

<b>AGENCY NAME:</b>	Department of Children's Advocacy		
<b>AGENCY CODE:</b>	L080	<b>SECTION:</b>	041

**2022  
Accountability Report**

**SUBMISSION FORM**

I have reviewed and approved the data submitted by the agency in the following templates:

- Data Template
  - Reorganization and Compliance
  - FY2022 Strategic Plan Results
  - FY2023 Strategic Plan Development
  - Legal
  - Services
  - Partnerships
  - Report or Review
  - Budget
- Discussion Template
- Organizational Template

I have reviewed and approved the financial report summarizing the agency's budget and actual expenditures, as entered by the agency into the South Carolina Enterprise Information System.

The information submitted is complete and accurate to the extent of my knowledge.

<b>AGENCY DIRECTOR</b> <i>(SIGN AND DATE):</i>	<b>SIGNATURE ON FILE</b>	<b>Signature Received:</b> 9/15/2022 16:06
<i>(TYPE/PRINT NAME):</i>	Amanda F. Whittle	

<b>BOARD/CMSN CHAIR</b> <i>(SIGN AND DATE):</i>	<b>N/A</b>
<i>(TYPE/PRINT NAME):</i>	

<b>AGENCY NAME:</b>	<b>S.C. Department of Children’s Advocacy</b>		
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## **AGENCY’S DISCUSSION AND ANALYSIS**

The Department of Children’s Advocacy administers the Division of Foster Care Review, Cass Elias McCarter Guardian ad Litem Program, S.C. Continuum of Care, and an Investigations Unit. In addition to the complaints and concerns received through the Investigation Unit’s 800 number and online submission process, the DCA receives critical incident notifications from other state agencies and the State Child Advocate serves on the Child Fatality Advisory Committee, Medical Care Advisory Committee, Bench Bar Committee, Children’s Justice Act Task Force, Human Trafficking Task Force, Suicide Prevention Coalition and Governor’s Juvenile Justice Advisory Council, among other committees.

### **Broad Vision for Reform**

During FY22, the S.C. Department of Children’s Advocacy (DCA) continued to make and meet commitments to fulfill its mission and vision including promoting a broad vision for reform for improved services by state agencies. The broad vision focuses on communication, coordination, training, collaboration, and accountability and has been shared with the Governor, General Assembly, and with the public in different formats including the agency’s Annual Reports, which are available on the agency’s website at [www.childadvocate.sc.gov](http://www.childadvocate.sc.gov).

### **Budget and Finance**

The Department of Children’s Advocacy identified ways to continue providing essential services within its budget and during a pandemic which necessitated a Continuing Resolution for FY22. This included continuing to work with other agencies, including Department of Health and Human Services, Department of Mental Health, Department of Social Services, and Department of Public Safety to optimize funding opportunities.

### **Continuum of Care**

***Department of Children’s Advocacy successfully changed the trajectory of Continuum of Care without the need to request additional state funding.*** Specifically, the division’s revenue compared with expenses changed from \$-892,893 in FY19 to \$487,225 in FY22. The following table shows Continuum of Care’s revenue over or under expenses since FY19. This provides Continuum of Care Division Director Greg Wright with the ability to hire recruit and retain staff to provide intensive care coordination to youth in our state with serious mental health and behavioral challenges. These efforts help young people successfully remain in their homes, schools and communities.

<b>Improvement from FY19 to FY22   Continuum of Care Budget</b>	
<b>Fiscal Year</b>	<b>Revenue Over (Under) Expenses</b>
FY19	\$ -892,893.00
FY20	\$ -756,964.00
FY21	\$ -7,515.00
<b>FY22</b>	<b>\$ 487,225.00</b>

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**Guardian ad Litem Program**

The Guardian ad Litem Program has sufficient funding through state allocations and contracts and, during FY22, Guardian ad Litem Program Division Director LaDara Josey hired and onboarded regional and state recruiters, a Quality Assurance manager, a Business Manager, and a Data and Grants Analyst. The individuals in these roles are already benefiting the division through supporting staff and volunteers in advocating for abused and neglected children. During FY22, the Guardian ad Litem Program began implementing performance pay increases and beginning the process to procure a new case management system. These efforts were possible without additional state funding requests.

**Division of Foster Care Review**

The General Assembly approved the Department of Children’s Advocacy’s budget request for additional funding to support Foster Care Review Division staff, particularly regarding an updated case management system to replace the division’s existing 16-year old system which is no longer supported by IT/DTO due to its age. Foster Care Review Division (FCRD) provides quarterly reports to DSS but struggled to submit timely reports due to its current database system. Foster Care Review Division Director Lindsey Taylor has worked closely with the Admin Procurement to develop a solution to resolve the impediments caused by the current system. During FY22, the Department of Children’s Advocacy asked the Office of Inspector General to conduct an efficiency study of the Foster Care Review Division and Foster Care Review Board. Some of the recommendations of the OIG were implemented during FY22, and the Department of Children’s Advocacy will continue to review and consider additional enhancements during FY23 in an effort to improve the efficacy of advocating for permanency for children who are in foster care.

**Investigations Unit**

During FY22, the Department of Children’s Advocacy received state allocations to support the Investigations Unit which is statutorily authorized to receive, refer, monitor and/or investigate complaints and critical incidents. In three years, this unit went from being newly created with no FTEs dedicated to the unit to four FTEs, including two full-time Investigators, an Intake Specialist, and an Investigations Unit Director, Laurie Davidson. The Investigations Unit has also been supported by legal externs through the University of South Carolina School of Law and the supervision and leadership of Deputy Child Advocate of Investigations Kayla Capps.

The Investigations Unit received 4416 calls during FY22 which was an 11.4% from the previous fiscal year. The Investigations Unit received 2833 complaints from 6/30/2021 to 7/01/2022 which was a 24.2% increase from FY21. In the sample which was surveyed for the FY22 Annual Accountability Report, the Investigations Unit only responded to one complainant outside of the 24-hour agency-established response time. The average response time was 98% for the fiscal year.

Critical incident notifications increased from 77 in FY21 to 414 for FY22. We do not necessarily believe at this point that the increase in critical incident notifications meant there were *more* critical incidents. The increase could be due to a heightened awareness about the Department of Children’s Advocacy. The increased notifications and awareness of Children’s Advocacy has increased the workloads for certain staff, and this impacted some of the FY22 goals. Although many targets were reached and exceeding during FY22, the agency did fail to have a virtual or in-person meeting with John de la Howe, and plans are underway to ensure in-person or virtual meetings occur with all nine child-serving agencies during FY23.

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### Juvenile Court Program

The Dept of Children’s Advocacy was awarded a Title II grant through the Dept of Public Safety on October 1, 2021. The “Juvenile Court Program” grant was written by Director Amanda Whittle and Deputy Kayla Capps as a mixed-methods process for addressing the issues of secure juvenile detentions, alternatives to detention, and racial and ethnic disparities for justice-involved youth. The goals were to promote placements in the least restrictive, most family-like setting based on the youth’s needs, community-based alternatives to detention, and equity for justice-involved youth. Quantitative and qualitative data for all justice-involved in Family Court judicial proceedings in the selected counties were captured through court observation using a court observation tool that was developed by the Juvenile Court Program Team which consisted to Director Amanda Whittle, Deputy Kayla Capps, and Christian Gorchow, MSW.

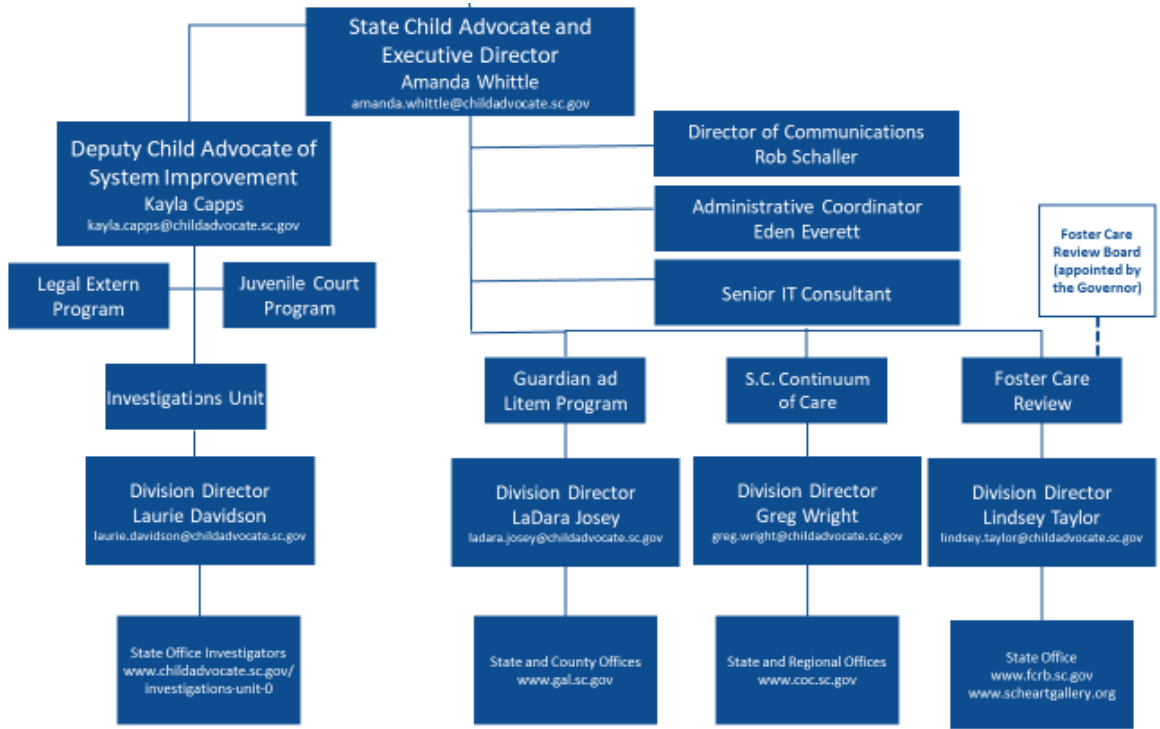
The grant resulted in increased and improved education for Children’s Advocacy staff as well as other agencies and organizations in addition to collaboration, resource-awareness, and advocacy for youth who are involved with the Department of Juvenile Justice.

### Conclusion

In addition to administering the Guardian ad Litem Program, Foster Care Review Division, S.C. Continuum of Care, and the Investigations Unit, the State Child Advocate and Department of Children’s Advocacy must also partner within the child and family wellbeing system: (1) Department of Children’s Advocacy is part of the system of care that includes three child-serving divisions (Guardian ad Litem, Continuum of Care and Guardian ad Litem Program) that work closely with most of the nine agencies; (2) Department of Children’s Advocacy’s Investigations Unit, along with the State Child Advocate, should not only identify areas which need improvement but also effectively advocate toward action steps and outcomes. The Department of Children’s Advocacy should be part of the collaboration, coordination and communication toward sustainable transformation of the child and family wellbeing system.

A comprehensive review of the Department of Children’s Advocacy’s goals and accomplishments is contained in the agency’s Annual Report which can be accessed online [www.childadvocate.sc.gov](http://www.childadvocate.sc.gov). This includes the agency’s advocacy and engagement both internally and externally, including suicide prevention, Safe Babies Courts, mental health, child fatality prevention, and service and placement array.

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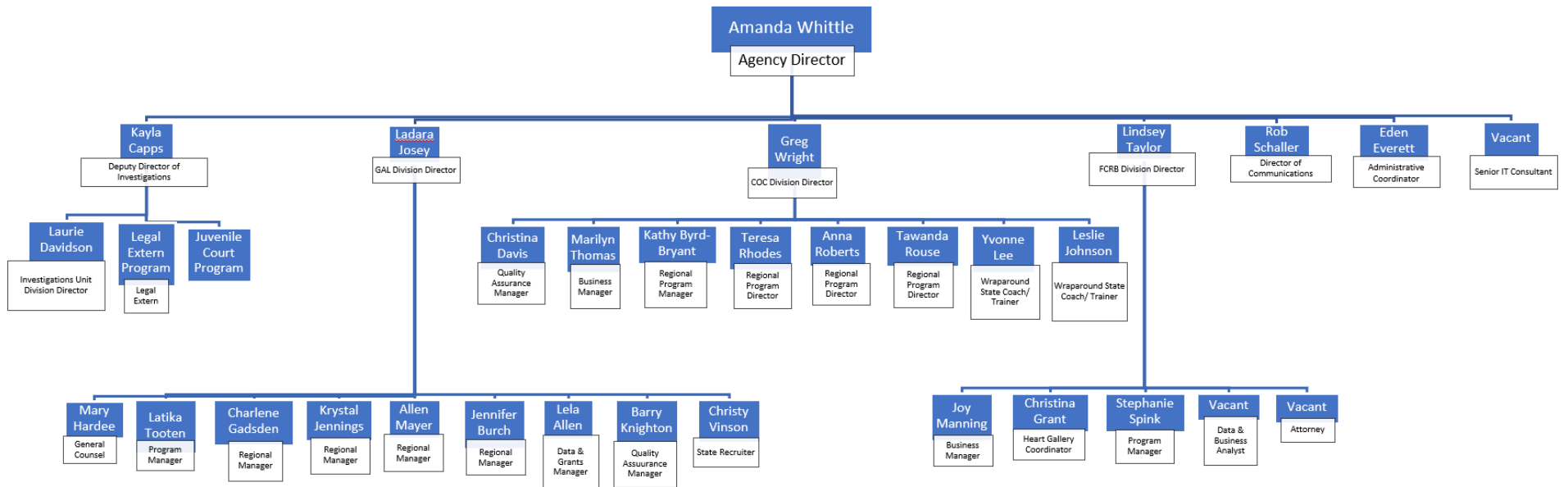
S.C. Department of Children's Advocacy

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# FY2022

## Reorganization and Compliance

as submitted for the Accountability Report by:

### L080 - DEPARTMENT OF CHILD ADVOCACY

#### Primary Contact

First Name	Last Name	Role/Title	Email Address	Phone
Amanda	Whittle	Director/State Child Advocate	amanda.whittle@childadvocate.sc.gov	803-315-2251

#### Secondary Contact

First Name	Last Name	Role/Title	Email Address	Phone
Eden	Everett	Administrative Coordinator	eden.everett@childadvocate.sc.gov	803-727-2399

#### Agency Mission

Adopted in:

2019

The S.C. Department of Children's Advocacy champions advocacy, accountability, and service to improve outcomes for children served by state agencies in South Carolina.

#### Agency Vision

Adopted in:

2019

Growing a community where children thrive

#### Recommendations for reorganization requiring legislative change:

(1) Division of Foster Care Review Division Director: Revision of S.C. Code of Laws Ann. Section 63-11-700 to align with the existing practice of hiring division directors within the agency. The practice that occurred prior to the creation of the Department of Children's Advocacy (DCA) on 7/1/2019 was that the Division Director position for the Division of Foster Care Review was posted through careers.sc.gov. Interviews were held and a candidate was offered the position with a salary that was determined based on the candidate's knowledge, skills and abilities as well as the pay band in consultation with HR. The current statute provides that the FCRD Director is appointed by and serves at the pleasure of the Governor, who also establishes the Director's pay. (2.) Continuum of Care Division Director: Revision of S.C. Code of Laws Ann. Section 63-11-1340 to align with the existing practice of hiring division directors at DCA and for this person to serve in a capacity consistent with other division directors at the agency as opposed to being an at-will employee. The provision of the statute regarding the Continuum of Care Director currently provides that this division director serves at the pleasure of the State Child Advocate; (3) Foster Care Review Board (FCRB) and Division of Foster Care Review (FCRD): Revision of S.C. Code of Laws Ann. Section 63-7-700, et.seq. in an effort to improve the effectiveness of providing advocacy and accountability to improve outcomes for children who are in foster care.

#### Agency intentions for other major reorganization to divisions, departments, or programs to allow the agency to operate more effectively and efficiently in the succeeding fiscal year:

None

#### Significant events related to the agency that occurred in FY2022

Description of Event	Start	End	Agency Measures Impacted	Other Impacts
Removal of Program Operations designation in the org chart and through HR which resulted in Division Directors of Guardian ad Litem Program, Continuum of Care, and Foster Care Review Division reporting directly to the Agency Director/State Child Advocate. This has improved efficiency in communication and workflow for the agency and for the specific divisions.	May	June	Create consistent and effective policies and procedures for improved efficiency for all Department of Children's Advocacy programs.	A level of supervision between the Director and Division Directors was eliminated, and the eliminated supervisory position (Deputy of Program Operations) was reclassified to a new position (Senior IT Consultant) with different job duties based on the agency's needs.
Addition of an Investigations Unit cost center/functional area designation to create separate financial statement/master data	June	June	Augment existing policies and procedures for the Investigations Unit to ensure clear expectations for staff and alignment with the agency's mission and duties	The new cost center allows the Agency leadership to analyze the allocations and expenses of the Investigations Unit and to create projections based on that unit's needs, consistent with the Agency's mission and duties.

Creation and implementation of a Juvenile Court Program as a result of a grant which was awarded for October 1, 2021 through September 30, 2022	October	September	Review and report on services that state agencies provide to children to the General Assembly.	This is Annual Accountability Report Measure 3.1.3.
Creation and implementation of a Juvenile Court Program as a result of a grant which was awarded for October 1, 2021 through September 30, 2022	October	September	Use developed system to accurately capture and evaluate complaint dispositions in an effort to inform recommendations for improvement.	This is Annual Accountability Report Measure 3.2.1.
Creation and implementation of a Juvenile Court Program as a result of a grant which was awarded for October 1, 2021 through September 30, 2022	October	September	Encourage a culture of collaboration and coordination among state agencies which serve children by developing relationships and communicating regularly in a professional and respectful manner through regular meetings with the nine statutory agencies.	This is Annual Accountability Report Measure 3.2.2.
<b>Is the agency in compliance with S.C. Code Ann. § 2-1-220, which requires submission of certain reports to the Legislative Services Agency for publication online and the State Library? (See also S.C. Code Ann. § 60-2-20).</b>				Yes
Reason agency is out of compliance: (if applicable)				
<b>Is the agency in compliance with various requirements to transfer its records, including electronic ones, to the Department of Archives and History? See the Public Records Act (S.C. Code Ann. § 20-1-10 through 20-1-180) and the South Carolina Uniform Electronic Transactions Act (S.C. Code Ann. § 26-6-10 through 26-10-210).</b>				No
<b>Does the law allow the agency to promulgate regulations?</b>				Yes
Law number(s) which gives the agency the authority to promulgate regulations:	S.C. Code of Laws Ann. Section 63-11-700(E)			
<b>Has the agency promulgated any regulations?</b>				Yes
<b>Is the agency in compliance with S.C. Code Ann. § 1-23-120 (J), which requires an agency to conduct a formal review of its regulations every five years?</b>				Yes
<b>(End of Reorganization and Compliance Section)</b>				



# FY2022

## Strategic Plan Results

as submitted for the Accountability Report by:

L080 - DEPARTMENT OF CHILD ADVOCACY

- Goal 1** To serve as advocates for timely, safe, and effective services for children
- Goal 2** To ensure that children, parents, and concerned citizens in South Carolina know how to connect children in need to the right services
- Goal 3** Develop and promote a broad vision for reform, driven by the values and goals of child-serving agencies, to make the services and programs provided by state agencies more effective for children youth families

Perf. Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
<b>1.1 Establish, maintain, and continue to improve innovative and competitive recruitment efforts</b>														
<b>State Objective: Healthy and Safe Families</b>														
1.1.1	Increase the number of active volunteers such that all children have a court-appointed volunteer advocate by 2024.	61%	80%	56%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Number of children served by volunteer Guardian ad Litem/Total number of children served by the Guardian ad Litem program.	GAL ETO System "Case Listing by Volunteer" as of 8-31-19 and 6-30-2020	Guardian ad Litem	Children and families involved in the Family Court legal actions regarding abuse/neglect; staff employed by GAL Program; judicial system who rely on an independent best-interest advocate	Children and families; the public; judicial system	0500.050100.000	The goal for this measurement is 100% by 2024. The interim target for this fiscal year was 80% which was not reached during this reporting cycle; however, that is in part due to greater data integrity. In an effort to reach the interim measurements and the FY24 goal, recruiter positions that were developed at the end of FY21 were posted and filled during FY22. A Quality Assurance employee was hired, and a Data Analyst was also hired. These employees have been engaged in ensuring the accuracy of data including the number of active volunteers. The current case management system does not allow a report to be quickly pulled to show the number of children served by volunteers and staff. In an effort to avoid an individual count, the information was extrapolated, and, as a result, the numbers were duplicated. For example, 8714 children were served as of 8-31-19. The case management system indicated 4477 children were served by volunteer GALs in FY19 and 9144 children were served by 5406 volunteers in FY20; however, 4477 or 5406 were not unduplicated numbers. There were not 4477 separate volunteers in FY19 or 5406 individual GALs in FY20, but goals were based on that raw data. Also, although additional volunteer GALs were recruited and onboarded in FY21 which increased the number of volunteer GALs for children from 51% to 59%, many of the volunteers in the baseline calculation were inactive. FY21 data was more accurate and showed 1700 volunteers. During FY22, volunteers who were not active were removed from the pool of individuals to accurately reflect the number of volunteers who accept new appointments, and the number of active volunteers is actually closer to
<b>1.2 Support our employees with clear expectations, measurable and achievable success criteria, and regular feedback to help them be successful in the workplace.</b>														
<b>State Objective: Healthy and Safe Families</b>														
1.2.1	Reduce existing vacancies by recruiting and retaining staff in an effort to reduce existing workloads for staff; improve staff's ability to actively recruit volunteers; and to provide additional support for volunteers and the court system	13%	10%	18%	Percent	equal to or less than	State Fiscal Year (July 1 - June 30).	Current Guardian ad Litem vacancies/Total FTEs	Dept. of Admin. Human Resources Vacancy Report as of 9-11-2019 and 6-30-2020	Admin Shared Services HR	Children and families involved in the Family Court legal actions regarding abuse/neglect; staff employed by GAL Program; judicial system who rely on a well-qualified, trained and independent best-interest advocate who is supervised and coached by an adequately-staffed GAL Program	Children and families; the public; judicial system	0500.050100.000	The vacancy rate decreased to a low of 8% in February and March of 2021 but increased to 9%, 11% and 13% in April, May and June, 2021, respectively. The vacancy rate as of June 30, 2022 was 18%. In an effort to recruit and retain staff, Division Director LaDara Josey developed a performance pay increase plan, reviewed hiring ranges and existing salaries, and worked with the DCA Director and HR Shared Services to adjust the hiring ranges as well as existing salaries.

Perf. Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
1.2.2	Develop and deliver one annual topical training and four regional trainings for FCRB volunteers and staff to improve the quality of case reviews.	9	5	0.1	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of Trainings - * The state-wide training which was held on 8/7/2020 was included in the Annual Accountability Report for 2019-20.	FCRB will maintain records of dates, locations, times, and attendance regarding completed training sessions.	Foster Care Review Board	Children and families involved in the Family Court legal actions regarding abuse/neglect; judicial system and other agencies who rely on a well-qualified, trained peer review board which is supported by a well-trained and adequately-staffed Foster Care Review Board staff	Children and families; the public; judicial system; other agencies	0502.100100.000	Annual Professional Development was held on June 24, 2022 and Regional Professional Development trainings were held on March 11, March 14, March 25, and March 28, 2022.
1.2.3	Augment existing policies and procedures for the Investigations Unit to ensure clear expectations for staff and alignment with the agency's mission and duties	0%	100%	90%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Percent	Department of Children's Advocacy policy	Department of Children's Advocacy Investigations Unit	Employees; the public	Investigations Unit staff; callers to the complaint line; other agencies that work with the Investigations Unit	0100.000000.001	The Investigations Unit added an Unreasonable Complainant Conduct (UCC) policy which was created after review of similar policies in other states and in accordance with existing HR policies regarding anti-harassment and the ability to work in a safe, non-threatening work environment. The IU also drafted an Employee handbook to outline procedures and assist with training.
<b>1.3 Foster innovation in retention methods for volunteers</b>		<b>State Objective: Healthy and Safe Families</b>												
1.3.1	Survey volunteer Guardians ad Litem regarding their satisfaction with their relationship with the Guardian ad Litem Program.	83%	90%	76%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Number of volunteer Guardian ad Litem who report being "pleased" or "very pleased" in response to Question #10 of the survey.	The survey which was developed and disseminated in February of 2020 will be re-distributed for reporting in early 2021.	Guardian ad Litem	Children and families involved in the Family Court legal actions regarding abuse/neglect; staff employed by GAL Program; judicial system who rely on a sufficient supply of well-qualified, trained and independent best-interest advocates who are satisfied with their value and service as volunteers	Children and families; the public; judicial system; other agencies	0500.050100.000	This measurement was created in an effort to improve the Program's ability to recruit and retain volunteers, and the target for this goal was measured by volunteers' response to Question #10. In March of 2022, 398 volunteers participated in the survey, and 76.38% answered "pleased" or "very pleased" in response to Question #10. Efforts are underway to not only recruit but to also retain volunteers.
1.3.2	Highlight the work and accomplishments of volunteers and host volunteer recruitment events	26%	75%	26%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	[(New average number of training hours per volunteer GAL - original average number of training hours per volunteer GAL)/original average number of training hours per volunteer GAL] *100	GAL ETO System capturing GAL continuing education hours	Guardian ad Litem	Children and families involved in the Family Court legal actions regarding abuse/neglect; staff employed by GAL Program; judicial system which relies on well-qualified, trained and independent best-interest advocates who are abreast of relevant legal matters affecting their work	Children and families; the public; judicial system; other agencies	0500.050100.000	Providing ongoing training for volunteers is important to ensure volunteers are kept abreast of changes in law and best practices. The current case management system does not allow staff to distinguish between initial and advanced training, which makes the data for this measurement unreliable. It was helpful to realize that this was a deficit with the current system, and efforts are underway to replace the current system with a case management system that meets the needs of the Guardian ad Litem Program.
<b>2.1 Educate the public about state agency services</b>		<b>State Objective: Healthy and Safe Families</b>												

Perf. Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
2.1.1	Develop and deliver or attend and participate in at least 4 public or community meetings or events to share information about accessing and/or navigating services provided by state agencies for children	8	4	12	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of meetings	The Dept. of Children's Advocacy's Communication Director will work closely with DCA leadership to develop and promote public awareness opportunities.	Administration/Investigations Unit	Children, families, caregivers and concerned citizens who need assistance; state agencies/providers who are trying to raise awareness of their services	The public	0100.000000.000	In addition to social media posts designed to raise awareness and assist with access and navigation of services, DCA was involved in regular public or community meetings during which the SCA provided information regarding availability of and access to services including but not limited to: Joint Council for Children and Adolescents (quarterly/4); Governor's Juvenile Justice Advisory Council (quarterly/4); Safe Babies Court statewide meeting; Radio broadcast; Birth Outcomes Initiative and Safe Sleep Summit; Presentation to the School of Social Work; S.C. Bar Convention presenter; Child Abuse Prevention Month press conference
2.1.2	Review and update the agency's online resource directory of state services and resources for children by June 30, 2022.	0%	100%	100%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Percent	Department of Children's Advocacy Online Resource Library	https://childadvocate.sc.gov/resource-library	The public	Children, families, caregivers and concerned citizens who need assistance; state agencies/providers who are trying to raise awareness of their services	0100.000000.001	DCA launched an online Resource Library in May 2021 and continued to update it during FY22. The Resource Library is available on DCA's website. DCA's online Resource Library is an inventory of child-related services provided by state agencies in addition to resources provided by other agencies and organizations which work with state agencies. https://childadvocate.sc.gov/resource-library
2.1.3	Increase the number of PCSC Waiver Youth enrollment to 250 by June 2022.	150	250	149	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count	S.C. Continuum of Care - Phoenix EHR	Phoenix Electronic Health Record for youth served by Continuum of Care	The public; child-serving agencies	Families with children/youth experiencing serious emotional and behavioral issues who need help maintaining youth in their homes, schools and communities; agencies which benefit from agency-to-agency collaboration, coordination and support	0100.000000.001	COC began serving between 130 and 150 youth at approximately March 2022. Prior to March, the number of youth was between 81 and 130. The number of youth served through the waiver was highest in the last quarter of FY22 with averages in March at 134, April at 148, May at 138 and June at 142 with a high of 149 during a week in April and a week in June. The average number of youth served from June 2021 through December 2021 was 105, and the average number of youth served from January 2022 through June 2022 was 134. This data does not include the number of youth who were served who did not meet Waiver requirements.
<b>2.2 Develop process to provide an excellent customer experience.</b>		<b>State Objective: Healthy and Safe Families</b>												
2.2.1	Review and update 100% of policies and procedures to streamline and improve consistency across the state. (Guardian ad litem)	75%	100%	100%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent Completion	Guardian ad litem offices will have consistent operational policy and procedure.	Guardian ad Litem	Guardian ad Litem Program staff; parents, children and family members and other agencies that work with Guardians ad Litem and who benefit from clear, consistent and informed policies and procedures	Employees, the public	0500.050100.000	Division Director LaDara Josey reviewed policies and procedures and provided proposed updates in 2021. A Quality Assurance employee was onboarded during FY22 and joined Division Director LaDara Josey in re-reviewing and updating policies and procedures in April of 2022. These were finalized and approved by Director Whittle in the last quarter of FY22, and leadership met with Admin DTO to arrange for the updated policies to be loaded to SCEIS for employee access. Shout out to Division Director LaDara Josey and the GAL team for completing this work.
2.2.2	Create consistent and effective policies and procedures for improved efficiency for all Department of Children's Advocacy programs.	75%	100%	100%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent Completion	The Dept. of Children's Advocacy began on July 1, 2019 and adopted Admin policy at that time.	Administration/Investigations Unit	Dept of Children's Advocacy staff; parents, children and family members and other agencies that work with DCA and who benefit from clear, consistent and informed policies and procedures	Employees, the public	0100.000000.000	Reviews and updates for non-HR policies were completed during this fiscal year with most policies remaining unchanged due to the effectiveness and relevance of the adopted Admin policies, particularly because Department of Children's Advocacy shares services with the Dept of Administration. One particular procurement policy was updated to specifically align with the Dept of Children's Advocacy.

Perf. Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
2.2.3	Ensure 87% of Continuum of Care parents interviewed will feel satisfied with the services they receive overall.	72%	87%	TBD	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Number of parents who report being satisfied with the services they receive overall from the Continuum of Care program/total number of parents who complete the survey.	Continuum of Care will administer regular surveys regarding parental satisfaction of services.	Continuum of Care	Parents, families, children and youth should feel satisfied with the services provided by the S.C. Continuum of Care	Employees, the public, other agencies	0500.150100.000	Completed customer surveys have traditionally been loaded to a program which allows Continuum of Care to review and consider the results. The program became unsupported during FY22, and the data was not accessible at the time this report was prepared.
2.2.4	The average Child Adolescent Functional Assessment Scale (CAFAS) score of total youth will support the efficacy of Continuum of Care (COC) services through a 30 point reduction in the youth's baseline crisis score. For example, if the youth scores 100 at the beginning of care coordination, this goal is that the youth's score would be reduced to 70 or less after receiving COC services.	2500%	3000%	23%	Percent	equal to or less than	State Fiscal Year (July 1 - June 30).	Comparison of youths' beginning and ending CAFAS scores - the measure shows as a percentage but is actually a point measurement rather than a percentage measurement	Continuum of Care maintains CAFAS scores as part of the requirements of its high fidelity Wrap Around quality control and assurance.	Continuum of Care	A child's improvement is the single-most important goal of DCA. Continuum of Care's ability to objectively measure a youth's improvement is fundamental to the effectiveness of COC's model and professionals	parents, children/youth, families, the public	0500.150100.000	The calculation method for this target results in an average of 25 for all four regions for 8 months during FY22 (July, August, September, January, February, March, May, June). The calculation method of averaging the scores and setting 30 as a goal may understate the purpose of the goal, because a reduction in CAFAS scores signifies real progress for children and families even if the scores are not a difference of 30 points. Also, assessment scores were reduced by significantly more than the average for individual children; for example, by 70 points for a specific child in February 2022. The averages also varied by region with averages of 40 point reductions in Region A in the months of July, August, March and May and Region D in July and a 30-point average reduction overall in Region A for the 8 month sample period.
2.2.6	Initial response to complaints occurs within one business day of the Agency's receipt of telephone, website-submitted, or emailed complaints.	98%	98%	98%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Number of complaints for which agency's initial response was within one business day of agency's receipt of the complaint/total number of complaints received by the agency.	Capacity will need to be developed to measure the timeliness of complaint response times.	Administration/Investigations Unit	A 24-hour response would provide excellent customer service and reassurance to parents, families and children that someone is listening to them and reviewing their concerns.	Employees, the public, other agencies	0100.000000.000	The Investigations Unit received 4416 calls during FY22 which was an 11.4% from the previous fiscal year. The Investigations Unit received 2833 complaints from 6/30/2021 to 7/01/2022 which was a 24.2% increase from FY21. In the sample which was surveyed, the IU only responded to one complainant outside of the 24-hour timeframe, so the average response time was 98% for the fiscal year.
2.2.7	Review and update 100% of policies and procedures to streamline and improve consistency across the state. (Foster Care Review Board)	50%	100%	60%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent Completion	FCRB policies will be reviewed, updated for consistent and streamlined operational policy and procedure.	Foster Care Review Board	FCRB staff; parents, children and family members and other agencies that work with FCRB and who benefit from clear, consistent and informed policies and procedures	FCRB staff, the public	0502.100100.000	The Division of Foster Care Review (FCRD) was without a Director during most of FY 22, and FCRD experienced significant vacancies. Upon hire of the FCRD Director Lindsey Taylor, she did review policies and streamlined the recommendation template. Additional review will be underway during FY23 including development and implementation of policies to accompany the division's new case management system.
2.2.8	Review and update 100% of policies and procedures to streamline and improve consistency across the state. (Continuum of Care)	75%	100%	100%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent Completion	COC policies will be reviewed, updated for consistent and streamlined operational policy and procedure.	Continuum of Care	Continuum of Care staff; parents, children and family members and other agencies that work with Continuum of Care and who benefit from clear, consistent and informed policies and procedures	Continuum of Care staff, the public	0500.150100.000	Upon review of Continuum of Care policies, it appeared that policies had not been updated since well before the new agency began. A thorough review of approximately 65 COC policies were completed, and updates were made to align with COC's current policy and practice. Kudos to Division Director Greg Wright and the COC team.
3.1	Examine, on a system-wide basis, the care and services that state agencies provide children										State Objective: Government and Citizens			

Perf. Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
3.1.1	Establish a tracking system for reviewing and evaluating services for children by June 30, 2021.	75%	100%	100%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent completion - Explore modification of current case management system to add fields for automated reports	One of the statutory duties of the Dept. of Children's Advocacy includes examining on a system-wide basis, the care and services that state agencies provide children.	Administration/Investigations Unit	General Assembly (concerning recommended modifications to statute and budgetary priorities); children, families, concerned citizens and communities who need resource information and who need to know about the quality and availability of services provided to children by state agencies	General Assembly; public; state agencies	0100.000000.000	The Deputy Child Advocate of System Improvement has continued to make improvements to the way data is captured and reported. Entry for critical incidents were streamlined to create auto-populated dashboards which include specific information related to critical incidents. IQ was updated and reformatted to ensure better data tracking and pulling. Deputy Capps reformulated how IQ captures complaints and updated closures to better understand which services are adequate/inadequate. Additional affiliations were created to ensure concerns such as sex trafficking and facility concerns, for example, could easily be tracked. These modifications were particularly helpful in reviewing and analyzing information considering critical incident notifications increased from 77 to 414 for FY22 and calls increased by 11.4% from the previous fiscal year. The Investigations Unit received 2833 complaints from 6/30/2021 to 7/01/2022 which was a 24.2% increase from FY21. Note: We do not necessarily believe at this point that the increase in critical incident notifications meant there were more critical incidents. The increase could be due to a heightened awareness about the requirement to notify Children's Advocacy.
3.1.2	Review and report on services that state agencies provide to children to the General Assembly.	1	1	1	Count	Complete	State Fiscal Year (July 1 - June 30).	Report submission or delivery	One of the statutory duties of the Dept. of Children's Advocacy includes providing a report to the General Assembly regarding the activities of the SCA.	Administration/Investigations Unit	General Assembly (concerning recommended modifications to statute and budgetary priorities); children, families, concerned citizens and communities who need resource information and who need to know about the quality and availability of services provided to children by state agencies	General Assembly; public; state agencies	0100.000000.000	DCA published an Annual Report during FY22. That report is available in print and online at <a href="http://www.childadvocate.sc.gov">www.childadvocate.sc.gov</a> .
3.1.3	Evaluate services of state agencies within the scope of the Dept of Children's Advocacy with target of completing evaluations of all 9 agencies by FY24	0%	33%	33%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Percent	Reports, observations and data regarding evaluated agencies; DCA will create a report concerning the processes and findings	To be developed in print and/or online	General Assembly; public; state agencies	General Assembly (concerning recommended modifications to statute and budgetary priorities); children, families, concerned citizens and communities who need resource information and who need to know about the quality and availability of services provided to children by state agencies	0100.000000.001	DCA evaluated and prepared a report regarding services provided by or affected by DJJ, DMH, and DHHS concerning seriously mentally ill, justice-involved youth This issue was also addressed in the agency's Annual Report.
<b>3.2 Receive, refer, monitor and investigate complaints regarding state agencies</b>										<b>State Objective: Government and Citizens</b>				
3.2.1	Use developed system to accurately capture and evaluate complaint dispositions in an effort to inform recommendations for improvement.	50%	100%	100%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Electronic network database captures which agencies receive complaints against their services or programs, and how our resolved complaints are coded	Electronic network database for the Department of Children's Advocacy	Administration/Investigations Unit	General Assembly (concerning recommended modifications to statute and budgetary priorities); children, families, concerned citizens and communities who benefit from systemic improvement regarding services provided to children	General Assembly; public; state agencies	0100.000000.000	Additional modifications have been made and are ongoing to ensure the Investigations Unit continues to improve data tracking in the case management system. Closure updates and modifications have occurred, and additional affiliations have been created. The Investigations Unit (IU) now has a system for pinning and identifying high level concerns for DCA and other agencies

Perf. Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
3.2.2	Encourage a culture of collaboration and coordination among state agencies which serve children by developing relationships and communicating regularly in a professional and respectful manner through regular meetings with the nine statutory agencies.	0	1	0.9	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of meetings	Department of Children's Advocacy data regarding meetings scheduled and held with agency participation information	Administration/Investigations Unit	General Assembly (concerning recommended modifications to statute and budgetary priorities); children, families, concerned citizens and communities who need resource information and who need to know about the quality and availability of services provided to children by state agencies	General Assembly; public; state agencies	0100.000000.000	The State Child Advocate and Deputy Child Advocate of System Improvement met with DSS, DHHS, DJJ, DMH, DHEC and DDSN in person and virtually several times throughout the fiscal year. The SCA visited SCSSDB during on in-person meeting and Investigations Unit Director visited WLG and John de la Howe during FY22. The expansion of the Investigations Unit, led by Division Director Laurie Davidson who was onboarded during FY22, has increased the agency's ability to meet the goals associated with this objective.
<b>3.3 Establish the capacity to manage, monitor, and report on statewide and/or internal projects. State Objective: Government and Citizens</b>														
3.3.1	Monitor and report progress quarterly and annually in achieving permanent plans for children in foster care through an external system of accountability and advocacy by June 30, 2020.	100%	100%	100%	Percent Complete	Complete	State Fiscal Year (July 1 - June 30).	Percent completion	FCRB will track and report the achievement of timely permanence for children by permanence type and by time achieved.	Foster Care Review Board	General Assembly (concerning recommended modifications to statute and budgetary priorities); children, families, concerned citizens and communities who benefit from systemic improvement regarding services provided to children	General Assembly; public; state agencies	0502.100100.000	Foster Care Review Division (FCRD) provides quarterly reports to DSS but struggled to submit timely reports due to its current database system. Efforts are underway to replace the current system. FCRD publishes an Annual Report on behalf of the FCRB each calendar year and published its most recent Annual Report in December of 2021. The report is available in print and online at fcrb.sc.gov.
3.3.2	Monitor and report total number and typology trends of critical incident notifications received by the DCA within a fiscal year.	0%	100%	100%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Percent	Confidential critical incident notifications from child-serving agencies	The Investigations Unit has created and maintains a log of critical incidents and created a dashboard to review and analyze in an effort to improve outcomes	General Assembly; public; state agencies	General Assembly (concerning recommended modifications to statute and budgetary priorities); children, families, concerned citizens and communities who benefit from systemic improvement regarding services provided to children	0100.000000.001	The dashboards are routinely updated by the DCA to highlight trends and concerns. Additional typologies and facilities have been created to ensure DCA produces reliable information on critical incidents received.

# Strategic Plan Development

# FY2023

as submitted for the Accountability Report by:

- Goal 1** To serve as advocates for timely, safe, and effective services for children
- Goal 2** To ensure that children, parents, and concerned citizens in South Carolina know how to connect children in need to the right services
- Goal 3** Develop and promote a broad vision for reform, driven by the values and goals of child-serving agencies, to make the services and programs provided by state agencies more effective for children, youth, families and communities

## L080 - DEPARTMENT OF CHILD ADVOCACY

Perf. Measure Number	Description	Base	Target	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
<b>1.1 Establish, maintain, and continue to improve innovative and competitive recruitment efforts</b>							<b>State Objective: Healthy and Safe Families</b>						
1.1.1	Increase the number of active volunteers	0.56	0.65	Percent	Equal to or greater than	State Fiscal Year	Number of children served by volunteer Guardian ad Litem/Total number of children served by the Guardian ad Litem program.	GAL ETO System "Case Listing by Volunteer" or another case management created to track this information	GAL ETO System "Case Listing by Volunteer" or another case management created to track this information	Children will have trained, volunteer Guardian ad Litem appointed whose sole role is to advocate for their best interests. Staff are also served, because, without sufficient volunteers, staff are assigned to serve as Guardians ad Litem.	Abused and neglected children who are named in DSS abuse and neglect actions filed in Family Court and Guardian ad Litem Program staff	0500.050100.000	
1.1.2	Review (and revise/implement as appropriate) salary structures and policies related to flexible work hours to improve staff retention	0.338	0.25	Percent	Equal to or less than	State Fiscal Year	(number of separations / average number of employees) / 100 = Staff Turnover Rate NOTE: Baseline data was calculated with 165.75 as the average number of employees with 55 separations. As staff are hired, the average number of employees may change and may affect the turnover data	The DCA will track progress on this measure and changes in salary structure or work flexibility will be recorded with State HR/Admin HR Shared Services; Turnover rate is calculated by Admin HR Shared Services.	Dept. of Admin. Human Resources Vacancy Turnover Report	Staff and the public benefit from having a stable workforce of quality, trained individuals who have a positive relationship with their employer.	Staff; Public; children; other agencies	0100.000000.000	
<b>1.2 Support our employees with clear expectations, measurable and achievable success criteria, and regular feedback to help them be successful in the workplace.</b>							<b>State Objective: Healthy and Safe Families</b>						
1.2.1	Reduce existing vacancies by recruiting and retaining staff in an effort to reduce existing workloads for staff; improve staff's ability to actively recruit volunteers; and to provide additional support for volunteers and the court system	0.18	0.1	Count	Equal to or less than	State Fiscal Year	Current Guardian ad Litem vacancies/Total FTEs	Dept. of Admin. Human Resources Vacancy Turnover Report	Dept. of Admin. Human Resources Vacancy Report	Staff currently serve as advocates for 4237 children even with 37% of FTE positions unfilled. Filling these positions will reduce caseloads and provide support for volunteers. According to Admin HR Shared Services data, by June 30, 2020, there were 120 FTE positions and 96 were filled, leaving 24 vacancies. As a result, as shown in Measure 1.1.1, the number of staff serving as advocating for children decreased which allowed staff to focus on their job descriptions of recruiting, training, and supporting volunteer Guardians ad Litem.	Staff; Public; children; other agencies	0500.050100.000	

Perf. Measure Number	Description	Base	Target	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes	
1.2.2	Develop and deliver one annual topical training and four regional trainings for FCRB board members and FCRD staff to improve the quality of case reviews.		5	5	Count	Equal to or greater than	State Fiscal Year	Count of Trainings	FCRD regional and annual training dates	FCRD will maintain records of dates, locations, times, and attendance regarding completed training sessions.	Regular trainings provide an opportunity for relevant legislative and caselaw updates in addition to strengthening ongoing mission objectives and focus.	Staff; Public; children; other agencies	0502.100100.000	
1.2.3	Augment existing policies and procedures for the Investigations Unit to ensure clear expectations for staff and alignment with the agency's mission and duties.		0.9	1	Percent	Complete	State Fiscal Year	Percent Completion	Department of Children's Advocacy policy and procedure; SCEIS database	Department of Children's Advocacy policy and procedure; SCEIS database	The Investigations Unit was created when the agency became effective on July 1, 2019. This policies that have been created should be reviewed and augmented to meet the increased capacity of the unit to ensure that staff know what the expectations are and to ensure alignment of policy and practice with the agency's mission and duties.	Staff; Public; children; other agencies	0100.000000.000	
<b>1.3 Foster innovation in retention methods for volunteers</b>										<b>State Objective: Healthy and Safe Families</b>				
1.3.1	Survey volunteer Guardian ad Litem regarding their satisfaction with their relationship with the Guardian ad Litem Program.		0.76	0.85	Percent	Equal to or greater than	State Fiscal Year	Number of volunteer Guardian ad Litem who report being "pleased" or "very pleased" in response to Question #10 of the survey.	GAL Program/Survey Monkey	GAL Program/Survey Monkey	For the success of the GAL Program, it is imperative to have volunteer GALs who are satisfied with the support and guidance they receive from GAL Program staff. Volunteer GALs contribute to advocacy for children through direct involvement with children and through providing their feedback about systemic improvements.	Staff; Public; children; other agencies	0500.050100.000	
1.3.2	Highlight the work and accomplishments of volunteers and host volunteer recruitment events		0	100	Count	Equal to or greater than	State Fiscal Year	The total/sum of: (1) Number of highlights of volunteers on social media; (2) Number of highlights of volunteers in newsletters; and (3) Number of recruitment events	Recruiter data	Recruiter data	GAL Program leadership has learned that volunteer highlights and events are important ways to recruit and retain volunteers. The GAL Program will be more intentional in its efforts in these areas.	Staff; Public; children; other agencies	0500.050100.000	
<b>2.1 Educate the public about state agency services</b>										<b>State Objective: Healthy and Safe Families</b>				



Perf. Measure Number	Description	Base	Target	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes	
2.1.1	Review and update the agency's online resource directory of state services and resources for children		0	1	Percent	Equal to or greater than	State Fiscal Year	Percent completion	Department of Children's Advocacy's website	Department of Children's Advocacy's website	One of the statutory duties of the Dept. of Children's Advocacy includes educating the public about state agency services. Providing easily-accessible online information to the public about the availability of services could reduce incidences of abuse, neglect and institutionalization of children by apprising families of services available to them in their homes and communities. It also improves awareness, accessibility and relationships with child-serving agencies and organizations.	Staff; Public; children; other agencies	0100.000000.000	
2.1.2	Develop and deliver or attend and participate in at least 4 public or community meetings or events to share information about accessing and/or navigating services provided by state agencies for children		0	4	Count	Complete	State Fiscal Year	Count of meetings with 100% representing 4 meetings.	Department of Children's Advocacy will maintain a count	Department of Children's Advocacy will maintain a count	Creating a forum for members of the community to hear about how to access and navigate through services and programs will not only help people know what services are available but also help them feel less intimidated, confused, and overwhelmed by applying for and accessing services available to children.	Staff; Public; children; other agencies	0100.000000.000	
2.1.3	Increase the number of 1915(c) Waiver Youth enrollment to 300 by June 2023.	149	300	Count	Equal to or greater than	State Fiscal Year	Count will be determined by the number of children/youth entered as enrolled in the Phoenix Electronic Health Record and served by Continuum of Care.	Phoenix Electronic Health Record maintained by Continuum of Care	Phoenix Electronic Health Record maintained by Continuum of Care	In FY21, Continuum of Care was identified as the provider for intensive care coordination through a 1915(C) Medicaid Waiver. The Waiver allows Continuum of Care to serve up to 250 children during the second year of the waiver, and serving youth and families promotes youth safely remaining in their homes and communities by reducing foster care entry, juvenile justice involvement, and trauma for youth and families.	Staff; Public; children; other agencies	0500.150100.000		
2.2	Develop process to provide an excellent customer experience.							State Objective: Healthy and Safe Families						

Perf. Measure Number	Description	Base	Target	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes	
2.2.1	Disseminate and ensure employee review of Guardian ad Litem division's policies and procedures to streamline and improve consistency across the state.		0	1	Percent	Equal to or greater than	State Fiscal Year	Percent Completion	Guardian ad Litem Program policy/procedure; SCEIS database	Guardian ad Litem Program policy/procedure; SCEIS database	The GAL Program uses existing National CASA policy for training, but national standards to not provide all of the operational policy and procedure that county and regional offices need on a day-to-day basis. GAL offices will operate more smoothly and interact more efficiently with Clerks' offices, volunteer GALs, DSS, and the judiciary with more consistent and effective statewide office management policy and procedure.	Staff; Public; children; other agencies	0500.050100.000	
2.2.2	Create and disseminate effective and engaging training material for all Department of Children's Advocacy programs.		0	1	Percent	Equal to or greater than	State Fiscal Year	Percent Completion	Department of Children's Advocacy online training modules; SCEIS database	Department of Children's Advocacy online training modules; SCEIS database	Dept. of Children's Advocacy includes three divisions (Continuum of Care, Foster Care Review Division, and Guardian ad litem) which were part of the Department of Administration prior to DCA's effective date of July 1, 2019. At its launch, DCA adopted then-existing Admin policy. This policy should be reviewed to ensure that ongoing policy is consistent with DCA's specific child-focused and improvement-oriented mission and duties.	Staff; Public; children; other agencies	0100.000000.000	
2.2.3	Ensure 87% of Continuum of Care parents interviewed will feel satisfied with the services they receive overall.	TBD	0.87	Percent	Equal to or greater than	State Fiscal Year	Number of parents who report being satisfied with the services they receive overall from the Continuum of Care program/total number of parents who complete the survey.	Customer satisfaction surveys submitted by families/guardians of children served by Continuum of Care	Continuum of Care's subscription program	DCA seeks to develop processes to provide excellent customer service through measuring customer service and establishing a customer feedback process which guides service improvements.	Staff; Public; children; other agencies	050.150100.000		
2.2.4	Maintain or improve efficacy of Continuum of Care's services for children and youth as measured through dashboard data.	25	30	Rank	Equal to or greater than	State Fiscal Year	Comparison of youths' beginning and ending CAFAS scores - the measure shows as a percentage but is actually a point measurement rather than a percentage measurement	Phoenix Electronic Health Record maintained by Continuum of Care	Phoenix Electronic Health Record maintained by Continuum of Care	A child's improvement is the single-most important goal of DCA. Continuum of Care's ability to objectively measure a youth's improvement is fundamental to the effectiveness of COC's model and professionals.	Staff; Public; children; other agencies	0500.150150.000		

Perf. Measure Number	Description	Base	Target	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
2.2.5	Initial response to complaints occurs within one business day of the Agency's receipt of telephone, website-submitted, or emailed complaints for FY23.	0.98	0.98	Percent	Equal to or greater than	State Fiscal Year	Number of complaints for which agency's initial response was within one business day of agency's receipt of the complaint/total number of complaints received by the agency.	Investigations Unit electronic case management system (Intranet Quorum)	Investigations Unit electronic case management system (Intranet Quorum)	DCA shall respond to complaints within one business day, not counting holidays or weekends, to determine which matters require an agency referral or an investigation.	Staff; Public; children; other agencies	0100.000000.000	
2.2.6	Review and update 100% of FCRD/FCRB policies and procedures to streamline and improve consistency across the state.	0.6	1	Percent	Equal to or greater than	State Fiscal Year	Percent Completion	Foster Care Review Division policies; SCEIS database	Foster Care Review Division policies; SCEIS database	The Foster Care Review Board and Foster Care Review Division have established policies and procedures which are outlined in separate formats for staff and volunteers. FCRD/FCRB operations will perform more smoothly and interact more efficiently with volunteers and other offices with more streamlined and updated office management policy and procedure.	Staff; Public; children; other agencies	0502.100100.000	
2.2.7	Disseminate and ensure employee review of Continuum of Care division's policies and procedures to streamline and improve consistency across the state.	0	1	Percent	Equal to or greater than	State Fiscal Year	Percent Completion	Continuum of Care policies; SCEIS database	Continuum of Care policies; SCEIS database	The Continuum of Care has established policies and procedures which are outlined in separate formats for staff and volunteers. FCRB operations will perform more smoothly and interact more efficiently with youth, families and other offices/agencies with more streamlined and updated office management policy and procedure.	Staff; Public; children; other agencies	0500.150100.000	
3.1.1	Review and improve the agency's tracking system for reviewing and evaluating services for children.	0	1	Percent	Equal to or greater than	State Fiscal Year	Percent completion - Explore modification of current case management system to add fields for automated reports and/or development of an evaluation tool and report development process	Investigations Unit electronic case management system (Intranet Quorum)	Investigations Unit electronic case management system (Intranet Quorum)	One of the statutory duties of the Dept. of Children's Advocacy includes examining, on a system-wide basis, the care and services that state agencies provide children.	Staff; Public; children; other agencies	0100.000000.000	
3.1.2	Review and report on services that state agencies provide to children to the General Assembly and Governor.	0	1	Count	Complete	State Fiscal Year	Report submission or delivery	Department of Children's Advocacy records and data/information from other agencies/sources as noted in the report	Department of Children's Advocacy website and in print; Department of Archives; S.C. State Library	One of the statutory duties of the Dept. of Children's Advocacy includes providing a report to the General Assembly regarding the activities of the SCA.	Staff; Public; children; other agencies	0100.000000.000	

Perf. Measure Number	Description	Base	Target	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
3.1.3	Evaluate services of state agencies within the scope of the Dept of Children's Advocacy with target of completing evaluations of all 9 agencies by FY24	0.33	0.66	Percent	Equal to or greater than	State Fiscal Year	Percent of completion with interim targets of 3 agencies or 33% for FY22; 66% for FY23; and 100% for FY24.	Department of Children's Advocacy records	Department of Children's Advocacy website and in print; Department of Archives; S.C. State Library	Establish other mechanisms to evaluate services that are not limited to the IU complaint system. The first part of creating the evaluation process was creating an inventory of services, and this was accomplished during FY21. Reviewing other State Office of Children's Advocacy may reveal evaluation and review methods.	Staff; Public; children; other agencies	0100.000000.000	
3.1.4	Assess and implement changes for the Guardian ad Litem Program Quality Assurance review process and establish statewide baselines in an effort to ensure standards are met and improvement efforts are appropriately directed	0	1	Percent	Equal to or greater than	State Fiscal Year	The Guardian ad Litem Program leadership will develop a process and establish baselines to ensure quality assurance.	Guardian ad Litem Program policy/procedure; SCEIS database	Guardian ad Litem Program policy/procedure; SCEIS database	Collecting, reviewing, and considering this type of information will help the Guardian ad Litem Program provide better advocacy for children.	Staff; Public; children; other agencies	0500.050100.000	
<b>3.2 Receive, refer, monitor and investigate complaints regarding state agencies</b>													
<b>State Objective: Government and Citizens</b>													
3.2.1	Provide data and analysis regarding complaint dispositions in an effort to inform recommendations for improvement.	0	1	Percent	Equal to or greater than	State Fiscal Year	Electronic network database captures which agencies receive complaints against their services or programs, how complaints are categorized internally, and how our complaints are resolved and coded.	Investigations Unit electronic case management system (Intranet Quorum)	Investigations Unit electronic case management system (Intranet Quorum)	Collecting, reviewing, and considering this type of information will help DCA and other agencies provide better services for children and families and will assist in the State Child Advocate in developing a broad vision for reform that includes recommendations for improvement.	Staff; Public; children; other agencies	0100.000000.000	
3.2.2	Encourage a culture of collaboration and coordination among state agencies which serve children by developing relationships and communicating regularly in a professional and respectful manner. Regular meetings should occur, with a minimum of one virtual or in-person meeting occurring with each of the nine state agencies.	0	1	Count	Equal to or greater than	State Fiscal Year	Count of meetings	Department of Children's Advocacy will keep records of the number of meetings that occur	Department of Children's Advocacy will keep records of the number of meetings that occur	DCA should be involved in regular conversations with agency leadership to inform agencies of issues, to enlist their help and cooperation in resolving issues, and to learn more about other agencies' processes and resources to better-assist DCA with assisting callers and with making recommendations and advocating for systemic improvement.	Staff; Public; children; other agencies	0100.000000.000	
3.3.1	Monitor and report progress quarterly and annually in achieving permanent plans for children in foster care through an external system of accountability and advocacy.	0	1	Count	Equal to or greater than	State Fiscal Year	Count of annual report	Foster Care Review Division case management system; DSS Child and Adult Protective Services Systems (CAPSS)	Foster Care Review Division website and in print	Foster Care Review Division will track and report the achievement of timely permanence for children by permanence type and by time achieved.	Staff; Public; children; other agencies	0502.100100.000	

Perf. Measure Number	Description	Base	Target	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
3.3.2	Monitor and report total number and typology trends of critical incident notifications received by the DCA within a fiscal year.		0	Percent	Equal to or greater than	State Fiscal Year	Percentage completed	Investigations Unit electronic case management system (Intranet Quorum)	Investigations Unit electronic case management system (Intranet Quorum)	DCA of Investigations will monitor and compile data trends within CI notifications from CI dashboard	Staff; Public; children; other agencies	0100.000000.000	

# FY2022

## Budget Data

as submitted for the Accountability Report by:

### L080 - DEPARTMENT OF CHILD ADVOCACY

State Funded Program No.	State Funded Program Title	Description of State Funded Program	(Actual) General	(Actual) Other	(Actual) Federal	(Actual) Total	(Projected) General2	(Projected) Other	(Projected) Federal4	(Projected) Total
0100.000000.000	Administration and Investigations Unit	Provides support for the agency as a whole; includes the Investigations Unit which receives, refers, monitors and investigates complaints; develops and promotes a broad vision for reform to improve services provided by child-serving agencies in South Carolina	\$ 446,951.40		\$ 4,913.35	\$ 451,864.75	\$ 567,968.00		\$ 69,074.65	\$ 637,042.65
0121.050000X000	Children's Trust Fund	Provides prevention services for children and families	\$ 100,000.00			\$ 100,000.00	\$ 100,000.00			\$ 100,000.00
0500.050100.000	Guardian ad Litem Program	Advocates for abused and neglected children	\$ 3,940,886.04	\$ 2,428,467.49	\$ 122,465.97	\$ 6,491,819.50	\$ 3,307,692.00	\$ 3,833,044.00	\$ 176,462.00	\$ 7,317,198.00
0500.150100.000	Continuum of Care	Assists children with emotional and behavioral needs	\$ 1,578,665.22	\$ 1,061,504.57		\$ 2,640,169.79	\$ 2,222,775.00	\$ 760,550.00		\$ 2,983,325.00
0502.100100.000	Foster Care Review Division	Provides accountability for children in foster care	\$ 331,956.86	\$ 635,349.21		\$ 967,306.07	\$ 450,062.00	\$ 870,489.00		\$ 1,320,551.00
9500.050000.000	State Employer Contributions	To provide state employer contribution funding source	\$ 1,561,783.47	\$ 1,662,315.42	\$ 45,844.04	\$ 3,269,942.93	\$ 2,165,700.00	\$ 2,397,000.00	\$ 104,000.00	\$ 4,666,700.00
9817.310000X000	South Carolina Network for Children's Advocacy Centers (SCNCAC)	SCNCAC is the coordinating entity for the 17 Child Advocacy Centers (CACs) in South Carolina. SCNCAC provides support, advocacy, quality assurance, and statewide leadership for CACs. CACs provide a coordinated, evidence-based response to children who have been abused in all 46 counties of South Carolina.	\$ 170,000.00			\$ 170,000.00	\$ 170,000.00			\$ 170,000.00

# FY2022

## Legal Data

as submitted for the Accountability Report by:

### L080 - DEPARTMENT OF CHILD ADVOCACY

Law number	Jurisdiction	Type	Description	Purpose the law serves:	Notes:	Changes made during FY2022
2022-23 Appropriations Act Section 41	State	FY22-23 Proviso	Cass Elias McCarter Guardian ad litem Program	Funding agency deliverable(s)		No Change
2022-23 Appropriations Act Section 41	State	FY22-23 Proviso	Foster Care Review Board	Requires a service	May suspend reviews of children in certain settings	No Change
2022-23 Appropriations Act Section 41	State	FY22-23 Proviso	Continuum of Care for Emotionally Disturbed Children	Funding agency deliverable(s)		No Change
63-11-2410(2)	State	Statute	S.C. Child Abuse Response Protocol	Requires a service	Requires agency to convene the first meeting and to provide staff support for the committee	No Change
63-11-2420	State	Statute	S.C. Child Abuse Response Protocol	Requires a service	Requires agency to maintain the protocol and the committee's updates	No Change
Proviso 103.3	State	FY22-23 Proviso	Revenue and Fiscal Affairs Office: S.C. Health and Human Services Data Warehouse	Report our agency may/must provide	Provides that Continuum of Care and Foster Care Review Division should submit data; conversations occurred with RFA during FY22	No Change
Proviso 35.1	State	FY22-23 Proviso	Department of Mental Health Transfer	Funding agency deliverable(s)	Authorizes DMH to transfer funds to Continuum of Care	No Change
Proviso 41.2	State	FY22-23 Proviso	Guardian ad Litem Trust Proviso	Funding agency deliverable(s)		No Change
2022-23 Appropriations Act Section 41	State	FY22-23 Proviso	Administration/Investigations Unit	Funding agency deliverable(s)	Provides funding for Administration division of agency as well as statutory requirements associated with Investigations Unit	No Change
S. C. Code of Regs. 31-10	State	Regulation	Office of the Governor - Continuum of Care for Emotionally Disturbed Children	Requires a service	Minimum eligibility requirements and application process for selection as a client of Continuum of Care	No Change
S.C. Code of Laws Ann. Section 63-11-1310, et.seq.	State	Statute	Continuum of Care for Emotionally Disturbed Children	Requires a service	Enhances the delivery of services to severely emotionally disturbed children and youth	No Change
S.C. Code of Laws Ann. Section 63-11-1900, et.seq.	State	Statute	Department of Child Fatalities and State Child Fatality Advisory Committee	Board, commission, or committee on which someone from our agency must/may serve	State Child Advocate serves on committee to review child fatalities	No Change
S.C. Code of Laws Ann. Section 63-11-2210, et.seq.	State	Statute	Department of Children's Advocacy	Requires a service	Duties regarding reviewing and making recommendations regarding services provided to children by state agencies	No Change
S.C. Code of Laws Ann. Section 63-11-2210, et.seq.	State	Statute	Department of Children's Advocacy	Report our agency must/may provide	Participates in or leads investigations regarding critical incidents; provides an annual report to General Assembly, JCCLC and Governor	No Change
S.C. Code of Laws Ann. Section 63-11-500, et.seq.	State	Statute	Cass Elias McCarter Guardian ad litem Program	Requires a service	Recruiting, training and supervising volunteer guardians ad litem	No Change
S.C. Code of Laws Ann. Section 63-11-700, et.seq.	State	Statute	Foster Care Review Board	Requires a service	Monitoring progress in achieving permanent placements for children in foster care	No Change
S.C. Code of Regs. 24-1	State	Regulation	Office of the Governor-Division for Review of the Foster Care of Children	Requires a service	Monitoring progress in achieving permanent placements for children in foster care	No Change
Proviso 117.19	State	FY22-23 Proviso	Per Diem for Boards, Commissions and Committees	Distribute finding to another entity	Authorizes payment of per diem to Foster Care Review Board members	Amended
Proviso 117.20(E)	State	FY22-23 Proviso	Meals and mileage reimbursement for Board members	Distribute finding to another entity	Authorizes reimbursement of mileage and meals to Foster Care Review Board members	No Change

# FY2022

## Services Data

as submitted for the 2022 Accountability Report by:

### L080 - DEPARTMENT OF CHILD ADVOCACY

Description of Service	Description of Direct Customer	Customer Name	Others Impacted by Service	Division or major organizational unit providing the service.	Description of division or major organizational unit providing the service.	Primary negative impact if service not provided.	Changes made to services during FY 2022	Summary of changes to services
The FCRB provides support and coordination to local review board member volunteers and State Board of Directors	Appointed local FCRB members in each county in South Carolina and State Board of Directors representing each Congressional District in South Carolina	DSS, Judicial System, federal oversight, children/families	foster parents, family members, fictive kin	Foster Care Review Board	Monitors progress in achieving permanent placements for children in foster care	lack of accountability or reliability for reviews and recommendations	No Change	
The FCRB conducts periodic case review of children residing in foster care in South Carolina	Children and families involved in South Carolina's foster care system	DSS, Judicial System, federal oversight, children/families	foster parents, family members, fictive kin	Foster Care Review Board	Monitors progress in achieving permanent placements for children in foster care	lack of accountability or reliability for reviews and recommendations	No Change	
The FCRB provides the Family Court in every county in South Carolina a child-specific written recommendation following each case review of a child in foster care	Family Court Judges who are making decisions about permanency for children in foster care	DSS, Judicial System, federal oversight, children/families	foster parents, family members, fictive kin	Foster Care Review Board	Monitors progress in achieving permanent placements for children in foster care	lack of accountability or reliability for reviews and recommendations	No Change	
The FCRB provides the S.C. Dept. of Social Services and Cass Elias McCarter Guardian ad Litem Program in every county in South Carolina a child-specific written recommendation following each case review of a child in foster care	Department of Social Services and Guardians ad litem who are making decisions about permanency for children in foster care	DSS, Judicial System, federal oversight, children/families	foster parents, family members, fictive kin	Foster Care Review Board	Monitors progress in achieving permanent placements for children in foster care	lack of accountability or reliability for reviews and recommendations	No Change	
The S.C. Heart Gallery maintains an interactive website for enhanced target adoption recruitment	Legally free children in foster care in South Carolina; interested families approved to adopt; interested families not yet approved to adopt; and South Carolina families assigned for completion of adoptive home studies	DSS, Judicial System, federal oversight, children/families	foster parents, family members, fictive kin	Foster Care Review Board - Heart Gallery	Provides enhanced child-specific adoption recruitment services	lack of recruitment and advocacy for youth in foster care who are awaiting adoption	No Change	
Evidenced-based, intensive care coordination and Medicaid Targeted Case Management	South Carolina youth under age 18 with severe emotional disturbance and/or behavioral health challenges; may serve up to age 21 if youth is in special education; also serving young adults up to age 25 who are enrolled in Roads of Independence (ROI) Program pilot program in Lee, Kershaw, and Sumter counties through a Substance Abuse and Mental Health Services Administration (SAMHSA) grant with the Department of Mental Health	children, families	emergency departments, DJJ, DSS, DMH, DHHS	Continuum of Care	Serves children with the most severe and complex emotional or behavioral health challenges whose needs are not being adequately met by existing services or programs	lack of appropriate services for children, youth and families such that youth suicide, foster care entry, juvenile justice entry and hospitalizations may increase	No Change	
Establish capacity to examine nine specific state agencies	Child-recipients of state services and families who need to access services	children, families, General Assembly, Governor, DHHS, DMH, DDSN, DSS, DJJ, DHEC, John de la Howe, Wil Lou Gray, School for the Deaf and for the Blind	communities, service providers, placement providers, other agencies	State Child Advocate and Investigations	Examine adequacy of services for children by nine specific state agencies	lack of appropriate oversight and improvements such that access and availability to quality services may harm or increase problems for children and families	No Change	
Online directory, public forums or other methods of informing public	Child-recipients of state services and families who need to access services	children, families	emergency departments, DJJ, DSS, DMH, DHHS	State Child Advocate and Investigations	Educate public about services available to children by state agencies	lack of appropriate oversight and improvements such that access and availability to quality services may harm or increase problems for children and families	No Change	



Description of Service	Description of Direct Customer	Customer Name	Others Impacted by Service	Division or major organizational unit providing the service.	Description of division or major organizational unit providing the service.	Primary negative impact if service not provided.	Changes made to services during FY2022	Summary of changes to services
Attend public forums, speak with members of community and research availability of services to determine service array	Members of the community and families who benefit from coordination of services and processes	children, families		State Child Advocate and Investigations	Educate public about services available to children by state agencies	lack of awareness, access and availability to quality services may harm or increase problems for children and families	No Change	
Attend public forums, speak with members of community, research availability of services, and collaborate with agency leadership to coordinate service array	State agencies which function better as a result of coordination of services and processes	DHHS, DMH, DDSN, DSS, DJJ, DHEC, John de la Howe, Wil Lou Gray, School for the Deaf and for the Blind	communities, service providers, placement providers, other agencies	State Child Advocate and Investigations	Educate public about services available to children by state agencies	lack of awareness, access and availability to quality services may harm or increase problems for children and families	No Change	
Establish capacity to receive, refer, monitor, review, and/or investigate complaints regarding 9 specific state agencies	Child-recipients of state services and families who are dissatisfied with state agency services	children, families	communities, service providers, placement providers, other agencies	State Child Advocate and Investigations	Receive, refer, monitor, review, and/or investigate complaints against 9 specific state agencies	lack of appropriate oversight and improvements such that access and availability to quality services may harm or increase problems for children and families	No Change	
Establish capacity to receive, refer, monitor, review, and/or investigate complaints regarding 9 specific state agencies	State agencies who are seeking to improve the delivery of their services	DHHS, DMH, DDSN, DSS, DJJ, DHEC, John de la Howe, Wil Lou Gray, School for the Deaf and for the Blind	communities, service providers, placement providers, other agencies	State Child Advocate and Investigations	Receive, refer, monitor, review, and/or investigate complaints against 9 specific state agencies	lack of appropriate oversight and improvements such that access and availability to quality services may harm or increase problems for children and families	No Change	
Prepare and submit annual report	State agencies and state leadership who are seeking to improve the delivery of their services	DHHS, DMH, DDSN, DSS, DJJ, DHEC, John de la Howe, Wil Lou Gray, School for the Deaf and for the Blind	communities, service providers, placement providers, other agencies	State Child Advocate and Investigations	Submit annual report with activities of State Child Advocate	lack of appropriate oversight and improvements such that access and availability to quality services may harm or increase problems for children and families	No Change	
Prepare and submit annual report	Legislators who are seeking to determine the efficacy of state agencies' services to determine whether legislative changes are necessary to improve access, quality and delivery of services	General Assembly	communities, service providers, placement providers, other agencies	State Child Advocate	Submit annual report with activities of State Child Advocate	lack of appropriate oversight and improvements such that access and availability to quality services may harm or increase problems for children and families	No Change	
Prepare and submit annual report	General public who seeks to better-understand, access, or improve state agencies' services	children, families and concerned citizens	children, families, General Assembly, Governor, DHHS, DMH, DDSN, DSS, DJJ, DHEC, John de la Howe, Wil Lou Gray, School for the Deaf and for the Blind	State Child Advocate and Investigations	Submit annual report with activities of State Child Advocate	lack of appropriate oversight and improvements such that access and availability to quality services may harm or increase problems for children and families	No Change	
Maintain the Child Abuse Response Protocol; convene the first meeting of the Protocol Review Committee	Children and families who will have consistent access and availability to services; agencies who will have a clear understanding of expectations and	children, families and concerned citizens	Law enforcement, Child Advocacy Centers, Judicial Branch, General Assembly, Governor, DMH, DSS, DJJ, Attorney General's Office/Human Trafficking Task Force	State Child Advocate/Administration	Maintain the Child Abuse Response Protocol; convene the first meeting of the Protocol Review Committee	lack of awareness, access and availability to quality services may harm or increase problems for children and families	No Change	

# FY2022

## Partnerships Data

as submitted for the 2022 Accountability Report by:

### L080 - DEPARTMENT OF CHILD ADVOCACY

Type of Partner Entity	Name of Partner Entity	Description of Partnership	Change to the partnership during the past fiscal year
State Government	Department of Health and Human Services	Continuum of Care (Coordination for Medicaid reimbursement)	No Change
State Government	Department of Mental Health (DMH)	Continuum of Care (funding for services/operations and Substance Abuse and Mental Health Services Association grant)	No Change
Non-Governmental Organization	National CASA	Guardian ad litem Program	No Change
Individual	Professional and Non-Professional Photographers	Foster Care Review Board/Heart Gallery	No Change
State Government	S.C. Attorney General's Office	Guardian ad litem Program (VOCA grant)	No Change
State Government	S.C. Dept. of Social Services	Foster Care Review Board (Title IVe and IVb funding regarding review of foster care placements)	No Change
State Government	S.C. Dept. of Social Services	Foster Care Review Board/Heart Gallery (contract for enhanced for adoption recruitment)	No Change
State Government	S.C. Dept. of Social Services	Guardian ad litem Program (Title IVe funding for training of volunteer guardians ad litem)	No Change
Non-Governmental Organization	S.C. Heart Gallery Foundation	Foster Care Review Board/Heart Gallery	No Change
Non-Governmental Organization	S.C. Network of Children's Advocacy Centers	SC Child Abuse Response Protocol implementation and maintenance	No Change
State Government	Substance Abuse and Mental Health Services Association (SAMHSA)	Continuum of Care (SAMHSA grant with DMH)	No Change
Higher Education Institute	University of Maryland	Continuum of Care	No Change
Non-Governmental Organization	Various Child Welfare Organizations	Foster Care Review Board	No Change
Non-Governmental Organization	Various Child Welfare Organizations-	Guardian ad litem Program	No Change
Private Business Organization	Various Continuum of Care Qualified Providers	Continuum of Care	No Change
Federal Government	Various Federal Agencies	Continuum of Care	No Change
Local Government	Various Local Agencies	Foster Care Review Board	No Change
Local Government	Various Local Agencies	Guardian ad litem Program	No Change
Private Business Organization	Various Medicaid Contracted Care Organizations	Continuum of Care	No Change
Non-Governmental Organization	Various South Carolina and National Adoption Recruitment Organizations	Foster Care Review Board/Heart Gallery	No Change
State Government	Various State Agencies	Continuum of Care	No Change
State Government	Various State Agencies	Foster Care Review Board	No Change
State Government	Various State Agencies	Guardian ad litem Program	No Change
Higher Education Institute	Various State Agencies	Guardian ad litem Program (Training providers)	No Change

Type of Partner Entity	Name of Partner Entity	Description of Partnership	Change to the partnership during the past fiscal year
State Government	Department of Public Safety	Juvenile Justice improvement grant	Add

# FY2022

## Reports Data

as submitted for the Accountability Report by:

### L080 - DEPARTMENT OF CHILD ADVOCACY

Report Name	Law Number (if applicable)	Summary of information requested in the report	Date of most recent submission DURING the past fiscal year	Reporting Frequency	Type of entity/entities	Method to access the report	Direct access hyperlink or agency contact (if not provided to LSA for posting online)	Changes to this report during the past fiscal year	Explanation why a report wasn't submitted
Agency Accountability Report	§1-1-810	The report "must contain the agency's or department's mission, objectives to accomplish the mission, and performance measures that show the degree to which objectives are being met." Agencies must "identify key program area descriptions and expenditures and link these to key financial and performance results measures."	August-21	Annually	Governor or Lt. Governor AND Legislative entity or entities	Provided to LSA for posting online	www.admin.sc.gov	No Change	
Annual Report of Continuum of Care	§63-11-1360	The Continuum of Care Division shall submit an annual report to the Governor and General Assembly on its activities and recommendations for changes and improvements in the delivery of services by public agencies serving children.	December-21	Annually	Governor or Lt. Governor AND South Carolina state agency or agencies	Available on agency's website	www.childadvocate.sc.gov	No Change	Individual Continuum of Care annual reports have not been submitted for at least a decade, but information for COC (activities, recommendations, improvement) was included in the Agency's Annual Report.
Annual Report of State Child Advocate	§63-11-2270(7)	The State Child Advocate is to annually submit a report to the Governor, President of the Senate, Speaker of the House of Representatives, and Joint Citizens and Legislative Committee on Children detailing the State Child Advocate's activities.	December-21	Annually	Governor or Lt. Governor AND Legislative entity or entities AND South Carolina state agency or agencies	Available on agency's website	www.childadvocate.sc.gov	No Change	
Budget	§11-11-30	Budget and proviso requests	September-21	Annually	South Carolina state agency or agencies	Available on another website	admin.sc.gov	No Change	
Continuum of Care Annual Cost Report		Reports concerning Targeted Case Management	November-21	Annually	South Carolina state agency or agencies	Electronic copy available upon request	n/a	No Change	
Continuum of Care Annual Cost Report		Reports concerning Medicaid Waiver	September-21	Annually	South Carolina state agency or agencies	Electronic copy available upon request	n/a	No Change	
Foster Care Review Board Annual Report	§63-11-700(D)	The FCRB prepares an annual report with data regarding case reviews of children in foster care. Reports for the previous year are prepared and published in September or October after gathering the fiscal year's data.	December-21	Annually	Governor or Lt. Governor AND South Carolina state agency or agencies	Available on agency's website	fcrb.sc.gov	No Change	
Minority Business Enterprise Utilization Plan	§11-35-5240	Utilization plan for the procurement of materials, supplies, and services from small and minority businesses pursuant to S.C. Code Section 11-35-5240	July-21	Annually	Governor or Lt. Governor AND Legislative entity or entities	Electronic copy available upon request	Amanda Whittle amanda.whittle@childadvocate.sc.gov	No Change	
Travel Summary	Proviso 117.26	Travel summary for Travel Report pursuant to Proviso 117.26	September-21	Annually	South Carolina state agency or agencies	Available on another website	www.cg.sc.gov/financial-reports/travel-reports	No Change	