

November 18, 2014

The Honorable Nikki R. Haley  
Office of the Governor  
1205 Pendleton Street  
Columbia, South Carolina 29201

Governor Haley,

I wrote to you back on November 7<sup>th</sup> expressing my concerns about the current direction of the Department of Social Services (DSS) and requesting an opportunity to share those with you in person. As a senior manager with previous experience as a County Director, I have a perspective that could be useful in helping you establish future priorities and direction for the agency.

Since my last letter to you, I have been approached by several individuals who hold leadership positions within the SC child welfare system, asking me to pursue becoming the next DSS State Director. While this position would be a tremendous undertaking, I am humbled by the encouragement and confidence that these leaders have in the management and leadership abilities I have demonstrated over the years. Despite the significant challenges ahead, I do believe I possess a unique combination of skills and personal attributes that can lead the agency forward while reestablishing the trust of public officials, partners, employees and the citizens we serve.

With this letter I am expressing my interest in becoming the next DSS Director and would appreciate consideration of my personal and professional qualifications. The next director not only needs to be an experienced and effective manager, but also a strategic leader who understands how to build a successful agency with both internal and external constituencies. As a current DSS leader, I understand the work of the agency and can develop a culture of competence and high accountability where the core functions of DSS can be effectively executed. There needs to be significant changes made to the organizational structure, management and resource alignment within DSS and the agency needs someone who not only understands this but can lead the agency through this transition. DSS also needs a leader who can repair the damaged relationships within the child welfare system and work toward development of a collaborative system of care in SC.

If you are currently seeking candidates to serve as the new State DSS Director, I ask you to consider my application. I am happy to meet with you to discuss how I may serve you and the citizens of SC as the new leader of the Department of Social Services. I have attached my resume for review.

Warmest regards,

A handwritten signature in black ink, appearing to read "Robert Brimmer". The signature is fluid and cursive, with the first name "Robert" and last name "Brimmer" clearly distinguishable.

Robert "Bob" Brimmer  
2380 Parsonage Woods Lane  
Mount Pleasant, SC 29466  
843.849.1934

# ROBERT BRIMMER

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2380 Parsonage Woods Lane • Mount Pleasant, South Carolina 29466 • 843.849.1934 • E-mail: rab108@aol.com

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**Objective:** Obtain an executive position within the Department of Social Services where I could apply my skills and experience to create lasting and substantive system change in the Child Welfare System.

**Areas of Expertise:**

- Goal accomplishment • Turnaround Leadership • Staff Supervision • Budget Management • Program Management and Development • Organizational Development and Team Building • Planning and Analytical Skills • Goal Tracking and Data Trending • Small Group Training and Consultation • Computer Proficiency • Teaching • Marketing Program and Services in the Community

## Employment

**History:** Department of Social Services, 1535 Confederate Avenue Extension, Columbia, SC 29202-1520

06.12 - current     **Quality & Accountability Team Leader (Regional Director)**  
Oversees the human services operations in an eight county region of South Carolina including the supervision of directors of the county DSS offices, regional adoptions offices and intensive foster care offices. Also directly supervises other members of the regional leadership team including performance coaches and other team members. Assures Critical Priority Goals are met as well as other program priorities are completed. Coordinates with State Office including Policy and Program to provide training and technical assistance to counties. Assists County, Program and Financial staff with implementing organizational structural changes in the agency including universal caseload, permanency round tables, and other work-efficiency measures. Assists the Deputy State Director in evaluating program performance within the county and region.

Department of Social Services, 2 Belt Drive, Moncks Corner, SC 29461

04.09 – 06.12     **County Director, Berkeley County DSS**  
Provide leadership for a county DSS office which includes overseeing the activities of 100 staff members providing a wide range of services including child protection, adult protection, foster care, licensing of foster homes, legal services, SNAP and family independence programs.

Charleston County School District, 75 Calhoun Street, Charleston, SC 29403

01.06 – 04.09     **Project Director, Grant to Reduce Alcohol Abuse**  
Manager of a three-year, 1.5 million dollar grant aimed at reducing alcohol and other drug abuse in the East Cooper middle and high schools. Includes budget and personnel management, program development, program evaluation and teaching multiple curricula.

Trident Technical College, 66 Columbus Street, Charleston, SC 29403

02.06 – 01.09     **Adjunct Faculty, Community, Child & Family Studies**  
Taught 1-2 college courses per term in the Division of Community, Child and Family Studies.

Charleston Center, 5 Charleston Center Drive, Charleston, SC 29401.

07.03 – 01.06     **Program Coordinator, Adolescent Services**  
Coordinated multi-level, outpatient services for the adolescent services division, including oversight of the Juvenile Drug Court Program. The division served over 500 clients per year in the treatment programs and over 120 families through the yearlong drug court program. Secured local continuation funding for the drug court program through the establishment of a new management plan and collaborative agreements

with community partners. Major responsibilities include budget management, clinical supervision and operational oversight.

03.96 – 07.03

**Director, Outpatient Services**

Senior level manager within an addictions treatment facility, responsible for operations of the state's largest outpatient addictions clinic serving over 2,700 adult and adolescent clients per year. The Detention Center Treatment Program achieved an impressive six-year recidivism rate of less than 25% and has been recognized as a model program by the National Jail Administrators Association. Reduced operating expenditures every year while increasing persons served from 1,100 in 1994 to over 2,700 by 2003.

04.94 – 03.96

**Program Manager, Adult and Court-Related Services**

First-line manager for clinical staff providing counseling, education and wraparound services to substance abusing and addicted adults in an outpatient setting. Achieved national CARF accreditation for all services in 1995. Increased staff productivity levels by 200% within 24 months and the percentage of licensed/certified staff increased from 15% to 90% within two years. Implemented a comprehensive outcome based evaluation system to monitor program effectiveness. Promoted to Division Director in 1996.

03.92 – 04.94

**Clinical Counselor II**

Front-line clinical counselor in an inpatient unit for adult substance abusers providing counseling and case management services. Coordinated and conducted all admissions into the unit. Maintained clinical and medical records. Promoted to Program Manager in 1994.

The Kennedy Center, 306 Airport Road, Moncks Corner, SC 29461

10.90 – 03.92

**Clinical Counselor**

Provided counseling, case management and court evaluation services to adults and adolescents in an outpatient facility. Relocated in 1992.

**Education:**

M.Ed. Counseling Psychology/Administration, James Madison University, Harrisonburg, Virginia.  
B.S. Psychology, Lander College, Greenwood, South Carolina.

**Certifications:**

Certified Addictions Counselor (CACII), SCAADAC, 1991-2005.  
PRIME for Life Instructor, Prevention Research Institute, 1997-present.  
4 Disciplines Certified Trainer, Franklin Covey, 2011.  
National Incident Management System (NIMS) Training: 100, 200 700a, 2010.  
Leadership Academy for Middle Managers (LAMM), NCWWI, 2011.

**Other**

**Leadership**

**Experience:**

Board of Trustees, Lander University, Greenwood, SC, 2004 – 2014.  
Town of Mount Pleasant Planning Commission, 2009 – current.  
Chair, Pastoral Council, St. Benedict Church. 2010 – 2012.  
SAMHSA Federal Grant Evaluator. 2005.

**References:**

Available upon request.