AGENCY NAME:	South Carolina Department of Social Services		
AGENCY CODE:	L04	SECTION:	038

Fiscal Year 2014-15
Accountability Report

SUBMISSION FORM

AGENCY MISSION	To effectively and efficiently serve the citizens of South Carolina by ensuring the safety of children and adults who cannot protect themselves and helping families achieve stability through child support, child care, financial and other temporary benefits while transitioning into employment.

Please identify your agency's preferred contacts for this year's accountability report.

	Name	*Phone*	*Email*
PRIMARY CONTACT:	Brad Leake	898-7860	Brad.Leake@dss.sc.gov
SECONDARY CONTACT:			

I have reviewed and approved the enclosed FY 2014-15 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN/DATE):	*V. Susan Alford* (signature)
(TYPE/PRINT NAME):	Susan Alford, State Director

BOARD/CMSN CHAIR (SIGN/DATE):	
(TYPE/PRINT NAME):	

AGENCY'S DISCUSSION AND ANALYSIS

Overview

The South Carolina Department of Social Services (DSS), as one of the largest public Agencies in the state, provides a vast array of services. The Child Welfare System of Services includes Child Protective Services, Foster Care, Intensive Foster Care and Clinical Services, and Adoption Services. The Agency also provides Adult Protection and Domestic Violence Services, Economic Services including the distribution of food and financial assistance to families in need, Early Care (Early Child Care) and Education Services, Child Support Services including the collection of child support for custodial parents, and the staffing of emergency shelters.

DSS Mission

To effectively and efficiently serve the citizens of South Carolina by ensuring the safety of children and adults who cannot protect themselves and helping families achieve stability through child support, child care, financial and other temporary benefits while transitioning into employment.

Strategic Planning and Performance Measurements

The strategic planning and performance measurements sections of this year's Accountability Report reflect a focus on the core functions of DSS and the basic goals, strategies, and objectives needed to perform those functions with excellence. Many of these performance measurements are reported regularly to the federal government and are used by DSS for management and strategic planning purposes.

Division Highlights

Child Welfare Services

The Child Welfare Services programs are targeted to improve the safety, permanency, and well-being outcomes for children and families who receive these services**.** The South Carolina Department of Social Services (DSS) is the Agency responsible for coordinating Title IV-B and IV-E funding and the related child welfare plans and services. The Child Welfare System of Services includes Child Protective Services, Foster Care, Intensive Foster Care and Clinical Services, and Adoption Services.

The South Carolina Child and Family Services Plan (CFSP) for the FFYs 2015-2019 is administered by DSS, and presents goals, objectives, strategies, and services planned for that five-year period. DSS developed multiple avenues for collaboration with its internal and external stakeholders to develop the 2015-2019 CFSP, submitted for approval to the Administration for Children and Families (ACF) on June 30, 2014. Following the ACF approval on September 30, 2014, DSS subsequently collaborated throughout FFY 2016 with stakeholders to discuss the progress and challenges of the five year plan's implementation, and determine new strategies as needed. This collaboration occurred at the state, county, and regional levels.

In collaboration with the internal and external stakeholders, DSS developed and submitted to the Administration for Children and Families an assessment of the performance of the Child Welfare Services in South Carolina and an updated Child and Family Services Plan called the Annual Progress Services Report (APSR). The 2016 APSR was submitted on June 30, 2015. Many of the Goals, Strategies, and Objectives indicated in this Accountability Report reflect the updated SC Child and Family Services Plan in the APSR.

Many caseworkers at DSS face the challenge of having a caseload which exceeds the maximum number of children per caseworker established in the 2015-2019 CFSP. This heavy caseload is one of the primary internal factors which has affected the Objectives' performance outcome measures of the Child and Family Services Plan, and high staff turnover directly impacted caseload size.

DSS analyzed staff turnover data for the Agency and obtained feedback from the DSS County Offices. Causes of this turnover for South Carolina, and for Child Welfare caseworkers across the nation, included low wages, high workload and insufficient supervision. To address these issues, DSS developed multiple strategies to increase staff retention. These strategies include: increase in salary for frontline workers to remain competitive with other states, development of a career

ladder to provide opportunity for advancement, 2nd and 3rd shift pilots to distribute workload and strategies to address caseloads, and Guided Supervision of staff. DSS has received authorization and funding for 183 additional caseworker and caseworker supervisory positions from the Legislature. The ability to hire these new caseworkers and supervisors, and the renewed staff retention efforts, are major factors for improving the Objectives' performance outcome measures in the Accountability Report and the 2015-2019 CFSP.

Additional initiatives under development and implementation include working more directly with law enforcement to coordinate response, completing a regionalized intake process to ensure standards for intake decisions are consistent across the state, proactively providing information to the public on the DSS website regarding child fatalities that occurred as a result of child abuse and neglect, and developing a statewide focus on and use of trauma-informed care for children and families in South Carolina.

These reforms, and the others included in this document, will mean better service for the children and families under the agency's care, and represent a major upgrade in performance for an agency that has suffered from too little attention for decades. The demands for DSS' services have increased, and as such, its resources and capabilities must increase, and its mission must be conducted in more effective ways.

For the Child Welfare Services areas, the strategies, objectives, and performance measurements encompass processes designed to impact safety (such as initiating and completing child protective services assessments timely), permanency (such as reducing time to TPR and Adoption or behaviorally based treatment plans that support reunification), and well-being (which includes processes such as ensuring trauma assessments and accessing evidence-based services for families). Many of the strategic planning and performance measurements sections of this year's Accountability Report reflect parts of the Goals and Objectives of the "Plan for Improvement", also referred to as the "Strategic Action Plan", in the updated South Carolina 2015-2019 Child and Family Services Plan (CFSP), the 2016 Annual Progress Services Report (APSR), and additional information about these measures can be found in that document.

Adult Advocacy Division
The Adult Advocacy Division seeks to reduce harm and/or the risk of harm of abuse, neglect, exploitation or self-neglect of vulnerable adults and increase community awareness of the harm and underlying causes of Domestic Violence and enhance the awareness of the dynamics and indicator of a healthy family.

Adult Protective Services
The purpose of the Adult Protective Services (APS) program is to investigate reports of abuse, neglect or exploitation of vulnerable adults that are developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for their own care and protection, and to provide protective services to these adults in the least restrictive environment. Services are provided to meet their basic needs, including safety.

APS continues to work with the University of South Carolina to develop online tutorials as refresher courses for experienced staff and training for new staff. This collaboration includes scheduling roundtables around the state to discuss APS-related concerns and the roles and responsibilities of APS with our community partners, including the Department of Mental Health, the Department of Disabilities and Special Needs, hospitals, community long term care providers, and others.

APS is working on a new initiative called Personal Care Assistant which will provide support services to counties when a vulnerable adult requires temporary care and supervision until a long term placement is arranged. The Personal Care Assistant is available to all counties in need of this service. Additionally, APS is working to help eligible clients establish and maintain Medicaid coverage.

Domestic Violence
The Domestic Violence Program monitors and provides technical assistance to domestic violence providers throughout the State of South Carolina as mandated by the South Carolina Code of Law Title 20 Domestic Relations Chapter 4 Section 20-4-160. Domestic Violence Services provides support to victims of family violence and their children through a network of community based/nonprofit service providers. Programs are designed to provide crisis intervention and prevention services.

Economic Services

The Economic Services division seeks to effectively and efficiently serve the citizens of South Carolina by helping families achieve stability through financial and other temporary benefits while transitioning into employment. This encompasses multiple programs and divisions, including the Family Independence (FI) program, the Supplemental Nutritional Assistance Program (SNAP, the Division of Employment Services, the Division of Early Care and Education, and others. Several recent efforts and initiatives are discussed below.

Benefit Integrity

DSS continues to be a leader in program integrity. The agency works diligently to ensure that clients receive benefits accurately and timely according to federal regulations. Due to the hard work of our employees and the processes in place to ensure consistent practices, the agency was awarded two bonuses: $1,672,486 for payment accuracy and $768,431 for its case and procedural error rate (CAPER). Moreover, DSS is also continuing to ensure that only those who are eligible for benefits are receiving them and that they are using them for the intended purposes. To that end, DSS has partnered with the South Carolina Attorney General's Office in a pilot grant through the USDA Food and Nutrition Service to prosecute recipient SNAP trafficking. The grant has proven successful since its inception in October 2014. To date $52,766 in restitution has been ordered.

Business Process Improvements

The SNAP and FI divisions successfully implemented Business Process Improvements (BPI's) to facilitate the timely and accurate processing of SNAP and FI benefits and improve service delivery to applicants and participating households. One of these improvements reduced five processing centers to three in an effort to further focus and streamline the work:
- Intake Center (18 counties) – Conducts telephone interviews for those applying for or renewing SNAP and FI benefits.
- Finishing Center (8 counties) – Determines benefits for households applying for or renewing SNAP and FI benefits following the return of pending verification documentation.
- Maintenance Center (20 counties) – Manages interim benefit changes and conducts periodic desk reviews.

SNAP Employment and Training (E&T) Program

Throughout the past year, the Employment Services Division continued to expand the Third Party Reimbursement Program by identifying providers to further increase employment and training services available to SNAP recipients who were both mandatory and voluntary participants. Some of the training providers added include the Technical College of the Lowcountry, Tri-County Technical College, Piedmont Technical College, and Greenville Technical College.

Connections Non-Custodial Parent (NCP) Program

The purpose of the Connections NCP Program is to promote responsible parenting by providing employment and training services along with intense case management to non-custodial parents who have an active court order to pay child support. The program's goals are: to assist these parents in obtaining employment by eliminating barriers and promoting career development; to subsequently enable them to increase financial support to their children; and to encourage them to become more engaged in their children's lives. The program was implemented in November 2014 in six counties: Aiken, Chesterfield, Florence, Richland, Spartanburg and Sumter.

Targeted Referral and Collaborative Communication (TRACC)

TRACC is a collaborative initiative between the SC Department of Employment and Workforce (DEW) and DSS. The TRACC Pilot was designed to help SNAP and TANF participants gain skills and have access to employment services that promote expedited employment outcomes. TRACC is designed to streamline services for participants who have been assessed to be "work ready". Participants receive one-to-one services to assist with navigating through services offered through both DEW and DSS. Data collection for the TRACC Pilot began in Sumter and Florence counties. The goal of the TRACC Pilot is to produce outcomes that substantiate the integrated approach so the pilot can be replicated in other counties.

Jobs Upfront Mean More Pay (JUMMP)

The JUMMP program has begun its forth contractual year, and we recently incorporated a new assessment tool into the JUMMP vendor's orientation process. This assessment tool will help identify barriers that are preventing DSS clients from

gaining and maintaining reliable employment and help clients learn effective ways to overcome these barriers. JUMMP vendors will receive regional training from the department in order to ensure clients are receiving adequate and efficient customer service. DSS is also focused on improving the state's overall participation percentage by providing the JUMMP vendors with streamlined processes and support from the agency in order to validate customer participation.

Project HOPE
Project HOPE (Healthcare Occupations Preparation for Employment) is currently in the last year of a five-year grant. While the grant officially ends September 30, 2015, South Carolina has been granted a no-cost extension to operate the program through March 2016. The focus during this period is to get currently enrolled participants to complete their certifications and to find employment for those who have already completed their certifications. The project has met all of the five year goals, with over 1,000 participants recruited, 743 clients who completed Boot Camp, nearly 1,600 certifications completed, and 560 clients employed (over 350 in Healthcare).

Division of Early Care and Education
The Division of Early Care and Education (DECE) includes multiple programs, including ABC Voucher, ABC Quality, the Center for Child Care Career Development, Child Care Licensing, the Child and Adult Care Food Program, and the Head Start Collaboration Office. Examples of current activities/initiatives are discussed below.

DECE provides oversight for all legally operating child care facilities in the state. The Child Care Licensing regulations serve as the basis for the protection of children's health and safety while in care. During the most recent State Fiscal Year, Child Care Licensing began conducting inspections of Registered Family Child Care Homes, as authorized by state law that went into effect on July 1, 2014.

ABC Quality, the state's voluntary quality rating improvement system (QRIS), is a broad five tier quality structure that includes Levels A+, A, B+, B, and C. The QRIS is based on comprehensive program standards to assist child care providers to enhance their program beyond licensing standards.

Through several contractual agreements DECE provides support for the provision of specialized guidance to all types of child care providers across the state which build and enhance knowledge and skills that are critically important to providing high quality care of young children. These initiatives include the SC Program for Infant/Toddler Care, SC Inclusion Collaborative, and the SC Child Care Resource & Referral Network. Technical assistance specialists in these programs support the efforts of DECE by providing training, on-site consultation and assistance based on referrals and provider requests. These activities support the department's official monitoring and regulatory duties and assist providers in making program improvements related to Child Care Licensing and/or ABC Quality reviews.

ABC Grow Healthy is a joint endeavor with DHEC's Division of Nutrition, Physical Activity and Obesity to address the childhood obesity problem. ABC Grow Healthy is defined by policies, standards, and activities that promote good nutrition by serving healthy foods and assuring that children are physically active in child care centers. Other partners in this initiative included the Head Start Collaboration Office, the Child and Adult Care Food Program, USC-College of Education, and USC-School of Public Health. Expansion of policies, standards and activities to family and group home providers are underway. A new Team Nutrition grant has been received to provide further assistance on nutrition to child care programs statewide. DECE is providing leadership on the Action Team and Child Care Work Group for the SC Obesity Prevention Plan (SCaledown).

The Center for Child Care Career Development (CCCCD) is a multi-faceted system designed to manage professional development for the state's ECE system. CCCCD maintains a strong working relationship with the technical college system that fosters advance professional development opportunities for the child care workforce. In addition, CCCCD administers the Teacher Education and Compensation Helps (T.E.A.C.H) scholarship program to provide an educational career path for caregivers and directors. The SC T.E.A.C.H program is the fourth largest in the nation.

DECE has embarked on a broad based consumer and community awareness campaign about quality child care. Parents are provided information on how to judge the quality of available child care choices and communities are made aware of quality programs in their town or county. Major accomplishments include television PSAs, print and online ads focusing on

quality child care, the release of a new website geared specifically to provide parents with information about quality child care, and sponsoring a health and fitness game with the University of South Carolina Women's Basketball team for the 2nd straight year.

Child Support Services

The Child Support Services Division (CSSD) establishes and enforces orders for child support, establishes paternity for children when paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support payments. CSSD also provides enhanced fatherhood initiatives and new linkages to child welfare services and employment-related services to improve the capability of both custodial and non-custodial parents to provide their children with the financial, physical and emotional support they deserve and need to be safe and to thrive.

Over the past year, the Child Support Services Division continued to improve its internal workflow and the workflow between the Division and the 46 county Clerks of Court regarding case scheduling, income withholding, and service of process. Past due notices are now generated automatically at a central location, license revocation is centralized and automatic, and reporting on performance metrics has been routinized and distributed to child support staff and Clerks of Court. This has resulted in a continuous increase in collections over the last two fiscal years – from $250 million in FY13 to $263 million in FY 14 to $277 million in FY15.

The Child Support Services Division increased efforts to establish partnerships with others to improve the program. Partnerships were established with Clemson University to develop and operate a formal training program for staff. CSSD also partnered with Clemson University and the DSS SNAP Employment & Training Division to refer non-custodial parents who are also SNAP recipients to the E&T program for job readiness and job search efforts, thereby increasing the parents' ability to support themselves and their children. In FY14 257 non-custodial parents who are on SNAP participated in the program. Many are now employed and paying child support.

Through a grant from the federal Office of Child Support Enforcement, ICSSD partnered with the Center for Fathers and Families, the South Carolina Coalition Against Domestic Violence and Sexual Assault, and others to operate a pilot program to study whether providing employment and fatherhood services results in parents who are able to pay more child support more consistently. At the end of FY15, 408 non-custodial parents were involved in the program and 75% of participants have jobs and are paying child support.

CSSD has supported and will continue to support the work of the CFS Project to develop and implement South Carolina's statewide Child Support Enforcement System (CSES). The development and implementation of CSES is scheduled to be completed by July 2019. CSSD staff will participate in requirement and design sessions, testing, data clean-up and data conversion efforts which are critical for the successful implementation of CSES.

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Program/Title	Purpose	FY 2013-14 Expenditures				FY 2014-15 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I.A. Agency Administration	The Agency Administration Program tracks general state office administrative support costs (such as Human Resource Management, Finance, Budgets, Procurement, etc.)	$ 7,140,696	$ 931,864	$ 21,093,470	$ 29,166,030	$ 6,541,480	$ 1,904,532	$ 30,465,925	$ 38,911,937	All goals and objectives
I.B. Information Resource Management	Information Resource Management enhances and upgrades technology to improve customer access and accuracy of information as well as worker time.	$ 6,564,435	$ 13,492,139	$ 13,107,094	$ 33,163,669	$ 7,180,727	$ 7,833,615	$ 21,001,827	$ 36,016,169	All goals and objectives
I.C. County Office Administration	The County Office Administration Program tracks administrative support costs of the counties.	$ 5,056,026	$ 401,124	$ 8,367,511	$ 13,824,661	$ 5,447,273	$ 380,017	$ 9,655,310	$ 15,482,601	All goals and objectives
I.D. County Support of Local DSS	The County Local Support Program track tracks transactions submitted by County Government for office space, facility services, janitorial services, utilities, telephone services and related supplies, for the county offices.	$ -	$ 1,051,187	$ 4,312,784	$ 5,363,971	$ (1,956)	$ 986,069	$ 4,401,512	$ 5,385,625	All goals and objectives
I.E. Program Management	These programs provide assistance to eligible citizens, to improve the quality of life of these citizens, and to assist these individuals to obtain their highest level of functioning.	$ 3,668,913	$ 5,292,215	$ 26,913,187	$ 35,874,315	$ 4,876,817	$ 5,991,499	$ 31,661,868	$ 42,530,184	All goals and objectives
II.A. Child Protective Services	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statue. Services are provided to strengthen families; to enable children to remain safe in the home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child.	$ 9,118,919	$ 847,882	$ 25,552,993	$ 35,519,794	$ 10,890,470	$ 1,071,922	$ 30,873,354	$ 42,835,746	Goals 1-4
II.B. Foster Care	These programs provide within the framework of federal and state mandates, substitute care and to support out-of-home services that are child centered and family focused; to contribute to the protection of children and promote their well-being, and to effectively serve children who are in need of therapeutic placements.	$ 37,930,509	$ 1,706,738	$ 36,388,967	$ 76,026,214	$ 34,154,313	$ 2,185,047	$ 44,719,053	$ 81,058,413	Goals 1-4
II.C. Adoptions	The purpose of this program is to provide services to children, birth parents, and adoptive families, to suitably and permanently place children; and to provide post-legal services to adult adoptees, birth families, and adoptive families.	$ 17,594,385	$ 50	$ 15,841,926	$ 33,436,360	$ 17,451,897	$ 55	$ 16,819,698	$ 34,271,650	Goals 1-4
II.D. Adult Protective Services	The purpose of this program is to investigate reports of abuse, neglect or exploitation of vulnerable adults that are senile; mentally retarded, developmentally disabled, and/or otherwise incapacitated (age 18 and over) who are unable to provide for their own care and protection, and to provide protective services to these adults in the least restrictive environment.	$ 549,786	$ 550,010	$ 1,848,756	$ 2,948,552	$ 672,648	$ 672,648	$ 2,347,342	$ 3,692,638	Goal 7

Agency Name:	South Carolina Department of Social Services		
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Program/Title	Purpose	FY 2013-14 Expenditures				FY 2014-15 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
II.E. Employment and Training Services	These programs provide assistance to welfare recipients to maximize their strengths and abilities to become fully employed; to become socially and economically independent.	$ 7,703,036	$ 363,868	$ 51,194,993	$ 59,261,896	$ 7,943,131	$ 497,881	$ 49,179,052	$ 57,620,065	Goal 5
II.F. Child Support Enforcement	The Integrated Child Support Services Division (ICSSD), formerly the Child Support Enforcement Division and the Child Support Enforcement Project, establishes and enforces orders for child support, establishes paternity for children when paternity is an issue, locates absent parents when whereabouts are unknown, and collects and distributes child support payments. ICSSD also provides enhanced fatherhood initiatives and new linkages to child welfare services and employment-related services to improve the capability of both custodial and non-custodial parents to provide their children with the financial, physical and emotional support they deserve and need to be safe and to thrive.	$ 3,005,477	$ 3,574,395	$ 20,698,569	$ 27,278,441	$ 3,147,964	$ 7,123,767	$ 22,589,525	$ 32,861,256	Goal 6
II.G. Food Stamp Assistance Program	The federal Supplemental Nutrition Assistance Program (SNAP) provides cash assistance to low-income individuals and families so they can purchase food. The SNAP 2 Work program provides employment-related services. The Family Nutrition Program consists of a network of food assistance programs that improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.	$ 3,379,569	$ 467,762	$ 1,828,777	$ 5,676,108	$ 1,851,034	$ 409,372	$ 3,577,055	$ 5,837,461	Goal 5
II.H. Family Preservation	This program prevents the unnecessary separation of children from their families, improve the quality of care and services to children and their families, and ensure permanency for children by reuniting them with their parents, by adoption or by another permanent living arrangement.	$ 164,759	$ 992,859	$ 4,374,805	$ 5,532,423	$ 112,825	$ 833,558	$ 4,295,350	$ 5,241,733	Goals 1-4
II.I. Homemaker	The Homemaker Program assists individuals and families with activities of daily living, personal care, and home management in order to overcome specific barriers.	$ -	$ -	$ 1,091,688	$ 1,091,688	$ -	$ -	$ 1,258,149	$ 1,258,149	Goals 1-4, 7
II.J. Battered Spouse	Domestic Violence Services provide support to victims of family violence, their children and abusers through a network of community based/nonprofit service providers. Programs are designed to provide crisis intervention and prevention services.	$ (10,609)	$ 815,834	$ 3,706,764	$ 4,511,989	$ 45,000	$ 820,646	$ 3,217,997	$ 4,083,643	Goal 7
II.K. Pregnancy Prevention	The Pregnancy Prevention program prevents and reduces the incidence of out-of-wedlock pregnancies among participants through services/activities provided to the participant and his or her family. Services/activities will be provided to ensure that the family can provide a healthy, safe, and nurturing environment for all family members. Participants will be encouraged to delay sexual involvement and pregnancy until they are physically, financially, and emotionally ready to care for children.	$ 1,001,964	$ -	$ 29,391	$ 1,031,355	$ 929,284	$ -	$ -	$ 929,284	Goal 5
II.L. Food Services	The Food Services Program consists of a network of food assistance programs that improve the health and well-being of children and adults who cannot provide adequate nutrition for themselves.	$ -	$ -	$ 38,722,510	$ 38,722,510	$ -	$ -	$ 40,966,882	$ 40,966,882	Goal 5

Program/Title	Purpose	FY 2013-14 Expenditures				FY 2014-15 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
II.M. Child Care	The primary focus of the Division of Early Care and Education (DECE), formerly called Child Care Services, remains to increase the availability, affordability, accessibility, quality and safety of child care throughout the State.	$ 7,014,034	$ 1,346,766	$ 54,516,084	$ 62,876,884	$ 7,036,699	$ 761,179	$ 52,462,209	$ 60,260,086	Goal 5
III. Employee Benefits	Employee benefits (also called fringe benefits) include various types of non-wage compensation provided to employees in addition to their normal wages or salaries. Examples of these benefits include: group insurance (health, dental, life etc.), disability income protection, retirement benefits, sick leave, vacation (paid and non-paid), social security, profit sharing, funding of education, and other specialized benefits.	$ 13,158,727	$ 3,173,326	$ 28,060,455	$ 44,392,507	$ 13,610,762	$ 2,779,387	$ 32,840,681	$ 49,230,830	
IV. Nonrecurring	An entry that appears on an agency's financial statements for a one-time expense that is unlikely to happen again. A nonrecurring charge is a one-time charge for a particular event.	$ 150,000	$ -	$ -	$ 150,000	$ 425,000	$ -	$ -	$ 425,000	

Type	Item # Goal	Item # Strat	Object	Description
G	1			Improve the quality of risk assessment and safety management of children in Child Protective Services, Family Preservation, and Foster Care cases.
S		1.1		Improve the timeliness of initiating investigations and reduce repeat maltreatment.
O			1.1.1	Increase the percentage of cases with a timely initiation of a CPS investigation/assessment from 80.2% to 84.2% by the end of FFY 2019, annually by 1%.
O			1.2.2	Increase the percentage of children not experiencing a maltreatment within 12 months of a previous intake from 94.5% to 97% by the end of FFY 2019, annually by 1%.
S		1.2		Improve the initial and ongoing assessments of safety and risk to children, protecting them in the home, preventing removal, providing services.
O			1.2.1	Improve the assessment of the need for services and provide services to improve the safety and lower risk of children, from 56% to 61% by the end of FFY 2019, annually by 1%.
S		1.3		Implement Signs of Safety statewide in all Child Protective Services, Family Preservation, and Foster Care cases by the end of FFY 2019.
O			1.3.1	Increase the percentage of DSS staff using the Signs of Safety in each DSS County Office to 100% by the end of FFY 2019, annually by 25%.
S		1.4		Improve the quality of Abuse and Neglect Report Intake decisions through the implementation of Regional Abuse and Neglect Report Intake Hubs.
O			1.4.1	Reduce the percentage of refer backs to DSS within 30 days of a referral to a Community-Based Prevention Services provider due to assessing as a High Risk.
O			1.4.2	For screened out cases, reduce the percentage of repeat reports of the same type of abuse and neglect within 12 months.
G	2			Children will thrive when involved with DSS.
S		2.1		Enhance the capacity of families to provide for their children's needs; identify the needs, and put in place services for the child, parents, and foster parents.
O			2.1.1	Increase the Well-being related to assessing needs, involving the parents and children (if developmentally-appropriate) in case planning, visiting parents and children, from 53% in FFY 2013 to 73% by the end of FFY 2019, annually by 4%.
S		2.2		Improve the provision of services to address the physical and mental health needs (including dental) of children.
O			2.2.1	Increase the Well-being of children related to assessing and addressing physical and mental health needs from 59.5% to 79.5% by the end of FFY 2019, annual by 4%.
S		2.3		Improve the placement stability of children in foster care.
O			2.3.1	Increase placement stability and ensure that any changes in placement are in the best interest of the child, consistent with achieving the child's permanency goals, from 75.8% to 80.8% by the end of FFY 2019, annually by 1%.
G	3			Children will have meaningful and lifelong connections with family and community.
S		3.1		Improve the permanency and stability of children in their living situation.
O			3.1.1	Improve the percentage of children reunified with their family following a foster care episode, who did not have a Foster care re-entry within 12 months of a prior episode, from 92.5% to 96.5% by the end of FFY 2019, annually by 1%.
S		3.2		Improve the continuity for children of family relationships and connections with their neighborhood community, faith, extended family, Tribe, school, and friends.
O			3.2.1	Improve the percentage of children placed in their county of origin from 51.4% to 70% by the end of FFY 2019, annually by 5%.
O			3.2.2	Improve the permanency of children as related to siblings placed together, family visits, and family/community connectedness, from 54.4% to 62.4% by the end of FFY 2019, annually by 2%.
G	4			Build the SC Child Welfare System capacity to support safe and thriving children in lifelong families.
S		4.1		Establish and implement caseload standards to promote the safety, permanency, and well-being of children while involved with DSS.
O			4.1.1	Full implementation of caseload standards as approved by the Administration for Children and Families (ACF) in the SC Child and Family Services Plan (CFSP) 2015-2019, by the end of FFY 2019.
S		4.2		Increase leadership development opportunities for middle managers and executive leadership across all disciplines in Child Welfare Services.
O			4.2.1	Assess current leadership development opportunities and establish an objective for increased opportunities, by the end of FFY 2016.
S		4.3		Strengthen workforce development through increased and improved hiring, retention, training, and support efforts.
O			4.3.1	Implement a career ladder, increase the frequency of providing Child Welfare Basic to new caseworkers, address secondary trauma in staff, access current training activities, and establish an objective for increased training.
S		4.4		Establish and maintain a Continuous Quality Improvement (CQI) System.
O			4.4.1	Create an administrative structure, collect quality data, improve the QA review system, develop a process for analysis and dissemination of data, and improve feedback to and from stakeholders.

Agency Name:			South Carolina Department of Social Services	
Agency Code:		L04	Section:	038

Type	Item #			Description
	Goal	Strat	Object	
S		4.5		Improve the collection and use of data related to Independent Living Services, improve the provision of Independent Living services to youth in foster care.
O			4.5.1	Successfully complete the National Youth In Transition (NYTD) Quality Program Improvement Plan (N-QIP) for SC, by 6/30/17.
O			4.5.2	Successfully complete the non-N-QIP Objectives (#s 7-15) in the SC 2016 APSR as related to improving Independent Living services provided to youth in foster care by 6/30/16.
G	5			Effectively and efficiently serve the citizens of South Carolina by helping families achieve stability through financial and other temporary benefits while transitioning into employment.
S		5.1		Assist low-income families while they are transitioning into employment.
O			5.1.1	Increase number of certificates/degrees earned.
O			5.1.2	Increase number of clients ready to obtain and maintain employment.
S		5.2		Provide benefits to help the State's low-income citizens purchase food.
O			5.2.1	Improve accuracy of benefit issuance.
O			5.2.2	Improve timeliness of benefit issuance.
O			5.2.3	Effectively administer the Child and Adult Care Food Program, the Senior Farmers' Market Nutrition Program, and other federal nutrition assistance programs.
S		5.3		Provide access to quality and affordable child care to enable clients to obtain and maintain employment.
O			5.3.1	Increase the number of child care vouchers provided to eligible employed parents/families as funding allows.
O			5.3.2	Child Care Licensing will conduct inspections of centers, group child care homes, and family child care homes in accordance with state statute.
G	6			Help families achieve stability by increasing the frequency and reliability of child support payments and by providing non-custodial parents with the tools they need to be able to support and engage with their children.
S		6.1		Children with one or both parents absent from the home receive adequate financial support from the noncustodial parent(s).
O			6.1.1	Establish child support orders.
O			6.1.2	Collect and disburse child support payments.
O			6.1.3	Enforce child support orders through the use of administrative enforcement remedies.
S		6.2		Provide opportunities for non-custodial parents to engage with ICSSD to enable themselves to better support their children, both financially and emotionally.
O			6.2.1	Partner with other agencies/entities who can provide needed services to non-custodial parents and make appropriate referrals to those entities.
O			6.2.2	Partner with SNAP and Clemson University to refer eligible NCPs who are SNAP ABAWDs into the SNAP E&T project.
O			6.2.3	Provide a means for parents to work together for the benefit of their children.
O			6.2.4	Support local fatherhood programs across the state and refer parents to them for classes on parenting, communication, life skills, etc.
G	7			Effectively and efficiently serve the citizens of South Carolina by providing services to vulnerable adults who cannot protect themselves.
S		7.1		Protect the health and welfare of elderly and disabled adults through the Adult Protective Services program; Provide support to victims of family violence, their children, and abusers through the Domestic Violence Services program.
O			7.1.1	Reduce harm and/or the risk of harm of abuse, neglect, exploitation or self-neglect of vulnerable adults.
O			7.1.2	Increase the community awareness of the harm and underlying causes of Domestic Violence and enhance the awareness of the dynamics and indicator of a healthy family.

Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1	CPS assessments initiated timely	93.30%	90.60%	100%	July 1 - June 30	CAPSS	Monthly	The number of CPS assessments initiated timely divided by the total number of assessments. The target value complies with the state standard.	1.1.1
2	CPS assessments completed timely	94.50%	91.70%	100%	July 1 - June 30	CAPSS	Monthly	The number of CPS assessments completed timely divided by the total number of assessments. The target value complies with the state standard.	1.1.1
3	Monthly visits in Foster Care	96.00%	93.70%	100%	July 1 - June 30	CAPSS	Monthly	The number of visits made in Foster Care each month divided by the total number of visits that were needed. The target value complies with the state standard.	1.3.1
4	Improve the initial and ongoing assessments of safety and risk to children, to protect children in the home and prevent removal; provide services to the family. (2016 APSR- Plan For Improvement).	56%	49.20%	58%	April 2015 - September 2016	Quality Assurance Reviews	Monthly	Administration for Children and Families- Child and Family Services Review, 3rd Round Instrument- Safety Outcome 2, Items #2 and #3. 2. Concerted efforts to provide services to the family. 3. Concerted efforts to assess and address the risk and safety concerns relating to the child(ren) in their own homes or while in foster care. The Objective Measure is 61% by the end of FFY 2019, Sept. 30, 2019.	1.2.1
5	Full, statewide implementation of the Signs of Safety (SOS) in Child Protective Services, Family Preservation, and Foster Care cases. (2016 APSR- Plan For Improvement).	NA	NA	25%	April 2015 - September 2016	SC State Learning Map.	Semi-Annual	Track each worker in each County on the progress on implementation of Signs of Safety, using the SC State Learning Map to establish a baseline in FFY 2016, and track semi-annually. The Objective Measure is 100% by the end of FFY 2019, Sept. 30, 2019.	1.3.1
6	Ensure the physical and mental health needs of children (including dental health) are addressed. (2016 APSR- Plan For Improvement).	59.50%	62.10%	67.50%	April 2015 - September 2016	Quality Assurance Reviews	Monthly	Administration for Children and Families- Child and Family Services Review, 3rd Round Instrument- Well-being Outcome 3, Items #17 and #18. 17. The agency addressed the physical health needs of the child, including dental health needs. 18. The agency addressed the mental/behavioral health needs of the child(ren). The Objective Measure is 79.5% by the end of FFY 2019, Sept. 30, 2019.	2.2.1
7	Improve the placement stability of children in foster care. (2016 APSR- Plan For Improvement).	75.80%	52.60%	77.80%	April 2015 - September 2016	Quality Assurance Reviews	Monthly	Administration for Children and Families- Child and Family Services Review, 3rd Round Instrument- Permanency Outcome 1, Item #4. Is the child in a stable placement and ensure that any changes in placement that occur are in the best interest of the child, and consistent with achieving the child's permanency goals. The Objective Measure is 80.8% by the end of FFY 2019, Sept. 30, 2019.	2.3.1
8	Children discharged from Foster Care to reunification do not re-enter foster care within 12 months of the date of their discharge	94.10%	92.80%	95.04%	July 1 - June 30	CAPSS	Monthly	The number of children discharged from Foster Care to reunification that do not re-enter Foster Care within 12 months of the date of their discharge divided by the total number of children discharged from Foster Care to reunification. The current federal target is 90.10%.	3.1.1
9	Improve the permanency and stability of children in their living situation. (2016 APSR- Plan For Improvement).	NA	35.70%	37.70%	May 2015 - September 2016	Quality Assurance Reviews	Monthly	Administration for Children and Families- Child and Family Services Review, 3rd Round Instrument- Permanency Outcome 1, Items #4, #5, #6. 4. Improve the placement stability of children in foster care, ensure that any changes in placement that occur are in the best interest of the child, and consistent with achieving the child's permanency goals. 5. Appropriate permanency goals were established for the child in a timely manner. 6. Concerted efforts were made, or are being made, during the period under review to achieve reunification, guardianship, adoption, or other planned permanent living arrangement. The Objective Measure is 43% by the end of FFY 2019, Sept. 30, 2019.	3.1.2
10	Increase the number of licensed Resource Foster Families	NA	NA	20%	January 2015 - December 2015	CAPSS	Monthly	A net increase of 20% in the number of Resource Foster Families in each county.	3.1.3
11	Children placed in county of origin	57.00%	50.20%	70%	July 1 - June 30	CAPSS	Monthly	The number of children placed in their county of origin in Foster Care divided by the total number of children in Foster Care.	3.2.1
12	Improve the continuity of family relationships and connections with the neighborhood community, faith, extended family, Tribe, school, and friends for children. (2016 APSR- Plan For Improvement).	NA	54.40%	56.40%	May 2015 - September 2016	Quality Assurance Reviews	Monthly	Administration for Children and Families- Child and Family Services Review, 3rd Round Instrument-Permanency Outcome 2, Items # 7-11. 7. Concerted efforts were made to ensure that siblings in foster care are placed together unless a separation was necessary to meet the needs of one of the siblings. 8. Concerted efforts were made to ensure the required quality and frequency of visitation between a child in foster care and his or her mother, father, and siblings. 9. Concerted efforts were made to maintain the child's connections to his or her neighborhood, community, faith, extended family, Tribe, school, and friends. 10. Concerted efforts were made to place the child with relatives when appropriate. 11. Concerted efforts were made to promote, support, and/or maintain positive relationships between the child in foster care and his or her mother and father or other primary caregiver(s). The Objective Measure is 62.4% by the end of FFY 2019, Sept. 30, 2019.	3.2.2
13	APS assessments initiated timely	89.20%	82.39%	100%	July 1 - June 30	CAPSS	Monthly	The number of APS assessments initiated timely divided by the total number of assessments.	7.1.1
14	APS assessments completed within 45 days	78%	66.51%	100%	July 1 - June 30	CAPSS	Monthly	The number of APS assessments completed within 45 days divided by the total number of assessments.	7.1.1
15	APS cases with no monthly activity	87.14%	83.54%	95%	July 1 - June 30	CAPSS	Monthly	The number of months for APS services with monthly activity recorded divided by the total number of months for APS services.	7.1.1
16	FI: Timeliness of benefit issuance	19.75	19.42	19.00	July 1 - June 30	CHIP Report MR161	Monthly	The number of days between application received date and case disposition.	5.1
17	SNAP: Accuracy of benefit issuance	98.25%	98.75%	98.90%	October 1 - September 30	SNAP QC Data	Annual; FFY	The SNAP error rate is calculated from the results of reviews of a sample of cases selected each month from the state's universe of issuance. The selection is a valid sample, resulting in a statistically valid error rate. The total allotments issued in error in a month are divided by the total allotments issued in the same month.	5.2.1
18	SNAP: Timeliness of benefit issuance	95.22%	91.35%	93%	July 1 - June 30	CHIP Report MR271	Monthly	The percentage of SNAP applications approved within federal timeframes.	5.2.2
19	Child care vouchers disbursed	25,832	23,498	24,673 (5% increase)	The "Last Value" is for July 1, 2013 – June 30, 2014. The "Current Value" is for April 1, 2014 - March 31, 2015	Data stored in the ABC Voucher System	Monthly	The number of ABC vouchers provided for children.	5.3.1
20	Annual child care licensing visits	4,351	6,871	Based on the number of facilities operating.	July 1 - June 30	Data report gathered from regional licensing supervisors	Quarterly	The number of supervisory visits made to licensed child care facilities.	5.3.2

21	Registered family child care homes receiving an annual visit	N/A	482	Based on the number of facilities operating.	Law changed July 1 – currently being phased in by region.	Child Care Licensing Database	Monthly	The percentage of registered family child care homes visited.	5.3.2
22	Fire and Health Inspections	N/A	2,652	Based on the number of facilities operating.	July 1 - June 30	Code Pal	Monthly	The number of fire and health inspections completed.	5.3.2
23	Percentage of child support cases with child support orders established	74.15%	81.66%	80%	July 1 - June 30	ICSSD Data System	Monthly	The number of child support cases with support orders established divided by the number of child support cases.	6.1.1
24	Amount of child support collected	$262,757,047	$276,700,604	$270,640,000	July 1 - June 30	ICSSD Data System	Monthly	The amount of child support collected during the state fiscal year.	6.1.2
25	Percentage of cases paying on arrears balances	55.04%	57.37%	57%	July 1 - June 30	ICSSD Data System	Monthly	The number of child support cases with payments made on arrears balances divided by the number of child support cases with arrears balances.	6.1.2
26	License revocation notices	8,697	14,778	9,500	July 1 - June 30	ICSSD Data System	Monthly	Administrative enforcement remedy: The number of license revocation notices granted by the court against delinquent non custodial parents.	6.1.3
27	Financial institution data match collections	$141,636.19	$208,771	$148,717.99	July 1 - June 30	ICSSD Data System	Monthly	Administrative enforcement remedy: Child support funds recovered from data matches with financial institutions.	6.1.3
28	Insurance match collections	$615,726.14	$874,132	$700,000.00	July 1 - June 30	ICSSD Data System	Monthly	Administrative enforcement remedy: Child support funds recovered from insurance settlements through data matches with insurance companies.	6.1.3
29	Wage withholding collections	$161,126,468	$181,050,007	$175,205,918	July 1 - June 30	ICSSD Data System	Monthly	Administrative enforcement remedy: Child support funds recovered through wage withholding actions.	6.1.3
30	Enroll non custodial parents in the Child Support Parent Employment Demonstration program	26	408	500	July 1 - June 30	ICSSD Data System	Monthly	The number of non custodial parents enrolled in the Child Support Parent Employment Demonstration Program.	6.2.1
31	Referrals to ABAWD NCPs to SNAP E&T	N/A	257	300	July 1 - June 30	ICSSD Data System	Monthly	The number of non custodial parents who are ABAWDs (SNAP recipients who are able-bodied and without dependents) who are referred to SNAP Employment & Training for employment services.	6.2.2