

Office of the Inspector General

Patrick J. Maley



Allegation of Inappropriate Overtime Policies, Lexington County Office, Department of Social Services

I. Executive Summary

An employee from the Lexington County Office, Department of Social Services (LCDSS), alleged he/she was prohibited from recording any overtime or compensatory (comp) time despite being a non-exempt employee with an “overwhelming caseload” requiring work in excess of 40 hours most weeks. The published LCDSS policy instructed employees making any overtime/comp time claim would result in disciplinary action, up to and including termination of employment. During a 149 scheduled workday period (six months), the complainant documented work beyond the normal 7.5 hour day on 79 days (53%) totaling 161.25 hours. Eighty seven hours were recovered by “flexing off” hours, thus leaving an uncompensated balance of 74.25 hours. In short, LCDSS was alleged to be violating agency and state overtime policy, as well as the Federal Fair Labor Standards Act.

Investigation at LCDSS confirmed this allegation as a systemic problem in the office for the past two years (August 2013 – July 2015). By all measures, the LCDSS’s caseload exceeded available resources during this time period, yet mandatory case requirements, many legal requirements, were not relaxed despite a lack of resources. LCDSS management knew some employees probably worked uncompensated hours, but management did not put pressure on caseworkers to do so. Based on interviews, it appeared these caseworkers worked uncompensated hours primarily based on a commitment to their clients and professional pride, more than fear of non-compliance with case requirements. One employee commented, ‘the unaddressed elephant in the room was the agency holding county offices accountable for performance metrics on case requirements, yet these requirements clearly exceeded available staff resources without the use of overtime/comp time.’

The complainant’s plight was just a symptom of the larger issue of inadequate leadership at the Department of Social Services (DSS) State Office during 2013-2014 to address LCDSS resource deficiencies. The DSS should be recognized and applauded for installing a robust performance management system to hold county offices accountable in meeting mission requirements. However, performance management systems produce results needing monitoring and, if needed, course corrections. DSS had ample information streams to its State Office executive managers of LCDSS’s inadequate resources driving systemic deficiencies. The LCDSS Director made both verbal and documented pleas for help; the DSS State Office’s own internal investigation of alleged LCDSS overtime abuse identified the resource issue; and annual county office quality assurance reviews identified systemic deficiencies consistent with a lack of adequate resources. The feedback loops to the DSS State Office were blinking “red” and the DSS State Office failed to act, which directly led to this inappropriate and unhealthy management practice at LCDSS.

The initial complainant has now been allowed to use comp time to address the immediate situation. The root cause resource issue is being aggressively addressed by the new DSS State Director, along with support from the Governor and the General Assembly. Several months after this review’s fieldwork, re-contact with both the complainant and LCDSS management determined a significant improvement in LCDSS’s resource posture, which has ameliorated the necessity of requiring systemic overtime by caseworkers.

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II. Background

A. Predicate

An employee from the Lexington County Office, Department of Social Services (LCDSS), alleged he/she was prohibited from recording any overtime or compensatory (comp) time despite being a non-exempt employee with an “overwhelming caseload” requiring him/her to regularly work in excess of 40 hours most weeks. The employee was told making any overtime/comp time claim would result in disciplinary action, up to and including termination of employment. The employee was instructed to record the normal 37.5 hour workweek of 8:30 am to 5:00 pm, to include an hour for lunch, regardless of the actual hours worked. The employee provided a copy of an email from the LCDSS Human Resource liaison with those instructions, which included the admonishment of possible disciplinary action (see Appendix A).

B. Scope

The scope for this review was as follows:

- Investigate the complainant’s overtime/comp time allegation; and
- Assess the extent of the alleged overtime/comp time allegations in the LCDSS.

C. Applicable Laws and Regulations

The complainant’s interpretation of state policy was consistent with State Human Resources Regulation 19-702.02 Overtime – Compensatory Time. The state policy was also consistent with the Fair Labor Standards Act (FLSA), which provided governmental employers the ability to utilize comp time in lieu of paying overtime. Lastly, DSS’ own policy on overtime and comp time matched the state policy. Briefly stated, all three policies required non-exempt employees to be compensated at one and one half times their pay rate for all hours worked over 40 hours in their normal work week. A governmental employer who elects to compensate employees with comp time for hours worked over 40 must do so by crediting them with 1.5 hours of comp time for every hour worked over 40 hours in the normal work week. When an employee’s comp time balance reaches 240 hours, all hours worked beyond 240 are to be paid at the 1.5 overtime pay rate. Upon termination of employment, a non-exempt employee is paid any remaining comp time balance. State HR Regulation 19-707.02 further addressed agency recordkeeping for non-exempt employees and listed the information the agency must maintain, which included, “Hours worked each workday and total hours worked each week.”

D. Complaint Referral to DSS

The SIG initially delegated the complaint to DSS on January 27, 2015, and requested a report of its investigation within 90 days. The very next day, January 28, 2015, the complainant’s supervisor told the employee to begin recording actual work hours for a period of time. The employee was advised not to tell other LCDSS employees because many had comp time balances near the maximum of 240 hours. Subsequently, the SIG opened its own full investigation.

III. Investigation at LCDSS

A. Complainant

The LCDSS complainant provided his/her personal record of hours worked beyond the regular 7.5 hour workday covering the period from July, 2014 through January, 2015. The day-by-day record included hours worked over 7.5 hours with notations of cases involved, along with the days the employee was able to “flex-off” the overtime hours. Out of 149 scheduled work days during this six month period, the complainant worked beyond the normal 7.5 hour day on 79 days (53%) totaling 161.25 hours. During that same period, the complainant “flexed-off” 87 hours leaving an uncompensated balance of 74.25 hours. Inasmuch as the employee was prevented from accurately recording work time based on LCDSS policy, none of these hours have been recorded in the DSS official record (SCEIS system). In summary, it was alleged the LCDSS overtime/comp time policy was fundamentally unfair and violated agency, state, and federal fair labor policies and law.

B. LCDSS Caseworkers

Five additional LCDSS caseworkers were interviewed with employment periods ranging from 2009 to a recent 2015 hire. The employees employed the longest confirmed since August, 2013, they were precluded from claiming overtime/comp time, yet they work substantially over their normal 7.5 hours workday. As a result, they did not enter their actual hours worked into the DSS payroll system.

All understood the LCDSS policy was to “flex-off” any hours in excess of a normal 40 hour workweek, but this was not always possible. Several gave vivid descriptions of after-hours work requirements, such as responding to abuse reports requiring working late into the night and sometimes straight through the night resulting in a large amount of hours worked over 40. In most cases, these workers found it impossible to flex-off those hours without ignoring other job responsibilities. One employee who transferred in from another office with lesser caseloads noticed, ‘It is as busy at 5pm when people should be going home as it is mid-day.’ Another noted, ‘When he is working at night or weekends, there are plenty of others there too.’

All five caseworkers appeared to be dedicated to their jobs and felt a great responsibility for the children or adults in their care. None were pleased with not being compensated for all the time they worked, but they did their jobs nevertheless. When asked what they felt the solution should be, one stated she felt the emphasis should be on retaining current workers rather than hiring additional workers. Another stated he felt one downside of their not recording their actual work time was the State Office was unaware of the true cost of meeting the demand for services at LCDSS.

One employee vividly described, as well as documented through emails, alerting the Human Resource Department, DSS State Office, that his/her supervisor changed the employee’s SCEIS time records by removing overtime claimed involving a unique set of circumstances over a holiday weekend where the employee could not “flex off” the overtime. Further, the supervisor would not even allow comp time to be claimed in SCEIS, but did allow these hours to be recorded informally on a piece of paper to be flexed off in other pay periods without the benefit of time and a half as required by law. The State Office Human Resource person responded to this specific complaint by bureaucratically re-stating DSS’s overtime policy via email stating, “All work

hours should be entered into SCEIS whether a holiday is involved or not. If you worked on a holiday, you will also earn holiday comp time that has [to] be taken within 90 days. We should not be maintaining under the table records.” The employee advised there was no inquiry by the State Office on the specific allegation nor change in the LCDSS overtime practice until June 2015 when the State Office reinforced the requirement to record all overtime to all county offices.

A first-line supervisor was interviewed who was previously a caseworker for five years. The supervisor acknowledged he/she was one of the employees claiming large overtime amounts during 2012 and 2013. However, as a supervisor, he/she required subordinates to flex-off any hours in excess of a normal 40 hour workweek and feels there’s no excuse for caseworkers not being able to do so. Yet, during the same interview, the supervisor contradicted his/herself by stating the job involved a lot of work and “can’t be done in 40 hours.” The supervisor noted, as did other interviewees, their case intake had greatly increased, particularly following the implementation of the State Office “Hub” initiative where abuse calls are directed to a regional office. The Hub case initiations were perceived as not sufficiently screened, which required county offices opening many cases that previously were not opened when exercising county office management judgements for case openings.

C. LCDSS Director

The LCDSS County Director advised he never put pressure on case workers to work uncompensated time nor not record their actual time worked, but he knew “some probably did it anyway.” He described the “elephant in the room” was the Agency not addressing workload requirements exceeding the available staff’s ability to meet these requirements in a maximum 40 hour workweek without overtime or comp time. The current policy is “not to enter more than 40 hours a week.” Inasmuch as case workers were first responders occasionally working after hours in addition to their normal workday, hours exceeding a normal workday must be “flexed off” during the same pay period. The reality is given the workload requirements and being limited to a normal work week hours (37.5 minimum; 40 hours maximum), case workers can’t keep up with case requirements without working extra overtime hours which they were prohibited from claiming.

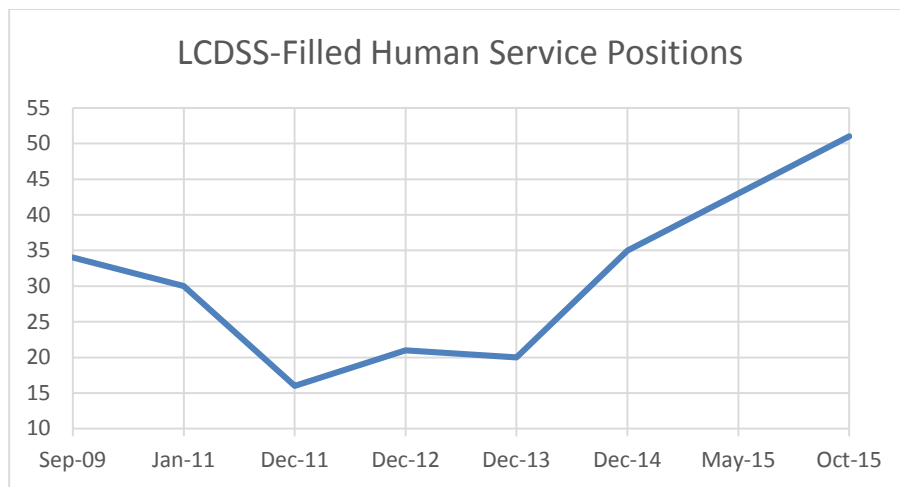
In the simplest terms, the LCDSS Director had two other unacceptable alternatives in addition to the current status quo dilemma. He could order everyone home after 40 hours, which would likely lead to violating state law in meeting their legal deadline investigative requirements. He also could order everyone to record actual time worked, which would cause comp time balances to exceed 240 hours leading to cash overtime payments prohibited by DSS policy. The LCDSS Director had felt for years as being between “a rock and a hard place – he said, “which law do you want me to break?”

Data to support the imbalance between LCDSS caseworkers and caseloads included:

- LCDSS’s caseload grew dramatically from 2007 when it was 10th busiest county office to 2012 when it was the 5th busiest office;
- In September 2012, LCDSS had an average family preservation caseload of 47 when the state average was 19. When staff reached its lowest point during FY 2012-13, LCDSS had only four family preservation workers responsible for over 800 children;

- During the Fiscal Year (FY) 2013-14 Senate Subcommittee hearings, LCDSS was publicized as having the highest or second highest number of caseworkers responsible for over 100 children;
- Even with reduced staffing levels, LCDSS's budgets during FYs 2011-12, 2012-13, and 2013-14 were under-utilized by 11% (\$243,000), on average, due to the number of unfilled positions at LCDSS; and
- Turnover at LCDSS greatly increased in 2011 due to a number of years with no employee raises along with greatly increased caseloads. Of its current caseworkers, 65% have been employed for less than one year.

The below graph charts “on-board” caseworkers for the period from September 2009 through October 2015.



The genesis of the current overtime and comp time dilemma can be traced to July 2012, when a former DSS Deputy Director questioned LCDSS's deficiency in monthly “face to face” contacts by caseworkers with clients. LCDSS responded with a list of resource constraints impacting this issue. The former DSS Deputy Director offered the leadership advice via email, “What I hear you telling me is I (Director LCDSS) am a victim of my circumstances.” This was followed with rhetorical questions from the “Oz Principal” training to include, “Can you see how your behavior and actions prevented you from getting the results you wanted?” Subsequent discussions on this issue led LCDSS to receive approval for employees to use overtime to address meeting caseload requirements.

In mid-2013, the DSS Division of Investigation (DOI) conducted an investigation at LCDSS regarding excessive comp time at the direction of the DSS State Office. Of the top 79 statewide employees accruing the most comp time, 20 were LCDSS employees. Some of these employees exceeded the maximum 240 comp time balance, which resulted in overtime being paid. Additionally, employees separating from DSS received large comp time balance cash payouts. However, a legitimate management inquiry into a resource utilization variation took a completely different tone when LCDSS employees were read their criminal Miranda Warning (i.e., the right to remain silent, anything you say can be used against you in court, the right to speak to an attorney) prior to interview.

This DOI investigation substantiated the appropriate use of most all of the questioned overtime and comp time. Further, employees reported to DOI they worked most every weekend and averaged 45-80 hours of work per week to meet case requirements. The report's conclusion stated, "supervisors at LCDSS were instructing workers to enter all hours worked into SCEIS, even if it was more than forty hours, as early as 2011, in an attempt to send a "message" to the State Office about the number of hours it actually takes to do their jobs." Further, the report noted the LCDSS had been operating under the verbal approval of a Deputy Director authorizing overtime, but, during the investigation, this Deputy Director did not recall giving that approval. It was noted the LCDSS Director has never been provided this DOI report, or the results of this report, and he has been left with the feeling this investigative inquiry was still hanging over his head for the past two years along with potential disciplinary actions.

As a result of this overtime situation in LCDSS, on 8/16/2013, a DSS Deputy directed LCDSS to cease approving overtime immediately, and future overtime must be requested through this DSS Deputy's office. This then started a multi-year recurring email to LCDSS employees stating, **"You should not be entering any overtime in SCEIS and your supervisor cannot approve any overtime...if overtime is entered, disciplinary actions will be taken up to termination of your employment with the DSS. You are not to enter more than 40 hours a week** (see Appendix A)."

Based on this 8/16/2013 DSS Deputy directive, the LCDSS Director quickly followed up with a resource request to DSS executive management which stated, "Requesting attention to this issue immediately before we reach a crisis point...in light of the fact that Lexington will no longer be able to allow overtime among staff, this is going to seriously affect their ability to see every child and family in the home every month." This request was routed through the LCDSS's Regional Director and addressed to the DSS State Deputy directing future overtime requests be directed to her office (see Appendix B). The LCDSS Director never received an acknowledgement or inquiry from any DSS executive manager on this request describing a "crisis condition." The SIG interviewed both the Regional Director and the Deputy Director and neither could recall the request from the LCDSS Director. Both also acknowledged LCDSS likely had resource deficiencies during that period of time as did other county offices.

It should be noted the DSS State Office conducted a "Child Welfare Quality Assurance Review" of the LCDSS in October 2013, which identified a number of deficiencies. Of particular note was a review of caseworker visits with the child and visits with parents found 50% and 70% needing improvement, respectively, which meant the audit sample file lacked sufficient frequency or quality of visits. The 2014 quality assurance review demonstrated no material improvement with caseworker visits with the child and parents to be 43% and 77% needing improvement, respectively. Both reports identified systemic deficiencies, yet both failed to explore the root cause driving these deficiencies, which was required to understand appropriate corrective action.

The LCDSS Director reported recently allowing newer employees to be approved for comp time with prior supervisor approval. However, employees with high comp time balances would still not be allowed due to concern of exceeding the maximum 240 hour comp time balance which triggers an overtime payment. This did not fix the problem, but provided a little more short-term relief. The office was still, "dancing around mine fields."

IV. DSS State Office Executive Management

Following the SIG's June 2015 fieldwork at LCDSS, the DSS State Office Executive Management (DSS EM) was contacted in August 2015. DSS EM acknowledged during recent visits to DSS County offices hearing general complaints pertaining to overtime and comp time. DSS EM acknowledged the resource challenges DSS county offices have been dealing with over the past several years. The DSS State Office Director noted since assuming her duties in February 2015, her main focus has been on getting resources to county offices with the support of the Governor and General Assembly, which will meet their needs to adequately do their jobs. She agreed to reinforce to DSS leadership and county office directors the requirement for employees to accurately record the actual work hours, as well as management to manage this issue closely.

In October 2015, the original complainant was re-contacted, who advised conditions in LCDSS have significantly improved. He/she is allowed to accurately record his/her actual work hours. Further, resources in the office have increased to where this employee is able to fulfill caseload requirements within the normal 40 hours week. The LCDSS Director similarly reported staffing levels have improved with a noticeable improvement in matching its workload with a significant increase in certified caseworkers.

V. Potential Impact Beyond LCDSS

During the period of 2013 and 2014, the LCDSS reported contacting other county offices, which identified a variety of approaches addressing the overtime and comp time issue, to include a manner similar to LCDSS. To analytically assess this issue, the review examined patterns in other county offices using the county offices covering the nine largest populations as a sample.

In June 2015, the DSS State Office sent a formal statewide notice/reminder to county offices to ensure employees claimed all overtime consistent with the Federal Fair Labor Standards Act. To test the impact of this statewide directive, two months were selected for testing. A 10% sample of caseworker work times were tested for a month (January 2015) well before the June 2015 statewide reminder and a month after (August 2015). In January 2015, only three of these nine counties had employee time records demonstrating variations consistent with the irregular hours generally expected of caseworkers, and six counties had a rote pattern of clocking in and out the same time every day. In August 2015, six counties' employee time records demonstrated variations consistent with the irregular hours generally expected of caseworkers, two counties had a lesser increase in record variations, and only one county had a rote pattern of clocking in and out the same time every day. The review considered this as a positive change in management's commitment to have caseworkers accurately record work times, which is the foundation to accurately understand resource utilization and proactively manage overtime/comp time requests and approvals.

VI. Conclusion

The specific complaint of a state non-exempt employee being prohibited from recording actual work times has been addressed after the initiation of this review through allowing comp time in the short-term, as well as with DSS State Office's long-term plans of augmenting LCDSS's resources to ameliorate the necessity of systemic overtime by caseworkers. The DSS County Office resource issue is clearly moving in the right direction.

The complainant's plight was just a symptom of the larger issue of inadequate leadership at the Department of Social Services (DSS) State Office during 2013-2014 to address LCDSS resource deficiencies. The State Inspector General applauds DSS for installing a robust performance management system to hold county offices accountable in meeting mission requirements, with many requirements actually being legal requirements. However, performance management systems produce results needing monitoring and, if needed, course corrections. DSS had ample information streams to its State Office executive managers of LCDSS's inadequate resources driving systemic deficiencies. The LCDSS Director made both verbal and documented pleas for help; the DSS State Office's own internal inquiry of alleged LCDSS overtime abuse identified this issue; and annual county office quality assurance reviews identified deficiencies consistent with a lack of resources. The feedback loops to the DSS State Office were blinking "red" and the DSS state office failed to act. The result of this inadequate leadership – many front line caseworkers appeared to have attempted to balance the state's books on their backs by working uncompensated overtime for years.

This review is a pattern seen before by the SIG in state government. Dysfunction tends to result more from management omissions or failures to act leaving a leadership vacuum, rather than establishing and executing strategies that don't work. Even executing strategies that fall short, gets an agency one step closer to incremental improvements that can lead to success.

VII. Findings and Recommendations

Finding #1: The LCDSS had a practice of forbidding employees claiming overtime or comp time while knowing, or should have known, some employees had to work without compensation violating agency and state policies, as well as the Federal Fair Labor Standard Act.

Recommendation #1a: DSS should review the complainant's contemporaneous time records for the period of July 2014 through January 2015 and compensate this employee for time worked but not recorded due to the LCDSS's policies prohibiting recording actual work hours.

Recommendation #1b: Although substantial effort by the DSS State Office through resource enhancements to county offices with the support of the Governor and General Assembly appears to be ameliorating this issue, the DSS Director should consider further clarification of this issue by expressly instructing employees to record all actual hours worked, to include discipline for actions to the contrary in violation of the Federal Fair Labor Standards Act.

Finding #2: During 2013-2014, the DSS State Office provided inadequate leadership, guidance, and direction to address LCDSS's resource deficiency requests, and this vacuum directly led to inappropriate LCDSS management policies in recording workhours causing some employees to work uncompensated hours addressing caseload requirements.

Recommendation #2: The DSS state office should consider having its internal audit function validate DSS's statewide performance management plan on a periodic basis to ensure performance standards are meaningful and obtainable within the agency's resource constraints.

Administrative: DSS's report response can be found at link: http://oig.sc.gov/Documents/DSS_Response_to_Draft_Report.pdf

LIST OF APPENDICES

- A LCDSS email re prohibiting overtime, dated 10/22/2013.
- B LCDSS Director email to Regional Director, dated 8/28/2013, and attached LCDSS Director Memo to a Deputy State Director, DSS State Office, dated 8/28/2013.

Appendix A

From: Shealy, Beverly
Sent: Wednesday, October 22, 2014 2:51 PM
To: _DSS - S320 - Lexington
Subject: Overtime
Importance: High

To All Staff:

As instructed in previous e-mails dated 08/27/13, 10/24/13 and 03/21/14, you should not be entering any overtime in SCEIS and your supervisor cannot approve any overtime. Supervisor's please verify hours each week. If overtime is entered, disciplinary actions will be taken up to termination of your employment with the Department of Social Services.

You are not to enter more than 40 hours a week coded as 1000.

Appendix B

Frohnappel, Greg

From: Frohnappel, Greg
Sent: Wednesday, August 28, 2013 5:11 PM
To: Whitaker, Malik
Subject: Lexington Staffing Resource Discussion
Attachments: Staffing and Overtime memo to Jessica Malik August 28, 2013.docx; Lexington Staffing August 2013.xlsx; Lexington DSS Treatment Caseload Trends August, 2013.xlsx; CPS Open Treatment No Face to Face 7-12-12 thru 11-4-12.xlsx; CPS Treatment No Face to Face 12-2-12 thru 4-7-13.xlsx; Lexington DSS Treatment Caseload Trends 2012.xlsx; Foster Children Discharged County Data Snapshot Oct 2011-Sept 2012.pptx

Malik,

I have attached a memo to Jessica, thru you, that I would like for you to review and (if you are OK with it) get it to her. If you have any questions or concerns, etc., let me know. I want to get this to her ASAP.

Thanks,

Greg

DSS

Serving Children and Families

LILLIAN B. KOLLER, J.D.
STATE DIRECTOR

NIKKI HALEY
GOVERNOR

DATE: August 28, 2012

TO: Jessica Hanak-Coulter, Deputy State Director
SC Division of Human Services

Thru: Malik Whitaker, Region V Team Leader
SC Division of Human Service

FROM: Greg A. Frohnappel, Director
Lexington DSS

I would like to thank you for the conversation we had last week regarding the issue with staffing resources in Lexington. Since then I have looked at the data and had some discussions regarding the overtime "issue".

As I stated in my response to your email directing that overtime payments stop, we immediately put into action measures to ensure that this does not happen in the future. I have directed that anyone working over 40 hours per week will face disciplinary action. The Fair Labor Standards Act states that if a non-exempt employee works over 40 hours in a week, they must be compensated.

In light of the fact that Lexington will no longer be able to allow overtime among staff, this is going to seriously affect their ability to see every child and family in the home every month. Attached is our current caseload per staff by worker.

In our conversation you asked if the caseload could be reduced. I have attached our family preservation caseload trends and trend analysis of the children not seen. These reports shows that we have reduced the number of cases while continuing to add cases each month to the family preservation program area and at the same time reduced the number of children not seen each month. This work conducted by our staff demonstrates an increase in safety among children in family preservation caseloads.

Can more cases be closed? Absolutely; once we get the 2 full-time FTE attorneys in place and acquire additional court time (which is promised by the administrative court judge predicated upon us having 2 attorneys). We have successfully moved some 30 NERs through the legal process. We have approximately 25 additional cases that need to be placed on the docket. We are working with the GAL program to coordinate the workload for them so that they can supply GALs for the children. Plus we only have 4 or 5 cases that have been open longer than 24 months.

Also attached is a snapshot comparison obtained from the fostering court improvement data which shows foster care discharges in Lexington during two periods; October 2011-September 2012 and June 2012- May 2013.

There are several interesting points to make regarding this, but for the purposes of this memo the pertinent area of interest is the increase we have experienced (through changes in practice) for

discharges to relatives. In October 2011-September 2012 we discharged 41% of foster children to relatives and in June 2012 – May 2013 we discharged 55% of foster children to relatives.

This trend also added to our family preservation numbers. I believe this is a practice that was achieved through our new focus on getting children with relatives/permanency sooner. Mean months to discharge among children discharged from foster care to relatives was 1 month.

I know that there is quite a bit of information to digest in this document and I welcome the opportunity to have a face-to-face discussion with you soon in order to answer any of your questions regarding this. However, I would like to emphasize that Lexington is in a critical state regarding our workload. Lexington County is one of the fastest growing counties in the southeast. This growth has impacted Lexington DSS from the front end at intake throughout the entire child welfare program. In the past 5-7 years Lexington DSS has moved from approximately 10th in size among DSS counties to approximately 5th. During that time there has been little to no analysis nor resource allocations to address this growth.

I am requesting attention to this issue immediately before we reach a crisis point. In our past, most action is taken after a crisis. I want us to be proactive and take action to not only avoid potential issues, but to continue the great work and trends that we have achieved despite adverse conditions.

Thank you for your continued support and assistance.

Staffing Levels as of
June 30, 2013

Average Caseloads Per Program per Month

County-MTS-ADP	CPS Invest/Assess		Treatment		Foster Care	
	Total Caseload	Average per Filled	Total Caseload	Average per Filled	Total Caseload	Average per Filled
Abbeville	4	4	9	9	18	18
Alcon	29	10	11	11	58	10
Allendale	4	4	13	No Filled	3	3
Anderson	67	10	181	16	157	12
Bamberg	5	5	13	7	7	7
Barnwell	6	6	23	23	12	6
Beaufort	20	7	53	53	38	19
Berkeley	55	7	155	17	76	19
Calhoun	5	5	8	8	6	6
Charleston	93	7	359	36	237	16
Cherokee	28	9	74	15	48	10
Chester	14	No Filled	48	16	20	20
Chesterfield	21	11	15	8	52	17
Clarendon	11	11	26	26	20	10
Colleton	26	13	36	9	32	11
Darlington	28	9	80	18	74	12
Dillon	20	10	56	14	30	10
Dorchester	42	7	110	16	40	13
Edgefield	1	1	17	No Filled	10	10
Fairfield	4	4	6	No Filled	17	17
Florence	32	11	121	17	57	11
Georgetown	10	10	82	16	17	17
Greenville	111	6	403	18	302	14
Greenwood	8	No Filled	87	No Filled	11	No Filled
Hampton	10	10	23	12	1	1
Horry	19	4	102	17	114	11
Jasper	2	No Filled	11	6	11	11
Kershaw	7	4	56	28	48	24
Lancaster	27	5	62	12	27	9
Laurens	14	7	62	31	97	24
Lee	5	No Filled	16	16	4	4
Lexington	72	10	293	33	125	18
McCormick	1	1	2	2	2	2
Marion	9	9	47	12	31	8
Marlboro	28	14	85	35	18	18
Newberry	19	19	15	No Filled	24	24
Oconee	17	No Filled	126	No Filled	67	No Filled
Orangeburg	7	4	34	7	53	9
Pickens	35	9	180	23	138	17
Richland	36	4	135	15	189	17
Saluda	3	No Filled	6	6	5	5
Spartanburg	62	10	259	29	127	21
Sumter	39	8	80	40	12	2
Union	12	6	24	12	15	8
Williamsburg	6	6	27	14	14	14
York	50	10	126	14	76	19
County Total	1124	8	3727	19	2540	14
MTS-Reg1	No Filled		No Filled		234	8
MTS-Reg2	No Filled		No Filled		161	8
MTS-Reg3	No Filled		No Filled		208	9
MTS-Reg4	No Filled		No Filled		147	7
MTS-Reg5	No Filled		No Filled		64	No Filled
MTS Total					814	9
ADP-Region1	No Filled		No Filled		2	No Filled
ADP-Region2	No Filled		No Filled		5	No Filled
ADP-Region3	No Filled		No Filled		6	No Filled
ADP-Region4	No Filled		No Filled		No Filled	
ADP-Region5	No Filled		No Filled		No Filled	
ADP Total					13	
Grand Total	1124	8	3727	19	3387	12

Staffing Levels as of June 30, 2013				
Caseload Numbers from Automated Systems				
County-MTS-ADP	SNAP		CPS Intake	
	Total Caseload	Average per Filled	Total Caseload	Average per Filled
Abbeville	1877	626	4	4
Aiken	12048	1205	38	38
Allendale	1382	1382	2	2
Anderson	13692	1245	128	64
Bamberg	1817	1817	6	6
Barnwell	2768	923	7	7
Beaufort	7529	1076	21	No Filled
Berkeley	11577	2315	86	43
Calhoun	1178	1178	3	3
Charleston	21208	1767	85	21
Cherokee	5900	1180	30	30
Chester	4027	871	16	No Filled
Chesterfield	4916	983	23	23
Clarendon	3976	663	9	9
Colleton	4553	1138	23	23
Darlington	7346	816	32	32
Dillon	3703	741	30	30
Dorchester	8203	1172	51	26
Edgefield	1831	916	5	No Filled
Fairfield	2832	566	7	7
Florence	12981	764	51	26
Georgetown	5351	764	15	15
Greenville	26984	1499	230	77
Greenwood	6649	6649	17	No Filled
Hampton	2321	774	8	8
Horry	22583	1075	73	37
Jasper	2807	936	2	No Filled
Kershaw	5030	1006	16	16
Lancaster	6606	1321	33	33
Laurens	5961	852	42	42
Lee	2525	505	6	No Filled
Lexington	18246	2031	74	74
McCormick	786	393	4	4
Marion	4251	472	15	No Filled
Marlboro	3213	1071	15	15
Newberry	3500	875	17	17
Oconee	4155	No Filled	23	No Filled
Orangeburg	11055	850	8	8
Pickens	6036	2012	68	23
Richland	28733	1918	126	63
Saluda	1516	505	2	2
Spartanburg	17248	1015	111	37
Sumter	10702	892	43	43
Union	2811	703	13	13
Williamsburg	4149	1037	12	12
York	13860	1155	106	35
County Total	350422	1134	1736	32
MTS-Reg1				No Filled
MTS-Reg2				No Filled
MTS-Reg3				No Filled
MTS-Reg4				No Filled
MTS-Reg5				No Filled
MTS Total				
ADP-Region1				No Filled
ADP-Region2				No Filled
ADP-Region3				No Filled
ADP-Region4				No Filled
ADP-Region5				No Filled
ADP Total				
Grand Total	350422	1134	1736	32

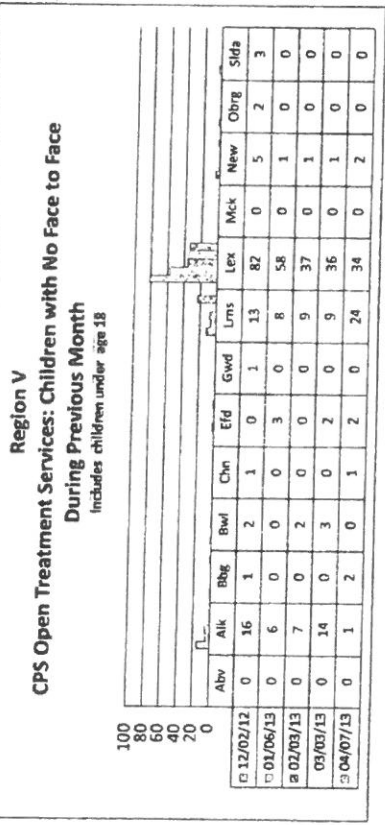
Area	Caseload	Authorized	Worker Caseload	Filled	No Caseload/Reason	Current Staff Available	Worker Caseload Reality
Family Pres.	310	10	31	7		7	44 cases or 83 children
Foster Care	121	7	17	6	1 Worker on light duty	5	24 cases/children ea.
Assessment	84	8	14	6	1 Dedicated to APS	5	17 case per worker
VCL		1		1		1	
Intake	117	3	39	3	1 Not certified	2	58 per worker
APS	57	1	57	1		1	57 APS cases
FHL	88	2	44	2		2	44 per worker
		32		26		23	

Note: We are moving 1 treatment worker to VCL because we promoted the current VCL to a supervisor.
We are moving 1 treatment worker to assessment. We have one Homemaker with 10 cases.

Total Vacancies : 6

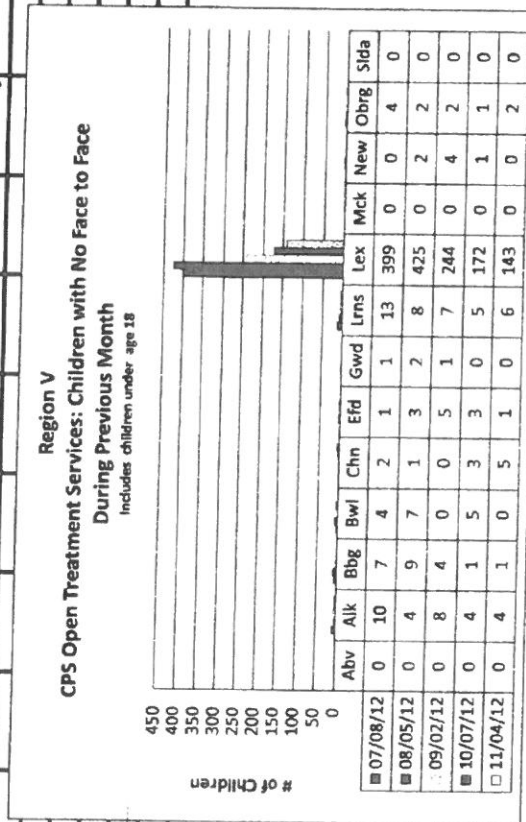
CPS Open Treatment Services: Children with No Face to Face
Source: SC130-R01
Office of Accountability, Data and Research

Report Run Date	Abv	Alk	Bbg	Bwl	Chn	Efd	Gwd	Lms	Lex	Mck	New	Obrg	Slda	Total Exceptions	% Change
12/02/12	0	16	1	2	1	0	1	13	82	0	5	2	3	126	-22%
01/06/13	0	6	0	0	0	3	0	8	58	0	1	0	0	76	-40%
02/03/13	0	7	0	2	0	0	0	9	37	0	1	0	0	56	-26%
03/03/13	0	14	0	3	0	2	0	9	36	0	1	0	0	65	16%
04/07/13	0	1	2	0	1	2	0	24	34	0	2	0	0	66	2%



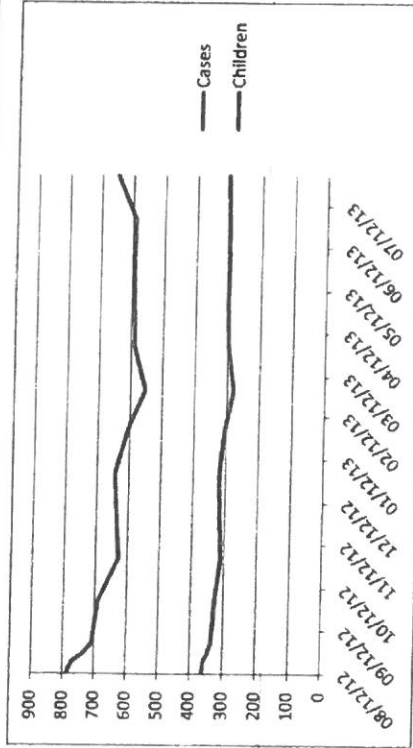
Source: SC130-R01

Office of Accountability, Data and Research

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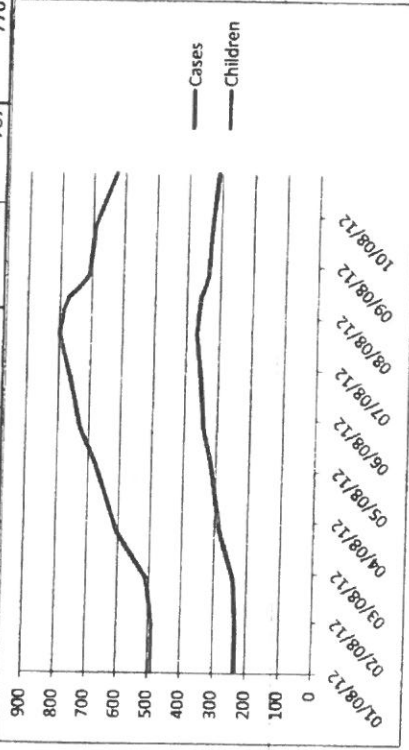
Lexington DSS Treatment Caseload for 2012-13

Date	08/12/12	08/20/12	08/26/12	9/2/2012	10/2/2012	11/2/2012	12/2/2012	1/2/2013	2/2/2013	3/2/2013	4/2/2013	5/2/2013	6/2/2013	7/2/2013	8/2/2013
Cases	361	357	345	335	326	310	316	319	304	280	298	301	299	301	304
Children	787	770	736	708	691	627	637	643	605	552	588	591	594	591	650



Lexington DSS Treatment Caseload Trends for 2012

DATE	01/08/12	02/05/12	03/04/12	04/01/12	05/13/12	06/03/12	07/01/12	7/29/2012	08/12/12	08/20/12	08/26/12	9/2/2012	10/2/2012	11/2/2012
Cases	233	233	241	284	317	342	352	367	361	357	345	335	326	310
Children	490	489	508	603	679	729	760	800	787	770	736	708	691	627



Lexington County Data Snapshot

Foster Children Discharged	Count (Oct. 2011-Sept. 2012)	Co. Rate (Oct. 2011- Sept. 2012)	State Rate (Oct. 2011- Sept. 2012)	Count (June 2012- May 2013)	Co. Rate (June 2012- May 2013)	State Rate (June 2012- May 2013)
Reunified	69/164	42%	44%	37/137	27%	44%
Relatives	67/164	41%	24%	75/137	55%	26%
Adoption	25/164	15%	22%	21/37	15%	19%
Guardianship	0/164	0%	2%	0/37	0%	3%
Emancipation	3/164	2%	7%	4/137	3%	7%
Median Length of Stay in FC	164	4.8 mos.	9.1 mos.	137	4.7 mos.	8.4 mos.
Median Months from Removal to Reunification	69	6.0 mos.	6.2 mos.	37	6.0 mos.	5.6 mos.
Median Months from Removal to Relative	67	1.1 mos.	1.9 mos.	75	1.0 mos.	2.0 mos.
Median Months from Removal to Adoption	25	18.6 mos.	33.6 mos.	21	16.8 mos.	33.2 mos.
Reunified within 12 months	39/69	57%	72%	26/37	70%	75%
Adopted within 24 months	17/25	68%	29%	14/21	67%	31%
Median Months from Removal to TPR among Adoptions: Latest 12 months	25	14.5 mos.	23.9%	21	13.9 mos.	23.8 mos.
Median Months from TPR to Final Adoption Among Adoptions: Latest 12 Months	25	3.4 mos.	6.9 mos.	21	2.9 mos.	7.2 mos.