

DSS

Serving Children and Families

AMBER E. GILLUM
ACTING STATE DIRECTOR

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January 13, 2015

Andrea Truitt, Senior Oversight Analyst
Office of Senate Oversight
Gressette Building, Suite 406
Columbia, South Carolina 29202

Dear Ms. Truitt:

Enclosed is the Department of Social Services (DSS) restructuring report and cost savings plan as required by the South Carolina Restructuring Act of 2014 (S.C. Code §1-30-10(G)).

The report includes information for the following DSS programs: Child Welfare Services, Adult Protective Services, Integrated Child Support Services, Economic Services, Early Care and Education and Agency Administration.

If you have any questions, please contact me at (803) 898-1390 or amber.gillum@dss.sc.gov.

Sincerely,

Signature Redacted

Amber E. Gillum
Acting State Director

Enclosure



Office of Senate Oversight
P.O. Box 142, Suite 406
Columbia, SC 29202

Department/Agency	Date Submitted
Department of Social Services	January 13, 2015
Report Submitted by: Amber Gillum	Title: Acting State Director

Department/Agency Information

For each programmatic area, please provide the requested information.

Name of Programmatic Area	Child Welfare Services
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Restructuring

Brief Description of Current Program:

Child Welfare Services includes multiple programs that serve the children and families of South Carolina. These include:

Child Protective Services

Child Protective Services (CPS) has three primary areas of focus: Intake, Assessment, and Family Preservation. CPS Intake staff receive and screen calls of alleged abuse and neglect of children; CPS Assessment staff investigate reports of alleged abuse and neglect of children; and Family Preservation staff provide case management services to families who are able to maintain their children safely in their own homes or in a relative's home.

Foster Care

Foster Care staff provide case management services to children who cannot remain safely in the home of their parent(s). While in the State's custody they are provided a safe temporary home. The children are in the custody of the Department of Social Services by court order. Case Management services are aimed at providing safe, positive permanency for the child.

Intensive Foster Care Clinical Services (IFCCS)

Intensive Foster Care and Clinical Services is a specialized program which coordinates treatment services for foster children who have emotional/behavioral, developmental or medical needs and are determined ISCEDC (Interagency System for Caring for Emotionally Disturbed Children) eligible. Through the utilization of comprehensive evaluations and intensive case management services, children and youth in DSS custody who have emotional, developmental or medical disabilities are provided appropriate out-of-home therapeutic placement and other services designed to enhance their emotional and social functioning and well-being.

ISCEDC is a legislatively-mandated program aimed at placing the decision-making responsibility and funding authority for therapeutic residential placements at the local level. County-based Interagency Staffing Teams (IST), which include a representative from DMH, review clinical information to determine ISCEDC eligibility and the initial level of therapeutic care that is needed. Interagency Staffing Teams (IST) have been established in each county. They include, at a minimum, DSS/Managed Treatment Services, DSS/Regular Foster Care and DMH. Other agencies such as COC, DJJ, school districts, local drug abuse and alcohol (DAODAS), and DDSN participate if they are involved or are expected to become involved with the child.

Foster Home Licensing

DSS is mandated to license, register, or approve foster family homes, 24-hour residential group homes and child placing agencies. The licensing staff seeks to ensure compliance with standards established by law and regulations in order to protect and supervise children in out-of-home care, provided by both the private and public sectors.

Adoption

Adoption services include assessment of children, recruitment of adoptive families and placement of children in adoptive homes. DSS also offers services to birth parents who are considering adoption for their child or children. Post adoption services exist for adoptive families, adult adoptee, and birth families.

Independent Living

Independent Living is defined as an array of services provided to adolescents ages 13 to 21. The purpose of the Independent Living program is to provide the developmental skills necessary for foster adolescents to live healthy, productive, self-sufficient, and responsible adult lives. The program's overall goal is to provide foster adolescents with opportunities to learn needed independent living skills and increase the likelihood of their successful transition from the foster care system.

Out of Home Abuse and Neglect

DSS is mandated by state law to investigate reports of the abuse and neglect of children who reside in or receive care or supervision in residential institutions, foster homes and child care facilities.

Interstate Compact for the Placement of Children (ICPC)

The Interstate Compact for the Placement of Children (ICPC) is a contract among member states and U.S. territories authorizing them to work together to ensure that children who are placed across state lines for foster care or adoption receive adequate protection and support services. The ICPC establishes procedures for the placement of children and fixes responsibility for agencies and individuals involved in placing children. To participate in the ICPC, a state must enact into law the provisions of the ICPC.

The ICPC applies to the following:

- Placement preliminary to an adoption (adoptions include placements made by public agencies or birth parents);
- Placement into foster care (foster care placements are those in licensed/approved foster family homes, including homes of relatives;
- Placement with parents and relatives when a parent or relative is not making the placement; and
- Placement into a residential facility, (this form of foster care includes placements into residential treatment centers, group homes and child care institutions).

State and/or federal statutory authority for this activity:

The state and federal statutory authority for these activities are found in multiple locations within state and federal law. Many of the state child welfare statutes are contained in Title 63, Chapter 7 of the South Carolina Code of Laws. A summary framework of the major pieces of federal legislation which govern child welfare services can be found in this report from the federal Children's Bureau: <https://www.childwelfare.gov/pubPDFs/majorfedlegis.pdf>

To which goal(s) in the Agency's Annual Accountability Report does this program relate?

Goal #1. Strategies 1.1, 1.2, 1.3, and 1.4.

How does this program substantially address the legislative intent and the stated goals of the department/agency as set forth in statute?

Child Welfare Services seeks to effectively and efficiently serve the citizens of South Carolina by ensuring the safety of children who cannot protect themselves. To that end, Child Welfare Services delivers the services and programs stipulated in state and federal law. The objectives of these programs are developed in line with the objectives set forth in state law, federal law, and federal regulation.

Describe the impact that eliminating this programmatic area would have on the mission of the department/agency and the citizens of South Carolina:

Child Welfare Services, Economic Services, and Child Support are inextricably tied through shared clients, shared mission of impacting the stability and well-being of families, and federal funding. Close collaboration is necessary for efficiently and effectively providing families with the financial and work support necessary to stabilize families and provide them with their basic needs when circumstances warrant it. A large portion of families involved in the Child Welfare System are experiencing financial difficulties. These financial difficulties often lead to instability and risk for the children of these families. The coordination and collaboration afforded by shared leadership, mission, and resources allows the agency to efficiently and effectively serve common clients while avoiding redundant processes and services and increasing efficiency, ultimately impacting families.

Additionally, programs funded under Title IV-A (TANF), Title IV-D (Child Support) and Title IV-E (Foster Care) of the Social Security Act, work together to promote family financial security, ensure parental financial responsibility for their children and provide funding for the support of children who cannot remain safely in their home. Federal law requires that single parent families seeking financial support through TANF must be referred to the IV-D program for the establishment and enforcement of a child support order. TANF recipients assign their rights to child support payments to the State as reimbursement for public assistance. TANF recipients not cooperating with the child support program may be denied TANF benefits. Similarly, child support payments collected on behalf of a child in Foster Care through the IV-D program are assigned to the State to reimburse the cost of foster care.

Do any other governmental entities provide similar or related services? If yes, please explain.

Many other state agencies serve vulnerable children in South Carolina, and DSS works in close partnership with them towards our common goals. These agencies include, but are not limited to, DJJ, DDSN, DMH, and OEPP.

Could/should this function be eliminated, combined with another area or transferred to another department/agency in order to achieve greater efficiency or eliminate redundancy? If yes, please explain.

No. This is a vital service for the families of South Carolina and its elimination would negatively impact their wellbeing. DSS is uniquely positioned to deliver these services in conjunction with the other closely related programs administered by this agency. The elimination or separation of these services from the agency may negatively impact overall efficiency.

Cost Savings and Increased Efficiencies

What, if any, changes would the department/agency recommend to generate cost savings or efficiencies in this program?

Clothing Allowance

In January 2015, DSS began efforts to standardize business processes used in county offices. Initial recommendations include moving the processing of clothing allowances for foster children to the DSS CAPSS system.

Hiring of Additional Caseworkers

DSS is implementing a plan to hire and train additional Child Welfare Services caseworkers.

Hiring of Lead Worker and Caseworker Assistant Positions

DSS is establishing and hiring "lead worker" and "caseworker assistant" positions.

Case Assignment

DSS is developing tools to assist supervisors in the effective assignment of cases. These tools will rate the complexity of cases to ensure that workload and case complexity are factored in to case assignment decisions. It is necessary to bring consistency to this process across the state.

Regionalized Intake

DSS is developing a standardized regional intake process for the initial receipt of reports of abuse.

Training

In collaboration with the University of South Carolina (USC), DSS decreased the length of time it takes to complete Child Welfare Basis training while maintaining the original content and quality. DSS will continue to work with USC to provide additional training sessions to further increase the number of staff completing Child Welfare Basic training.

Regionalization of Foster Home Licensing

DSS has begun regionalizing foster home licensing.

Policy Manual Rewrite

DSS, in collaboration with stakeholders and agency partners, has begun the first steps toward comprehensively revising policy manuals for child welfare.

Business Process Redesign

DSS has begun a Business Process Redesign project for Child Welfare Services.

Using Mobile Technology to Maximize Staff Time in the Field

DSS is converting all cell phones to smart phones for use by caseworkers in the field.

Improving Communication and Collaboration with Stakeholders

DSS has built a portal for Foster Care Review Board (FCRB) to access portions of case records that are critical to their role in a case. A similar portal is currently in production for Guardians ad Litem (GAL).

Co-Location of Staff from Other State Agencies

DSS is working with DAODAS and DMH to co-locate staff in DSS offices to provide consultation, participate in case staffings, and make proper referrals.

What are the anticipated cost savings/efficiencies that would be achieved?

Clothing Allowance

By moving the clothing allowance for foster children to the Department's CAPSS system, DSS can reduce the number of checks that have to be processed each quarter. Currently DSS processes 4,000 clothing allowances each quarter. The CAPSS system is currently processing foster care board payments each month to foster parents. The combining of the board payment and the clothing allowance will increase the efficiency by which these funds are provided to foster parents for the support of foster children.

Hiring of Additional Caseworkers

By hiring additional caseworkers, DSS will be able to more effectively and efficiently deliver Child Welfare Services by ensuring caseworkers have enough time to adequately serve the children and families assigned to them. This will assist in staff retention, and improve the overall quality and efficiency of the Child Welfare Services program.

Hiring of Lead Worker and Caseworker Assistant Positions

The establishment of "lead worker" positions will incentivize exceptional casework and create opportunities for advancement for frontline practitioners. Lead workers will serve as mentors to their colleagues and provide leadership within their units. Likewise, the creation of "caseworker assistant" positions will relieve caseworkers of some of the more administrative functions, allowing them to focus on working with children and families. These new positions will assist in staff retention, and improve the overall quality and efficiency of the Child Welfare Services program.

Case Assignment

By effectively assigning cases, DSS can ensure that caseworkers have enough time to adequately serve the children and families assigned to them. This will assist in staff retention, reduce new staff training downtime, and improve the overall efficiency of the Child Welfare Services program.

Regionalized Intake

By regionalizing the intake process, DSS will be able to reduce the number of individuals making critical decisions around child safety on a daily basis and build a team of highly skilled workers who practice and hone their skills regularly, thereby increasing the capacity of DSS to make more consistent and effective decisions around the risk and safety of children brought to our attention.

Training

By collaborating with USC to decrease the length of time it takes to complete Child Welfare Basic training from 12 weeks to 6 weeks, DSS has been able to retain the quality and consistency of training while improving the efficiency of the training program. This shortens the time required to train and allows for trained staff to get to work on the frontlines faster. These same efficiencies will continue with additional training sessions.

Regionalization of Foster Home Licensing

The regionalization of foster home licensing will dedicate staff to this process and provide increased support to foster parents, thereby increasing the county offices' capacity to focus on case management. This effort will assist in staff retention, and improve the overall quality and efficiency of these services.

Policy Manual Rewrite

Rewriting the child welfare policy manual will allow for increased efficiency, accuracy, and consistency in the delivery of Child Welfare Services across the state.

Business Process Redesign

Based on successful efforts in other states and other programs within the Department, DSS believes administrative efficiencies can free up capacity for caseworkers to focus the majority of their time on physically visiting at-risk children. This project will improve the efficiency with which Child Welfare Services are delivered.

Using Mobile Technology to Maximize Staff Time in the Field

DSS is converting all cell phones to smart phones so that every investigator and caseworker has access to technology that increases their safety and efficiency in the field. This will improve the quality and efficiency of the Child Welfare Services program.

Improving Communication and Collaboration with Stakeholders

The new portals for the Foster Care Review Board (FCRB) and the Guardian ad Litem (GAL) program will notify them of placement changes and provide basic identifying information on children they serve. These portals improve the efficiency of the communication and collaboration between DSS and these stakeholders.

Co-Location of Staff from Other State Agencies

The co-location of staff from DAODAS and DMH in DSS offices will improve the efficiency with which services are provided to children and families.

Is legislative action required to allow the department/agency to implement these recommendations?

No legislative action is required.

If legislative action is required, explain the constitutional, statutory or regulatory changes needed.

N/A

Describe the department/agency action that will be implemented to generate the desired outcomes.

Clothing Allowance

The first step is to determine if the current CAPSS system can accommodate the addition of a clothing allowance, and if not add that functionality to the system. Once the functionality is available, policies on the processing of clothing allowances would have to be amended and interfaces would have to be tested.

Regionalized Intake

With technical support from Casey Family Programs, DSS is implementing a regionalized intake structure in order to standardize the process for initial receipt of reports of abuse, and bring consistency to the evaluation of those reports.

Hub sites have been identified for each region, along with the number of practitioners and supervisors to be dedicated solely to intake. Below is a listing of the hub sites and the number of staff to be assigned to each site. Facilities, equipment, and phone systems are being secured in each region.

Region 1 Anderson (5 Practitioners and 1 Supervisors)
Spartanburg (11 Practitioners and 2 Supervisors)
Region 2 Columbia (14 Practitioners and 2 Supervisors)
Region 3 Charleston (11 Practitioners and 2 Supervisors)
Region 4 Conway (11 Practitioners and 2 Supervisors)
Region 5 Columbia (7 Practitioners and 1 Supervisor)

DSS has developed a comprehensive interview process for identifying the most skilled and qualified applicants to become intake practitioners and supervisors. Interviews have begun and will continue through December 2014, at which time selections will be made.

DSS has enlisted a national expert to deliver training on assessing the risk and safety of children to ensure quality and consistency. USC's Center for Child and Family Studies has developed an outline for the curriculum that covers the policy and procedural aspects of the intake process.

Policy Manual Rewrite

The Department engaged the University of South Carolina Children's Law Center (CLC) to define the scope of the project and outline the plan to update and refine the DSS Human Services Policy Manual. CLC is drafting initial recommendations for revising Chapter 7 "Child Protective and Preventive Services." This chapter defines Intake, Investigation, and Family Preservation policy and procedures. DSS and CLC will engage other stakeholders throughout this process. As a first step, DSS conducted a meeting with the Citizens Review Panel to get their initial feedback on policy and procedures related to the intake process.

Business Process Redesign

The first Business Process Redesign workgroup is reviewing CPS investigation processes to find ways to make the process more efficient and effective and improve safety and well-being for children. This group is meeting again in January 2015.

Using Mobile Technology to Maximize Staff Time in the Field

DSS' initial step was to convert all phones to smart phones so that every investigator and caseworker has access to technology that increases their safety and efficiency in the field. Orders are being processed for additional smart phones. Priority is being given to counties with the highest volume of cases (e.g., Richland and Charleston).

Improving Communication and Collaboration with Stakeholders

The portal for the FCRB has been completed, and the portal for the GALs is currently in production.

What is the timeline for implementation of the change and realization of the anticipated benefits?

Clothing Allowance

This change can be accomplished during calendar year 2015.

Regionalized Intake

Training began in December 2014 with implementation of the first region in January 2015.

Hiring of Lead Worker and Caseworker Assistant Positions

The new lead workers will be re-classified at a higher salary, effective January 2015. 40 caseworker assistant positions have been allocated to county offices. The remaining 27 positions will be allocated and hired in February 2015.

Regionalization of Foster Home Licensing

Implementing a regional structure is underway in Region 3, and is scheduled to roll out to the remaining regions beginning early 2015.

Business Process Redesign

This group meets again in January 2015 and will provide initial recommendations to agency leadership during that month.

Improving Communication and Collaboration with Stakeholders

DSS has built a portal for FCRB to access portions of the case record that are critical to their role in a case. A similar portal is currently in production for GALs.

Co-Location of Staff from Other State Agencies

A formal agreement between DSS and DAODAS has been drafted. Both agencies have defined the scope of collaboration and specific services and responsibilities, including co-location in some offices. Negotiations are currently underway to determine the funding necessary to implement practices agreed upon. DMH has assigned a staff member who is now located in the Richland County DSS Office once a week to provide consultation, participate in case staffings and make referrals.



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Department/Agency	Date Submitted
Department of Social Services	January 13, 2015
Report Submitted by: Amber Gillum	Title: Acting State Director

Department/Agency Information
For each programmatic area, please provide the requested information.

Name of Programmatic Area	Adult Protective Services
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Restructuring

Brief Description of Current Program:

Adult Protective Services (APS) protects the health and welfare of elderly and disabled adults. These services are provided to individuals who are 18 or older and are victims of actual or potential abuse, neglect or exploitation. This mistreatment may be caused by others or it may be self-inflicted. DSS is authorized to investigate all reports and provide services to meet the adults' basic needs and ensure their safety.

Additionally, APS delivers domestic violence programs to assist in the prevention, reduction, and elimination of family violence and ensure the accessibility of emergency shelters and supporting treatment services.

State and/or federal statutory authority for this activity:

Title 43, Chapter 35 of the South Carolina Code of Laws.

To which goal(s) in the Agency's Annual Accountability Report does this program relate?

Goal #1. Strategy 1.5.

How does this program substantially address the legislative intent and the stated goals of the department/agency as set forth in statute?

Adult Protective Services (APS) delivers the services and programs stipulated in state law. APS programs are designed to protect the health and welfare of elderly and disabled adults and to provide support to victims of domestic violence.

Describe the impact that eliminating this programmatic area would have on the mission of the department/agency and the citizens of South Carolina:

The elimination of this programmatic area would remove the agency's ability to serve and protect vulnerable adults in South Carolina thereby leaving them in unsafe conditions and reliant on alternative services that are not equipped to protect them. APS and child welfare services often share resources and staff. Separation of these services from the agency may have impact on the efficiency of both programs.

Do any other governmental entities provide similar or related services? If yes, please explain.

Many other state agencies serve vulnerable adults in South Carolina, and DSS works in close partnership with them towards our common goals. These agencies include, but are not limited to, the Lieutenant Governor's Office on Aging, DDSN, DMH, and DAODAS.

Could/should this function be eliminated, combined with another area or transferred to another department/agency in order to achieve greater efficiency or eliminate redundancy? If yes, please explain.

No. This is a vital service for the families of South Carolina and its elimination would negatively impact their wellbeing. DSS is uniquely positioned to deliver these services in conjunction with the other closely related programs administered by this agency. The elimination or separation of these services from the agency may negatively impact overall efficiency.

Cost Savings and Increased Efficiencies

What, if any, changes would the department/agency recommend to generate cost savings or efficiencies in this program?

Assignment of Cases

DSS is developing tools to assist supervisors in the effective assignment of cases. These tools will rate the complexity of cases to ensure that workload and case complexity are factored in to case assignment decisions. It is necessary to bring consistency to this process across the state.

Regionalized Intake

DSS is developing a standardized regional intake process for the initial receipt of reports of abuse.

Hiring of Additional Caseworkers

DSS is developing a plan to hire and train additional 35 APS caseworkers.

What are the anticipated cost savings/efficiencies that would be achieved?

Assignment of Cases

By effectively assigning cases, DSS can ensure that caseworkers have enough time to adequately serve the adults and families assigned to them. This will assist in staff retention, reduce new staff training downtime, and improve the overall efficiency of the Adult Protective Services System.

Regionalized Intake

By regionalizing the intake process, DSS will be able to reduce the number of individuals making critical decisions around child safety on a daily basis and build a team of highly skilled workers who practice and hone their skills regularly, thereby increasing the capacity of DSS to make more consistent and effective decisions around the risk and safety of adults brought to our attention.

Hiring of Additional Caseworkers

By hiring additional caseworkers, DSS will be able to more effectively and efficiently deliver APS services by ensuring caseworkers have enough time to adequately serve the adults and families assigned to them. This will assist in staff retention, and improve the overall quality and efficiency of the APS program.

Is legislative action required to allow the department/agency to implement these recommendations?

No legislative action is required at this time.

If legislative action is required, explain the constitutional, statutory or regulatory changes needed.

N/A

Describe the department/agency action that will be implemented to generate the desired outcomes.

Regionalized Intake

With technical support from Casey Family Programs, DSS is implementing a regionalized intake structure in order to standardize the process for initial receipt of reports of abuse, and bring consistency to the evaluation of those reports.

Hub sites have been identified for each region, along with the number of practitioners and supervisors to be dedicated solely to intake. Below is a listing of the hub sites and the number of staff to be assigned to each site. Facilities, equipment, and phone systems are being secured in each region.

Region 1 Anderson (5 Practitioners and 1 Supervisors)
Spartanburg (11 Practitioners and 2 Supervisors)
Region 2 Columbia (14 Practitioners and 2 Supervisors)
Region 3 Charleston (11 Practitioners and 2 Supervisors)
Region 4 Conway (11 Practitioners and 2 Supervisors)
Region 5 Columbia (7 Practitioners and 1 Supervisor)

DSS has developed a comprehensive interview process for identifying the most skilled and qualified applicants to become intake practitioners and supervisors. Interviews have begun and will continue through December 2014, at which time selections will be made.

DSS has enlisted a national expert to deliver training on assessing the risk and safety of children to ensure quality and consistency. USC's Center for Child and Family Studies has developed an outline for the curriculum that covers the policy and procedural aspects of the intake process.

What is the timeline for implementation of the change and realization of the anticipated benefits?

Regionalized Intake

Training began in December 2014 with implementation of the first region in January 2015.



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Department/Agency	Date Submitted
Department of Social Services	January 13, 2015
Report Submitted by: Amber Gillum	Title: Acting State Director

Department/Agency Information
For each programmatic area, please provide the requested information.

Name of Programmatic Area	Integrated Child Support Services Division
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Restructuring

Brief Description of Current Program:

The Integrated Child Support Services Division (ICSSD) includes multiple programs that serve the children and families of South Carolina. These include:

Child Support Program

The Child Support Program is authorized under Title IV-D of the Social Security Act and is funded, in large part, by the federal Health and Human Services Department, Administration for Children and Families. All states are required to operate a child support program that adheres to mandated requirements and timeframes. The Child Support Program establishes paternity, child support, and medical support for TANF recipients, as well as for any citizen who applies for services.

Access and Visitation

The Child Support Program operates an Access and Visitation Program in sixteen (16) counties in South Carolina, which is funded by a federal grant. ICSSD provides mediation services for parents to establish a plan for access and visitation so that the child will have the benefit of both parents taking an active role in their life. The VIP Program also provides employment and training services for the non-custodial parent so that he/she can adequately provide financial support for the child and the VIP Program can provide instruction to both parents on how to request help from the Family Court to enforce the visitation order.

Child Support Parent Employment Demonstration (CSPED)

CSPED is a federal five-year grant that was awarded to South Carolina and seven (7) other states. Its purpose is to study whether providing fatherhood and employment services to non-custodial parents results in larger and more frequent child support payments. Locally known as Operation Work, the grant is operated in three counties. As of December 4, 2014, 176 non-custodial parents have been assigned to either an enhanced services group, who receives fatherhood and employment services, or to a control group, who get no special services.

SC Parenting Opportunity Program

Pursuant to 45 CFR §303.5(g), ICSSD is required to establish a voluntary paternity establishment program. ICSSD operates such a program whose responsibilities are to work with Vital Records, birthing hospitals, and other entities who come into contact with pregnant women and their partners to publicize the availability of voluntary paternity establishment in the hospital at the time of birth. ICSSD maintains records of each birthing facilities' paternity rate and works with those who are not meeting an ICSSD-established minimum to increase their number of paternities.

State and/or federal statutory authority for this activity:

Title 63 Section 17 of the South Carolina Code of Laws. Social Security Act, Title IV, Part D.

To which goal(s) in the Agency's Annual Accountability Report does this program relate?

Goal #3. Strategies 3.1 and 3.2.

How does this program substantially address the legislative intent and the stated goals of the department/agency as set forth in statute?

ICSSD delivers the services and programs stipulated in state and federal law. The goals and objectives of ICSSD are developed in compliance with these statutes. Child Support laws were enacted to ensure that both parents take financial responsibility for their child(ren). Programs funded under Title IV-A (TANF), Title IV-D (Child Support) and Title IV-E (Foster Care) of the Social Security Act, work together to promote family financial security, ensure parental financial responsibility for their children and provide funding for the support of children who cannot remain safely in their home. Federal law requires that single parent families seeking financial support through TANF must be referred to the IV-D program for the establishment and enforcement of a child support order. TANF recipients assign their rights to child support payments to the State as reimbursement for public assistance. TANF recipients not cooperating with the child support program may be denied TANF benefits. Similarly, child support payments collected on behalf of a child in Foster Care through the IV-D program are assigned to the State to reimburse the cost of foster care.

Describe the impact that eliminating this programmatic area would have on the mission of the department/agency and the citizens of South Carolina:

The elimination of this programmatic area would remove a significant contributing factor to the financial stability of the children and families of South Carolina. One in four children in this state are served through this program and \$271 million was collected last year.

Additionally, the failure to deliver these programs would place the agency in violation of state and federal law, Both the IV-A (TANF) and IV-E (Foster Care) state plans would no longer be in compliance, jeopardizing all federal funds associated with these programs.

Do any other governmental entities provide similar or related services? If yes, please explain.

The Clerks of Court handle private child support cases. Private cases represent approximately 25% of all child support cases in South Carolina.

Could/should this function be eliminated, combined with another area or transferred to another department/agency in order to achieve greater efficiency or eliminate redundancy? If yes, please explain.

No. This is a vital service for the families of South Carolina and its elimination would negatively impact their wellbeing. DSS is uniquely positioned to deliver these services in conjunction with the other closely related programs administered by this agency. The elimination or separation of these services from the agency may negatively impact overall efficiency.

Cost Savings and Increased Efficiencies

What, if any, changes would the department/agency recommend to generate cost savings or efficiencies in this program?

UIFSA

DSS recommends the passage of the 2008 Uniform Interstate Family Support Act (UIFSA). This Act is required by the Federal Government to be implemented by the beginning of the quarter following the 2015 legislative session.

Rule 24

DSS recommends amending the current wording of SCRFC 24 (Automatic Enforcement of Child Support and Periodic Alimony).

What are the anticipated cost savings/efficiencies that would be achieved?

UIFSA

Amending the State's current UIFSA 2001 law to the UIFSA 2008 would allow for the efficient handling of interstate and international child support cases. Passage would also avoid potential federal penalties to the State's child support program.

Rule 24

The purpose of the proposed change would be to allow greater latitude for the Clerks of Court and DSS to identify Title IV-D cases that could be most expediently handled through administrative remedies as opposed to being addressed through the Rule to Show Cause process that is currently mandated by paragraph (b) of the rule. By amending this rule, the state can benefit through reduced court costs, law enforcement cost to serve warrants, and by reducing the already overcrowded judicial docket.

Is legislative action required to allow the department/agency to implement these recommendations?

UIFSA

Passage of the Uniform Interstate Family Support Act.

Rule 24

Approval of the amended Supreme Court Rule.

If legislative action is required, explain the constitutional, statutory or regulatory changes needed.

UIFSA

South Carolina law currently uses the 2001 version of UIFSA. In order to comply with P.L. 113-183, we need to adopt, verbatim, the provisions of UIFSA 2008 and have it effective no later than July 1, 2015.

Rule 24

DSS proposes amending SCRFC 24 by changing "shall" to "may". This change would make the issuance of the Rule to Show Cause discretionary as opposed to mandatory.

Describe the department/agency action that will be implemented to generate the desired outcomes.

UIFSA

DSS is developing the statutory changes needed and is seeking members of the General Assembly to sponsor this legislation.

Rule 24

DSS has requested the Supreme Court to consider amending Rule 24. If approved by the Supreme Court, the amended rule would be submitted to the General Assembly on February 1, 2015.

What is the timeline for implementation of the change and realization of the anticipated benefits?

UIFSA

Passage of the Uniform Interstate Family Support Act is federally required to be effective by July 1, 2015.

Rule 24

The request for consideration was sent to the Supreme Court in November of 2014. If approved the rule change would be effective July 1, 2015.



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Department/Agency	Date Submitted
Department of Social Services	January 13, 2015
Report Submitted by: Amber Gillum	Title: Acting State Director

Department/Agency Information
For each programmatic area, please provide the requested information.

Name of Programmatic Area	Economic Services
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Restructuring

Brief Description of Current Program:

Economic Services includes multiple programs that serve the children and families of South Carolina. These include:

Supplemental Nutrition Assistance Program (SNAP)

The Supplemental Nutrition Assistance Program, formerly known as the Food Stamp Program, serves as the foundation of America's national nutrition safety net, working to end hunger and improve the health of low-income people by helping families buy the food they need for a nutritionally adequate diet.

SNAP Nutrition Education

The purpose of this program is to provide nutrition education to SNAP recipients and individuals possible eligible for SNAP program.

Emergency Benefits Assistance

The purpose of this program is to provide emergency assistance to clients and/or individuals the agency is working with to allow the emergency financial stability of the home environment. Examples include food vouchers until SNAP benefits are approved, light/heat bills paid until FI payments begin. This assistance can be used to provide clothes/other necessities as needed for children taken into care.

Emergency Operations (ESF-6 Mass Care, ESF-11 Food Services)

This program is responsible for staffing shelters in emergency situations and food assistance during and/or after emergency/disasters.

Electronic Benefits Transfer (EBT)

EBT is the method South Carolina uses to issue Supplemental Nutrition Assistance Program benefits.

South Carolina Combined Application Program (SCCAP)

SCCAP is a program that DSS provides in conjunction with Social Security Administration. Under SCCAP, if you are eligible for SSI, you are eligible to receive SNAP benefits without applying at the DSS office.

Elderly Simplified Application Project (ESAP)

ESAP is designed to simplify the SNAP benefit application process for elderly households.

SNAP2Work

SNAP2Work provides information and technical support to providers seeking to partner with DSS in providing employment and training services to SNAP recipients.

Temporary Assistance for Needy Families (TANF)

In South Carolina, the Family Independence (FI) is a time-limited program that assists families with dependent children when families cannot provide for their basic needs and meets Federal requirement for the TANF Program.

Jobs Upfront Mean More Pay (JUMMP)

This program helps TANF applicants and recipients find employment. The South Carolina Department of Social Services determines eligibility and participation in JUMMP, which may be mandatory for some TANF applicants.

Summer Food Service Program

The Summer Food Service Program was created to ensure that children in low-income areas could continue to receive nutritious meals during long school vacations, when they do not have access to school lunch or breakfast.

After School Snack Program

The After School Snack Program provides reimbursement to after school care organizations to ensure that each child participating in their program receives a healthy, nutritious snack.

Commodity Supplemental Food Program (CSFP)

The CSFP program works to improve the health of participants by supplementing their diets with nutritious USDA commodity foods.

Emergency Shelters Food Program (ESP)

The Emergency Shelter Program provides reimbursement to emergency and homeless shelters to ensure that each child participating in their program receives healthy, nutritious meals.

The Emergency Food Assistance Program (TEFAP)

TEFAP helps to supplement the diets of low-income Americans, including elderly people, by providing them with emergency food and nutrition assistance at no cost.

Senior Farmers Market Nutrition Program (SFMNP)

The SFMNP provides fresh, nutritious, unprepared, locally grown fruits, vegetables, and herbs from farmers' markets, roadside stands and community supported agriculture programs to low-income seniors.

Healthy Bucks Program

The purpose of the Healthy Bucks program is to encourage SNAP recipients to purchase fresh, locally grown fruits and vegetables from participating farmers' markets.

Child and Adult Care Food Program

The Child and Adult Care Food Program is a federally funded program that gives meal reimbursements to child care centers and adult day care centers for serving nutritious meals.

Teen Pregnancy Prevention Program

The purpose of this program is to provide an abstinence first, age appropriate comprehensive approach to health and sexuality education with a goal of prevention adolescent pregnancy throughout South Carolina.

Project HOPE

Project HOPE helps motivated young people obtain healthcare-related employment. Project HOPE is a federal demonstration project.

Refugee Resettlement Program (RRP)

The Refugee Resettlement Program helps newly arriving population of refugees become self-sufficient in the shortest timeframe following their arrival in the United States.

State and/or federal statutory authority for this activity:

The state and federal statutory authority for these activities are found in multiple locations within state and federal law, provisos, and grants. (Code of Federal Regulations Title 7 & South Carolina State Code 43 & 63.)

The primary location of the federal authorization for the food programs resides in 7 CFR. The authorization for FI can be found in 45 CFR and Title 43 of the South Carolina Code of Laws. Proviso 38.24 provides the authorization for the Teen Pregnancy program. The Healthy Bucks program is authorized under Proviso 38.25.

To which goal(s) in the Agency's Annual Accountability Report does this program relate?

Goal #2. Strategies 2.1 and 2.2.

How does this program substantially address the legislative intent and the stated goals of the department/agency as set forth in statute?

Economic Services delivers the services and programs stipulated in state and federal law. The goals and objectives of Economic Services are developed to ensure compliance with these statutes.

Describe the impact that eliminating this programmatic area would have on the mission of the department/agency and the citizens of South Carolina:

The elimination of this programmatic area would remove the agency's ability to serve low-income families in South Carolina and the failure to deliver these programs would result in:

- Reduction or elimination of food security for many children, elderly individuals or working poor households in the State;
- Elimination of financial support for TANF (FI) families living at or below the poverty level;
- Elimination of work readiness skills and job placement opportunities for unemployed or underemployed individuals and families; and
- Elimination of emergency sheltering responses for South Carolina citizens during disasters or catastrophic emergency situations.

Many Economic Services programs (but not all) are mandated by Federal law to be operated by state governments so an assessment would need to identify any non-compliance issues with those specific programs.

Do any other governmental entities provide similar or related services? If yes, please explain.

Other state agencies serve needy families in South Carolina, and DSS works in close partnership with them towards our common goals. These agencies include, but are not limited to, DHHS, DHEC, DDSN, and DEW.

Could/should this function be eliminated, combined with another area or transferred to another department/agency in order to achieve greater efficiency or eliminate redundancy? If yes, please explain.

No. This is a vital service for the families of South Carolina and its elimination would negatively impact their wellbeing. DSS is uniquely positioned to deliver these services in conjunction with the other closely related programs administered by this agency. The elimination or separation of these services from the agency may negatively impact overall efficiency.

Additionally, Programs funded under Title IV-A (TANF), Title IV-D (Child Support) and Title IV-E (Foster Care) of the Social Security Act, work together to promote family financial security, ensure parental financial responsibility for their children and provide funding for the support of children who cannot remain safely in their home. Federal law requires that single parent families seeking financial support through TANF must be referred to the IV-D program for the establishment and enforcement of a child support order. TANF recipients assign their rights to child support payments to the State as reimbursement for public assistance. TANF recipients not cooperating with the child support program may be denied TANF benefits. Similarly, child support payments collected on behalf of a child in Foster Care through the IV-D program are assigned to the State to reimburse the cost of foster care.

Cost Savings and Increased Efficiencies

What, if any, changes would the department/agency recommend to generate cost savings or efficiencies in this program?

DSS is seeking approval from the US Department of Agriculture – FNS to implement the state option to conduct the annual recertification by telephonic signature.

What are the anticipated cost savings/efficiencies that would be achieved?

Currently each month DSS mails between 20 and 25 thousand forms to SNAP participants. These forms are then completed and returned to DSS where they have to be scanned before processing. By implementing the state option, DSS can save the mailing and scanning costs from these annual recertification forms.

Is legislative action required to allow the department/agency to implement these recommendations?

No legislative action is required.

If legislative action is required, explain the constitutional, statutory or regulatory changes needed.

There are no constitutional, statutory or regulatory changes required.

Describe the department/agency action that will be implemented to generate the desired outcomes.

DSS is submitting a request to the USDA – FNS for approval. Once approval is obtained, changes will need to be made to the expiration notice currently sent to clients. This change would include the number for calling DSS and instructions on the annual recertification process.

What is the timeline for implementation of the change and realization of the anticipated benefits?

This change is scheduled to be completed in calendar year 2015.



Office of Senate Oversight
P.O. Box 142, Suite 406
Columbia, SC 29202

Department/Agency	Date Submitted
Department of Social Services	January 13, 2015
Report Submitted by: Amber Gillum	Title: Acting State Director

Department/Agency Information
For each programmatic area, please provide the requested information.

Name of Programmatic Area	Early Care and Education
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Restructuring

Brief Description of Current Program:

DSS administers multiple child care programs that serve the children and families of South Carolina, including:

Child Care Licensing Program
This program enforces laws and regulations established by the state Legislature to ensure that child care facilities provide the basic health and safety requirements for all children in their care.

ABC Child Care Program
This program is the statewide system designed by South Carolina to deliver child care services under a federally-funded grant program. The ABC Child Care Voucher program makes payments to providers to care for low-income children so their parents can work.

Head Start Collaboration Office
Funded through a federal grant and includes a Collaboration Director, who encourages partnerships between Head Start and other agencies involved in the care and education of young children.

Social Services Block Grant Program
Provides federal funding to states to support social services programs that help protect children and fragile adults. The money for these grants is given to each state based upon their population numbers. DSS uses the money to fund needed services, many of which are provided through local community agencies and organizations.

State and/or federal statutory authority for this activity:

Titles 63 and 43 of the South Carolina Code of Laws. Social Security Act, Title IV, Section 418. Public Law 113-76. Public Law 110-134.

To which goal(s) in the Agency's Annual Accountability Report does this program relate?

Goal #2. Strategy 2.3

How does this program substantially address the legislative intent and the stated goals of the department/agency as set forth in statute?

Child Care delivers the services and programs stipulated in state and federal law. The goals and objectives of Child Care are developed to ensure compliance with these statutes.

Describe the impact that eliminating this programmatic area would have on the mission of the department/agency and the citizens of South Carolina:

The primary focus of the Division of Early Care and Education (DECE) is to increase the availability, affordability, accessibility, quality and safety of child care throughout the State. This includes the ABC child care voucher and Child Care Licensing programs (including fire and health safety inspections for licensed child care providers).

DECE manages the statewide infrastructure for child care which provides for a continuum of quality in child care programs that meet basic health and safety requirements to programs that evidence use of best practices in quality care for children.

Through close collaboration with Child Welfare Services, DECE also provides the same access to families of at-risk children thereby reducing risk and increasing stability. This close collaboration with child welfare services is made possible through shared leadership, mission, and resources.

The access to safe and affordable child care provided by DECE are essential to the well-being and stability of the children and families of South Carolina. The elimination of this programmatic area would remove a program that has a significant impact on the safety, stability and well-being of the children and families of South Carolina.

Do any other governmental entities provide similar or related services? If yes, please explain.

Other agencies provide similar educational services and facility licensing such as DHEC, First Steps, and SC Department of Education.

Could/should this function be eliminated, combined with another area or transferred to another department/agency in order to achieve greater efficiency or eliminate redundancy? If yes, please explain.

No. This is a vital service for the families of South Carolina and its elimination would negatively impact their wellbeing. DSS is uniquely positioned to deliver these services in conjunction with the other closely related programs administered by this agency. The elimination or separation of these services from the agency may negatively impact overall efficiency.

Cost Savings and Increased Efficiencies

What, if any, changes would the department/agency recommend to generate cost savings or efficiencies in this program?

The agency strives to improve the effectiveness and efficiency of service delivery in Child Care, as reflected in the goals, strategies, and objectives in the Accountability Report.

An efficiency could be gained by increasing the number of ABC Child Care providers that utilize the DSS Service Voucher Log (SVL) system for reimbursement.

What are the anticipated cost savings/efficiencies that would be achieved?

Currently about 60% of the ABC Child Care providers utilize the SVL system for reimbursement and 40% submit paper forms. By increasing the use of the SVL system, the time required to process payments to providers could be reduced by several days.

Is legislative action required to allow the department/agency to implement these recommendations?

No legislative action is required at this time.

If legislative action is required, explain the constitutional, statutory or regulatory changes needed.

N/A

Describe the department/agency action that will be implemented to generate the desired outcomes.

A training program will be developed and DSS finance staff will provide one-on-one training to Child Care providers on the advantages and usage of the SVL system.

What is the timeline for implementation of the change and realization of the anticipated benefits?

A training program will be developed and implemented in calendar year 2015.



Office of Senate Oversight
P.O. Box 142, Suite 406
Columbia, SC 29202

Department/Agency	Date Submitted
Department of Social Services	January 13, 2015
Report Submitted by: Amber Gillum	Title: Acting State Director

Department/Agency Information

For each programmatic area, please provide the requested information.

Name of Programmatic Area	Agency Administration
Restructuring	
<p><u>Brief Description of Current Program:</u></p> <p>The administrative activities of the agency are delivered by multiple divisions including: Office of General Council; Finance/Budgets; Human Resources; Information Technology; Constituent Services; Media Relations; Internal Audits; Accountability, Data, and Research; Disaster Response; and Information Security.</p>	
<p><u>State and/or federal statutory authority for this activity:</u></p> <p>Title 11 of the South Carolina Code of Laws and various regulations from the Budget and Control Board.</p>	
<p><u>To which goal(s) in the Agency's Annual Accountability Report does this program relate?</u></p> <p>Goals 1, 2, and 3 and all related strategies.</p>	
<p><u>How does this program substantially address the legislative intent and the stated goals of the department/agency as set forth in statute?</u></p> <p>These divisions provide the infrastructure support and resource distribution necessary for the delivery of all applicable state and federally required services and programs.</p>	
<p><u>Describe the impact that eliminating this programmatic area would have on the mission of the department/agency and the citizens of South Carolina:</u></p> <p>The Administration, including state, regional and county, provides the support and oversight of operational functions necessary for efficient and effective delivery of services consistently across the state. This includes: setting the mission and vision, tracking agency performance, securing and distribution of resources, production of federal and state reporting, and ensuring state and federal compliance. The elimination of this programmatic area would render the agency unable to deliver its services and programs which are critical to the citizens of South Carolina.</p>	
<p><u>Do any other governmental entities provide similar or related services? If yes, please explain.</u></p> <p>These divisions work closely with the Budget and Control Board, the Comptroller's Office, and the Attorney General's Office.</p>	

Could/should this function be eliminated, combined with another area or transferred to another department/agency in order to achieve greater efficiency or eliminate redundancy? If yes, please explain.

No. This is a vital service for the families of South Carolina and its elimination would negatively impact their wellbeing. DSS is uniquely positioned to deliver these services in conjunction with the other closely related programs administered by this agency. The elimination or separation of these services from the agency may negatively impact overall efficiency.

Cost Savings and Increased Efficiencies

What, if any, changes would the department/agency recommend to generate cost savings or efficiencies in this program?

No changes are planned at this time.

What are the anticipated cost savings/efficiencies that would be achieved?

N/A

Is legislative action required to allow the department/agency to implement these recommendations?

No legislative action is required at this time.

If legislative action is required, explain the constitutional, statutory or regulatory changes needed.

N/A

Describe the department/agency action that will be implemented to generate the desired outcomes.

N/A

What is the timeline for implementation of the change and realization of the anticipated benefits?

N/A

