



2023 Annual Accountability Report

**Department of Children's Advocacy
Agency Code: L080**

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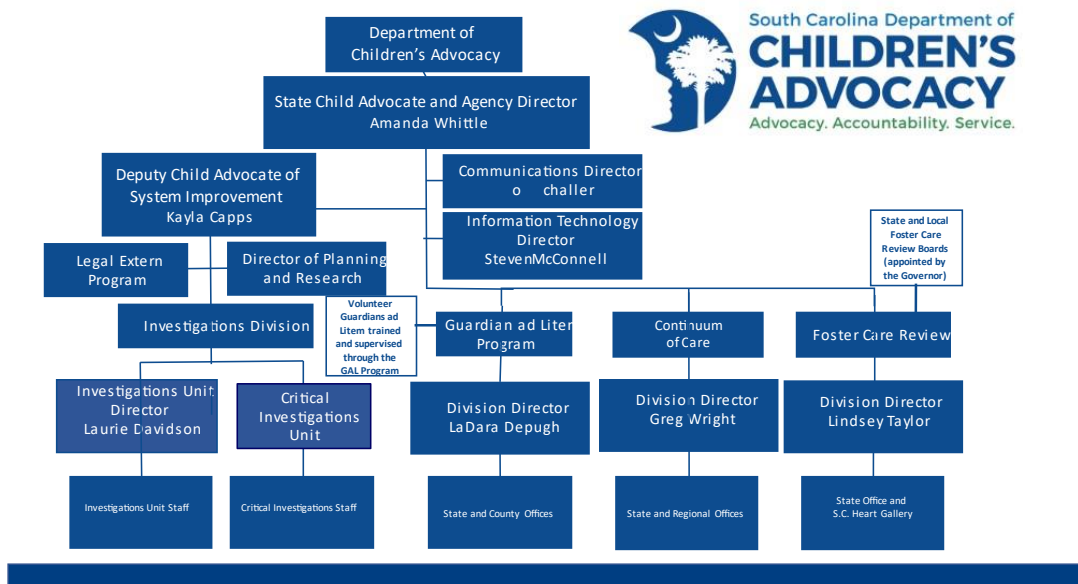
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AGENCY'S DISCUSSION AND ANALYSIS

Organization

The Department of Children's Advocacy is an independent state agency that administers advocacy, accountability, and care coordination programs for children and youth in addition to examining, on a system-wide basis, the care and services state agencies provide children. Pursuant to Act 160 of 2018, the Department was established effective July 1, 2019, and the enabling legislation is codified in S.C. Code of Laws Ann. Section 63-11-2210. The Act transferred to the Agency the Cass Elias McCarter Guardian ad Litem Program (S.C. Code of Laws Ann. 63-11-500, et. seq.), Continuum of Care for Emotionally Disturbed Children (S.C. Code of Laws Ann. 63-11-1310, et. seq.), and Division for Review of the Foster Care of Children (S.C. Code of Laws Ann. 63-11-700, et. seq.), all of which were former divisions of the Office of Executive Policy and Programs within the Department of Administration.

In addition, the State Child Advocate is responsible for ensuring that children receive adequate protection and care from services or programs offered by the Department of Social Services, the Department of Mental Health, the Department of Health and Human Services, the Department of Juvenile Justice, the Department of Health and Environmental Control, the Department of Disabilities and Special Needs, the John de la Howe School, the Will Lou Gray Opportunity School, and the School for the Deaf and the Blind.



The Act required the agency to establish a toll-free public telephone number and an electronic complaint submission form on the department's website for the purpose of receiving complaints relative to the provision of services to children by these agencies. The enabling legislation also requires these agencies to inform the Agency within 24 hours of a critical incident, and, thereafter, the State Child Advocate may perform an independent investigation or review a completed investigation. Initially, an Investigations

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Unit was established to address the statutory requirements associated with receipt, review, referral, monitoring and investigation of complaints. During FY23, based on an increase in critical incident notifications in FY22, a Critical Investigations Unit was established. Based on an overall increase in complaint and critical incident investigations, an Investigations Division has been created.

The Department of Children's Advocacy is led by the State Child Advocate who is the Director of the Agency. The State Child Advocate is appointed by the Governor from among three candidates recommended by the Joint Citizens and Legislative Committee on Children for a term of six (6) years.

Mission

The DCA champions advocacy, accountability, and service to improve outcomes for children served by state agencies in South Carolina.

Vision

Growing a community where children thrive.

Strategic Plan

In August of 2019, the Agency created a strategic plan with strategic goals and performance measures, and the Agency has assessed the goals and measures each year. The strategic goals, strategies, and performance measures for FY23 are outlined below. The complete report of base, target, and actual performance measures are included in the Agency’s Annual Accountability Report, and specific performance measures are highlighted within each category:

Strategic Goal 1: Serve as advocates for timely, safe, and effective services for children

1.1. Establish, maintain, and continue to improve innovative and competitive recruitment efforts

Highlighted Performance Measure:

1.1.2. Review (and revise/implement as appropriate) salary structures and policies related to flexible work hours to improve staff retention

During FY23, the Agency analyzed salaries, developed new salary structures for certain positions, created performance pay increases, implemented equity increases, provided salary adjustments based on additional duties, and developed and implemented an agency-wide telework plan. Additionally, vacancies have been filled, and new positions were created to streamline processes and provide staff with clear expectations of their job duties. While more work needs to be done, the goal for FY23 was surpassed. The baseline for the Agency’s turnover rate was 34%, the goal was 25%, and the turnover rate as of June 30, 2023 was 21.27%.

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1.2. Support our employees with clear expectations, measurable and achievable success criteria, and regular feedback to help them be successful in the workplace

Highlighted Performance Measure:

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

The Guardian ad Litem Program Director LaDara Depugh developed a tool for tracking vacancies, monitoring the process to fill the vacancies, and having regular communications with her team to ensure the process was consistently moving. Her intentionality and focus brought the vacancy rate from 18% at the end of FY22 to 11% at the end of FY23. This is even more impactful considering the vacancy rate for this program at the end of FY20 was almost 40%

1.3 Foster innovation in retention methods for volunteers

Highlighted Performance Measure:

1.3.2. Highlight the work and accomplishments of volunteers and host volunteer recruitment events

The Guardian ad Litem Program established a goal of 100 volunteer highlights and surpassed this goal by 600% with 647. Although the recruitment and training team will continue to perform these tasks, the Program will no longer track this as a strategic goal. One of the most prevalent concerns is getting applicants who are interested in completing the Preservice training, so this 1.3.2. goal will be replaced by a new FY24 goal (1.3.3.) related to recruitment.

Strategic Goal 2: Ensure that children, parents, and concerned citizens in South Carolina know how to connect children in need to the right services

2.1 Educate the public about state agency services

Highlighted Performance Measures:

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

Director Whittle and Deputy Capps attended more than 125 meetings during FY23 during which there were discussions about access to children's services. For this measure, agency-only related meetings were not included in the actual performance count of 76. The number reported for FY23 (76) includes presentations at forums which had an audience of more than agency

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employees. Such events included presentations at press conferences, media interviews, public forums, and community events.

2.1.3. Increase the number of 1915(c) Waiver Youth enrollment to 300 by June 2023

Although additional youth were served through Targeted Case management (TCM), outside of the Waiver, the Agency did not meet its goal of serving 300 youth through the Palmetto Coordinated System of Care (PCSC) Waiver. The Phoenix Electronic Health Record indicates 162 youth were served through the Waiver during this fiscal year. Continuum of Care (COC) experienced a vacancy rate of 40% during this fiscal year, and the lack of a sufficient workforce impacted the division. In response to the vacancy rate, the Agency conducted a salary analysis, proposed equity increases for staff, created and implemented a performance pay increase for staff, and created and implemented a telework plan. The Agency intends to continue recruitment and retention efforts to reduce the vacancy rate within Continuum of Care, so the division can serve more youth through the Waiver in FY24. This has included Division Director Greg Wright requesting additional recruitment sites, the Agency's launch of a LinkedIn page during FY23, and Communications Director Rob Schaller sharing job postings in the Agency's monthly newsletter and on social media. The strategy goal of decreasing the vacancy rate within Continuum of Care has been added for the FY24 accountability goals as measure number 1.3.4.

2.2 Develop process to provide an excellent customer experience.

Highlighted Performance Measures:

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.

This goal was completed in FY22 and FY23 and is no longer needed. Division practice now includes reviewing and updating policies annually by June of each year.

2.2.5. Initial response to complaints occurs within one business day of the Investigation Unit's receipt of telephone, website-submitted, or emailed complaints for FY23.

The actual measurement for this goal for FY23 was 100%, up from 98% in FY22. To measure the response timeliness, the first five entries of each month during the fiscal year (July of 2022 through and including June of 2023) were pulled and reviewed to determine when the initial response was made. The number of timely services was then divided by the number of total services and multiplied by 100 to get the percentage rate. The addition of an Intake Specialist has been a great asset to the Investigations Unit, but the workloads need to be reduced for the Investigators.

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.

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Work had been underway to review and update the Continuum of Care's policies since prior to the launch of the Department of Children's Advocacy. The Agency Director worked closely with the Continuum of Care Director Greg Wright to review all policies again, make revisions, format, and disseminate to staff through SCEIS. This was a heavy lift that had not been completed for many years prior to the creation of the Department of Children's Advocacy, and it was completed during FY23.

Strategic 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.

3.1 Examine, on a system-wide basis, the care and services that state agencies provide children

Highlighted Performance Measure:

3.1.1. Review and improve the agency's tracking system for reviewing and evaluating services for children.

The Deputy Child Advocate worked closely with Leidos to modify the Investigations Unit's case management system by adding a Critical Investigations Unit system. This modification was significant, and the agency intends to continue to improve its tracking system for reviewing and evaluating services for children by adding the position of Director of Planning and Research to create, manage, monitor and report statewide and internal projects to evaluate program efficacy and outcomes. The employee will also be engaged in establishing baselines, benchmarking progress, managing regular reporting, and providing updates regarding targets.

3.3 Establish the capacity to manage, monitor, and report on statewide and/or internal projects

Highlighted Performance Measures:

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 the Foster Care Review Division/Foster Care Review Board.

The Foster Care Review Division published its Annual Report during this fiscal year and struggled to timely submit quarterly reports to the Department of Social Services (DSS). The division submitted three quarterly reports during the fiscal year. In FY22, the Agency requested the Office of Inspector General (OIG) to conduct an efficiency study of the Foster Care Review Division and Foster Care Review Boards. The OIG study validated inefficiencies with the CASPER system which affected timely reports and staff morale. The CASPER system is also unable to provide data and reports that could improve advocacy and permanency for children. The Agency requested and received funding to replace the CASPER system in FY22. Foster Care Review Division Director Lindsey Taylor worked with a state-approved vendor during FY23 to modify the OnBase system

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to create a new case management system for the Foster Care Review Division with plans to launch the new system in the first half of FY24.

3.3.2. Monitor and report total number and typology trends of critical incident notifications received by the Department of Children’s Advocacy within a fiscal year

The Deputy Child Advocate worked with externs to develop the initial notification logs and dashboards. During this fiscal year, an Assistant Child Advocate and Critical Investigations Intake Specialist were hired mid-year by identifying unfilled positions within the agency and using salary-lapse and carryforward funding to respond to the dramatic workload increase related to critical incidents. Along with the Deputy Child Advocate, they have continued to modify and advance the critical investigations data in an effort to track current notifications and investigations and to also identify trends.

Budget and Finance

The Department of Children’s Advocacy maximizes funding opportunities by working with other agencies, including Department of Health and Human Services, Department of Mental Health, Department of Social Services, Department of Public Safety, and the Attorney General’s office to optimize funding opportunities. 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, and the Guardian ad Litem Program’s new case management system will launch in early FY24. The agency has requested additional state allocations to support its mission and statutory obligations to improve outcomes for children and youth in South Carolina. State allocations have supported Foster Care Review Division’s replacement of its 16-year-old database which is no longer supported by IT/DTO due to its age. The new case management systems for the Guardian ad Litem Program and Foster Care Review Division not only improve the divisions’ ability to track, analyze and use their data to advocate for children, but the new systems also improve employee morale and efficiency.

During FY23, the Department of Children’s Advocacy received state allocations to receive, refer, monitor, and/or investigate complaints and critical incidents. In four years, the Agency went from being newly-created with no FTEs dedicated solely to these duties to (4) FTEs, including two full-time Investigators, an Intake Specialist, and an Investigations Unit Director, Laurie Davidson. The Investigations Unit has also been supported by the supervision and leadership of Deputy Child Advocate of System Improvement Kayla Capps who was also the sole point of contact for all critical incident notifications until January of 2023.

Additional funding is needed for FY24 to address Guardian ad Litem Program, Investigations Unit, and Critical Investigations Unit workloads. In FY22, the Guardian ad Litem Program served 14,425 children with 8,468 served per month. At the end of fiscal year 2022, 56% of children had a volunteer Guardian ad Litem appointed for them. At the end of FY23, 52% of children had a volunteer appointed for them. Staff provided best-interest advocacy for all children who did not have a volunteer appointed which was 48% in FY23 and 44% in FY22. The Guardian ad Litem Program continues to recruit and train volunteers

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but also needs additional staff to ensure children are receiving best-interest advocacy as required by law and best practice.

Critical incident notifications increased by 250% in FY23 after an increase of 542% in FY22. The Critical Investigations Unit received a total of 1463 critical incidents in FY23 and had only one full-time investigator at the end of FY23 with a significant portion of investigations assigned to the Deputy Child Advocate. This unit received 32 notifications in FY20, 77 in FY21, 417 in FY22 and 1141 in FY23. It is anticipated that notifications will continue to increase in FY24 and FY25. During FY23, positions from other divisions were re-classified to hire additional staff for this unit, but new FTEs are necessary to provide quality review and response to the critical incident notifications the agency receives from nine other child-serving agencies.

Conclusion

The Department of Children’s Advocacy’s broad vision for reform continues to focus on communication, coordination, training, collaboration, and accountability. The Agency is an integral part of South Carolina’s work to create a sustainable system of care which includes a robust array of integrated services and placement for children and youth. In addition to the strategic goals and targets contained in the Annual Accountability Report, 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 through the Agency’s website at www.childadvocate.sc.gov. This includes the agency’s advocacy and engagement both internally and externally regarding suicide prevention, Safe Babies Courts, mental health, disabilities, child wellbeing, juvenile justice, child fatality prevention, and service and placement array. The Agency has published three Annual Reports which are available on the agency’s website and in print.

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Department of Children's Advocacy

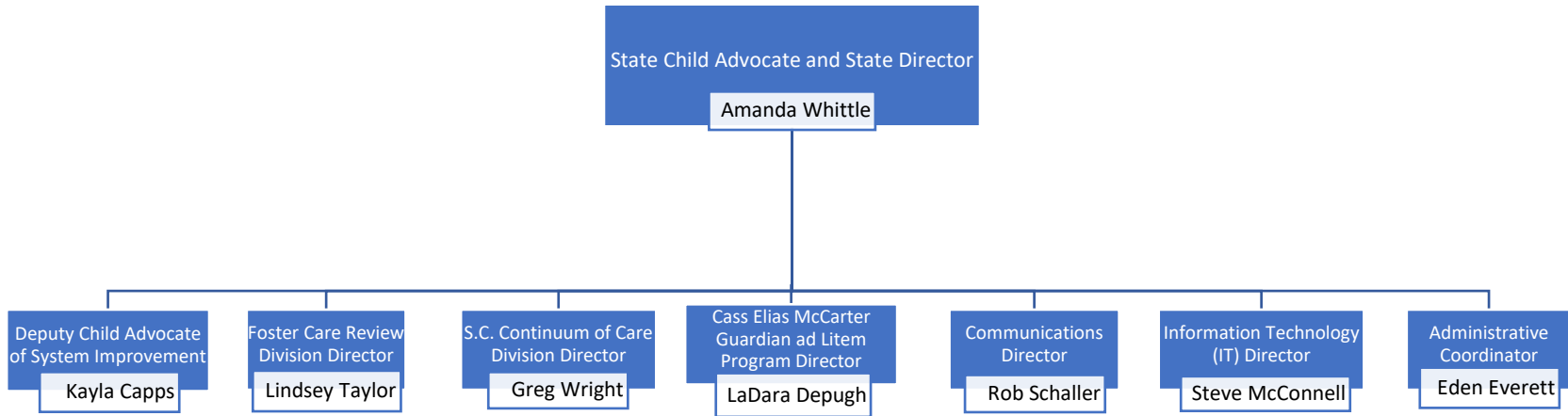
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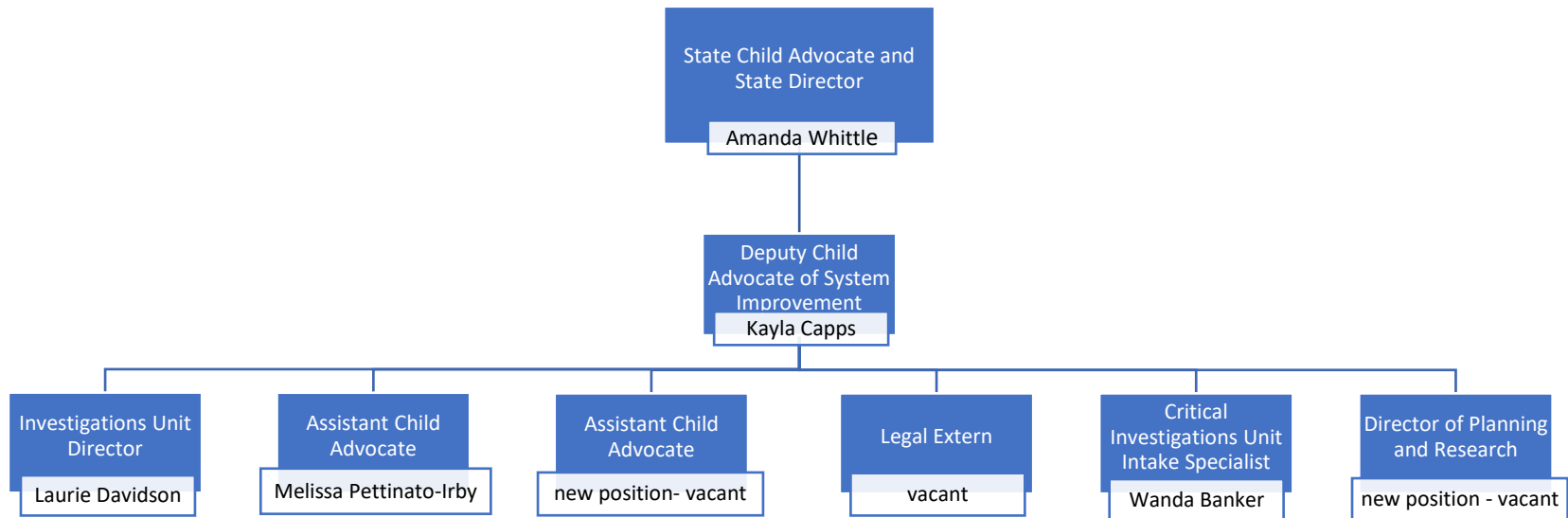
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South Carolina Department of Children's Advocacy
State Child Advocate and State Director



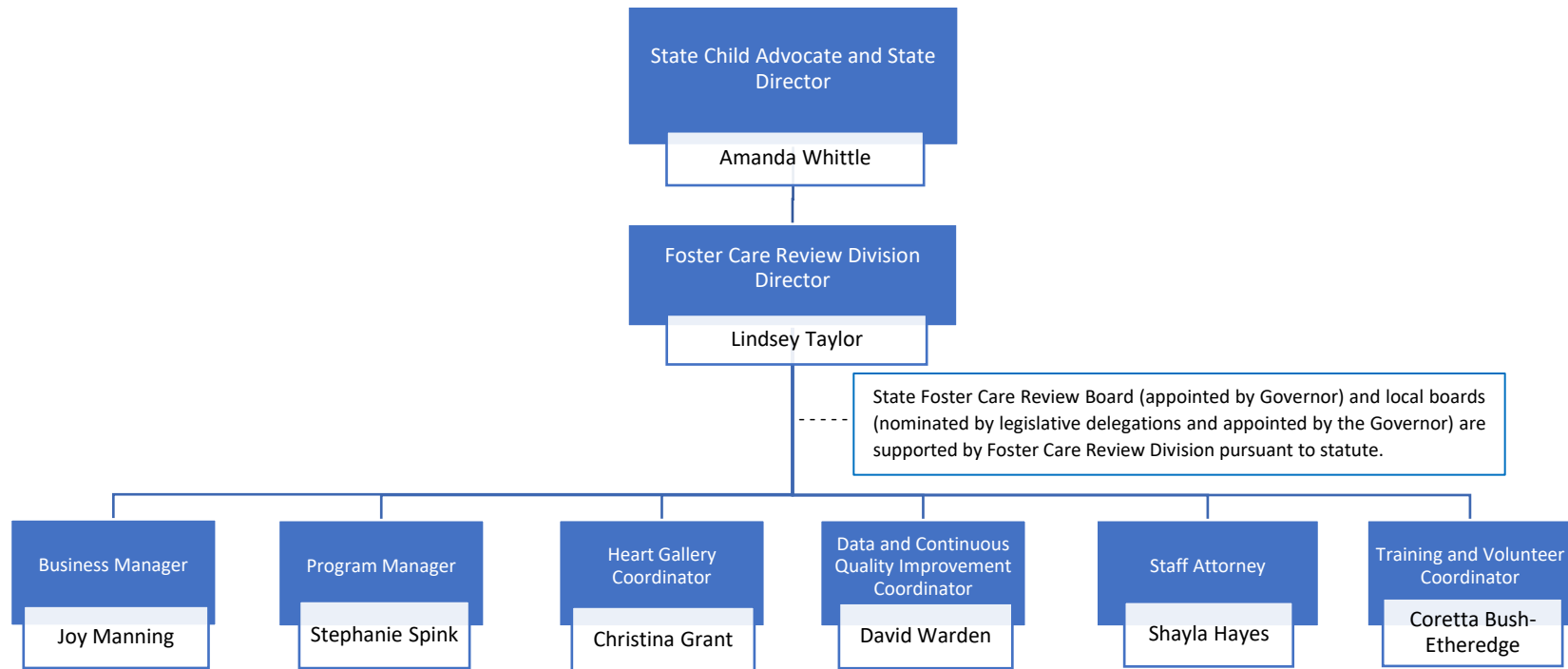
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South Carolina Department of Children's Advocacy System Improvement



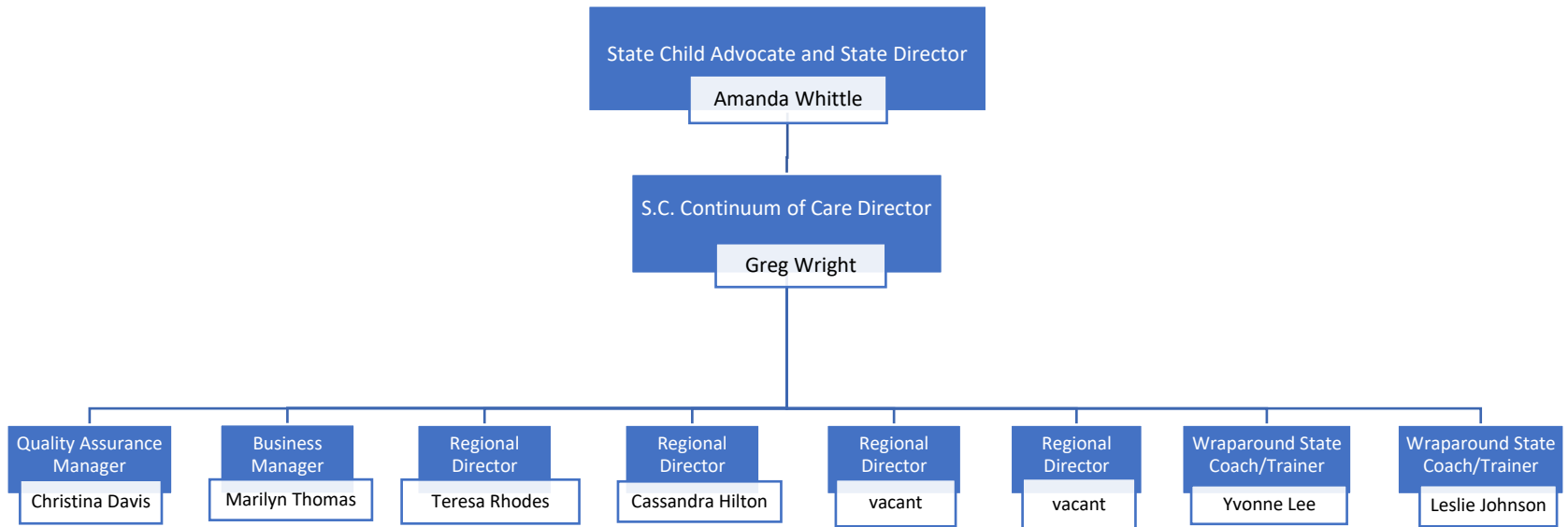
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South Carolina Department of Children's Advocacy Foster Care Review Division



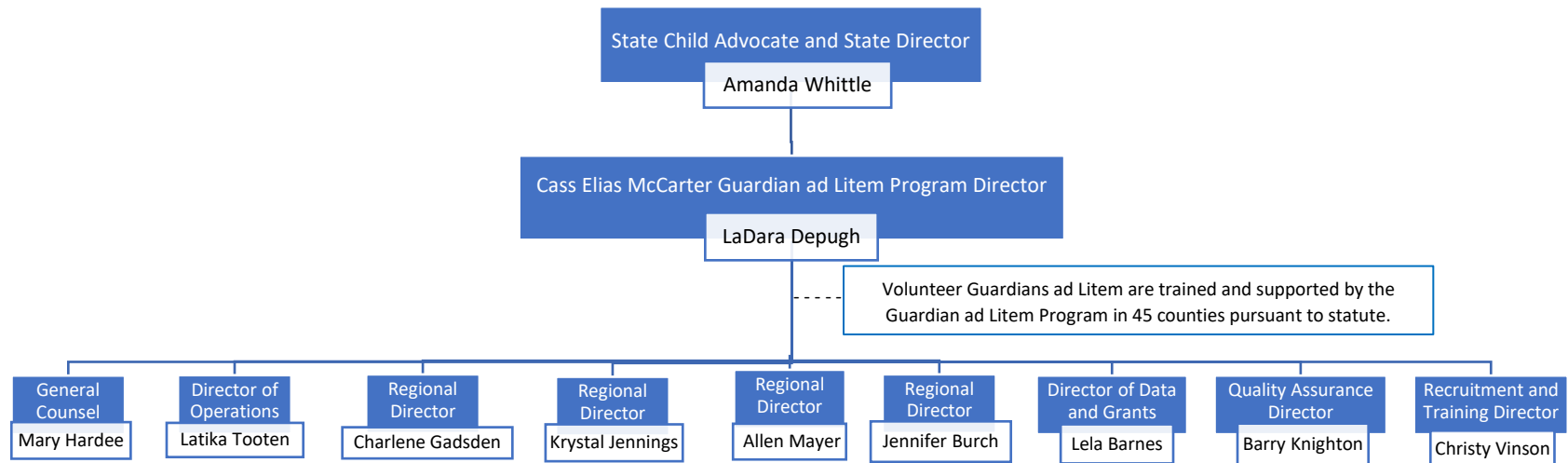
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South Carolina Department of Children's Advocacy
S.C. Continuum of Care



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South Carolina Department of Children's Advocacy Cass Elias McCarter Guardian ad Litem Program



2023

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	State Director	amanda.whittle@childadvocate.sc.gov	803-315-2251

Secondary Contact

First Name	Last Name	Role/Title	Email Address	Phone
Kayla	Capps	Deputy Child Advocate	kayla.capps@childadvocate.sc.gov	803-728-7924

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; (4) a proviso request for funding to offset mileage costs for volunteer Guardians ad Litem. This request would help recruit and retain volunteers who, unlike members of boards and commissions, do not receive mileage or per diem and are required to visit children and attend court hearings.

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:

The agency added a Critical Investigations Unit during FY23 based on the significant increase in critical incident notifications. The budget for the agency's Investigations Units was separated from the agency's Administration budget. The Agency has also created an Investigations Division to align with the other divisions within the agency, and the two investigatory units will be within that division.

Significant events related to the agency that occurred in FY2023

Description of Event	Start	End	Agency Measures Impacted	Other Impacts
Implementation and completion of the Juvenile Court Program grant which was awarded for October 1, 2021 through September 30, 2022	July	September	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	Annual Accountability Report Measure 3.1.3.

Implementation and completion of the Juvenile Court Program grant which was awarded for October 1, 2021 through September 30, 2022	July	September	Provide data and analysis regarding complaint dispositions in an effort to inform recommendations for improvement.	Annual Accountability Report Measure 3.2.1.
Implementation and completion of the Juvenile Court Program grant which was awarded for October 1, 2021 through September 30, 2022	July	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. Regular meetings should occur, with a minimum of one virtual or in-person meeting occurring with each of the nine state agencies.	Annual Accountability Report Measure 3.2.2.
Modifying a position description description, hiring, and onboarding a Communications Director to support the agency as a whole in addition to the divisions. The new role includes communication as well as website design and maintenance.	August	June	Increase the number of active volunteers	Annual Accountability Report Measure 1.1.1.
Modifying a position description description, hiring, and onboarding a Communications Director to support the agency as a whole in addition to the divisions. The new role includes communication as well as website design and maintenance.	August	June	Review and report on services that state agencies provide to children to the General Assembly and Governor.	Annual Accountability Report Measure 3.1.2.
Modifying a position description description, hiring, and onboarding a Communications Director to support the agency as a whole in addition to the divisions. The new role includes communication as well as website design and maintenance.	August	June	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.	Annual Accountability Report Measure 3.2.2.
Modifying a position description description, hiring, and onboarding a Communications Director to support the agency as a whole in addition to the divisions. The new role includes communication as well as website design and maintenance.	August	June	Review and update the agency's online resource directory of state services and resources for children	Annual Accountability Report Measure 2.1.1

Modifying a position description description, hiring, and onboarding a Communications Director to support the agency as a whole in addition to the divisions. The new role includes communication as well as website design and maintenance.	August	June	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	Annual Accountability Report Measure 2.1.2
Modifying a position description description, hiring, and onboarding a Communications Director to support the agency as a whole in addition to the divisions. The new role includes communication as well as website design and maintenance.	August	June	Create and disseminate effective and engaging training material for all Department of Children's Advocacy programs.	Annual Accountability Report Measure 2.1.1.
Creation of a Critical Investigations Unit to address a 542% increase in critical incident notifications during FY22.	January	June	Review and improve the agency's tracking system for reviewing and evaluating services for children.	Annual Accountability Report Measure 3.1.1.
Creation of a Critical Investigations Unit to address a 542% increase in critical incident notifications during FY22.	January	June	Review and report on services that state agencies provide to children to the General Assembly and Governor.	Annual Accountability Report Measure 3.1.2.
Creating a position, hiring, and onboarding an Information Technology (IT) Director to provide technical leadership and support for staff throughout the state. This is a new position for the agency which has been impactful for efficiency and morale.	February	June	Create and disseminate effective and engaging training material for all Department of Children's Advocacy programs.	Annual Accountability Report Measure 2.1.1.
Creating a position, hiring, and onboarding an Information Technology (IT) Director to provide technical leadership and support for staff throughout the state. This is a new position for the agency which has been impactful for efficiency and morale.	February	June	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	Annual Accountability Report Measure 1.2.1.
Creation of a Critical Investigations Unit to address a 542% increase in critical incident notifications during FY22.	January	June	Monitor and report total number and typology trends of critical incident notifications received by the DCA within a fiscal year.	Annual Accountability Report Measure 3.3.2.

Through a rigorous and competitive RFP process, the Guardian ad Litem selected CasaManager for its new case management solution. Guardian ad Litem Program leadership was very intentional to choose a software platform which will perform for employees' benefit as they advocate for children and supervise volunteers.	July	June	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	Annual Accountability Measure 1.2.1.
The Foster Care Review Division worked with a vendor who has a state contract to create a case management system to replace its slow and inefficient 16-year legacy database which was no longer supported by DTO	July	July	Monitor and report progress quarterly and annually in achieving permanent plans for children in foster care through an external system of accountability and advocacy.	Annual Accountability Report 3.3.1.
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).				Yes
Reason agency is out of compliance: (if applicable)				
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).				Yes
Does the law allow the agency to promulgate regulations?				Yes
Law number(s) which gives the agency the authority to promulgate regulations:	S.C. Code of Laws Ann. Section 63-11-700(E) for Foster Care Review Division; S.C. Code of Laws Ann. Section 63-11-1340 for Continuum of Care			
Has the agency promulgated any regulations?				Yes
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?				Yes
(End of Reorganization and Compliance Section)				

FY2023

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 and communities

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
1.1 Establish, maintain, and continue to improve innovative and competitive recruitment efforts														
State Objective: Healthy and Safe Families														
1.1.1	Increase the number of active volunteers	56%	65%	52%	Percent	Equal to or greater than	State Fiscal Year	Number of children served by volunteer Guardians 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	The Guardian ad Litem Program established this goal based on the data that existed in 2019. The GAL Program has continued to assess this target as data has been cleaned. Staff are carrying higher caseloads, and 55% is a more realistic goal.
1.1.2	Review (and revise/implement as appropriate) salary structures and policies related to flexible work hours to improve staff retention	34%	25%	21.27%	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 y 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	During FY23, the agency analyzed salaries, developed new salary structures for certain positions, created performance pay increases, implemented equity increases, provided salary adjustments based on additional duties, and developed and implemented an agency-wide telework plan. Additionally, vacancies have been filled, and new positions were created to streamline processes and provide staff with clear expectations of their job duties. While more work needs to be done, the goal for FY23 was surpassed.
1.2 Support our employees with clear expectations, measurable and achievable success criteria, and regular feedback to help them be successful in the workplace.														
State Objective: Healthy and Safe Families														
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	18%	10%	11%	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	The Guardian ad Litem Program Director LaDara Depugh developed a tool for tracking vacancies, monitoring the process to fill the vacancies, and having regular communications with her team to ensure the process was consistently moving. Her intentionality and focus brought the vacancy rate from 18% at the end of FY22 to 11% at the end of FY23.

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 board members and FCRD staff to improve the quality of case reviews.	5	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	The Foster Care Review Division held four regional trainings and one Annual Professional Development Day to provide training opportunities for board members.
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.	90%	100%	100%	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 increases 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	The Investigations Unit continues to review, assess, and update its policies and procedures to ensure clear expectations for staff and alignment with the agency's mission and duties.
1.3 Foster innovation in retention methods for volunteers														State Objective: Healthy and Safe Families
1.3.1	Survey volunteer Guardian ad Litem regarding their satisfaction with their relationship with the Guardian ad Litem Program.	76%	85%	80%	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	The GAL Program has been struggling to meet this goal since staff is responsible for more best-interest advocacy which competes with the targets in this measure. The actual performance for FY23 was 80% which is an increase from 76%. A more realistic goal is 83%. By increasing staff levels, the GAL Program will be able to focus more attention on volunteers
1.3.2	Highlight the work and accomplishments of volunteers and host volunteer recruitment events	0	100	647	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	The Guardian ad Litem Program established a goal of 100 volunteer highlights and surpassed this goal by 600% with 647. Although the recruitment and training team will continue to perform these tasks, the Program will no longer track this as a strategic goal. One of the most prevalent concerns is getting applicants who are interested in completing the Preservice training, so this 1.3.2. goal will be replaced by a new FY24 goal (1.3.3.) related to recruitment.
2.1 Educate the public about state agency services														State Objective: Healthy and Safe 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	
2.1.1	Review and update the agency's online resource directory of state services and resources for children	0%	100%	100%	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	When the online resource library was initially published, it focused on the nine agencies which are statutorily listed in the agency's enabling legislation. During this fiscal year, additional resources were added with thoughtfulness regarding whether the private providers are known to and vetted through the state's child-serving system.	
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	76	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	Director Whittle and Deputy Capps attended more than 125 meetings during FY23 during which there were discussions about access to children's services. For this measure, agency only related meetings were not included in the actual performance. The number reported for FY23 includes presentations at forums which had an audience of more than agency employees. Such events included press conferences, media interviews, public forums, and community presentations.	
2.1.3	Increase the number of 1915(c) Waiver Youth enrollment to 300 by June 2023.	149	300	162	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	Although additional youth were served outside of the Waiver, the Agency did not meet its goal of serving 300 youth through the Palmetto Coordinated System of Care (PCSC) Waiver. The Phoenix Electronic Health Record indicates 162 youth were served through the Waiver during this fiscal year. Continuum of Care (COC) experienced a vacancy rate of 40% during this fiscal year, and the lack of a sufficient workforce impacted the division. In response to the vacancy rate, the Agency conducted a salary analysis, proposed equity increases for staff, created and implemented a performance pay increase for staff, and created and implemented a telework plan. The Agency intends to continue recruitment and retention efforts to reduce the vacancy rate within Continuum of Care, so the division can serve more youth through the Waiver in FY24.	
2.2	Develop process to provide an excellent customer experience.										State Objective: Healthy and Safe 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	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%	100%	100%	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	This goal was completed and is no longer needed. Policies are reviewed annually and updated by June of each year.
2.2.2	Create and disseminate effective and engaging training material for all Department of Children's Advocacy programs.	0%	100%	20%	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	The agency secured a subscription to Microsoft Teams during FY23 and conducted work on redesigning the agency's overall website as well as the divisions' websites. Development on training curriculum has begun (20%) and needs to continue. During FY24, training curriculum will be developed for all programs within the agency (40%), and the modules will be loaded to an agency-accessible platform (20%) and disseminated to all staff (20%).
2.2.3	Ensure 87% of Continuum of Care parents interviewed will feel satisfied with the services they receive overall.	see explanation	87%	see explanation	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	At the conclusion of FY23, Continuum of Care did not have parent/guardian satisfaction survey data. The Continuum of Care leadership has resolved the data-capturing system (WrapStat) data entry error by working closely with the WrapStat team. Their team will work closely with Continuum of Care as COC learns the new WrapStat system including data entry instructions. Continuum of Care leadership has also addressed with staff the need to obtain surveys and enter survey data, so the division can review and consider the information as part of the fidelity of the wraparound model and as part of the division's effectiveness for families.
2.2.4	Maintain or improve efficacy of Continuum of Care's services for children and youth as measured through dashboard data.	25	30	32.5	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	Continuum of Care data from the FAS system indicates a 33-point difference for active and inactive youth from July 1, 2022 to June 30, 2023 and a 32-point difference for active youth during that time.

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	
2.2.5	Initial response to complaints occurs within one business day of the Agency's receipt of telephone, website-submitted, or emailed complaints for FY23.	98%	98%	100%	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	To measure the response timeliness, the first five entries of each month during the FY (July of 2022 through and including June of 2023) were pulled and reviewed to determine when the initial response was made. The number of timely services was then divided by the number of total services and multiplied by 100 to get the percentage rate. The addition of an Intake Specialist has been a great asset to the Investigations Unit, but the workloads need to be reduced for the Investigators.	
2.2.6	Review and update 100% of FCRD/FCRB policies and procedures to streamline and improve consistency across the state.	60%	100%	90%	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	FCRD leadership has reviewed the staff handbook and the manual for FCRB members, but updates have not yet begun. A significant milestone that is not captured in the AAR is the work of the Foster Care Review Division to work with a vendor to modify the OnBase platform to create a new case management system. Discussions about creating a new system had been ongoing for a decade, and, during this fiscal year, a new system was designed (after funding was sought in FY22) with a launch expected in the first part of FY24.	
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%	100%	100%	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	Work had been underway to review and update the Continuum of Care's policies since prior to the launch of the Department of Children's Advocacy. The Agency Director worked closely with the Continuum of Care leadership to review all policies again, make revisions, format, and disseminate to staff through SCEIS. This was a heavy lift that had not been completed for many years prior to the creation of the Department of Children's Advocacy.	
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	Review and improve the agency's tracking system for reviewing and evaluating services for children.	0%	100%	50%	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	The Deputy Child Advocate worked closely with Leidos to modify the Investigations Unit's case management system by adding a Critical Investigations Unit system. This modification was significant, and the agency intends to continue to improve its tracking system for reviewing and evaluating services for children by adding the position of Director of Planning and Research to create, manage, monitor and report statewide and internal projects to evaluate program efficacy and outcomes. The employee will also be engaged in establishing baselines, benchmarking progress, managing regular reporting, and providing updates regarding targets.	
3.1.2	Review and report on services that state agencies provide to children to the General Assembly and Governor.	0%	100%	100%	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	A Communications Director was hired and onboarded during FY23. He re-designed the format of the Annual Report and worked with Agency leadership for content. The Annual Report was published during FY23 both online and in print.	
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	33%	66%	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	DCA evaluated services provided by DDSN and DHHS. These evaluations were provided in DCA's Annual Report which focused on the need for DDSN to develop capacity for residential habilitation services, autism and Intellectual Disabilities/Related Disabilities assessment services (pertaining particularly to wait lists), and day treatment centers. The report also addressed DHHS's Medical Care Advisory Committee (MCAC) and the services of DHEC, DHHS DJJ, DMH, and DSS concerning children, youth and families. These evaluations and recommendations are included in the agency's 2021-22 Annual Report which was published in FY23.	
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%	100%	100%	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	This goal was completed and is no longer needed. A new FY24 measure and target for 100% completion of quality audits have been added as a next-phase goal.	
3.2	Receive, refer, monitor and investigate complaints regarding state agencies								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
3.2.1	Provide data and analysis regarding complaint dispositions in an effort to inform recommendations for improvement.	0%	100%	50%	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	The State Director and Deputy Child Advocate made progress on this measure during FY23 and plan to continue the work during FY24. As part of the strategy to meet this goal, the agency has created a position to hire a Director of Planning and Research. This employee's role will include creating, managing, monitoring and reporting statewide and internal projects to assist with providing data to inform recommendations for system improvement and reform. The employee will also be engaged in establishing baselines, benchmarking progress, managing regular reporting, and providing updates regarding targets.
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%	100%	90%	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	Although DCA has had communication with all nine agencies during the fiscal year the measure for this goal was to have in-person or virtual contact with all nine agencies Unfortunately, despite having numerous contacts with some agencies and having actual communication with all agencies, DCA did not have the specific type of contact enumerated in this measure with one agency, the School of the Deaf and the Blind, although DCA did have communication with that agency during FY23. Processes have been put into place to ensure face-to-face in-person or virtual contact occurs each fiscal year with each agency for future reporting periods.
3.3 Establish the capacity to manage, monitor, and report on statewide and/or internal projects. State Objective: Government and Citizens														
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%	100%	50%	Percent	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	This measure did not align with the calculation method. Although the FCRD published its Annual Report during this fiscal year, the division struggled to timely submit quarterly reports to DSS. The division submitted 3 quarterly reports during the fiscal year. Due to staff turnover and the case management system (CASPER), FCRD was finalizing data entry for the 3rd and 4th quarters at the end of the fiscal year. Efforts to replace CASPER were underway during FY23 with plans to launch the new system in early FY24.

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
3.3.2	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	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	The Deputy Child Advocate worked with externs to develop the initial notification logs and dashboards. During this fiscal year, an Assistant Child Advocate and Critical Investigations Intake Specialist were hired. Along with the Deputy Child Advocate, they have continued to modify and advance the critical investigations data in an effort to track current notifications and investigations and to also identify trends.

Strategic Plan Development

FY2024

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 and communities

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
1.1 Establish, maintain, and continue to improve innovative and competitive recruitment efforts		State Objective: Healthy and Safe Families											
1.1.1	Increase the number of active volunteers		52%	55%	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.	0500.050100.000	Abused and neglected children who are named in DSS abuse and neglect actions filed in Family Court and Guardian ad Litem Program staff
1.2 Support our employees with clear expectations, measurable and achievable success criteria, and regular feedback to help them be successful in the workplace.		State Objective: Healthy and Safe Families											
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		11%	10%	Percent	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.	0500.050100.000	Staff; Public; children; other agencies
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.		0	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.	0502.100100.000	Staff; Public; children; other agencies

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
1.2.3	Augment existing policies and procedures for the Investigations Unit and Critical Investigations Unit to ensure clear expectations for staff and alignment with the agency's mission and duties.	0%	100%	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	
1.3 Foster innovation in retention methods for volunteers State Objective: Healthy and Safe Families													
1.3.1	Survey volunteer Guardian ad Litem regarding their satisfaction with their relationship with the Guardian ad Litem Program.	80%	83%	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	Increase the completion rate of potential volunteers from the 30-hour Pre-service Training.	40%	45%	Percent	Equal to or greater than	State Fiscal Year	: The number of volunteers completed Pre-service training / the number of completed applications	Case management system	Case management system	Collecting and considering this type of information will help the Guardian ad Litem Program increase the number of qualified volunteers to advocate for abused and neglected children.	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	
1.3.3	Reduce the existing staff vacancies within Continuum of Care.		40%	15%	Percent	Equal to or less than	State fiscal year	The number of vacant positions divided by the number of FTE positions	Continuum of Care will track progress on this measure both within its division and with State HR/Admin HR Shared Services: Vacancy rate is calculated by Admin HR Shared Services.	Dept. of Admin. Human Resources Vacancy Report	The Waiver allows Continuum of Care to serve up to 350 children during the fourth 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. Continuum of Care must have a trained and consistent workforce to provide High Fidelity Wraparound for children and youth. Otherwise, there will be waitlists and inadequate Wrap Facilitators and Wrap Team Leads for the intensive care coordination.	Staff, Public children; other agencies	0	
2.1 Educate the public about state agency services														
State Objective: Healthy and Safe Families														
2.1.1	Review and update the agency's online resource directory of state services and resources for children		0%	100%	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, families, other agencies	0500.150100.000	

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
2.1.3	Increase the number of 1915(c) Waiver Youth enrollment to 350 by June 2024.	151	350	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 350 children during the fourth 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, families, other agencies	0500.150100.000	
2.2 Develop process to provide an excellent customer experience.													State Objective: Healthy and Safe Families
2.2.1	Create and disseminate effective and engaging training material for all Department of Children's Advocacy programs.	20%	100%	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	
2.2.2	Ensure 87% of Continuum of Care parents interviewed will feel satisfied with the services they receive overall each fiscal year.	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	
2.2.3	Maintain or improve efficacy of Continuum of Care's services for children and youth as measured through dashboard data.	32.5	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
2.2.4	Initial response to complaints occurs within one business day of the Agency's receipt of telephone, website-submitted, or emailed complaints for FY23.	100%	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	
2.2.5	Review and update 100% of FCRD/FCRB policies and procedures to streamline and improve consistency across the state.	90%	100%	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	
3.1 Examine, on a system-wide basis, the care and services that state agencies provide children													
State Objective: Government and Citizens													
3.1.1	Review and improve the agency's tracking system for reviewing and evaluating services for children.	50%	100%	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	
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	66%	100%	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	

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	
3.1.4	Complete annual audits for local county offices to ensure quality standards are met		0%	100%	Percent	Equal to or greater than	State Fiscal Year	Percent of completion for 35 local county offices	Case management system	Case management system	Collecting, reviewing, and considering this type of information will help the Guardian ad Litem Program provide better advocacy for children	0500.050100.000	Staff; Public; children; other agencies	
3.2 Receive, refer, monitor and investigate complaints regarding state agencies														
State Objective: Government and Citizens														
3.2.1	Provide data and analysis regarding complaint dispositions in an effort to inform recommendations for improvement.		50%	100%	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.	0100.000000.000	Staff; Public; children; other agencies	
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 each fiscal year.	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.	0100.000000.000	Staff; Public; children; other agencies	
3.3 Establish the capacity to manage, monitor, and report on statewide and/or internal projects.														
State Objective: Government and Citizens														
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 each fiscal year.		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 (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.	0502.100100.000	Staff; Public; children; other agencies
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%	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	0100.000000.000	Staff; Public; children; other agencies	

2023

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	\$ 767,781.04	\$ -	\$ 416.00	\$ 768,197.04	\$ 403,043.00	\$ -	\$ -	\$ 403,043.00
0119.100000X000	Network of Children's Advocacy Centers		\$ -	\$ -	\$ -	\$ -	\$ 80,000.00	\$ -	\$ -	\$ 80,000.00
0121.050000X000	Children's Trust Fund	Provides prevention services for children and families	\$ 200,000.00	\$ -	\$ -	\$ 200,000.00	\$ 200,000.00	\$ -	\$ -	\$ 200,000.00
0500.050100.000	Guardian ad Litem Program	Advocates for abused and neglected children	\$ 3,881,422.73	\$ 3,747,458.15	\$ 145,529.84	\$ 7,774,410.72	\$ 3,770,290.00	\$ 4,878,349.00	\$ 238,054.00	\$ 8,886,693.00
0500.150100.000	Continuum of Care	Assists children with emotional and behavioral needs	\$ 2,071,327.41	\$ 728,445.94	\$ -	\$ 2,799,773.35	\$ 2,452,943.00	\$ 896,581.00	\$ -	\$ 3,349,524.00
0501.200100.000	Investigations Unit		\$ -	\$ -	\$ -	\$ -	\$ 485,542.00	\$ -	\$ -	\$ 485,542.00
0502.100100.000	Foster Care Review Division	Provides accountability for children in foster care	\$ 450,451.37	\$ 796,956.20	\$ -	\$ 1,247,407.57	\$ 500,161.00	\$ 802,995.00	\$ -	\$ 1,303,156.00
9500.050000.000	State Employer Contributions	To provide state employer contribution funding source	\$ 2,025,811.57	\$ 1,851,942.54	\$ 62,859.52	\$ 3,940,613.63	\$ 2,490,000.00	\$ 2,566,000.00	\$ 106,000.00	\$ 5,162,000.00
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.	\$ 1,000,000.00	\$ -	\$ -	\$ 1,000,000.00	\$ -	\$ -	\$ -	\$ -
9827.040000X000	Dickerson CAC		\$ 200,000.00	\$ -	\$ -	\$ 200,000.00	\$ -	\$ -	\$ -	\$ -
9829.010000X000	Foster Care Review Board N/R		\$ -	\$ -	\$ -	\$ -	\$ 150,000.00	\$ -	\$ -	\$ 150,000.00
9832.030000X000	Lowcountry Orphan Relief		\$ 75,000.00	\$ -	\$ -	\$ 75,000.00	\$ -	\$ -	\$ -	\$ -
9838.020000X000	Investigations Unit N/R		\$ -	\$ -	\$ -	\$ -	\$ 25,000.00	\$ -	\$ -	\$ 25,000.00

2023

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 FY2023
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

Law number	Jurisdiction	Type	Description	Purpose the law serves:	Notes:	Changes made during FY2023
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

Law number	Jurisdiction	Type	Description	Purpose the law serves:	Notes:	Changes made during FY2023
Proviso 117.19	State	FY22-23 Proviso	Per Diem for Boards, Commissions and Committees	Distribute finding to another entity	Increased the authorized 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
S.C. Code of Laws Ann. 63-1-50(A)	State	Statute	Addition to Joint Citizens and Legislative Committee on Children (JCLCC)	Board, commission, or committee on which someone from our agency must/may serve	Adds State Child Advocate as ex officio, non-voting member of the Joint Citizens and Legislative Committee on Children (JCLCC) also known as The Children's Committee	Added
S.C. Code of Laws Ann. 63-7-2750(C)	State	Statute	Extension of foster care	Requires a service	Requires the appointment (or ongoing appointment) of a guardian ad litem with the Guardian ad Litem Program beyond the child's 18th birthday if the young adult remains in foster care. Prior to this change, guardian ad litem appointments ended at the child's 18th birthday.	Added

2023

Services Data

as submitted for the 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 FY2023	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	

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 FY2023	Summary of changes to services
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	
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	

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 FY2023	Summary of changes to services
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	
Serve on the State Child Fatality Advisory Committee	Review child fatalities in the state and make recommendations to prevent future child deaths	children, families and concerned citizens	Law enforcement, emergency departments, coroners, and other agencies	State Child Advocate	State Child Advocate	The committee serves as a cross-section to provide recommendations and raise awareness about child fatalities and prevention opportunities.	Add	Agency Director was elected Chair of this statewide committee in October of 2022.
Serve on the Joint Citizens and Legislative Committee on Children	Serve as an ex officio member of the JCLCC also known as the Children's Committee	children, families and concerned citizens	Law enforcement, foster parents, kinship providers, juvenile correctional officers, Judicial Branch, General Assembly, Governor, DMH, DSS, DJJ, DDSN, DHHS, providers, schools, Attorney General's Office/Human Trafficking Task Force	State Child Advocate and Deputy Child Advocate	State Child Advocate and Deputy Child Advocate	The JCLCC "is a consortium of appointed citizens, legislators, and agency directors charged with the critical responsibility of identifying and studying key issues facing South Carolina's children, then promoting sound strategies for the development of children's policy. The Committee makes recommendations to the Governor and General Assembly to use in consideration of policy, funding, and legislation to benefit our children's future."	Add	State Child Advocate was added as an ex officio member of the Committee effective May 8, 2023 when the Governor signed S.299 into law. S.C. Code of Laws Ann. 63-1-50(A)
Provide Guardians ad Litem for children who turn 18 years of age and remain in foster care pursuant to "extension of foster care" statute	Provide Guardians ad Litem for children who turn 18 years of age and remain in foster care pursuant to "extension of foster care" statute	children in foster care from ages 18 to 21	foster parents, family members, fictive kin, DSS, DDSN, DMH, DHHS	Guardian ad Litem Program	The Guardian ad Litem Program provides best-interest advocates for children and youth in foster care.	The young adult will not have someone to advocate for their best interests as required by law and best practice.	Add	This is a new law. S.C. Code of Laws Ann. 63-7-2750©

2023

Partnerships Data

as submitted for the 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

Type of Partner Entity	Name of Partner Entity	Description of Partnership	Change to the partnership during the past fiscal year
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

2023

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 Annual 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."	September 2022	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.	June 2023	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.	June 2023	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 2022	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	A more recent report has not been submitted.
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	A more recent report has not been submitted.
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.	June 2023	Annually	Governor or Lt. Governor AND South Carolina state agency or agencies	Available on agency's website	fcrb.sc.gov	No Change	

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
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 2022	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 2022	Annually	South Carolina state agency or agencies	Available on another website	www.cg.sc.gov/financial-reports/travel-reports	No Change	
Agency Head Performance Evaluation	8-11-160	Evaluation of Performance of the Agency Director	July 2022	Annually	Governor or Lt. Governor AND South Carolina state agency or agencies		State Fiscal Accountability Authority, Agency Head Salary Commission	No Change	n/a
Agency Head Planning Stage	8-11-160	Performance Expectations of the Agency Director	August 2022	Annually	Governor or Lt. Governor AND South Carolina state agency or agencies		State Fiscal Accountability Authority, Agency Head Salary Commission	No Change	n/a
IT Data Collection Survey	Proviso 117.114 IT Data Collection	IT Employee Salary and Position Information	July 2022	Annually	South Carolina state agency or agencies		admin.sc.gov	No Change	
Federal Project Review Report	South Carolina Federal and Other Funds Oversight Act (Title 2, Chapter 65 of the SC Code of Laws, 1976 as amended)	Financial information on federal projects/federal grants	March 2023	Annually	South Carolina state agency or agencies		admin.sc.gov	No Change	
CAFR Reports		Closing packages for GASB, leases, and other reporting	June 2023	Other	South Carolina state agency or agencies		admin.sc.gov	No Change	

AGENCY NAME:	Department of Children's Advocacy		
AGENCY CODE:	L080	SECTION:	41

2023
Accountability Report

SUBMISSION FORM

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

- Data Template
 - Reorganization and Compliance
 - FY2023 Strategic Plan Results
 - FY2024 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.

AGENCY DIRECTOR <i>(SIGN AND DATE):</i>	SIGNATURE ON FILE	Signature Received: 9/15/2023 4:06 PM
<i>(TYPE/PRINT NAME):</i>	Amanda F. Whittle	

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