implementation of regionalized intake	Jessica	6/1/2015	Completed				
	41	Finalize conversion of phone system for regionalized intake	Ric	11/30/2015			Due This Month		
	-	**Community Based Prevention Services**							
✓	42	Award revised contract (CBPS)	Jessica	4/1/2015	Completed				
	43	Work with Casey Family Programs to evaluate differential response system	Susan	10/31/2015		Overdue			
	44	Make necessary modifications to program (CBPS)	Susan - Lead (Taron)	12/31/2015				Due Next Month	
✓	45	Develop a mechanism for a feedback loop for the management of providers and their subcontractees to assure services are delivered effectively and according to contract requirements (CBPS)	Taron	8/1/2015	Completed				
	-	**Guardians ad Litem (GALs)**							
✓	46	Conduct joint recruitment events statewide with GAL for foster parents and GAL volunteers	Jessica	12/31/2015	Completed				Ongoing Task
	47	Meet with State GAL Leadership 6 times a year to remove barriers to service delivery	Taron	12/31/2015				Due Next Month	Ongoing Task
✓	48	Create GAL portal for CAPSS	Ric	2/1/2015	Completed				
	-	**Foster Care**							
✓	49	Review foster care subsidies for family homes and congregate care, as compared with other states	Jessica	7/1/2015	Completed				
	-	**Adoption**							

-	TASK #	TASK	ASSIGNED TO	DUE DATE	COMPLETED	OVERDUE?	DUE THIS MONTH?	DUE NEXT MONTH?	NOTES
	50	Increase number of adoptions	Taron	12/31/2015				Due Next Month	Ongoing Task
✓	51	Enhance availability and quality of post-adoption support services	Taron	Ongoing	Completed				Ongoing Task
✓	52	Target recruitment for adoption of children over 2 years old and sibling groups	Marilyn - Lead (Katie, Jessica)	6/1/2015	Completed				Ongoing Task
	-	**Implementation of CQI / use of data reports**							
✓	53	Develop written protocol and policies for CQI	Malik	6/1/2015	Completed				
✓	54	Evaluate our use of data for performance management	Susan - Lead (Brad, Taron, Ric, Amber, Katie, Malik)	Ongoing	Completed				Ongoing Task
✓	55	Implement random audits of case files	Brad - Lead (USC)	Ongoing	Completed				**Ongoing Task. Quality Assurance reviews conducted across the state continuously.**
	-	**Development of dashboard indicators**							
✓	56	Determine dashboard indicators	Jessica - Lead (Brad, Marilyn, Malik)	5/15/2015	Completed				
✓	57	Benchmark other jurisdictions for web site content	Malik - Lead (Marilyn)	5/1/2015	Completed				
✓	58	Develop a plan for publication of dashboard indicators	Ric - Lead (Jessica, Marilyn, Brad, Malik)	7/1/2015	Completed				
	-	**Investigations/Assessments**							
✓	59	Review Investigation timeframes	Jessica - Lead (Bill)	7/1/2015	Completed				
✓	60	Clarify policy regarding investigations	Taron - Lead, Children's Law Center	10/1/2015	Completed				Clarify "initiating" investigation
	-	**Oversight of kinship caregivers**							
✓	61	Work with Annie E. Casey re: evaluation of systems support for kinship caregivers	Susan	10/15/2015	Completed				
✓	62	Establish a tracking system for kinship caregivers	Ric - Lead (Brad)	7/22/2015	Completed				
✓	63	Establish a plan to input kinship data	Jessica - Lead (Ric, Stephen)	9/1/2015	Completed				
	-	**Update Child Welfare policy manuals**							
	64	Update CPS policy manual	Taron - Lead, Children's Law Center	11/1/2015		Overdue	Due This Month		
	65	Update Foster Care policy manual	Taron - Lead, Children's Law Center	12/31/2015				Due Next Month	
	66	Update Foster Home Licensing policy manual	Taron - Lead, Children's Law Center	7/1/2016					
	67	Update Adoption policy manual	Taron - Lead, Children's Law Center	7/1/2016					
	-	**Child Fatalities**							

-	TASK #	TASK	ASSIGNED TO	DUE DATE	COMPLETED	OVERDUE?	DUE THIS MONTH?	DUE NEXT MONTH?	NOTES
✓	68	Work with SLED to develop reporting standards at their Child Fatalities Unit	Jackie	7/1/2015	Completed				
✓	69	Work with CFAC, SLED, DHEC, Coroners to provide accurate data	Bill - Lead (Jackie, Debbie)	6/1/2015	Completed				Ongoing Task
✓	70	Review confidentiality issues relative to local child fatality teams	Holly	5/31/2015	Completed				Proviso will be added to budget request
✓	71	Request funding for 7 local child fatality teams	Susan	3/25/2015	Completed				
✓	72	Research format for publication of child fatality statistics on DSS web site	Tina - Lead (Ric)	5/1/2015	Completed				
✓	73	Publish child fatality information on DSS web site	Tina - Lead (Marilyn, Taron, Ric)	9/30/2015	Completed				
	-	**Review current legislation which impacts children and adult services / identification of legislation that will assist DSS**							
✓	74	Review the DSS Senate Oversight Subcommittee Legislative Actions and make recommendations for inclusions in the DSS 2016 Legislative Agenda	William - Lead (Bill)	7/31/2015	Completed				
✓	75	Annual review of proposed legislation / proviso / amendments for inclusion in the DSS 2016 Legislative Agenda	William - Lead (Direct reports)	7/31/2015	Completed				
✓	76	Publication of Legislative agenda	William	9/15/2015	Completed				
	77	Solicit support for Legislative agenda	Karen	11/1/2015		Overdue	Due This Month		
	-	**Foster Care Licensing**							
	78	Implement business redesign for foster care licensing	Brad - Lead (Tina, Taron)	12/1/2015				Due Next Month	
	79	Regionalize Foster Care Licensing staff / structure	Taron	12/1/2015				Due Next Month	
	80	Begin targeted recruitment campaign for foster homes	Taron - Lead (Michele Mahon, Marilyn, Katie, Ric)	11/13/2015			Due This Month		
	-	**Plan for utilization of group home and therapeutic foster home beds**							
✓	81	Hire staff to manage group home utilization	Barbara - Lead (Susan)	9/30/2015	Completed				
	82	Identify group home bed needs statewide	Kendra Faile	10/31/2015		Overdue			
	83	Develop performance based contracts	Kendra Faile	12/1/2015				Due Next Month	
	-	**Child Care licensing**							
✓	84	Review recommendations of DSS Oversight Committee and Joint Legislative Committee on Children	Amber	6/1/2015	Completed				Ongoing Task
	85	Conduct business process review of licensing procedures	Amber	11/1/2015		Overdue	Due This Month		
	86	Implement business redesign recommendations to increase safety measures and monitoring of child care facilities	Amber	3/1/2016					

-	TASK #	TASK	ASSIGNED TO	DUE DATE	COMPLETED	OVERDUE?	DUE THIS MONTH?	DUE NEXT MONTH?	NOTES
	-	**County office needs – physical plant, resources, etc.**							
✓	87	Issue smart phones to all child welfare caseworkers	Ric - Lead (Tina)	6/1/2015	Completed				
✓	88	Recommend new uses for smart phones to interface with existing case management system	Ric - Lead (Stephen)	7/1/2015	Completed				
✓	89	Explore with law enforcement technology for investigative tools	Jackie - Lead (Ric)	8/1/2015	Completed				
✓	90	Inventory county and regional office needs for the budget	Susan (Direct Reports)	8/15/2015	Completed				
	-	**Health services for children**							
✓	91	Secure full time Psychiatric coverage for children in foster care	Jessica	6/1/2015	Completed				
✓	92	Hire statewide clinical lead to improve ISEDEC staffings	Jessica	6/30/2015	Completed				
✓	93	Increase ISEDEC access for children and youth	Taron - Lead (John Shackelford)	Ongoing	Completed				Ongoing Task
✓	94	Identify barriers for access to Medicaid services	Susan - Lead (Christian Soura, John McGill, John Shackelford)	7/1/2015	Completed				
	95	Implement the Health and Education passport in CAPSS	Taron - Lead (Ric)	12/1/2015				Due Next Month	
	-	**Improvement of communications**							
✓	96	Create internal videos to communicate best practices	Marilyn	4/1/2015	Completed				Ongoing Task
	97	Develop, update and publish informational material for external audiences	Marilyn	11/13/2015			Due This Month		
✓	98	Develop fact sheets for all program areas (internal and external use)	Marilyn	9/30/2015	Completed				
	99	Establish a speakers bureau	Marilyn	11/13/2015			Due This Month		
✓	100	Implement face-to-face meetings with executive leadership, county directors and supervisors	Susan - Lead (Jessica, Amber, Katie)	Ongoing	Completed				Ongoing Task
✓	101	Develop a plan for quarterly video messages from Director	Marilyn - Lead	7/1/2015	Completed				
	-	**Redesign Agency web site**							
✓	102	Create task force to redesign internal and external web site	Ric - Lead (Barbara, Marilyn, Amber, Stephen, Tina, Katie)	6/15/2015	Completed				
✓	103	Disseminate positive impact stories to local media	Marilyn	5/1/2015	Completed				Ongoing Task
✓	104	Create electronic internal feedback loop for staff on web site	Ric	6/15/2015	Completed				
	105	Outsource development and design of web site	Ric	12/31/2015				Due Next Month	

-	TASK #	TASK	ASSIGNED TO	DUE DATE	COMPLETED	OVERDUE?	DUE THIS MONTH?	DUE NEXT MONTH?	NOTES
	-	**Information management**							
✓	106	Standardize process for FOIA responses	Tony - Lead (Pam, Marilyn)	9/15/2015	Completed				
	107	Develop critical incident response protocol	Tony - Lead (Taron)	10/31/2015		Overdue			
✓	108	Develop a plan to train agency staff on how to balance transparency and confidentially requirements	Bill - Lead (Ric, Neisie)	7/1/2015	Completed				
✓	109	Develop a plan to educate external stakeholders, legislators on confidentiality requirements	Marilyn - Lead (Bill, Pam)	7/1/2015	Completed				
	110	Establish goals to address Childrens' Rights lawsuit issues	Taron	12/31/2015				Due Next Month	
	-	**Multi-Agency Collaboration**							
✓	111	Explore creation of a DSS Advisory Board made up of agency stakeholders	Susan	8/15/2015	Completed				
	-	**Relationships with law enforcement**							
✓	112	Explore access to NCIC data	Holly	8/31/2015	Completed				Would need a change in legislation to have access
	-	**Improve services for vulnerable adults**							
✓	113	Negotiate DMH / DSS MOU to define roles and responsibilities in providing services	Jessica - Lead (Dennis G)	8/1/2015	Completed				
	114	Develop placements with DMH and DHHS for vulnerable adults (21 and over)	Jessica	5/1/2016					
	115	Develop a Fixed Price Bid for emergency and long term residential services and other appropriate support services for vulnerable adults who are APS clients; who have aggressive behaviors and other complex care needs.	Jessica	11/15/2015			Due This Month		
	116	Assess services on a regional level that are available for vulnerable adults, and develop work plan	Jessica - Lead (USC)	5/1/2016					
✓	117	Request caseworker assistants for APS Workers	Jessica	7/1/2015	Completed				
	118	Implement training for homemakers	Jessica	12/1/2015				Due Next Month	
✓	119	Increase number of trainings offered to APS workers via contract	Mildred	7/1/2015	Completed				
✓	120	Review caseloads of APS workers for 4 year budget plan	Jessica	7/1/2015	Completed				
✓	121	Train Intake Staff on APS	Mildred	Ongoing	Completed				Ongoing Task
✓	122	APS Personal Care Sitter Service contract for Statewide transmittal support	Mildred	8/1/2015	Completed				
	-	**Data Integrity**							
✓	123	Comply with all Federal audits re: data accuracy requirements	Ric	Ongoing	Completed				Ongoing Task

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✓	124	Conduct daily quality measures to detect errors in data entry	Ric - Lead (Brad)	Ongoing	Completed				Ongoing Task
✓	125	Develop mechanism to translate agency data for the public	Brad - Lead (Marilyn)	7/1/2015	Completed				

Updated November 4, 2015