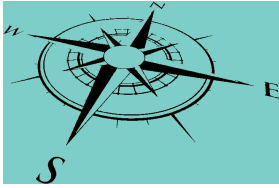


Accountability Report: Fiscal Year 2017-2018

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DEMONSTRATION ONLY



South Carolina Department of Social Services (SCDSS)

Description:

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

Stakeholder(s):

Joan B. Meacham

Role: Acting State Director

Mission

To serve South Carolina by promoting the safety, permanency, and well-being of children and vulnerable adults, helping individuals achieve stability and strengthening families.

1. Children & Vulnerable Adults

Promote the safety and well-being of children and vulnerable adults; promote permanency for children.

Stakeholder(s)

Children

Vulnerable Adults

SCDSS Partners

Role: Partnerships

Children's Trust of South Carolina :

Non-Governmental Organization — Grant Agreement to increase public awareness related to indicators of high quality child care.

Role: Training

Department of Alcohol and Other Drug Abuse Services (DAODAS) :

State Government

Role: Treatment/Testing/Screening/Assessment

Department of Disabilities (DDSN) :

State Government

Role: Financing & Leadership

Department of Disabilities (DDSN) :

State Government

Role: Facilities & Representation

Department of Education (DOE) :

State Government — Through the SC Education Bill of Rights (Section 59-38-10) there is a purposeful partnership to ensure access to appropriate education opportunities; smooth transition to school and between school districts; access to records; independent educational to allow provision of needed technology and educational opportunities to ensure youth in care have the same advantage in education as other youth have that are not in care of DSS.

Role: Education Access

Role: Transitioning

Role: Records Access

Role: Equal Opportunity

Department of Health and Human Services (DHHS) :

State Government

Role: Contractor

Role: Funder

Role: PRTF Authorization

Role: Data Sharing

Department of Juvenile Justice (DJJ) :

State Government

Role: Financing

Department of Mental Health (DMH) :

State Government

Role: Mental Health Assessment

Role: Clinical & Psychiatric Services

Role: Financing

Foster Care Review Board (FCRB) :

State Government — Citizens from each community become involved in the child welfare system by participating in case reviews of all children who spend longer than four consecutive months in foster care. The objectives of these reviews are to ensure that permanent plans are being made for children and families; and, to promote community awareness about these issues... There are currently 42 Local Review Boards across the state that conduct semi-annual case reviews. There is at least one Local Review Board in each of the sixteen judicial circuits.

Role: Monitoring

Medical University of South Carolina-MUSC /

Medical University Hospital Authority-MUHA :

Higher Education Institute

Role: Multi-Disciplinary Care

Role: Medical Care Coordination

Role: Social Work & Counseling

Role: Education & Training

S. C. Labor Licensing and Regulations (LLR) :

State Government

Role: Safety Inspections

S.C. Dept. of Health and Environmental Control

(DHEC) :

State Government — The State Child Fatality Advisory Committee (SCFAC) was enacted in 1993. The SCFAC is mandated by S.C. Code 63-11-1950 to identify patterns in child fatalities that will guide efforts by agencies, communities and individuals to decrease the number of preventable child deaths. DSS contracts with SC Department of Health and Environmental Control (DHEC) for a child fatality and injury prevention program specialist to coordinate and facilitate child fatality review processes at the state and local levels through an established State Child Fatality Advisory Committee (SCFAC). The SCFAC is assembled through a collaboration with the State Law Enforcement Division (SLED), SCDSS, and the Department of Health and Environmental Control (DHEC). The purpose of the SCFAC is to decrease child deaths in South Carolina. A multidisciplinary approach is used to investigate the causes of deaths of children from birth to 18 years old to gain a better understanding of the circumstances surrounding each death. Recognizing risk factors for child death will enable

— continued next page

Stakeholders (continued)

the better use of existing resources and the creation of new practices to protect our children in South Carolina.

Role: Lead & Risk Assessment

South Carolina Courts System :
State Government

Role: Court Process Collaboration

State Law Enforcement Division (SLED) :
State Government

Role: Safety & Well-Being

Role: Communication & Partnership

Role: Screening

Role: Information Access

The Cass Elias McCarter Guardian ad Litem (GAL) :
State Government

Role: Volunteers

Richland County CASA :
Local Government

Role: Collaboration & Planning

Role: Case File Sharing

Role: Support & Communication

1.1. Abuse & Neglect

Assess and improve the quality of abuse and neglect report intake decisions.

1.1.1 Complete last phase for regionalized intake statewide, including hiring of additional Human Services employees needed for successful implementation. 1.1.2 Develop and implement process to regularly evaluate results of initial regional intake roll-out (volume and quality). 1.1.3 Continue training for VOIP phone system. 1.1.4 Improve tools and consistency across regions for screening children and vulnerable adults. 1.1.5 Increase public awareness regarding mandated reporters and criteria for accepted abuse and neglect reports.

Performance Indicators

Description	Type	Start Date	End Date
[To be described]	Target		
	Actual		

1.2. Investigations

Improve the timeliness of initiating investigations.

1.2.1 Conduct regular review of Investigation timeframes. 1.2.2 Conduct regular quality assurance case reviews to ensure timely services. 1.2.3 Complete the Business Process Redesign for Assessment and implement recommendations.

Stakeholder(s):

South Carolina Law Enforcement Division (SLED), Fusion Center :

Customer Segment: Executive Branch/State Agencies, Division/Program: Child Welfare Services

Role: Information Sharing

Role: Searches & Background Checks

Performance Indicators

CPS assessments initiated timely

Description	Type	Start Date	End Date	Percentage
Current Target Value: 100%	Target	2018-07-01	2019-06-30	100
Future Target Value: 100%	Target	2019-07-01	2020-06-30	100
Last Value: 90%	Actual		2017-07-01	90
Current Value: 84%	Actual		2018-07-01	84

All strategy 1.2 objectives July 1 - June 30 Data Source and Availability: CAPSS. Calculation Method: The number of CPS assessments initiated timely divided by the total number of assessments. The target value complies with the state standard. Meaningful Use of Measure: Promotes timely initiation of CPS Assessments.

1.3. Safety & Risk

Improve the quality and consistency of ongoing assessments of safety and risk to children and vulnerable adults.

- 1.3.1 Complete the development and pilot of the new Child and Family Assessment and Case Planning Tool.
- 1.3.2 Evaluate the new Adult Assessment and Case Planning Tool.
- 1.3.3 Build capacity and skills for identifying, reporting, and determining services for victims of sex trafficking.
- 1.3.4 Build Supervisory capacity and skills to continually improve support for critical thinking around child and adult vulnerability and caregiver protective capacity.
- 1.3.5 Implement trauma-based assessment.
- 1.3.6 Conduct annual health and safety inspections of all regulated child care providers in the state.

Stakeholder(s):

Children :

*Children at risk for abuse/neglect and their families.
Customer Segment: General Public Division/Program: Child Welfare Services*

Role: Investigation

Role: Intake Assessment

Child Care Facilities :

Children in child care facilities, emergency shelters, and their parents. Customer Segment: General Public. Division/Program: Economic Services

Role: Vouchers

Role: Workforce

Emergency Shelters

Vulnerable Adults

Department of Alcohol and Other Drug Abuse Services (DAODAS) :

Customer Segment: Executive Branch/State Agencies. Division/Program: Agency

Role: Referral

Minor Victims of Human Trafficking :

Customer Segment: General Public. Division/Program: Child Welfare Services

Role: Assessment

Role: Reunification

Performance Indicators

Description	Type	Start Date	End Date
[To be described]	Target		
	Actual		

1.4. Maltreatment

Reduce repeat maltreatment for children and vulnerable adults.

1.4.1 Utilize Family Engagement services in conjunction with the Signs of Safety framework to identify and engage family networks and enhance the family’s ability to provide ongoing safety. 1.4.2 Build staff competencies to create ongoing safety networks for children prior to all case closures. 1.4.3 Develop a strategy / framework for engaging family and community supports for vulnerable adults. 1.4.4 Assess services and their availability on a regional level for children and vulnerable adults and their caregivers

Stakeholder(s):

Children

Catawba Indian Nation :

Customer Segment: Local Govts. Division/Program: Child Welfare Services

Role: Collaboration

Role: Strategy Implementation

Vulnerable Adults

Adult Victims of Abuse/Neglect :

Customer Segment: General Public. Division/Program: Adult Advocacy

Role: Placement

Domestic Violence Emergency Shelters :

Customer Segment: Professional Organization. Division/Program: Adult Advocacy

Role: Referral

Performance Indicators

Description	Type	Start Date	End Date
[To be described]	Target		
	Actual		

1.5. Case Practice

Develop a case practice model that clearly articulates best practice and the core values that inform how DSS interacts with children, families and vulnerable adults to increase safety, permanency, and well-being.

1.5.1 Provide regional trauma-informed care training for all front line staff. 1.5.2 Fully implement Signs of Safety statewide, including with APS and Child Support Divisions.

Performance Indicators

Description	Type	Start Date	End Date
[To be described]	Target		
	Actual		

1.6. Families

Improve the permanency and stability of children and vulnerable adults in their living situations by providing supports to help preserve the family unit.

1.6.1 Promote positive permanency through ensuring that decisions made for children are helping to meet the ultimate goal of 1) Reunification 2) Adoption by Family 3) Custody and Guardianship by Family or 4) Adoption by other. 1.6.2 Improve caseworker decision-making to help ensure placement, including Kinship placement, is in the best interest of the child and consistent with achieving the goal of permanency. 1.6.3 Develop protocol and guidelines to help DSS staff evaluate and better assess the need for congregate care. 1.6.4 Develop and increase placement options for vulnerable adults. 1.6.5 Evaluate need for implementation of training for Adult Protective Services homemaker staff to assist adults in meeting their Activities of Daily Living.

Stakeholder(s):

Families

Children

Vulnerable Adults

Non-Custodial Parents :

Customer Segment: General Public. Division/Program: Child Support Services

Role: Paternity Establishment

Performance Indicators

Description	Type	Start Date	End Date
[To be described]	Target		
	Actual		

1.7. Needs

Ensure the educational, physical and mental health needs of children and vulnerable adults are addressed.

1.7.1 Increase awareness of eligibility criteria for children and youth to interagency System for Caring for Emotionally Disturbed Children (ISCEDC). 1.7.2 Address barriers for access to Medicaid services. 1.7.3 Implement the Health and Education passports in Child and Adult Protective Services System (CAPSS). 1.7.4 Strengthen collaboration and coordination with other agencies to implement Developmental Screenings. 1.7.5 Improve the quality and availability of services for vulnerable adults.

Stakeholder(s):

Children

Vulnerable Adults

South Carolina Department of Mental Health (DMH) :

Customer Segment: Executive Branch/State Agencies. Division/Program: Child Welfare Services

Role: Referral

South Carolina Foster Care Advisory Committee :

Customer Segment: Executive Branch/State Agencies. Division/Program: Child Welfare Services

Role: Medicaid Planning

Role: Health Care Data

Role: Information Sharing

Role: Recommendations Implementation

Performance Indicators

Description	Type	Start Date	End Date
[To be described]	Target		
	Actual		

1.8. Foster Care

Provide services and supports to help youth in foster care successfully transition to living independently.

1.8.1 Utilize best practices to engage and support youth in identifying positive supports and lifelong connections to assist youth in the transition from foster care to self-sufficiency. 1.8.2 Conduct case planning with all youth to include at least two adults of the youth’s choice. 1.8.3 Conduct transition planning with youth and their support network prior to the youth’s 18th birthday. 1.8.4 Improve practice, services, and resources for youth through continued tracking and data analysis of the National Youth in Transition Database.

Stakeholder(s):

Youth in Foster Care

Children in Foster Care :
Customer Segment: General Public. Division/Program: Child Welfare Services

- Role: Visitation**
- Role: Safety & Risk Assessment**
- Role: Resource Homes**
- Role: Case Planning**
- Role: Reunification & Placement**

Birth Families :
Customer Segment: General Public. Division/Program: Child Welfare Services

- Role: Visitation**
- Role: Safety & Risk Assessment**
- Role: Resource Homes**
- Role: Case Planning**
- Role: Reunification & Placement**

Office of the Governor :

Customer Segment: Executive Branch/State Agencies. Division/Program: Child Welfare Services

Role: Permanency Planning

Foster Care Review Board/Heart Gallery :

Customer Segment: Executive Branch/State Agencies. Division/Program: Child Welfare Services

Role: Permanency Planning

South Carolina Foster Parent Association :

Customer Segment: Professional Organization. Division/Program: Child Welfare Services

Role: Collaboration & Planning

Role: Referral

South Carolina Labor Licensing and Regulations (LLR) :

Customer Segment: Executive Branch/State Agencies. Division/Program: Child Welfare Services

Role: Referral

Role: Collaboration

Performance Indicators

Description	Type	Start Date	End Date
[To be described]	Target		
	Actual		

1.9. Connections & Services

Improve the continuity of family connections and work towards equitable access to services

1.9.1 Provide program service array aligned with the needs of children, youth, families and vulnerable adults.
 1.9.2 Increase access to Community Based Prevention Services; ensure services are aligned with DSS policy and expected outcomes are clearly articulated and measured.

Stakeholder(s):

Families

Performance Indicators

Description	Type	Start Date	End Date
[To be described]	Target		
	Actual		

1.10. Education & Training

Educate families and train providers to help ensure children receive safe and quality child care.

1.10.1 Inform parents about safe child care and provide accurate and updated information to guide parent’s informed decision-making. 1.10.2 Recruit Centers to participate in Quality Child Care program. 1.10.3 Strengthen knowledge of child care workforce through training opportunities around infant and early childhood mental health issues.

Stakeholder(s):

Child Care Providers

Children

Early Childhood Educators :
Customer Segment: Industry. Division/Program: Economic Services

Role: Leadership

Child Care Technical Assistance Providers :
Customer Segment: Industry. Division/Program: Economic Services

Role: Leadership

Child Care Technical Assistance Trainers :
Customer Segment: Industry. Division/Program: Economic Services

Role: Leadership

Judges :

Customer Segment: Judicial Branch. Division/Program: Agency

Role: Case Information Sharing & Planning
Role: Training

Legislators :

Customer Segment: Legislative Branch. Division/Program: Agency

Role: Compliance
Role: Reporting

Policy Makers :

Customer Segment: Legislative Branch. Division/Program: Agency

Role: Compliance
Role: Reporting

Performance Indicators

Annual child care licensing visits

Description	Type	Start Date	End Date	Number
Current Target Value: Based on the number of facilities operating	Target			3,391
Future Target Value: Based on the number of facilities operating.	Target			3,391

Description	Type	Start Date	End Date	Number
Last Value: 3,906	Actual			3,906
Current Value: 3,391	Actual			3,391

All strategy 1.10 objectives. July 1 - June 30. Data Source and Availability: Data report gathered from regional licensing supervisors. Calculation Method: The number of supervisory visits made to licensed child care facilities. Meaningful Use of Measure: Promotes annual child care licensing visits and helps identify when additional resources are needed.

Registered family child care homes receiving an annual visit

Description	Type	Start Date	End Date	Number
Current Target Value: Based on the number of facilities operating	Target			
Future Target Value: Based on the number of facilities operating.	Target			
Last Value: 1,148	Actual			1,148
Current Value: 858	Actual			858

All strategy 1.10 objectives. July 1 - June 30. Data Source and Availability: Child Care Licensing Database. Calculation Method: The number of registered family child care homes receiving an annual visit. Meaningful Use of Measure: Tracks the number of registered family child care homes receiving an annual visit.

1.11. Domestic Violence

Foster system and practice changes to improve assessment, referral and follow-up of domestic violence services.

1.11.1 Ensure staff is properly trained on domestic violence assessment and referrals. 1.11.2 Implement programming aimed at reducing domestic violence.

Performance Indicators

Description	Type	Start Date	End Date
[To be described]	Target		
	Actual		

All Goal 1 Objectives

Performance Indicators

CPS assessments completed timely

Description	Type	Start Date	End Date	Percentage
Current Target Value: 100%	Target			100
Future Target Value: 100%	Target			100
Last Value: 94%	Actual			94

Description	Type	Start Date	End Date	Percentage
Current Value: 93%	Actual			93

All goal 1 objectives. July 1 - June 30. Data Source and Availability: CAPSS. Calculation Method: The number of CPS assessments completed timely divided by the total number of assessments. The target value complies with the state standard. Meaningful Use of Measure: Promotes timely completion of CPS Assessments.

Monthly visits in Foster Care

Description	Type	Start Date	End Date	Percentage
Current Target Value: 100%	Target			100
Future Target Value: 100%	Target			100
Last Value: 97%	Actual			97
Current Value: 97%	Actual			97

All goal 1 objectives. July 1 - June 30. Data Source and Availability: CAPSS. Calculation Method: The number of visits made in Foster Care each month divided by the total number of visits that were needed. The target value complies with the state standard. Meaningful Use of Measure: Promotes the monthly required visits for children in Foster Care.

Improve the initial and ongoing assessments of safety and risk to children, to protect children in the home and prevent removal; provide services to the family. (2017 APSR- Plan For Improvement).

Description	Type	Start Date	End Date	Percentage
Current Target Value: 61%	Target			61
Future Target Value: 61%	Target			61
Last Value: 44.00%	Actual			44
Current Value: 41.10%	Actual			41.1

All goal 1 objectives. July 1, 2017-June 30, 2018 Data Source and Availability: Quality Assurance Reviews. Calculation Method: Administration for Children and Families- Child and Family Services Review, 3rd Round Instrument- Safety Outcome 2, Items #2 and #3. 2. Concerted efforts to provide services to the family. 3. Concerted efforts to assess and address the risk and safety concerns relating to the child(ren) in their own homes or while in foster care. The Objective Measure is 61% by the end of FFY 2019, Sept. 30, 2018. Meaningful Use of Measure: Promotes the improvement of Child Welfare Services delivered to families, in compliance with CFSR requirements, with specific reference to quality assessments of safety and risk and to prevent removal when possible.

Ensure the physical and mental health needs of children (including dental health) are addressed. (2017 APSR- Plan For Improvement).

Description	Type	Start Date	End Date	Percentage
Current Target Value: 79.50%	Target			79.5
Future Target Value: 79.50%	Target			79.5
Last Value: 48.00%	Actual			48
Current Value: 43.40%	Actual			43.4

All goal 1 objectives. July 1, 2017-June 30, 2018. Data Source and Availability: Quality Assurance Reviews. Calculation Method: Administration for Children and Families- Child and Family Services Review, 3rd Round Instrument- Well-being Outcome 3, Items #17 and #18. 17. The agency addressed the physical health needs of the child, including dental health needs. 18. The agency addressed the mental/behavioral health

needs of the child(ren). The Objective Measure is 79.5% by the end of FFY 2019, Sept. 30, 2019.. Meaningful Use of Measure: Encourages attention to be paid to the physical and mental health needs of children.

Improve the placement stability of children in foster care. (2017 APSR- Plan For Improvement).

Description	Type	Start Date	End Date	Percentage
Current Target Value: 80.80%	Target			80.8
Future Target Value: 80.80%	Target			80.8
Last Value: 60.10%	Actual			60.1
Current Value: 75.00%	Actual			75

All goal 1 and strategy 2.1 objectives. July 1, 2017-June 30, 2018. Data Source and Availability: Quality Assurance Reviews. Calculation Method: Administration for Children and Families- Child and Family Services Review, 3rd Round Instrument- Permanency Outcome 1, Item #4. Is the child in a stable placement and ensure that any changes in placement that occur are in the best interest of the child, and consistent with achieving the child's permanency goals. The Objective Measure is 80.8% by the end of FFY 2019, Sept. 30, 2018. Meaningful Use of Measure: Promotes placement stability for children in Foster Care.

Children discharged from Foster Care to reunification do not re-enter foster care within 12 months of the date of their discharge

Description	Type	Start Date	End Date	Percentage
Current Target Value: 95%	Target			95
Future Target Value: 95%	Target			95
Last Value: 93%	Actual			93
Current Value: 93%	Actual			93

All goal 1 objectives. July 1 - June 30 Data Source and Availability: CAPSS. Calculation Method: The number of children discharged from Foster Care to reunification that do not re-enter Foster Care within 12 months of the date of their discharge divided by the total number of children discharged from Foster Care to reunification. The current federal target is 90.10%. Meaningful Use of Measure: Enables the agency to track instances of Foster Care re-entry.

Improve the permanency and stability of children in their living situation. (2017 APSR- Plan For Improvement).

Description	Type	Start Date	End Date	Percentage
Current Target Value: 43.00%	Target			43
Future Target Value: 43.00%	Target			43
Last Value: 20.40%	Actual			20.4
Current Value: 26.90%	Actual			26.9

All goal 1 objectives. July 1, 2017-June 30, 2018 Data Source and Availability: Quality Assurance Reviews. Calculation Method: Administration for Children and Families- Child and Family Services Review, 3rd Round Instrument- Permanency Outcome 1, Items #4, #5, #6. 4. Improve the placement stability of children in foster care, ensure that any changes in placement that occur are in the best interest of the child, and consistent with achieving the child's permanency goals. 5. Appropriate permanency goals were established for the child in a timely manner. 6. Concerted efforts were made, or are being made, during the period under review to achieve reunification, guardianship, adoption, or other planned permanent living arrangement. The Objective Measure is 43% by the end of FFY 2019, Sept. 30, 2018 Meaningful Use of Measure: Promotes the improvement of the permanency and stability of children in their living situation.

Children placed in county of origin

Description	Type	Start Date	End Date	Percentage
Current Target Value: 70%	Target			70
Future Target Value: 70%	Target			70
Last Value: 39%	Actual			39
Current Value: 36%	Actual			36

All goal 1 and strategy 2.1 objectives. July 1 - June 30. Data Source and Availability: CAPSS. Calculation Method: The number of children placed in their county of origin in Foster Care divided by the total number of children in Foster Care. Meaningful Use of Measure: Promotes the placement of children in their county of origin and drives foster home recruitment efforts.

Improve the continuity of family relationships and connections with the neighborhood community, faith, extended family, Tribe, school, and friends for children. (2017 APSR- Plan For Improvement).

Description	Type	Start Date	End Date	Percentage
Current Target Value: 62.40%	Target			62.4
Future Target Value: 62.40%	Target			62.4
Last Value: 47.50%	Actual			47.5
Current Value: 45.80%	Actual			45.8

All goal 1 objectives. July 1, 2017-June 30, 2018 Data Source and Availability: Quality Assurance Reviews. Calculation Method: Administration for Children and Families- Child and Family Services Review, 3rd Round Instrument-Permanency Outcome 2, Items # 7-11. 7. Concerted efforts were made to ensure that siblings in foster care are placed together unless a separation was necessary to meet the needs of one of the siblings. 8. Concerted efforts were made to ensure the required quality and frequency of visitation between a child in foster care and his or her mother, father, and siblings. 9. Concerted efforts were made to maintain the child’s connections to his or her neighborhood, community, faith, extended family, Tribe, school, and friends. 10. Concerted efforts were made to place the child with relatives when appropriate. 11. Concerted efforts were made to promote, support, and/or maintain positive relationships between the child in foster care and his or her mother and father or other primary caregiver(s). The Objective Measure is 62.4% by the end of FFY 2019, Sept. 30, 2018. Meaningful Use of Measure: Promotes the improvement of family and community relationships for children in Foster Care.

APS assessments initiated timely

Description	Type	Start Date	End Date	Percentage
Current Target Value: 100%	Target			100
Future Target Value: 100%	Target			100
Last Value: 86%	Actual			86
Current Value: 82%	Actual			82

All goal 1 objectives. July 1 - June 30. Data Source and Availability: CAPSS. Calculation Method: The number of APS assessments initiated timely divided by the total number of assessments. Meaningful Use of Measure: Promotes timely initiation of APS Assessments.

APS assessments completed within 45 days

Description	Type	Start Date	End Date	Percentage
Current Target Value: 100%	Target			100
Future Target Value: 100%	Target			100
Last Value: 75%	Actual			75
Current Value: 78%	Actual			78

All goal 1 objectives. July 1 - June 30. Data Source and Availability: CAPSS. Calculation Method: The number of APS assessments completed within 45 days divided by the total number of assessments. Meaningful Use of Measure: Promotes timely completion of APS Assessments.

APS cases with monthly activity

Description	Type	Start Date	End Date	Percentage
Current Target Value: 95%	Target			95
Future Target Value: 100%	Target			100
Last Value: 97%	Actual			97
Current Value: 97%	Actual			97

All goal 1 objectives. July 1 - June 30. Data Source and Availability: CAPSS. Calculation Method: The number of months for APS services with monthly activity recorded divided by the total number of months for APS services. Meaningful Use of Measure: Calls attention to APS cases with no monthly activity.

2. Families

Help preserve the family unit by enhancing the capacity of individuals and families to provide for their own needs.

Stakeholder(s)

Families

SCDSS Partners

Budget and Control Board :
State Government

Role: **Printing & Mailing**

Department of Employment and Workforce (DEW) :
State Government

Role: **Data Sharing**

Department of Health and Human Services (DHHS) :
State Government

Role: **Data Sharing**

Department of Vocational Rehabilitation :
State Government

Role: **Vocational Rehabilitation**

Greenville Technical College :
Higher Education Institute — State Agency

Role: **Coursework**

Judicial Department :
State Government

Role: **Contracting**

MUSC-Division of Pediatrics :
Higher Education Institute — State Agency

Role: **Training**

Revenue and Fiscal Affairs Office :
State Government — State Agency

Role: **Data Collection & Reporting**

S. C. Labor Licensing and Regulations (LLR) :
State Government

Role: **Inspections**

S.C. Dept. of Health and Environmental Control (DHEC) :
State Government

Role: **Data Sharing**

SC Department of Motor Vehicles :
State Government

Role: **Data Sharing**

SC Department of Revenue :
State Government

Role: **Data Sharing**

SC Technical College System :
Higher Education Institute

Role: **College Services**

USC-College of Education :
Higher Education Institute — State Agency Contract to a) manage SC Child Care Resource and Referral Network; b) collect and analyze child care data to inform program and policy decisions; c) coursework training, and technical assistance for child care providers; d) infant toddlers outreach services; e) training for DSS child care staff; and f) support to caregivers serving special needs children.

Role: **Resource and Referral Network**

Role: **Child Care Data**

Role: **Training & Technical Assistance**

Role: **Outreach**

Role: **Training**

Role: **Caregiver Support**

USC-Institute for Public Service and Policy Research :

Higher Education Institute

Role: **Market Rate Surveys**

South Carolina Center for Fathers and Families :
Customer Segment: Professional Organization. Division/
Program: Child Support Services

Role: **Collaboration**

Role: **Referrals**

2.1. Foster & Adoptive Parents

Increase recruitment, retention, and capacity of foster and adoptive parents.

2.1.1 Enhance availability and quality of post-adoptive support services. 2.1.2 Target recruitment for adoption of older children and sibling groups. 2.1.3 Continue to evaluate the business process redesign for foster care licensing; making changes as necessary. 2.1.4 Develop and implement business process redesign for recruitment of prospective adoptive families. 2.1.5 Increase monthly foster care rate based on current data for the Southeast

region, provide assistance to kinship caretakers. 2.1.6 Provide ongoing training for foster parents and congregate care providers on services and resources available to youth and how to access and receive funding for these services. 2.1.7 Periodically review payment rates paid to foster parents and other foster care providers and assess if they are reasonable for current conditions.

Stakeholder(s):

Foster Parents :

Customer Segment: General Public. Division/Program: Child Welfare Services

Role: Communication

Adoptive Parents

Children :

Customer Segment: General Public. Division/Program: Child Welfare Services

Role: Adoption Subsidies

Role: Aftercare

Youth :

Customer Segment: General Public. Division/Program: Child Welfare Services

Role: Adoption Subsidy

Role: Aftercare

Adoptive Families :

Customer Segment: General Public. Division/Program: Child Welfare Services

Role: Adoption Subsidy

Role: Aftercare

Performance Indicators

Improve the placement stability of children in foster care. (2017 APSR- Plan For Improvement).

Description	Type	Start Date	End Date	Percentage
Current Target Value: 80.80%	Target			80.8
Future Target Value: 80.80%	Target			80.8
Last Value: 60.10%	Actual			60.1
Current Value: 75.00%	Actual			75

All goal 1 and strategy 2.1 objectives. July 1, 2017-June 30, 2018. Data Source and Availability: Quality Assurance Reviews Calculation Method: Administration for Children and Families- Child and Family Services Review, 3rd Round Instrument- Permanency Outcome 1, Item #4. Is the child in a stable placement and ensure that any changes in placement that occur are in the best interest of the child, and consistent with achieving the child's permanency goals. The Objective Measure is 80.8% by the end of FFY 2019, Sept. 30, 2018. Meaningful Use of Measure: Promotes placement stability for children in Foster Care.

Children placed in county of origin

Description	Type	Start Date	End Date	Percentage
Current Target Value: 70%	Target			70
Future Target Value: 70%	Target			70
Last Value: 39%	Actual			39
Current Value: 36%	Actual			36

All goal 1 and strategy 2.1 objectives. July 1 - June 30. Data Source and Availability: CAPSS. Calculation Method: The number of children placed in their county of origin in Foster Care divided by the total number of children in Foster Care. Meaningful Use of Measure: Promotes the placement of children in their county of origin and drives foster home recruitment efforts.

2.2. Employment & Self-Sufficiency

Help prepare and transition clients to employment and self-sufficiency.

2.2.1 Provide temporary resources, programs and support services to qualified recipients, including Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP) and Child Care Vouchers. 2.2.2 Increase number of child care vouchers. 2.2.3 Provide quality workforce readiness training. 2.2.4 Enhance the marketing of workforce services to prospective employers. 2.2.5 Provide family strengthening programs and support services. 2.2.6 Evaluate the effectiveness of family strengthening programs and support services and modify as needed to improve outcomes.

Stakeholder(s):

Families Receiving TANF :
Customer Segment: General Public. Division/Program: Economic Services
Role: Vouchers

Families Transitioning off of TANF :
Customer Segment: General Public. Division/Program: Economic Services
Role: Vouchers

Children with Special Needs :
Customer Segment: General Public. Division/Program: Economic Services
Role: Vouchers

Low-Income Working Families :
Customer Segment: General Public. Division/Program: Economic Services
Role: Vouchers

Foster Children of Working Foster Parents :
Customer Segment: General Public. Division/Program: Economic Services
Role: Vouchers

Children Receiving Child Protective Services :
Customer Segment: General Public. Division/Program: Economic Services
Role: Vouchers

SNAP Applicants/Recipients :
Customer Segment: General Public. Division/Program: Economic Services
Role: Benefits
Role: Compliance

TANF Applicants/Recipients :
Customer Segment: General Public. Division/Program: Economic Services
Role: Stipends
Role: Compliance

Performance Indicators

FI: Timeliness of benefit issuance

Description	Type	Start Date	End Date	Days
Current Target Value: 19	Target			19
Future Target Value: 19	Target			19
Last Value: 21	Actual			21
Current Value: 21	Actual			21

All strategy 2.2 and strategy 2.3 objectives. July 1 - June 30. Data Source and Availability: CHIP Report MR161. Calculation Method: The number of days between application received date and case disposition. Meaningful Use of Measure: Promotes the timely issuance of FI benefits.

SNAP: Accuracy of benefit issuance

Description	Type	Start Date	End Date	Percentage
Last Value: 96% Current Target Value: 100%	Target			
Current Value: 96% Future Target Value: 100%	Actual			

All strategy 2.2 and strategy 2.3 objectives. October 1, 2016 - September 30, 2017. Data Source and Availability: SNAP QC Data. Calculation Method: The SNAP accuracy rate is determined by case review of

a statistically valid sample of cases chosen each month. Data is calculated monthly from the results of the reviews and reports are available approximately 120 days from the original case selection. Data for this report is accurate for FY2017. Meaningful Use of Measure: Promotes the accuracy of benefit issuance in the SNAP program.

SNAP: Timeliness of benefit issuance

Description	Type	Start Date	End Date	Percentage
Current Target Value: 93%	Target			93
Future Target Value: 93%	Target			93
Last Value: 92%	Actual			92
Current Value: 90%	Actual			90

All strategy 2.2 and strategy 2.3 objectives. July 1 - June 30. Data Source and Availability: CHIP Report MR271. Calculation Method: The percentage of SNAP applications approved within federal timeframes. Meaningful Use of Measure: Promotes the timely issuance of SNAP benefits.

Children served with SC Child Care Vouchers

Description	Type	Start Date	End Date	Number
Current Target Value: 22,455 (5% increase)	Target			22,455
Future Target Value: 24,471 (8% increase)	Target			24,471
Last Value: 21,386	Actual			21,386
Current Value: 22,659	Actual			22,659

All strategy 2.2 objectives. July 1 - June 30. Data Source and Availability: SC Voucher System. Calculation Method: The number of SC Vouchers provided for children for any duration ranging from 1 week to 52 weeks. Meaningful Use of Measure: To project the level of future services.

2.3. Resources

Ensure appropriate resources are distributed with integrity and in a timely, accurate, and equitable manner.

2.3.1 Help prevent fraud and abuse of programs by maintaining effective benefits integrity program. 2.3.2 Provide timely and accurate Board payments for Foster Parents and congregate care facilities. 2.3.3 Evaluate and improve process of providing clothing allowance for children in foster care. 2.3.4 Evaluate and improve process of Medicaid eligibility for children in care and vulnerable adults in DSS custody. 2.3.5 Work with Clerks of Court to ensure child support payments are disbursed in a timely manner.

Performance Indicators

FI: Timeliness of benefit issuance

Description	Type	Start Date	End Date	Days
Current Target Value: 19	Target			19
Future Target Value: 19	Target			19
Last Value: 21	Actual			21
Current Value: 21	Actual			21

All strategy 2.2 and strategy 2.3 objectives. July 1 - June 30. Data Source and Availability: CHIP Report MR161. Calculation Method: The number of days between application received date and case disposition. Meaningful Use of Measure: Promotes the timely issuance of FI benefits.

SNAP: Accuracy of benefit issuance

Description	Type	Start Date	End Date	Percentage
Current Target Value: 100%	Target			100
Future Target Value: 100%	Target			100
Last Value: 96%	Actual			96
Current Value: 96%	Actual			96

All strategy 2.2 and strategy 2.3 objectives. October 1, 2016 - September 30, 2017. Data Source and Availability: SNAP QC Data. Calculation Method: The SNAP accuracy rate is determined by case review of a statistically valid sample of cases chosen each month. Data is calculated monthly from the results of the reviews and reports are available approximately 120 days from the original case selection. Data for this report is accurate for FY2017. Meaningful Use of Measure: Promotes the accuracy of benefit issuance in the SNAP program.

SNAP: Timeliness of benefit issuance

Description	Type	Start Date	End Date	Percentage
Current Target Value: 93%	Target			93
Future Target Value: 93%	Target			93
Last Value: 92%	Actual			92
Current Value: 90%	Actual			90

All strategy 2.2 and strategy 2.3 objectives. July 1 - June 30. Data Source and Availability: CHIP Report MR271. Calculation Method: The percentage of SNAP applications approved within federal timeframes. Meaningful Use of Measure: Promotes the timely issuance of SNAP benefits.

2.4. Custodial Parents

Provide assistance to custodial parents who need help obtaining child support payments.

2.4.1 Ensure Support Orders are established accurately and in a timely manner. 2.4.2 Utilize administrative remedies and behavioral economics to promote consistent, timely payments of child support.

Stakeholder(s):

Custodial Parents

Performance Indicators

Child Support Cases with support orders established

Description	Type	Start Date	End Date	Percentage
Current Target Value: 84%	Target			84
Future Target Value: 85%	Target			85
Last Value: 83%	Actual			83
Current Value: 84%	Actual			84

All strategy 2.4 objectives. July 1 - June 30. Data Source and Availability: CSSD Data System. Calculation Method: The number of child support cases with support orders established, divided by the number of child support cases. Meaningful Use of Measure: Promotes the establishment of support ordered when appropriate.

Amount of Child Support Collected

Description	Type	Start Date	End Date	Dollars
Current Target Value: \$305,000,000	Target			\$305,000,000.00
Future Target Value: \$303,000,000	Target			\$303,000,000.00
Last Value: \$300,286,667	Actual			\$300,286,667.00
Current Value: \$301,419,050	Actual			\$301,419,050.00

All strategy 2.4 objectives. July 1 - June 30. Data Source and Availability: CSSD Data System. Calculation Method: The amount of child support collected during the State Fiscal Year. Meaningful Use of Measure: Tracks the volume of child support collected.

Cases Paying on Arrears Balances

Description	Type	Start Date	End Date	Percentage
Current Target Value: 60%	Target			60
Future Target Value: 61%	Target			61
Last Value: 59%	Actual			59
Current Value: 60%	Actual			60

All strategy 2.4 objectives. July 1 - June 30. Data Source and Availability: CSSD Data System. Calculation Method: The number of child support cases with payments made on arrears balances, divided by the number of child support cases with arrears balances. Meaningful Use of Measure: Informs the agency on the percentage of cases paying on arrears balances.

License Revocation Notices

Description	Type	Start Date	End Date	Number
Current Target Value: 10,000	Target			10,000
Future Target Value: 8,000	Target			8,000
Last Value: 9,080	Actual			9,080
Current Value: 6,597	Actual			6,597

All strategy 2.4 objectives. July 1 - June 30. Data Source and Availability: CSSD Data System. Calculation Method: Administrative Enforcement remedy. The number of license revocation notices issued by the Division against non-paying parents. Meaningful Use of Measure: Tracks the number of license revocation notices.

Financial Institution Data Match

Description	Type	Start Date	End Date	Dollars
Current Target Value: \$375,000	Target			\$375,000.00
Future Target Value: \$150,000	Target			\$150,000.00
Last Value: \$356,850	Actual			\$356,850.00

Description	Type	Start Date	End Date	Dollars
Current Value: \$134,140	Actual			\$134,140.00

All strategy 2.4 objectives. July 1 - June 30. Data Source and Availability: CSSD Data System. Calculation Method: Administrative Enforcement remedy. The amount collected by the Division from levies against financial institutions on accounts held by non-paying parents. Meaningful Use of Measure: Tracks the volume of child support collected via financial institution data matches.

Insurance Match collections

Description	Type	Start Date	End Date	Dollars
Current Target Value: \$1,500,000	Target			\$1,500,000.00
Future Target Value: \$1,500,000	Target			\$1,500,000.00
Last Value: \$1,341,679	Actual			\$1,341,679.00
Current Value: \$1,335,083	Actual			\$1,335,083.00

All strategy 2.4 objectives. July 1 - June 30. Data Source and Availability: CSSD Data System. Calculation Method: Administrative Enforcement remedy. The amount of past due child support collected from levies against insurance settlements. Meaningful Use of Measure: Tracks the volume of child support collected via insurance matches.

Wage Withholding collections

Description	Type	Start Date	End Date	Dollars
Current Target Value: \$195,000,000	Target			\$195,000,000.00
Future Target Value: \$197,500,000.00	Target			\$197,500,000.00
Last Value: \$190,782,336	Actual			\$190,782,336.00
Current Value: \$194,251,607	Actual			\$194,251,607.00

All strategy 2.4 objectives. July 1 - June 30. Data Source and Availability: CSSD Data System. Calculation Method: Collections of child support through wage garnishment. Meaningful Use of Measure: Tracks the volume of child support collected via wage withholding.

2.5. Child Support

Complete the transformation of the Child Support System.

2.5.1 Complete the development of the Palmetto Automated Child Support System (PACSS) and pilot. 2.5.2 Clearly communicate Child Support System project milestones, progress and challenges, both internally and externally. 2.5.3 Complete change management policies, procedures, and practice to move from a decentralized program to a centralized program for collection and distribution of child support and spousal support.

Stakeholder(s):

Child Care Providers :
Customer Segment: Industry. Division/Program: Economic Services
Role: Vouchers
Role: Knowledge & Skills

After School Programs :
Customer Segment: Industry Division/Program: Economic Services
Role: Vouchers
Role: Knowledge & Skills

— continued next page

Stakeholders (continued)

Pre-K Programs :
Customer Segment: Industry. Division/Program:
Economic Services
Role: **Vouchers**
Role: **Knowledge & Skills**

Clerks of Court :
Customer Segment: Judicial Branch. Division/Program: Child Support Services
Role: **Filings & Information**
Custodial Parents :
Customer Segment: General Public. Division/Program: Child Support Services
Role: **Orders & Payments**

Performance Indicators

Description	Type	Start Date	End Date
[To be described]	Target		
	Actual		

DEMONSTRATION ONLY

3. Workforce

Ensure DSS workforce is supported in their efforts to provide high-quality service that is responsive and engaged.

Stakeholder(s)
DSS Workforce

3.1. Recruitment & Retention

Recruit and retain sufficient workforce of qualified and diverse individuals.

3.1.1 Streamline hiring and on-boarding of staff. 3.1.2 Work with Universities to establish pipeline of qualified applicants. 3.1.3 Enhance recruitment marketing efforts. 3.1.4 Improve HR systems throughout hiring process. 3.1.5 Enhance employee orientation. 3.1.6 Implement student loan repayment and tuition incentive program for DSS Staff. 3.1.7 Develop career ladder, with performance incentives, for staff in human services, economic services, child support and other divisions. 3.1.8 Provide in-band and equity pay increases. 3.1.9 Hire and train casework staff to expand 2nd and 3rd shifts; evaluate impact on staff turnover. 3.1.10 Conduct annual employee satisfaction surveys and provide feedback to staff on results; utilize results to improve retention efforts. 3.1.11 Evaluate and improve employee exit survey process; utilize results to improve retention efforts.

Performance Indicators

Description	Type	Start Date	End Date
[To be described]	Target		
	Actual		

3.2. Performance

Improve performance and quality of service through continuous professional development, coaching, training, and cross training.

3.2.1 Complete hiring of training staff. 3.2.2 Create comprehensive staff training plan. 3.2.3 Support staff in attending Leadership Development opportunities for DSS middle managers and executive leadership across all disciplines. 3.2.4 Continue to track employee training through the LMS. 3.2.5 Develop strategies for cross-training throughout the Department. 3.2.6 Ensure proper resources and infrastructure (e.g. desks, phones, computers, building space, etc.) are provided for newly hired employees in a timely manner.

Performance Indicators

Description	Type	Start Date	End Date
[To be described]	Target		
	Actual		

3.3. Customer Service

Foster a culture of customer service, both internally and externally.

3.3.1 Ensure customers are well-informed of services and resources available; communicate consistently throughout the Department. 3.3.2 Provide Customer Service training (during onboarding and on-going).

Performance Indicators

Description	Type	Start Date	End Date
[To be described]	Target		
	Actual		

3.4. Caseloads

Manage caseloads by establishing and implementing caseload standards.

3.4.1 Conduct ongoing analysis and evaluation of statewide caseload / caseworker need based on best practice standards. 3.4.2 Develop formal methodology for even distribution of caseloads and allocation of staff across all Divisions. 3.4.3 Hire additional caseworkers across all program areas to decrease caseloads and improve service quality statewide. 3.4.4 Improve resources in General Counsel’s office to help reduce caseloads, expedite case processing, and improve case quality.

Performance Indicators

Description	Type	Start Date	End Date
[To be described]	Target		
	Actual		

3.5. Data & Quality

Establish and maintain a Continuous Quality Improvement System and enhance the capacity of DSS staff to analyze and use data to inform and improve decision-making.

3.5.1 Hire CQI Director. Develop written protocol and policies for CQI. 3.5.2 Evaluate the use of data for performance management. 3.5.3 Ensure staff are equipped and trained to accurately conduct data entry. 3.5.4 Effectively communicate agency data and outcomes to stakeholders.

Performance Indicators

Description	Type	Start Date	End Date
[To be described]	Target		
	Actual		

3.6. Workforce

Strengthen and support the well-being of the DSS workforce, including assistance to address secondary trauma experienced by staff.

3.6.1 Develop and implement counseling support program for workforce. 3.6.2 Provide staff training on violence, prevention, de-escalation, and safety protocols. 3.6.3 Promote safety of staff through re-design of office building environments (lighting, keyless access, cameras, panic button, etc.)

Stakeholder(s):

DSS Workforce

Performance Indicators

Description	Type	Start Date	End Date
[To be described]	Target		
	Actual		

3.7. Policies

Develop uniform process for updating and disseminating policy updates, including statutory changes.

3.7.1 Update policy manuals throughout the Department and decrease use of Directed Memos in policy updates.

Performance Indicators

Description	Type	Start Date	End Date
[To be described]	Target		
	Actual		

3.8. Contracts

Ensure all contracts have a defined purpose and include measurable outcomes and deliverables.

3.8.1 Standardize process for grants and contracts including approvals, tracking, and evaluation.

Performance Indicators

Description	Type	Start Date	End Date
[To be described]	Target		
	Actual		

3.9. Assets & Funding

Protect the assets of DSS, ensure accountability over funds, and help prevent and detect fraud, waste, and abuse.

3.9.1 Continue to improve oversight of the agency and increasing the safety and security of agency personnel and assets through the Office of the Inspector General. 3.9.2 Continue to provide, through the Administrative Services divisions, services that support divisions, regional and county offices in providing effective client services, oversight and internal controls. 3.9.3 Perform internal audits on a regular basis to help to determine if internal controls within the Agency are performing properly, and make recommendations to help resolve any

findings. 3.9.4 Monitor and help to resolve any findings that might relate to DSS, when they are found in Single Audits received from our subrecipients. 3.9.5 Continue to carry out a Fraud Prevention and Detection Program, which includes periodic random surprise audits, an Agency fraud hotline for reporting fraud, and periodic Fraud Prevention training. 3.9.6 Coordinate with law enforcement, DSS Inspector General’s Office and the SC Inspector General’s Office on fraud investigations.

Performance Indicators

Description	Type	Start Date	End Date
[To be described]	Target		
	Actual		

DEMONSTRATION ONLY

4. Trust, Collaboration & Communication

Foster trust, collaboration and communication with stakeholders to improve outcomes for children, families and vulnerable adults.

Stakeholder(s)

Children

Families

Vulnerable Adults

Palmetto Association For Children and Families :

This includes Psychiatric Residential Treatment Facilities, Therapeutic Foster Care Providers, and Group Care Providers. Customer Segment: Professional Organization. Division/Program: Child Welfare Services

Role: Collaboration & Planning

Role: Communication

Project Best :

Customer Segment: Division/Program: Child Welfare Services

Role: Collaboration & Planning

Role: Training

Role: Policies & Procedures

SC Sheriffs :

Customer Segment: Executive Branch/State Agencies. Division/Program: Agency

Role: Collaboration

South Carolina Citizen Review Panel :

Customer Segment: Executive Branch/State Agencies. Division/Program: Child Welfare Services

Role: Data Sharing

South Carolina Crime Victims' Council :

Customer Segment: Professional Organization. Division/Program: Child Welfare Services

Role: Collaboration & Data Sharing

South Carolina Department of Disabilities (DDSN) :

Customer Segment: Executive Branch/State Agencies. Division/Program: Child Welfare Services

Role: Collaboration & Cost Sharing

South Carolina Department of Education (DOE) :
Customer Segment: Executive Branch/State Agencies Division/Program: Child Welfare Services

Role: Collaboration & Information Sharing

South Carolina Department of Health and Human Services (DHHS) :

Customer Segment: Executive Branch/State Agencies Division/Program: Agency

Role: Collaboration & Planning

South Carolina Department of Juvenile Justice (DJJ) :

Customer Segment: Executive Branch/State Agencies. Division/Program: Child Welfare Services

Role: Collaborative Planning

South Carolina Family Corps (Parents Anonymous) :

Customer Segment: Professional Organization. Division/Program: Child Welfare Services

Role: Collaboration & Planning

South Carolina South Carolina Coalition Against Domestic Violence and Sexual Assault

(SCCADVASA) :

Customer Segment: Professional Organization. Division/Program: Agency

Role: Collaboration & Planning

The Cass Elias McCarter Guardian ad Litem (GAL), Office of the Governor :

Customer Segment: Executive Branch/State Agencies. Division/Program: Child Welfare Services

Role: Collaboration & Planning

Role: Case File Information Sharing

Role: Support & Communication

4.1. Partnership

Strengthen partner relationships and increase recognition that safety, permanency, and well-being of children and vulnerable adults is the responsibility of the entire community.

4.1.1 Define “partners”; ensure consistent definition throughout DSS through standardized MOU processing.

4.1.2 Inventory existing partnerships and identify which divisions work with each; publish on Unite. 4.1.3

Enhance Partner Meetings and ensure more consistency in meeting processes and outcomes across regions.

4.1.4 Provide “DSS 101” for legislators, media and partners. 4.1.5 Continue to strengthen DSS Advisory Group.

Performance Indicators

Description	Type	Start Date	End Date
[To be described]	Target		
	Actual		

4.2. Awareness

Increase awareness of DSS mission, programs, services and strategic priorities.

4.2.1 Develop a Strategic Communications Plan 4.2.2 Develop a plan for quarterly video messages from Director and DSS Senior Staff. 4.2.3 Proactively tell the positive stories and outcomes of DSS.

Performance Indicators

Description	Type	Start Date	End Date
[To be described]	Target		
	Actual		

4.3. Alignment

Strengthen alignment among DSS and other governmental agencies to provide more effective and efficient services to clients.

4.3.1 Convene “roundtables” consisting of DSS and partner agency representatives.

Performance Indicators

Description	Type	Start Date	End Date
[To be described]	Target		
	Actual		

4.4. Transparency.

Foster a culture of transparency.

4.4.1 Train agency staff on how to safely share information while adhering to statutory requirements as it relates to confidentiality. 4.4.2 Increase awareness among external stakeholders and legislators about confidentiality requirements.

Performance Indicators

Description	Type	Start Date	End Date
[To be described]	Target		
	Actual		

4.5. Timeliness, Consistency & Accuracy

Provide timely, consistent, accurate and culturally responsive communication.

4.5.1 Ensure internal and external audiences can easily access a comprehensive, up-to-date DSS resource directory and information. 4.5.2 Improve access, capabilities and utilization of technology in communication.

4.5.3 Develop, update and publish information using a wide range of vehicles such as videos, tip sheets, brochures, TV monitors, fact sheets, etc. 4.5.4 Establish a speaker’s bureau. 4.5.5 Modify the redesigned internal and external website as needed.

Performance Indicators

Description	Type	Start Date	End Date
[To be described]	Target		
	Actual		

4.6. Responsiveness

Improve responsiveness to public feedback.

4.6.1 Standardize mechanisms for constituent feedback including centralized log for all divisions. 4.6.2 Standardize process for Freedom of Information Act (FOIA) responses. 4.6.3 Develop critical incidence response protocol.

Performance Indicators

Description	Type	Start Date	End Date
[To be described]	Target		
	Actual		

4.7. Input & Communication

Provide two-way communication channels to keep employees and external stakeholders informed while soliciting on-going input.

4.7.1 Improve utilization of face-to-face meetings as a two-way communication vehicle. 4.7.2 Utilize employee satisfaction surveys as two-way communication vehicle.

Performance Indicators

Description	Type	Start Date	End Date
[To be described]	Target		
	Actual		

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