

## SECTION I

### Executive Summary

The Office of the Attorney General is South Carolina's chief legal office. The South Carolina Constitution defines the Attorney General's role as "chief prosecuting officer of the State with authority to supervise the prosecution of all criminal cases in courts of record." In 1929, a state court broadened that role: "As the chief law officer of the State [the Attorney General] may, in the absence of some express legislative restriction to the contrary, exercise all such power and authority as public interests may, from time to time, require, and may institute, conduct and maintain all such suits and proceedings as he deems necessary for the enforcement of the laws of the State, the preservation of order, and the protection of public rights."

#### 1. Major Achievements from Past Year

The major achievements of the Attorney General's Office during FY 2000-2001 include the following:

- o The drafting and advocacy of Palmetto Exile -- legislation that would impose an additional mandatory five-year prison sentence on anyone found in possession of a firearm who (1) had a previous conviction for a violent crime, (2) was dealing illegal drugs, or was convicted of a violent felony using a pistol or a knife. This bill passed the S.C. House and is currently under consideration by the Senate, with every expectation that it will pass. A similar program instituted in the State of Virginia resulted in a 50 percent reduction in gun-related homicides.
- o The Prosecution Section retried the case of the State v. Christopher Ford four years after a guilty verdict was set aside because of irregularities involving jury selection. Despite the difficulties involved in reassembling witnesses and revisiting evidence, the defendant was again convicted of armed robbery and murder and is now serving a life sentence with no possibility of parole.
- o The Insurance Fraud Division presented 423 cases for prosecution -- the second highest number of all states reporting.
- o The Office's Victim Services Section handled 2,046 cases -- assisting the victims of crimes in such matters as notification of trials, post-conviction appeals, petitions for rehearing, and also various petitions for certiorari. Also, in cooperation with the South Carolina Department of Corrections, Victim Services developed a model protocol for death penalty cases. The protocol includes pre-execution briefings, media management, and execution notification.
- o During FY 2000-2001, the Attorney General's Office promoted the expansion of mentor programs statewide. According to reports from three of the four circuits involved in the program, the

Attorney General's in-house mentor program added 162 non-violent youthful offenders to its rolls and reported that of 505 assigned to the program, 42 have graduated from high school and 27 more finished their requirements without incident and have left the program in good standing. The remaining are underclassmen on track for graduation. In March of 2000, the Office also retained the services of a spokesman who travels about the state, recruiting mentors for local and state programs. The goal of this initiative: 2,001 new mentors by the end of 2001. At the close of the fiscal year, the spokesman had recruited over 1,700 mentors.

- o In FY 2000-2001, the Sexually Violent Predator Section successfully argued for the commitment and long-term treatment of 27 Sexually Violent Predators.
- o In FY 2000-2001, the Information Resources Division installed LawBase, a new software program to manage the thousands of cases the Office handles each year. This program has greatly facilitated the record keeping of the Office's attorneys and has also improved substantially the accuracy and utility of records. In the future, it will provide the data necessary for a sound statistical evaluation of the legal staff.
- o The State Grand Jury obtained convictions for all defendants indicted by the Grand Jury in the Sumter School District 17 embezzlement case. According to estimates, this case -- the largest in South Carolina history -- involved the theft of over \$3.5 million.

## 2. Mission and Values

### Mission

The Attorney General, through his Office, fulfills a multi-purpose mission on behalf of the State and its citizens. As chief prosecutor, he renders the following services: He (1) investigates and prosecutes cases of securities fraud; (2) conducts hearings to ensure that trials resulting in convictions have been fair; (3) represents the State of South Carolina in criminal cases where defendants appeal their convictions; (4) investigates and prosecutes cases of insurance fraud; (5) investigates and prosecutes cases of Medicaid fraud and patient abuse in Medicaid-funded programs and facilities; (6) implements a program to address the widespread problem of violence against women; (7) sponsors a Youth Mentor Program designed to prevent juvenile crime and rescue at-risk youngsters before they commit violent offenses; (8) represents the State in commitment proceedings against dangerous sex offenders under South Carolina's Sexually Violent Predator statute; (9) assists the victims of crimes in claiming the benefits guaranteed under the State's Victims Bill of Rights; (10) prosecutes cases of obscenity, particularly where child pornography is involved; (11) investigates and prosecutes cases of state income tax evasion; and (12) administers the State Grand Jury, which has the power to indict those suspected of drug crimes committed in more than one jurisdiction, as well as offenses specifically designated for prosecution by the Attorney General's Office.

The Office maintains official liaison with the General Assembly and researches, writes, and issues opinions when requested by certain state and local officials.

As the law firm for the State of South Carolina, the Attorney General's Office also has important responsibilities in the area of civil law. When the State is a party to a law suit, either as plaintiff or defendant, attorneys in this division may represent and advise the State, its agencies, and its officials in civil lawsuits.

In addition to these services to a broad-based constituency, the Attorney General's Office also sponsors such programs as the Father-of-the-Year Award, the Law-Enforcement-Officer-of-the Year Award, and the annual memorial service for women killed in violent domestic disputes.

## Values

In addition to encouraging the values prized by society at large -- honesty, respect for others, compassion, responsibility -- the Attorney General's Office has a special commitment to maintain the highest standards of professional conduct demanded by the legal community. The primary activity of the Office is litigation, and its staff is composed largely of attorneys and their support personnel. Therefore, the values that set the Attorney General's Office apart from other State agencies pertain to the practice of law. These include: respect for the legal system, an impartial administration of justice, an adherence to prescribed timetables, and diligence in preparation.

The Attorney General's Office also values service to the people of the State. In addition to maintaining the highest legal standards, the Office is also responsible and responsive to the citizens of South Carolina -- its most frequently served customers. To satisfy these customers through courteous and efficient service, the Office of the Attorney General maintains a Constituent Services staff whose members provide answers to questions, solve problems, and direct callers to the staff member or State agency best qualified to serve the constituent.

### 3. Key Strategic Goals for Present and Future Years

Some of the key strategic goals the Attorney General established for FY 2000-2001 have been pursued during the fiscal year, while others have been put on hold because of the mandate to cut the Office budget by \$983,000. These latter goals will be revisited as soon as funds are available.

Those ongoing goals are:

- o an extension of the Youth Mentor Program from four judicial circuits to all 16 circuits;
- o elimination of the current logjam of non-death-penalty Post Conviction Relief cases before the PCR section, a problem that can best be alleviated by additional attorneys and support staff;

Those goals that have been put on hold are:

- o the addition of an attorney who specializes in environmental issues, thereby enhancing the State's ability to prosecute environmental crimes;
- o and extension of the State Grand Jury's jurisdiction to include violations of criminal statutes protecting the environment. At present, these crimes -- which often threaten the well-being of all South Carolinians -- fall under local jurisdictions, even though their impact can be serious enough to affect the lives of citizens statewide.

### 4. Opportunities and Barriers

Opportunities

The goals listed above represent opportunities for the Office to render greater service to the people of South Carolina.

- o The Youth Mentor Program, though limited in scope, has shown enormous promise. Youthful offenders who take advantage of this alternative to incarceration have a greater than 90 percent chance of escaping further trouble with law enforcement. Those who are assigned to juvenile detention centers are five times more likely to get into trouble again. This small program, as it expands, will save the taxpayers enormous expenditures and will save the lives of our youth as well.
- o The law gives convicted offenders the right to appeal for a PCR hearing, usually to argue that they have not received effective representation. The Office has secured these rights over the past fiscal year. However, with additional staffing, older cases could be cleared up even more quickly and convicted offenders given an answer to their appeals in an even more timely fashion.
- o In the past several years, environmental crimes have made headlines in South Carolina. The dumping of industrial waste and careless spillage have resulted in the pollution of our land and our water supply. A number of state and federal laws prohibit such conduct and call for heavy penalties. The hiring of an Assistant Attorney General with a strong background in environmental law would send a warning to those who would deliberately or carelessly pollute the air, land, or water for other South Carolinians.
- o Environmental crimes -- particularly those that affect two or more counties -- need to be handled by prosecutors with extensive experience in litigation. The State Grand Jury, which has posted such a prodigious record in the prosecution of multi-jurisdictional drug crimes, is the logical body to take on this challenging duty.

All of these requests represent clear opportunities to improve the quality of life in South Carolina and strengthen our legal system.

#### Barriers

The most formidable barrier that stands in the way of taking advantage of such obvious opportunities is a lack of funding to pay the salaries of qualified personnel. And the amount is by no means prohibitive.

- o An additional PCR attorney would cost no more than \$80,600.
- o An environmental attorney would cost approximately \$80,600.
- o And the cost of adding environmental crimes to its list of responsibilities would undoubtedly be more than recovered by the large amount of fines and punitive damages paid by individual and corporate offenders.

## SECTION II

### Overview

#### 1. Number of Employees

At the end of June, because of mandatory budget cuts, the Attorney General's Office was operating at a reduced level of 143 employees.

#### 2. Number of Locations

The Attorney General's Office operates at three locations.

The main office occupies the three top floors of the Rembert C. Dennis Building, 1000 Assembly Street, Columbia, South Carolina.

A second office occupies ten rooms of a second-story suite at 620 North Main in Greenville, South Carolina.

A third three-room suite is located at the Citadel Mall on Citadel Boulevard in Charleston, South Carolina.

#### 3. Expenditures/Appropriations Chart

#### 4. Key Customers

The primary customers of the Office are: the citizens of South Carolina; agencies of the State government; members of the S.C. General Assembly, local and county officials; law enforcement and judiciary officers; and the local, state, and national press.

The Attorney General serves these customers in many ways, including the following: (1) he represents them in all civil actions, suing on behalf of the State as well as representing the State when it becomes the defendant in a lawsuit; (2) he is the State's chief solicitor and prosecutes accused offenders in criminal cases where the State has jurisdiction; (3) when requested to do so by state and local officials, he writes and issues opinions on legal and constitutional questions; (4) he drafts legislation designed to strengthen the criminal justice system and enhance the safety of South Carolina's citizens; and (5) he serves as South Carolina's Securities Commissioner and is responsible for the protection of the state's investors against securities fraud and unfair trade practices in the stock and bond markets.

#### 5. Key Suppliers

The five key suppliers of the Office are:

- o **Divisions of the South Carolina Budget and Control Board**, from which the Office obtains a wide variety of items, including paper products and other office supplies. In addition, the Budget and Control Board supplies motor vehicles and vehicle maintenance.
- o **West Group**, from which the Office obtains law books and a subscription to WestLaw, an online legal database.

- o **Xerox**, from which the Office obtains its copiers and a service contract for the maintenance of the machines.
- o **Dell**, from whom the Office obtains its computers and also a service contract for their maintenance.
- o **Compuscripts**, from whom the Office obtains court reports and transcripts.

## 6. Description of Major Products and Services

The Attorney General's Office is a multi-purpose organization that offers a variety of services to its various customers and constituents. Below are the most important products and services the Office supplies.

### The Criminal Division

In South Carolina, solicitors prosecute most crimes. However, the Criminal Division of the Attorney General's Office is charged with representing the interests of the State in some specific areas of criminal litigation. The Division is divided into nine sections or units.

#### The Prosecution Section

The Prosecution Section prosecutes defendants accused of crimes that fall under the jurisdiction of the Attorney General's Office, as well as accepts cases from solicitors where there is a conflict of interest at the local level.

#### The Capital Litigation Section

The Capital Litigation Section handles all appeals of death penalty cases in state and federal courts, and federal habeas corpus cases.

#### The Post-Conviction-Relief Section

Under certain conditions, defendants convicted of crimes have a right to a post-conviction-relief (PCR) hearing, even if they are already incarcerated. The PCR Unit represents the State in PCR hearings, which are held before a circuit judge. At all such proceedings, the PCR Unit defends the integrity of the trial, the trial judge, the jury, and the sentence.

#### The Criminal Appeals Section

The Criminal Appeals Section handles all appeals brought by defendants convicted in General Sessions Courts of crimes other than murder. Attorneys in this Section represent the State in state and federal courts of appeal, the South Carolina Supreme Court, and the United States Supreme

Court. They also represent the State when it appeals an adverse ruling or sentence.

#### The Medicaid Fraud Control Unit

Operating in part on funds from a federal grant, the Medicaid Fraud Unit investigates and prosecutes cases of Medicaid fraud in South Carolina.

The Medicaid Fraud Unit also investigates and prosecutes cases involving patient abuse in Medicaid-funded health-care facilities or misuse or theft of patients' funds.

#### The Insurance Fraud Unit

The Insurance Fraud Unit investigates and prosecutes cases involving attempts -- both successful and unsuccessful -- to defraud insurance companies. The Unit also maintains a hotline (1-888-95-FRAUD) that takes calls from citizens who wish to report an instance of insurance fraud.

#### The State Grand Jury

The State Grand Jury (SGJ) is an independent body empowered to hear evidence and hand down indictments in four special areas: (1) cases involving multi-jurisdictional drug trafficking, (2) cases involving obscenity and pornography, (3) cases involving the corruption of public officials, and (4) cases involving the violation of election laws.

The SGJ functions like a local grand jury: It meets on a regular basis, hears evidence, and either issues a "true bill" (an indictment) or a "no bill," depending on whether or not jury members believe the evidence is sufficient to justify a trial.

Under ordinary circumstances, a legal staff from the Attorney General's Office prosecutes defendants indicted by the SGJ.

#### Internet Crimes Unit

The Internet Crimes Unit monitors the internet to detect potential violations of state and federal law and prevent internet crimes where possible. These potential crimes include fraud, deceptive trade practices, purveying child pornography and other illegal materials, and solicitation of sex with minors.

#### The Elder Abuse Unit

The Elder Abuse Unit represents the State in cases of physical abuse and financial exploitation of the elderly.

Staff members of the Prosecution Section also supervise four special initiatives devoted to the prevention of crime and the mitigation of its

effects: the Violence Against Women Program, the Youth Mentor Program, the School Violence Awareness Program, and the Victims Rights Section.

### Violence Against Women

Under the Violence Against Women Act (VAWA) the Attorney General's Office received a grant from the U.S. Department of Justice to develop strategies and procedures for the prevention and prosecution of domestic violence. Using funds from this grant, the Attorney General maintains a staff exclusively devoted to combating violence against women. Among their activities are the following: (1) the prosecution of those charged with domestic violence, (2) the presentation of educational seminars on domestic violence, and (3) the annual sponsorship of a memorial ceremony for the female victims of domestic violence during the year.

### Youth Mentor Program

The Youth Mentor Program offers troubled young people who have not yet committed a violent crime an alternative to the juvenile justice system. They are put in contact with mentors -- in most cases members of churches and other religious groups -- who offer friendship, advice, and guidance on an ongoing basis.

### Office of Victim Services

The Office of Victim Services routinely informs crime victims of their rights under the Victims Bill of Rights and also of the services available to them. In some cases, victims are entitled to restitution and compensation, as well as to services provided by other State agencies. Counselors also help victims follow the course of the trial, including any appeals the court may schedule.

### School Violence Awareness Program

The School Violence Awareness Program collects data on school violence and increases public awareness of this problem through the dissemination of information; mans a toll-free line to receive reports of violent incidents on school grounds and to advise victims; maintains a resource center dedicated to the prevention of school violence; keeps lines of communication open for educators, law enforcement officers, and prosecutorial offices; and gathers information on gang activity and its effect on schools.

### The Civil Division

As the law firm for the State of South Carolina, the Attorney General's Office has important responsibilities in the area of civil law as well as in the area of criminal law. When the State is a party to a law suit,

either as plaintiff or defendant, attorneys in this division may represent and advise the State, its agencies, and its officials in civil lawsuits.

The Civil Division of the Attorney General's Office is divided into four Sections: The Government Litigation Section, the Grievance Section, the Securities Fraud Section, and the Sexually Violent Predator Section.

#### The Government Litigation Section

The Government Litigation Section of the Civil Division represents the State in such areas as constitutional law, extradition, charitable trusts, election law, reapportionment, annexation and incorporation, contracts, unfair trade practices, anti-trust suits, and bankruptcies and foreclosures where the State has an interest.

#### The Grievance Section

The Grievance Section of the Civil Division investigates and prosecutes ethical misconduct complaints against lawyers and judges when authorized by the Commission on Lawyer Conduct and Commission on Judicial Conduct.

#### The Securities Section

The Securities Section assists the Attorney General in carrying out his duties as South Carolina's Securities Commissioner. The chief goal of the Securities Section is to keep South Carolina a fair and free marketplace for the trading of securities.

In pursuing this goal, the Section does the following: (1) aggressively enforces the South Carolina Uniform Securities Act and investigates individuals and firms that appear to have violated the law; (2) screens all applicants for securities licenses; (3) registers all stock brokers and brokerage firms, almost all investment advisors, and all securities offered for sale in the state; (4) promotes investor education to help the public make informed decisions and avoid falling into the hands of dishonest brokers; and (5) supports an equitable, competitive, and efficient securities industry that contributes to the economic health of the state and its citizens.

#### Sexually Violent Predator Section

In 1998, the Governor signed into law legislation enabling the State of South Carolina to commit sexually violent predators "who require involuntary civil commitment in a secure facility for long-term control, care, and treatment." The Sexually Violent Predator Section of the Attorney General's Office represents the State in these commitment proceedings and presents the case for commitment.

#### Information Resources Division

The Information Resources Division has helped the Attorney General put his ideas into practice and has added its own innovations to an

ever-expanding menu of services. Since 1999, this Division has maintained a website for the Attorney General's Office.

### Online Services

#### South Carolina Registry of Missing Children

In cooperation with the State Law Enforcement Division (SLED), the Attorney General's Office helps locate these lost children by posting their pictures and other useful information in a statewide registry available on the Attorney General's website ([www.scattorneygeneral.org](http://www.scattorneygeneral.org)). This registry records where the missing children lived, the manner of their disappearance, their date of birth, and their current ages. A majority of those on the current list were under six years old when they were abducted.

In addition, this website includes a link to the National Center for Missing and Exploited Children in Virginia, which maintains a database of information about missing children nationwide. Anyone may access this national database through the Attorney General's website.

#### Sex Offender Registry

In order to ensure the safety of society's most vulnerable members, the Attorney General's Office, in cooperation with the State Law Enforcement Division (SLED), has posted on its website SLED's statewide list of convicted sex offenders. Anyone seeking information on the current residence of a known sex offender can access the Attorney General's website and search by name, by city, by county, and by Zip Code. The list is maintained by SLED and updated frequently.

#### Deadbeat Dads

Literally tens of thousands of South Carolina parents -- the overwhelming majority of them fathers -- are hiding out to avoid paying child support, often leaving their abandoned families in dire straits. Since 1998, The Attorney General's Office, in cooperation with the Department of Social Services, has maintained on its website a gallery of the ten "Deadbeat Dads" with the worst non-payment records. Each section of this gallery contains a photograph, amount in arrears, date of last payment, and number of children.

### Public Relations Division

The Public Relations Section acts as a liaison between the Attorney General's Office and its various constituencies, which include the citizens of South Carolina, members of the General Assembly and other elected officials, representatives of the media, state agencies, and officials from other states and the federal government.

The Division includes Constituent Services and the Public Information Office.

#### Constituent Services

Staff members of Constituent Services answer correspondence and telephone calls concerning the Attorney General's Office and matters under its jurisdiction. Though staff members are not empowered to give legal advice to private citizens, they are permitted to send out copies of State statutes such as the Lemon Law, the Freedom of Information Act, and firearms legislation.

It is the responsibility of Constituent Services to ensure that all inquiries from the public are handled in a courteous and efficient manner.

### The Public Information Office

Public Information Office staff members answer inquiries from the general public and provide assistance. They also schedule press conferences, draft and send out press releases, and otherwise provide the media with information about the activities of the Attorney General and members of his staff.

### The Administrative Division

The Administrative Division provides support and planning services critical to the efficient operation of the Office. These services include: space planning and construction, resource allocation, coordination of security, and building services. The Division is divided into two Sections -- Human Resources and Support Services.

#### Human Resources

This Section prepares advertising for the recruitment of new employees, manages the drug-testing program, processes job applications, provides orientation for all new employees, maintains payroll and leave records, monitors and implements salary changes, administers benefits, receives and processes mail, coordinates employee relations, logs in and distributes outside correspondence, manages the reception center, and performs other duties in support of the Attorney General's staff.

#### Support Services

Support services provides the Office with other essential services. These include administration of the Library, Technical Services, and the Records Section.

- o The Daniel R. McLeod Law Library -- named after a former Attorney General -- was officially established in 1974 to organize the research materials available in the Attorney General's Office. The library maintains a basic collection that includes key books and journals, legislative materials, and the opinions of the S.C. Attorney General dating back to 1870. The library subscribes to the most important and relevant research tools, including the S.E. Reporter, S.C. Reports, Federal Reporter, Federal Supplement, and Supreme Court Research.

In addition, online research is available to all Office attorneys at their desks and has replaced subscriptions to the regional journals and Shepard's Citations. A new library management software package was installed during FY 2000-2001.

- o Technical Services -- includes printing, copying, purchasing and distributing of office supplies, maintenance and repair of equipment, relocation of staff, and mail services.
- o Records Section -- keeps records of all cases handled by the Attorney General's staff, opens new files, closes files, and archives them.

#### The Finance Division

The Finance Division prepares the budget, receives and disburses funds, manages the cash flow of the Office, and prepare applications for grants.

The staff of the Finance Division solicits grants to support programs administered by the Attorney General's Office. Such grants help defray the cost of key services that benefit the people of South Carolina.

#### The Opinions Division

One of the most important functions of the Attorney General's Office is to provide legal advice to the Governor, members of the General Assembly and other public officials. Often this advice is given in the form of a written opinion. These opinions fall into two categories -- formal and informal. Formal opinions are signed by the Attorney General and are often concerned with matters of significance to South Carolinians statewide. Informal opinions are signed by staff members of the Opinions Division and are often concerned with matters of local significance.

### 7. Organizational Structure

The Office has developed a hybrid organizational structure. Its divisions and subdivisions are based on actual operations rather than on an abstract model. Thus, while a system of formal reporting is in place for use when necessary, interaction is often informal -- based on the strong personal relationships that exist between staff members, their supervisors, the Chief of Staff, and the Attorney General.

## Organizational Chart

## PART III

### 1. Leadership

#### 1. How do senior leaders set, deploy, and communicate:

##### (a) Short and long term direction?

The Attorney General meets periodically with his Chief of Staff and Division Directors to inform them of both his short and long-term goals and to seek their advice on strategies to achieve these goals. These meetings are frank and informal -- and generally end with everyone present charged with a specific task.

The relevant Division Directors then hold meetings with their staff members, explaining the Attorney General's goals and handing out specific assignments.

Because the Office of the Attorney General is a multi-missioned agency, it is difficult to formulate long-term direction for the entire Office.

##### (b) Performance expectations?

Performance expectations are specifically covered in the Office Manual and in the regular meetings held by the Attorney General, the Chief of Staff, and Division Directors and the heads of Sections and Units. Senior leaders use the State Employment Performance Measurement System (EPMS) to evaluate employees on an annual basis. Performance goals are set, and supervisors grade their subordinates on the basis of these goals. The supervisor and subordinate then discuss the basis for the grade assigned.

##### (c) Organizational values?

Senior leaders transmit organizational values through staff meetings, through e-mail messages, the intranet, and informal conversations -- particularly in the last. Division Directors maintain an open-door policy and hold frequent one-on-one conversations with subordinates about such matters.

More than anything, the values of the Office are transmitted by example. Current senior leaders -- all of whom are hard-working, honest and responsible -- exemplify the values of the community at large and the legal profession in particular (see discussion above), and staff members are therefore inclined to behave in a like manner.

##### (d) Empowerment and innovation

These concepts are set, deployed and communicated through the same channels discussed above. In addition, senior leaders often delegate authority to subordinates in order to attain Office objectives.

Also, in order to encourage innovation and individual initiative, the Attorney General's Office offers the Attorney General's Award of

Excellence. Each year this award recognizes the outstanding and innovative services of an individual staff member.

(e) Organizational and employee learning

A new staff member receives an orientation on the first day of employment. Then, under the direction of the Division Director, the staff member receives on-the-job-training as well as exposure to the culture and values of the Office. For attorneys and law clerks, this includes training in WestLaw and LawBase.

Subsequently, all staff members are encouraged to participate in state-offered training as well as in-house seminars and workshops on such matters as computer software.

(f) Ethical behavior?

In addition to the channels already defined above, the Office has presented seminars and workshops on a variety of subjects that sometimes included a discussion of ethical questions. Junior staff members are encouraged to attend these offerings, usually taught by senior leaders. In addition, all attorneys attend three mandatory CLE's in the ethics of the profession.

**2. How do senior leaders establish and promote a focus on customers?**

The Office of the Attorney General inherits several constituencies simply by existing -- the people of the state, who expect to be protected by fair administration of the law; victims, who demand justice for the crimes committed against them; the solicitors, whose hard-won victories are appealed by convicted offenders; and the law enforcement officers who bring offenders to the bar of justice. All of these customers need not be solicited. They come to the Attorney General's Office because it exists to serve them.

The role of senior leaders in focusing on customers is to instill in staff members a sense of dedicated service. This is done through daily communication, formal and informal. They also use Constituent Services as a means of gauging the success or failure to render service diligently and effectively.

**3. What key performance measures are regularly reviewed by your senior leaders?**

Using LawBase, senior leaders monitor all cases undertaken by their Division -- paying particular attention to the ratio of cases-opened to cases-closed, amount of time between opening and closing, generation of reports, comparative analysis, feedback from the general public, and the outcomes of cases. In some instances, senior leaders measure the performance of their Division or Section or Unit against the performance of offices in other states.

**4. How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization?**

Senior leaders, in reviewing the effectiveness of their employees through organizational review and employee feedback, are also evaluating their own effectiveness. In devising strategies to improve the performance of their Division, Section, or Unit, they inevitably test their own leadership skills. The most effective senior leaders are likely to be self-critical, self-analyzing, and self-improving -- and their success or failure is measured by the degree to which they accept responsibility for shortcomings of their unit and spend greater time motivating subordinates, correcting weaknesses in operational procedures, and devising innovative solutions to existing problems. It is difficult to measure the impact of such subjective self-criticism on the behavior of the senior leadership.

**5. How does the organization address the current and potential impact on the public of its products, programs, services, facilities, and operations, including associated risks?**

The most obvious tool for addressing the impact of the Office on the public is the Constituent Services unit, which processes all calls, correspondence, and e-mail referred to it by the Administrative Division.

In addition, the Public Information staff sends out frequent press releases to newspapers, TV stations, and radio stations statewide. In turn, this staff receives feedback from the media, who are constantly contacting the Office and raising questions on behalf of the public.

Finally, the Office maintains its own homepage, which contains a wealth of information for the public. According to the Information Resources Division, the number of hits on the site exceeds 10,000 per day.

It is important to note here that, in a very real sense, the public and the customer are one and the same constituency. So the Office is especially interested in public awareness and makes a special effort to keep the public apprised of its activities.

**6. How does senior leadership set and communicate key organizational priorities for improvement?**

Such communication takes place daily in the frequent interaction between senior leaders and individual staff members, in regular staff meetings, and in the occasional informal get-togethers called by the Attorney General to which the entire staff is invited.

In addition, the intranet serves as a daily, hourly means of communicating priorities; and staff members are likely to check their e-mail many times during the day to receive these kinds of communications.

**7. How does senior leadership and the agency actively support and strengthen the community? Include how you identify and determine areas of emphasis.**

Because the Attorney General's Office is an agency of state government, by definition its activities serve and strengthen the community. In addition to fulfilling its core duties, however, the Office sponsors special projects designed to serve community interests. Here are several examples:

- o The Office offers seminars on ethics, domestic violence, securities fraud, insurance fraud, and other areas.
- o The Office sponsors recognition programs intended to strengthen the community. Thus the Father of the Year Award is designed to strengthen the family and the Law Enforcement Officer of the Year Award is designed to solidify community support for law enforcement agencies.
- o The two mentor programs the Office sponsors address the problem of single-family parents and lend a helping hand to troubled youth.
- o Staff members are urged to support the United Way, and every year the Office has exceeded its quota.
- o The Office has developed a number of public information brochures that are routinely sent to those who request them.
- o Much of the information on the Attorney General's website is designed to strengthen as well as inform the community.

Senior leaders identify areas of emphasis. For example, the Attorney General himself established the mentor programs, and Division Directors and Section heads have initiated seminars and supervised the preparation of brochures. In order to promote these initiatives, leaders consult with Public Information, Constituent Services, and Information Resources.

2. Strategic Planning

**1. What is your Strategic Planning process, including participants, and how does it account for:**

- (a) Customer needs and expectations?

The Office addresses not only those customer needs that are ongoing and constant, but also those that the customer may encounter in the future and hence come to expect at some later date. The former are addressed in the manner already outlined -- through personal relationships, staff meetings, the intranet, and other avenues of communication. The latter are often addressed in a more elaborate and comprehensive way.

For example, the Attorney General noted that gangs in the state had grown to such proportions that they posed a clear and present danger to communities throughout the state -- a new problem demanding new solutions.

In order to address this emerging threat to peace and order, the Attorney General appointed a statewide task force to examine the phenomenon and come up with a strategic plan to counteract gang activity. The task force, composed of leaders from all relevant areas of society, met and drafted a comprehensive plan to confront these gangs. Then the task force was disbanded, and the office, through its usual channels, began strategic planning to implement the recommendations of the task force.

(b) Financial, societal and other risks?

Since the Attorney General's Office is not a private for-profit corporation, its financial risks are not precisely analogous to those incurred in the business world. However, at the end of FY 2000-2001, the Office was confronted with a mandate to reduce the budget severely. The possibility of such cuts is the nearest thing in government to financial risk.

When the Office received this mandate, it initiated a series of meetings between and among managers at every level. During these meetings, managers identified areas for potential reductions, including the elimination of some staff positions. The managers -- the Chief of Staff, the Chief Financial Officer, Division Directors, Sections and Unit heads -- then took these tentative cuts to the relevant staff and asked for input.

After proposed cuts were approved and implemented, the Finance Division and all managers continued their projecting, monitoring, and comparing (with previous years) to ensure that the Office remained within the budget. As a consequence of this process, mid-course corrections have been made.

(c) Human resources capabilities and needs?

Division Directors and Section heads, in conjunction with the Chief of Staff and the Finance Director, who serves as the chief financial officer, determine personnel needs after defining their goals for the future. While at present some of those goals have been placed on hold as the result of budget constraints, Division and Section managers have already projected future needs, based on their vision of the future.

For example, the Criminal Division envisions adding environmental crimes to the list of offenses under the jurisdiction of the Grand Jury and expanding its staff to reduce the case load of all attorneys, thereby enabling the Division to dispose of cases in a more timely fashion. The fulfillment of these goals would require the addition of 3-5 new attorneys to the staff.

So the need for additional human resources is one factor in developing a strategic plan to reach the long-term goals proposed by the leadership.

(d) Operational capabilities and needs?

This area is the special responsibility of the Divisions of Finance and Administration. However, such capabilities and needs can only be addressed once the strategic plan for the entire Office is at least on the drawing board. Thus, when identifying future personnel needs, the Directors of Finance and Administration take their lead from the Attorney General, the Chief of Staff, and the other Division Directors.

However, in the final analysis, they must determine if the human resources can be made available to realize the goals proposed by the rest of the Office.

(e) Supplies/contract/partner capabilities and needs?

These are determined jointly by the Directors and staff of the Administration and Finance Divisions, in consultation with other segments of the organization.

**2. How do you develop and track action plans that address your key strategic objectives?**

As already noted, action plans are developed and monitored through the informal exchange of ideas between and among staff members and through the various meetings that are constantly in progress.

Since the major mission of the Attorney General's Office is litigation, the best tracking device is the new LawBase software, which monitors work case-by-case, allowing Division and Section managers to determine the status of every legal action under their jurisdiction at any given moment during the day.

The Records Section, using their own software, can likewise track the progress for all litigation, albeit by a slower process. Currently, both systems are in use, though, as attorneys and Division Directors become more familiar with LawBase, they are less likely to seek information from the Records Section.

Action plans unrelated to litigation are monitored through meetings, the intranet, and through one-on-one encounters.

**3. How do you communicate and deploy your strategic objectives, action plans, and performance measures?**

The Office communicates and deploys its strategic objectives, action plans, and performance measures through all avenues of communication defined above: one-on-one discussions, meetings, special task forces, the intranet, the daily news summaries, and the Attorney General's website.

3. Customer Focus

**1. Identify key customers and stakeholders.**

As noted above, the outside customers of the Attorney General's Office are: the citizens of South Carolina; agencies of the State government; members of the S.C. General Assembly; local and county officials; law enforcement and judiciary officers; and the local, state, and national press.

Some of the Divisions within the Office provide most of their services to other areas of the organization -- for example, the Administration Division.

**2. How do you determine who your customers are and what are their key requirements?**

As already noted, the Attorney General's Office -- an ongoing agency of the State of South Carolina -- acquires most of its customers as a direct consequence of its role as defined by the South Carolina Constitution, the courts, and the General Assembly. Its primary function, that of litigation, is predetermined by the very existence of the judicial system -- and so are its customers.

However, the Attorney General has, on occasion, reached out to new customers in his desire to extend the benefits of the Office. Thus he has entered into civil litigation with a number of corporations who have exploited citizens through the restriction of free trade and fraudulent business practices. In such suits, a specific cohort within the state becomes a new and temporary customer of the Office -- for example, parents who have had to pay artificially high prices for toys or heart patients who are the victims of price fixing.

**3. How do you keep your listening and learning methods current with changing customer/business needs?**

Over the past several years, this goal has been accomplished through a highly creative Information Resources Division. Keyed to the latest technology, the Division Director and her staff have promoted innovations that have vastly expanded the capabilities of the Office to reach and service its customers. The introduction of the website, the development and improvement of the intranet, and the installation and implementation of LawBase and other databases have transformed the mission of the Office.

In the past year, the Dan McLeod Law Library has dropped many of periodical subscriptions and is now offering the same publications online.

And the Division is currently considering the feasibility of even more creative uses of new technologies. It is in this direction that the Office looks in keeping its methods for reaching customers current and effective.

**4. How do you use information from customers/stakeholders to improve services or programs.**

The Office receives feedback primarily through the Constituent Services Unit, which receives, analyzes, and answers e-mail, letters, and telephone calls, then reports important trends to the Division Director, who, in turn, passes this information along to the Chief of Staff, Attorney

General, and any Division or Section manager involved. If a problem has been identified, the relevant managers discuss the matter and, if necessary, develop a strategy to find a solution.

**5. How do you measure customer/stakeholder satisfaction?**

Since the agency is the State's law office, customer/stakeholder satisfaction is measured primarily through the analysis of case loads -- number of cases opened, number of cases litigated, number of cases resolved, number of successful outcomes.

In addition, satisfaction is measured through information collected and analyzed by Constituent Services. Though not statistically significant, the information provided by this Section enables leaders to pinpoint specific problems and strengths.

**6. How do you build positive relations with customers and stockholders? Indicate any key distinctions between different customer groups.**

The office builds positive relations with customers through a variety of strategies:

- o through press releases that report on the activities of the Office;
- o through the Attorney General's website;
- o through the activities of Constituent Services;
- o through the preparation and distribution of information brochures;
- o through the sponsorship of such programs as the Domestic Violence Awareness Program, the Father of the Year Award, and the Law Enforcement Officer of the Years Awards;
- o through speeches and personal appearances by the Attorney General and staff members;
- o and through the success of our attorneys in courts of law.

Clearly, the victims of crimes are customers separate and distinct from the people of South Carolina. While the public at large is adversely affected by every crime committed in the state, the pain is remote, almost abstract in nature. On the other hand, victims experience harsh and immediate pain and must be served in an entirely different way.

The same is true of troubled youngsters and their families -- effectively served by the Office's two mentor programs. The relationships of these latter groups are highly personal --requiring tact, compassion, and one-on-one attention.

4. Information and Analysis

**1. How do you decide which operations, processes, and systems to measure?**

The main question we ask in determining what and what not to measure is the degree to which deficiencies are unlikely to show up any other way.

For example, the Administration Division deals primarily (though not exclusively) with internal customers. If staff members don't perform their duties in an efficient and timely fashion -- if they don't supply other offices with paper, or oversee the repair of broken machines, or change computer toner -- they hear about it immediately.

On the other hand, without monitoring and measurement, the mishandling of a law case -- among thousands processed during any given year -- might not be evident. So we measure this area of responsibility, which, coincidentally, is our primary service to our customers.

**2. How do you ensure data quality, reliability, completeness and availability for decision-making?**

At present, some staff members have not yet mastered the new LawBase system, which is designed to monitor progress on cases at every step of the way. As soon as everyone learns the system, it will provide us with data of the highest quality, reliability, completeness and availability that any technology can currently offer. Most know and use it already.

Presently, the Information Resources Division is supervising the change-over from one system to another and will continue to monitor the operation of the system, as will the Directors of relevant Divisions.

**3. How do you use data information analysis to provide effective support for decision-making?**

The analysis of data information by managers of Divisions and Sections is brought to strategic planning meetings and considered by the leadership, which makes decisions based on these analyses. The best example of this process is the manner in which the Office confronted the necessity to cut the budget by almost \$1 million. In this deliberation, data analysis played a key role in determining where to make cuts.

**4. How do you select and use comparison data?**

The first data we often choose for comparison are the past records of the Attorney General's Office. However, only recent years are relevant, since times change, populations increase, and the responsibilities of the Office expand.

But we also compare our performance with that of the offices of other state attorneys general. For example, the Insurance Fraud Section of our Office prosecuted 423 cases during FY 2000-2001. Only Florida, with 688 prosecutions, posted a higher number -- and Florida has a population of over 15 million, while South Carolina's population is under 4 million. In fact, we led the nation in increased prosecution, with 355 percent. In addition, the South Carolina Attorney General's Office began to combat insurance fraud through civil actions, ranking third, behind New Jersey and New York, in number of suits filed.

As a result of this analysis, in October of 2000, the Attorney General announced three new statutory proposals designed to further curb this widespread crime, which costs South Carolinians \$1,000 in out-of-pocket expenses every year.

5. Human Resources

**1. How do you and your managers/supervisors encourage and motivate employees (formally and/or informally) to develop and utilize their full potential?**

The Office and senior staff members motivate employees in several ways, both formal and informal:

#### Formal

- o Annually, the Office presents the Attorney General's Award of Excellence to the staff member who has contributed most to the success of the organization.
- o The Office also conducts an Employee Recognition Program for the purpose of honoring staff members for lengthy service.
- o The State's system of merit pay also provides an incentive for staff members to utilize and achieve their full potential.

#### Informal

- o A system to funnel employee suggestions to management and an open-door policy at every level of the organization give employees the sense that they are an important part of the decision-making process.
- o From time to time, the Attorney General has sponsored gatherings at which refreshments are served and staff members have informal access to the Attorney General or the Chief of Staff.
- o The Office occasionally plans social gatherings outside the Office -- dinner at a restaurant or a softball game.
- o The intranet keeps employees informed of important happenings in the lives of their fellow staff members -- weddings, births, deaths, and funerals.

**2. How do you identify and address key developmental and training needs, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation and safety training?**

Training needs for the entire office are generally identified by the Administration Division, which also arranges for a training site, an instructor, and any equipment necessary. For example, when the Office switched from one computer software to another, virtually the entire staff had to be re-trained. The Administration Division arranged for an instructor, scheduled training sessions, and made certain that computers were available. In this instance, the training was mandatory.

Taking advantage of the fact that a former college English teacher had joined the staff of the Public Information office, the Administration Division asked him to offer an optional course in grammar and language in order to improve the communication skills of Office employees.

While the Office sponsors no formal diversity training, every new employee is briefed on our non-discriminatory policy in matters of race, gender, and disability. This policy is specifically affirmed in the Office Manual and reflected in the organizational structure. For example, of

the six divisions, three are headed by women -- and one by a minority woman.

Management/leadership training generally takes place one-on-one. When a staff member takes on new managerial duties or is promoted to head a Division or Section, a senior staff member with administrative experience serves as a mentor, monitoring the new manager and his or her new area of responsibility, making suggestions, and leaving the door open for questions.

Agency attorneys attend professional seminars and workshops, the same as those attended by private attorneys.

Finally, orientation for new staff members is conducted by the Administration Division. This one-day program includes information on such matters as the Office handbook, benefits, business hours, leave policy, pay policies, and the ethic of the Office.

**3. How does your employee performance management system, including feedback to and from employees, support high performance?**

First, as noted in Part 1 of Category 5, our management system encourages staff members to regard themselves as part of a friendly team, a community in which they are able to express their own ideas and identity while working for the common goals of the Office and its customers.

Second, the informal but persistent oversight of management and the Office's various monitoring systems allow the employee to feel relatively unconstrained, yet always under the watchful eye of a concerned authority.

Staffers don't feel that supervisors are over-managing their activities; neither do staffers believe that what they are doing goes unnoticed or unappreciated.

**4. What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction, and motivation?**

In virtually all cases, the supervisor maintains close contact with staff members and hence can pick up any signs of dissatisfaction, as well as any deficiency of motivation. A more formal objective measure of employee satisfaction is the retention rate -- or, more precisely, the number of staff members who have voluntarily left the Office to find employment elsewhere, as opposed to those who were terminated for one reason or another.

Here a temporarily abandoned questionnaire (see below, 7,1) might at some point prove useful, particularly if sent to those who, of their own accord, left the agency.

**5. How do you maintain a safe and healthy work environment?**

The Administration Division is responsible for the physical environment in which staff members do their job. This Division oversees the work of cleaning crews and constantly inspects the physical plant to see if problems have arisen. For example, when someone noticed that the

drinking water from a particular fountain was discolored, the Division arranged to have the water tested.

The Division also arranges for employees to get flu shots annually and conducts random drug testing to ensure that the work place is not compromised by the illegal use of controlled substances.

**6. What is the extent of your involvement in the community?**

As noted above, the Office offers public seminars on a variety of legal issues; stages the Father of the Year Award (with a \$10,000 honorarium) and the Law Enforcement Officer of the Year Award; sponsors two mentor programs that cooperate with faith-based organizations in lending a helping hand to troubled youth; supports the United Way; distributes a number of public information brochures; and provides valuable information on the Attorney General's website.

6. Process Management

**1. What are your key design and delivery processes for products/services, and how do you incorporate new technology, changing customer and mission-related requirements, into these design and delivery processes and systems?**

Discussions above provide some answers to these questions.

Our key design and delivery processes are both traditional and innovative. The investigation of legal cases, the preparation of briefs and arguments, courtroom appearances, and the assessment of wins and losses -- in one sense, these are as old and as set as the legal system itself.

On the other hand, the use of LawBase, WestLaw and other general databases -- which can be accessed almost instantly by a desktop computer -- render old-fashioned research and case-management methods obsolete.

Likewise, in communicating with the press and general public -- the responsibility of the Public Information office, staff members use a fax machine that sends out the same message to over 250 media outlets simultaneously, thereby saving enormous amounts of time.

And our website receives hundreds of hits daily from customers looking for information that five years ago would have taken weeks to obtain.

These and other technological innovations have been introduced to the Office as the result of a close connection between the key figures in the Division and the Attorney General himself. Staff members of the Division routinely inform him of the viability of new technology, and he is constantly thinking of ways to utilize it in the service of the Office's customers. The result has been one of the most innovative attorney general's offices in the nation.

**2. How does your day-to-day operation of key production/delivery processes ensure meeting key performance requirements?**

As the State's law firm, the Attorney General's Office routinely tries cases in court, employing its own unique production/delivery process that combines traditional law practices with state-of-the-art technology and software. LawBase and WestLaw in particular ensure the continued effectiveness and improvement of Office efficiency. The oversight system, with its highly personal emphasis and its diligent daily monitoring, seems to offer the best balance between carelessness and excessive rigidity.

**3. What are your key support processes, and how do you improve and update these processes to achieve better performance?**

Our key support processes are the operation of the Administration Division and the maintenance of an up-and-running computer network. In addition, in order to maintain essential relations with the General Assembly, we maintain a liaison office which is in touch with members of both political parties.

The Information Resources Division is constantly researching reports on technological breakthroughs to find new and useful technologies to enhance the performance of the Office. At the same time, technicians are on-site to repair breakdowns in the computer network, which links all offices together through the intranet, e-mail, and the website.

The website is updated daily, and the Public Information staff sends out frequent press releases to update the activities of the Office.

The Administration Division meets weekly to review its own performance and to report any breakdown in the system.

**4. How do you manage and support your key supplier/contractor/partner interactions and processes to improve performance?**

Our suppliers are all on State contracts so that we reap the advantage of bulk bidding. Over these matters, we have little control.

However, the Manager of Support Services maintains a friendly personal relationship with each supplier so that if there is breakdown in service, he knows a name to call and a face to go with the name.

In general, this friendly relationship ensures efficiency and ever-improving service.

However, when service is poor, he has not hesitated to threaten cancellation. Thus far, one method or the other has worked to keep suppliers on their toes.

7. Results

**1. What are your performance levels and trends for the key measurements of customer satisfaction?**

Our primary instrument for measuring customer satisfaction is an elaborate and detailed questionnaire we developed -- to be sent to various constituencies, both internally and externally. However, because of the budget cut -- and because the consultant who lectured to us on the Baldrige method questioned the usefulness of such surveys -- we have not implemented our questionnaire.

At this point, our evidence of customer satisfaction is anecdotal, gathered principally from personal encounters with victims, letters of gratitude, phone calls, e-mails, and the report of Constituent Services. The Directors of both the Criminal and the Civil Divisions report no negative feedback during the year.

**2. What are your performance levels and trends for the key measures of mission accomplishment?**

The Records Section has kept an accurate record of cases opened, cases closed, and the outcomes, as well as statistics on the number of customers served in such Sections as Victim Services. These records provide an accurate and statistically significant measure of mission accomplishment.

In addition, the new LawBase system, now in place, will provide us with the first detailed and accurate records of all cases handled by the Office. Next year, we should be able to give a statistically significant summary of the activities of both the Criminal and the Civil Divisions.

Meanwhile, some Sections have compiled statistics from which the following charts have been devised.

**CHART I  
Caseload Statistics for the Attorney General's Office  
for the Past Three Fiscal Years**

Note: Some categories appear in only one year or two years and not in all three. These are few in number; and for the most part, comparisons are statistically useful.

	<b>FY '01</b>	<b>FY '00</b>	<b>FY '99</b>
Administrative Procedures			
Act Matters	94	46	54
Agency Instituted Suits	35	20	22
Agency Legal Advice	59	27	28
Amicus Briefs	144	76	75
Antitrust	39	20	18
Attorney Grievance Investigation	1	1	1
Bankruptcy	7	5	5
CA -- Death Penalty	101	47	49
CA -- Sexual Predator	14	7	4

Charitable Solicitation	77	42	72
Charitable Trust	409	230	175
Charities Litigation	1	2	2
Child Abuse and Neglect	5	33	33
Child Pornography	1	2	0
Collections	9	5	5
Condemnation	2	1	0
Constitutional Test	34	17	13
Construction Matters	2	1	1
Consumer Fraud Investigation	16	89	6
Consumer Fraud Litigation	17	4	3
Contempt Proceedings	4	1	0
Contract Matter	17	9	6
Criminal Appeals	2,168	1,359	1,534
Criminal Appeals -- Murder	335	134	76
Criminal Investigations	14	6	3
Criminal Domestic Violence	60	22	---
Criminal Prosecutions	73	38	420
Criminal Sexual Conduct	11	---	---
Damage Suit v. Agency	3	1	---
Declaratory Judgments	60	35	36
Defense of Public Employees (1983 Act)	18	11	12
Drug Forfeiture	2	---	---
Elections	30	12	22
Environmental/Health	43	20	23
Environmental Prosecution	7	3	2
Escheatments	5	3	1
Extraditions/Detainer	155	118	87
Family Law	---	1	---
Federal Litigation	12	7	6
Federal Habeas Corpus (FHC)	701	584	577
FHC--Death Penalty	27	14	13
Forfeiture/Foreclosure	34	4	5
Freedom of Information	14	7	6
Gambling	35	9	7
General Prosecution	411	326	---
Harassment	2	---	---
Injunctions	18	9	7
Insurance	15	5	7
Insurance Fraud/Investigation/ Litigation	1,192	635	788
Kidnapping	2	---	---
Labor (including OSHA)	5	3	---
Medicaid Fraud Investigation/ Litigation	1,269	606	248
Monitoring of Case	125	70	68
Obscenity	1	1	---
Office Administration	4	3	1
Opinions	337	262	357
Other	11	2	29
Other -- Civil	396	202	205
Other -- Criminal	181	141	149
Other/Death Penalty	8	6	7
Patient Abuse	38	---	---
Personnel (Grievance/Retirement)	42	37	64
Post Conviction Relief Appeal	2,572	1,459	1,285

PCR Death Penalty Appeal	25	12	7
PCR Death Penalty	108	56	58
Post Conviction	6,982	3,532	3,264
Professional Disciplinary	26	30	28
Real Property	31	16	14
Review of Legislative Regs, etc.	4	2	2
Second Injury Fund	4	2	2
Securities Investigation Cases	107	102	5
Securities Regulation	4	8	---
Sexual Predator Act	313	289	234
Sexual Predator Reviews	59	384	256
State Grand Jury --			
Criminal Appeals	34	5	2
State Grand Jury --			
Criminal Prosecution	826	404	427
Special Investigations	6	3	3
Tidelands	54	27	25
Tort Claims	16	9	7
Unfair Trade Practices	3	1	1
Unknown	127		
Unlawful Practice of Law	162	134	95
Vulnerable Adult	2	---	---
Victim Assistance Reports	3,336	1,495	2,207
Voting Rights Matters	33	18	19
Wildlife	2	1	1
Wills, Trusts, Estates	364	182	183
<b>Totals</b>	<b>24,368</b>	<b>14,038</b>	<b>13,956</b>

**CHART II**  
**Civil Division -- Securities Section**  
**Cases Resulting in Enforcement Action**

Cease-and-Desist orders are issued for serious violations of laws or regulations and forbid an individual or company from engaging further in a specific activity. Consent orders are agreements to abide by the decision of the Attorney General as South Carolina Insurance Commissioner.

"NOI to Revoke B/D" stands for Notice of Intent to Revoke Broker/Dealer License.

o	enforcement cases.....	20
o	cases partially resolved.....	2
o	Cease-and-Desist Orders.....	11
o	Consent Orders.....	10
o	NOI to Revoke B/D.....	4
o	Orders of Revocation.....	1
o	Rulings to Show Cause.....	4
o	Permanently Barred.....	1

Sometimes the actions above are accompanied by a fine.

Cease and Desist Orders -- no fine.....	10
Cease and Desist Orders -- with fine.....	1 (\$25,000)
Consent Orders -- no fine.....	4
Consent Orders -- with fine.....	6 (totaling \$23,000)



**CHART III**  
**Civil Division -- Grievance Section**

During FY 2000-2001, attorneys in the Grievance Section reported the following disposition of cases:

Civil Cases

- o number of cases handled.....26
- o number concluded.....8
- o favorable outcomes.....6

Attorney Grievance Complaint Files

- o number of files handled.....393
- o number concluded.....133
- o number yet to be resolved.....260

**CHART IV**  
**NUMBER OF VISITORS ON WEBSITE FOR THE MONTH OF JULY**

Statistics are only available on a monthly basis. If these figures -- typical of the website's activity -- are multiplied by twelve, then the website is visited by over 3.6 million annually.

STATISTICS

<b>Hits</b>	Entire Site (Successful)	312,640
	Average Per Day	10,085
	Home Page	10,836
<b>Page Views</b>	Page Views (Impressions)	49,873
	Average Per Day	1,608
	Document Views	35,872
<b>Visitor Sessions</b>	Visitor Sessions	28,535
	Average Per Day	920
	Average Visitor Session Length	00:17:09
	International Visitor Sessions	0%
	Visitor Sessions of Unknown Origin	100%
	Visitor Sessions from United States	0%
<b>Visitors</b>	Unique Visitors	10,232
	Visitors Who Visited Once	8,529
	Visitors Who Visited More Than Once	1,703

CHART V  
YOUTH MENTOR PROGRAM

**Youth Mentor Program Fiscal Report**  
September 1, 2000-July 31, 2001

The following are the corrected figures for the report, and reflect only the activity for the above-mentioned period. All other information previously reported remains effective.

Circuit Terminated	Sites Released	Mentors	Mentees	Graduates		
4 <sup>th</sup>	16	0 increase	133	35	23	2
8 <sup>th</sup>	5	data not	available			
12 <sup>th</sup>	8	29	19	3	4	2
15 <sup>th</sup>	1	1	10	4	0	0
<b>Total</b>	<b>30</b>	<b>30</b>	<b>152</b>	<b>42</b>	<b>27</b>	<b>4</b>

**3. What are your performance levels and trends for the key measurement of employee satisfaction?**

Again, the already-developed questionnaire might be useful in the future. Meanwhile, we can take some measurement of staff satisfaction by comparing the percentage of employees who left voluntarily during FY 2000-2001, with the percentage of such employees from previous years.

**4. What are your performance levels and trends for the key measures of supplier/contractor/partner performance?**

We evaluate the performance of our suppliers informally.

**5. What are your performance levels and trends for the key measures of regulatory/legal compliance and citizenship?**

Since we are a government agency involved in regulatory activities ourselves, this question seems irrelevant to what we do.

**6. What are your performance levels and trends of financial performance?**

Because of budgetary constraints unanticipated at the beginning of the fiscal year, we are operating on a tight budget, as the enclosed diagram will indicate. Ordinarily, we could show a more managed and manageable cash flow.