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Office of the State Auditor

FY 2010-11 Accountability Report

Section I – Executive Summary

1. Mission and Values:

The mission of the Office of the State Auditor (the Office) is to bolster public confidence in state government finance by serving as a deterrent to fiscal mismanagement, fraud, and misuse of assets by state agencies, providers of Medicaid services, General Sessions Courts, Magistrate Courts and Municipal Courts. We value professionalism in our staff and completion of our audit work in accordance with established professional standards.

2. Major Achievements

The following highlights the accomplishments of the Office of the State Auditor during fiscal year 2010-11.

- The audit of the State of South Carolina's basic financial statements was completed on December 17, 2010, allowing the Comptroller General to submit the Comprehensive Annual Financial Report (CAFR) to the Government Finance Officers Association's Certificate of Achievement Program. The State CAFR was awarded the Certificate of Achievement for Excellence in Financial Reporting for the fiscal year ended June 30, 2010. The audit was completed within 8.8 percent of the engagement budget.
- The audit of the State's Schedule of Expenditures of Federal Awards (Single Audit Report) was completed and the report was dated July 29, 2011. The scope of the engagement included approximately \$7.536 billion in federal program expenditures. Twenty-three major federal programs were audited. We are currently (September 15, 2011) in the process of completing the federal data collection form. Once it is completed the Single Audit reporting package will be submitted to the Federal Clearinghouse.
- Reports of fifty-nine State agency engagements were issued by the Office of the State Auditor or by independent certified public accounting firms under contract with the Office. This represents forty-seven of the eighty-five state agencies that the Office is responsible for auditing.

- Forty-seven Medicaid reports were completed representing thirty-four providers. Approximately 23% of the Medicaid providers in the State were included in these engagements. The engagements identified net receivables due to the State and Federal government of \$4.112 million. Medicaid engagements, in total, were completed 17.1% under budget.
- Nine reports of General Sessions Courts, Magistrate Courts and Municipal Courts engagements were issued by the Office of the State Auditor during the year. The engagements identified approximately \$567 thousand that was underreported to the Office of the State Treasurer.
- Let and provided oversight of forty-seven audit and agreed-upon procedures contracts with CPA firms totaling approximately \$925.7 thousand.
- All reports were issued in compliance with applicable standards of the AICPA and Federal Regulations.

3. Key Strategic Goals

The key strategic goal to accomplishing the mission of the Office of the State Auditor is to provide adequate coverage of state agencies, Medicaid providers and court fines, fees and assessments thereby providing the Governor, general assembly and citizens of the State with an independent oversight of financial transactions. This is accomplished by performing audit and agreed-upon procedure engagements in accordance with professional standards. Conducting audit and agreed-upon procedure engagements act as a deterrent to organization and employee mismanagement, fraud, and misuse of assets. More specifically the strategic goals of the Office of the State Auditor are: audit the State of South Carolina's basic financial statements every year, audit the State's Schedule of Expenditures of Federal Awards (Single Audit) every year, audit each State agency every year, audit each Medicaid provider at least once every four years, audit as many General Sessions Courts, Magistrate Courts and Municipal Courts as funding allows.

4. Strategic Challenges

The Office of the State Auditor continues to struggle with funding and staffing issues. The Office relies primarily on general fund appropriations and the budget cuts in recent years have reduced our full-time equivalent positions from 56 to 38 FTEs. We currently have 23 auditors on staff and 8 vacancies. Our current base budget will provide funding to fill four more audit positions, however recruiting qualified applicants is extremely difficult since we are competing with CPA firms that are able to offer significantly higher salaries. The lack of experienced audit staff will continue to affect our ability to complete State agency, Medicaid and court engagements and to meet the agency's legislative mandate.

5. Use of the Accountability Report

The accountability report is used by the management team for strategic planning. We analyze the information relative to previous years as well as our objectives for the coming years and balance the assignment of available resources to the major agency objectives.

Section II – Organizational Profile

1. Main Products and Services

The Office of the State Auditor conducts audit and agreed-upon procedure engagements of state government agencies, providers of Medicaid services, and general sessions, municipal and magistrate courts. The State Audits section performs the annual financial audit of the State's basic financial statements, the annual Single Audit of the State's Schedule of Expenditures of Federal Awards and agreed-upon procedure engagements of State agencies. These engagements cover all state agencies with total funds of over \$21.1 billion and general funds of over \$5.1 billion. The size of the agencies varies from an agency with total annual appropriations of approximately \$88.4 thousand to an agency with total annual appropriations of over \$5.77 billion. The Medicaid Audits section conducts agreed-upon procedure engagements of cost reports filed by institutional providers of Medicaid services. These cost reports are used by the Department of Health and Human Services to establish reimbursements rates paid to these providers for services provided to qualified Medicaid recipients. The Office also conducts agreed-

upon procedure engagements of the financial records of the general sessions, municipal and magistrate courts; and provides technical assistance to other governmental entities by conducting reviews of financial records and record keeping systems.

2. Customers

Our customers include the citizens of the state, the members of the Budget and Control Board, members of the General Assembly, members of agency boards and commissions, and the management of State agencies. Copies of all agency audit and agreed-upon procedures engagement reports are provided to the Governor's Office, Comptroller General, State Treasurer, Senate Finance Committee, House Ways and Means Committee, the Board's Budget Division, Legislative Audit Council, and State Library. Reports are also posted on our internet website to enable citizens of South Carolina easy access to our reports. These reports are particularly important because the reports disclose weaknesses in an agency's accounting system or procedures and also highlight violations of State laws, rules and regulations. A key element in accomplishing the mission of the Office of the State Auditor is to provide sufficient coverage of state agencies and Medicaid providers and serve as a deterrent to mismanagement, fraud, and misuse of assets.

3. Key Stakeholders

Key stakeholders include the citizens of the State, the Governor, members of the General Assembly, members of the Budget and Control Board, members of boards and commissions of State agencies and management of State agencies.

4. Key Suppliers

The Office of the State Auditor contracts with independent certified public accountants to provide some audit and attestation services. In FY 2010-11 contracts let totaled approximately \$925.7 thousand.

5. Location

The Office of the State Auditor is located at 1401 Main Street, Suite 1200, Columbia, South Carolina. Administrative, managerial and audit functions are carried out at this location; a significant portion of the audit work is conducted on-site at state agencies and Medicaid provider facilities.

6. Employees

The FY 2010-11 Appropriations Act authorized fifty-six (56) full time equivalent positions for the Office of the State Auditor (This number was reduced to thirty-eight (38) full time equivalent positions in the FY 2011-12 Act). At June 30, 2011 our staff size was twenty-nine (29). All positions are classified except for the agency head and one deputy position. The Deputy State Auditor has functioned as the Interim State Auditor since June 2006.

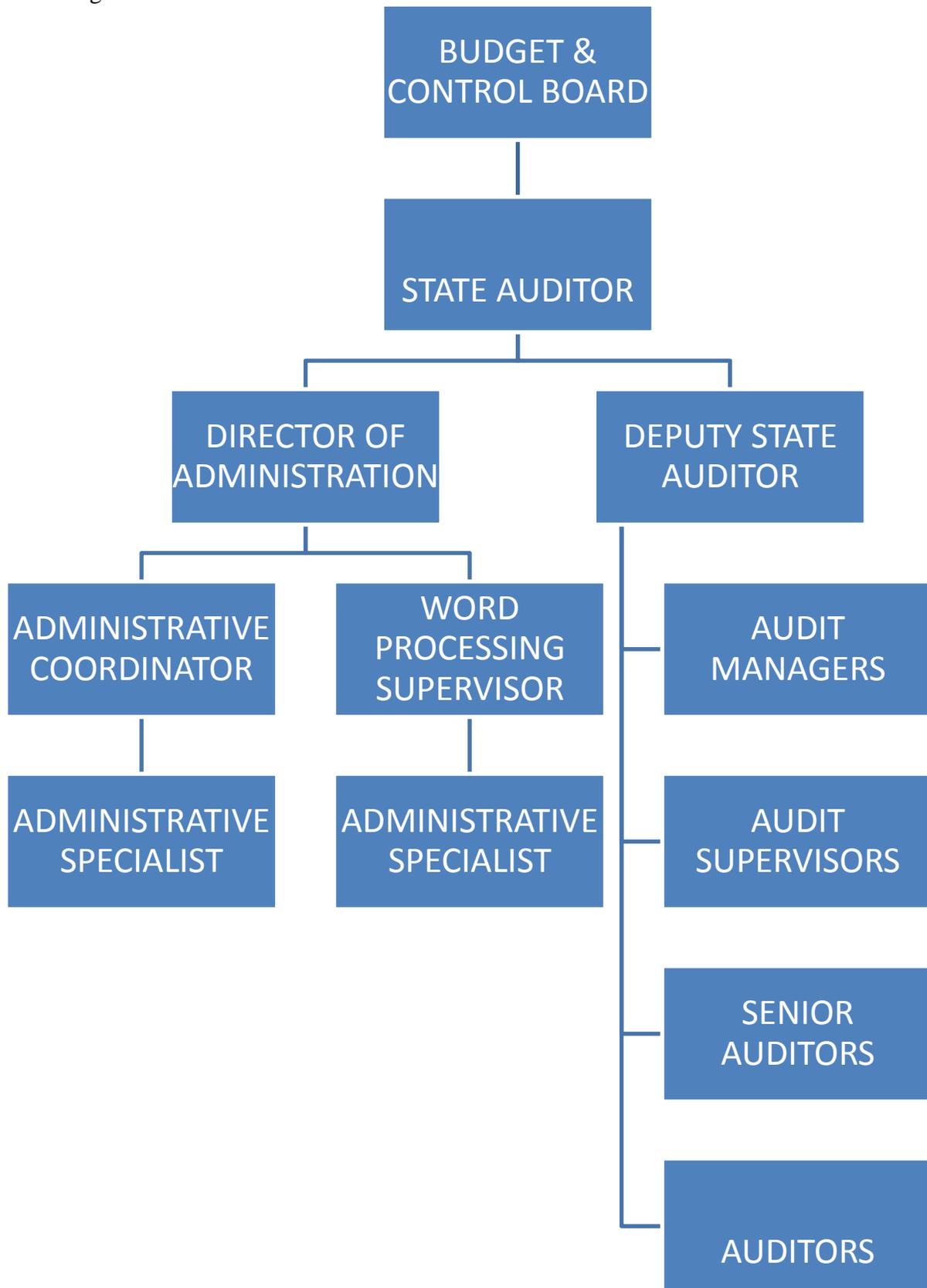
7. Regulatory Environment

The Office of the State Auditor conducts all engagements in accordance with professional standards. All of the engagements comply with applicable auditing and attestation standards of the American Institute of Certified Public Accountants and *Government Auditing Standards* issued by the Comptroller General of the United States. Agreed-upon procedures engagements of Medicaid providers also comply with applicable Federal Regulations.

8. Performance Improvement System

The Office of the State Auditor uses an interim evaluation system and an audit status information system to track our efforts on performance improvement. The auditor-in-charge of each engagement completes an interim evaluation of each staff member at the conclusion of the engagement. These interim evaluations are used in completing the annual Employee Performance Management System evaluation. This system provides immediate feedback to the staff about their performance and opportunities for improvement. Audit managers maintain a system that tracks the status of each engagement and provides feedback regarding performance improvements.

9. Organizational Structure



10. Expenditures/Appropriations Chart

Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 09-10 Actual Expenditures		FY 10-11 Actual Expenditures		FY 11-12 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	1,702,156	1,561,738	1,465,296	1,304,523	\$ 1,857,380	\$ 1,447,489
Other Operating	697,057	244,858	884,656	548,442	\$ 679,520	\$ 296,794
Special Items						
Permanent Improvements						
Case Services						
Distributions to Subdivisions						
Fringe Benefits	562,576	522,376	447,648	402,687	\$ 583,378	\$ 460,495
Non-recurring						
Total	\$ 2,961,790	\$ 2,328,972	2,797,600	2,255,652	\$ 3,120,278	\$ 2,204,778

Expenditures/Appropriations Chart - continued

Other Expenditures

Sources of Funds	FY 09-10 Actual Expenditures	FY 10-11 Actual Expenditures
Supplemental Bills	\$ 0	\$ 0
Capital Reserve Funds	\$ 0	\$ 0
Bonds	\$ 0	\$ 0

11. Major Program Areas Chart

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 09-10 Budget Expenditures		FY 10-11 Budget Expenditures	
II. AUDITS	Financial audits of state agencies, providers of Medicaid services, the State's Basic Financial Statements, the State's Schedule of Federal Financial Assistance, and agreed-upon procedures audits of General Sessions, Magistrate, and Municipal Courts.	State:	1,663,810	State:	1,710,749
		Federal:	0.00	Federal:	0.00
		Other:	592,335	Other:	496,957
		Total:	2,256,145	Total:	2,207,706
		% of Total Budget:	76%	% of Total Budget:	79%

Below: List any programs not included above and show the remainder of expenditures by source of funds.

I. ADMINISTRATION and III. EMPLOYEE BENEFITS

Remainder of Expenditures:	State:	705,645	State:	544,904
	Federal:		Federal:	
	Other:		Other:	44,962
	Total:	705,645	Total:	589,866
	% of Total Budget:	24%	% of Total Budget:	21%

Section III – Elements of Malcolm Baldrige

Category 1 – Senior Leadership, Governance, and Social Responsibility

1. The Deputy State Auditor, in conjunction with the audit managers and Director of Administration, defines and communicates the values of the organization to the staff. The Deputy State Auditor meets with this management team at least quarterly to discuss organizational priorities, problems and progress. This senior management team works collectively with the Deputy State Auditor to define the organizational values, and priorities. This team is primarily responsible for communicating the direction and priorities of the agency to the staff.
2. The General Assembly, the public through its elected officials, and state agency directors are the customers of the Office of the State Auditor. The General Assembly has clearly communicated their focus by passing statutes defining our programs and responsibilities. Statutes require the State Auditor, to the extent practicable, to audit or cause to be audited each State agency and entity annually. To meet this legislative mandate we conduct an audit of the State's basic financial statements prepared by the staff of the Comptroller General's Office, conduct an audit of the State's Schedule of Expenditures of Federal Awards prepared from State agency submitted information, and apply agreed-upon procedures to the accounting records and internal controls of State agencies. Being responsive to our customers means conducting these engagements in a timely manner and according to professional standards.
3. The Office of the State Auditor addresses the impact of its operation on the public by adhering to professional auditing standards and encouraging professional staff to obtain their CPA certification.
4. The Office of the State Auditor relegates the primary responsibility for fiscal, legal, and regulatory accountability to the Administration Section of the agency. This assignment of responsibility is more efficient and effective since it allows program staff to focus on its responsibilities without unnecessary distraction and the administrative staff to concentrate on the fiscal, legal and regulatory issues.

5. Audit managers maintain an audit status information system to track progress on each engagement. The managers monitor performance by comparing budgeted hours to actual hours. Interim evaluations are used to monitor staff performance and development.
6. The Office of the State Auditor uses exit interviews to obtain objective employee feedback regarding organizational performance and leadership effectiveness. When an employee leaves the agency, the Director of Administration conducts an exit interview with the individual on his/her last day. The purpose of the exit interview is to obtain valid, honest information about staff perceptions, morale, and suggestions for improving the employment experience at the Office of the State Auditor. The information is shared with and analyzed by the Deputy State Auditor. The information is also communicated in general terms with the audit managers. This process has proven to be a very effective way to identify improvements to the office policies and procedures.
7. The Office of the State Auditor has historically promoted into supervisory and management positions from within the organization. During a new auditor's orientation the Deputy State Auditor explains the advancement opportunities available to the new employee and the requirements for promotion. Staff members are encouraged to obtain the CPA certification. CPA certification is required for promotion to the audit supervisor level.
8. The auditor-in-charge of each engagement completes an interim evaluation of each staff member at the conclusion of the engagement. These interim evaluations are later used in completing the annual Employee Performance Management System evaluation. This system provides immediate feedback to staff members about their performance and opportunities for improvement.
9. Senior leaders create an environment for organizational and workforce learning by encouraging staff members to become certified public accountants. Promotion to the audit supervisor level requires certification. Tuition assistance is provided, when funds are available, to encourage staff members to continue their education. *Government Auditing Standards* require auditors receive 80 hours of continuing professional education bi-annually. The Office of the State

Auditor generally provides 40 hours of training each year for audit staff members.

10. Senior leaders communicate and motivate the workforce through the interim evaluation and annual EPMS systems, as well as published notes from the managers' meetings. Audit managers periodically hold staff breakfast and luncheon meetings. Reward and recognition is achieved through the annual holiday luncheon, employee recognition luncheon, and team birthday luncheons.
11. The Office of the State Auditor is instrumental in supporting and strengthening the financial community within state government. The standards of financial responsibility in state government are, to a large degree, defined by the engagements conducted by the Office of the State Auditor. Our emphasis on professional standards and the importance communicated to staff about becoming a CPA are examples of the efforts of the Office of the State Auditor to support and strengthen the community's perception of State government. The Office of the State Auditor also works with the Office of the Comptroller General by reviewing its Comprehensive Annual Financial Report to ensure that it meets the requirement of the Governmental Finance Officers Association Certificate of Excellence in Financial Reporting program.

Category 2 - Strategic Planning

1. Statutes and regulations define the responsibilities of the Office of the State Auditor and drive the strategic planning process. It is a process of developing and allocating resources to accomplish each of these responsibilities. Because of deadlines for much of our work, the planning requires careful coordination and timing of the allocation of resources. The Deputy State Auditor, in conjunction with the audit managers and the Director of Administration, are involved in strategic planning on a continual basis.

2. The primary strategic challenge facing the Office of the State Auditor is the restoration of general fund appropriations that have been cut in recent years. The loss of general fund appropriations has affected the overall operation of the agency. Because of budget cuts we have lost experienced staff. To address our concerns we plan to request the necessary funding to hire qualified staff.
3. The strategic planning process in this Office consists of several steps; each one analyzed on short and long term bases:
 - a. Identify the engagements that must be done to satisfy our statutory and regulatory mandates.
 - b. Analyze the time required (based on historical data).
 - c. Analyze the time frames (deadlines) for each of the audit programs.
 - d. Identify the resources available and timing of availability.
 - e. Determine the priority of the engagements and the ramifications of not completing all the requirements.
 - f. Identify strategies for development of the resources needed to meet all requirements within the time frames.
4. The strategic objectives and action plans are communicated to the audit managers through periodic management meetings and to the entire staff directly by the managers and through the agency intranet.
5. Progress on our objectives and action plans is monitored through our audit status information system that details the progress and resources used on each engagement.
6. The Deputy State Auditor and Director of Administration constantly review our planning processes for improvement.

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 10-11 Key Agency Action Plan/Initiative(s)
II. AUDITS	Audit the State of South Carolina's Basic Financial Statements prepared by the Comptroller General.	Contract with a private CPA firm for one-half of the 4,400 audit hours budgeted to complete the audit by the Comptroller General's Office deadline.
II. AUDITS	Audit the State of South Carolina's Schedule of Expenditures of Federal Awards as mandated by the Single Audit Act Amendments of 1996.	Reassign staff auditors from Medicaid engagements as needed to supplement state agency audit staff and ensure completion of the engagement by the March 31 st deadline.
II. AUDITS	Perform audit and agreed-upon procedures engagements of the financial records of state agencies.	Conduct as many engagements as possible with available staff. The objective is to conduct audit or agreed-upon procedures engagements of each state agency each year.
II. AUDITS	Perform agreed-upon procedures engagements of cost reports filed by institutional providers of Medicaid services.	Conduct as many engagements as possible with available staff. The objective is to conduct agreed-upon procedures engagements of 25% of the Medicaid providers each year
II. AUDITS	Perform agreed-upon procedures engagements of the financial records of general sessions, municipal, and magistrate courts.	Conduct as many engagements as possible with available staff. The objective is to conduct agreed-upon procedures engagements of twelve general sessions, municipal or magistrate courts annually.

Category 3 - Customer Focus

The General Assembly, the public through its elected officials, and state agency directors are the customers of the Office of the State Auditor. The General Assembly has clearly communicated their focus by passing the statutes defining our programs and audit responsibilities. The statutes and regulations require an annual audit of state government entities and Medicaid providers. Being responsive to our customers means conducting audit and agreed-upon procedures engagements in a timely manner and according to professional standards.

To more effectively and efficiently communicate the results of our engagements to our customers, the Office of the State Auditor now publishes reports on our internet website. Clients are notified of the report by email or letter. Hard copies of reports are provided upon request or when required by law or regulation. This approach not only saves the cost of printing and postage, it also makes the reports more readily available to the public and other public officials. Engagement results are communicated to our customers more effectively and at a lower cost to the State.

Category 4 - Measurement, Analysis, and Knowledge Management

Since the statutes and regulations define the programs of the Office of the State Auditor, the performance measures are logically defined as efficiency and effectiveness. We measure efficiency by determining how well our staff completes each engagement within the assigned budget hours and within the required time frames. We measure effectiveness by our degree of compliance with professional auditing standards. All work is subject to an internal compliance (quality control review). Additionally, we undergo an external review every three years. An independent auditor, usually a private CPA firm under contract, conducts the peer review. The standards and time frames for the peer review are established by *Government Auditing Standards* and by professional entities such as the American Institute of Certified Public Accountants.

Category 5 - Workforce Focus

A crucial element in the development and motivation of our employees is the interim evaluation that each auditor receives at the conclusion of the engagement. The auditor-in-charge of each engagement completes the interim evaluation of each member of the team. This system provides immediate feedback to the staff about their performance and opportunities for improvement. The interim evaluations are used in completing the annual Employee Performance Management System evaluation and in identifying staff training needs.

One of the important ways that the Office of the State Auditor encourages employees to develop their full potential is the emphasis on achieving certification as a CPA. The State Auditor's Office supports and encourages staff members in this effort by providing qualifying experience and the in-house training required to meet the continuing education requirements of maintaining a CPA certificate. When funds are available, tuition assistance is also offered to encourage auditors to acquire the necessary academic requirements to apply for the CPA. Upon completion of the CPA examination a bonus may be awarded if funds are available. One factor considered when evaluating a candidate for employment is his/her interest in pursuing certification as a CPA. In addition, promotion policies require staff members to achieve certification as a CPA in order to progress to Audit Supervisor.

The Office of the State Auditor has adopted a variable work schedule policy that has helped with employee morale and retention.

Category 6 - Process Management

The production process used by the Office of the State Auditor is one of service delivery. It consists of conducting audits and agreed-upon procedures engagements and reporting the results of the engagements to our customers. The process of conducting an audit or agreed-upon procedures engagements and reporting the results are well defined by professional standards. Our efforts in this area are largely directed at developing the competencies and expertise of our staff to conduct the engagement and report results in accordance with the professional standards. Our continuous

professional training, in-house training, tuition assistance, emphasis on certification, performance review system, and quality control processes are all components of our focus on ensuring that the engagements conform to established professional standards.

Developments in information technology have allowed us to improve the efficiency of our processes and to make our reports more accessible to our customers. The Office of the State Auditor now publishes reports on its internet website. This has reduced the printing and postage cost of our reports. Engagement results are communicated to our customers more effectively and at a lower cost to the State.

Category 7 – Results

The mission of the Office of the State Auditor is to bolster public confidence in state government finance by serving as a deterrent to fiscal mismanagement, fraud, and misuse of assets by state agencies and providers of Medicaid services. The mission is accomplished by providing adequate coverage of state agencies, providers of Medicaid services, General Sessions Courts, Magistrate Courts and Municipal Courts, as required by statutes, regulations and contractual agreements.

Category 7.1 - Mission Accomplishment

- The Office of the State Auditor and a nationally recognized accounting firm jointly audited the State of South Carolina's basic financial statements, which were prepared by the Office of the Comptroller General. The basic financial statements are an integral part of the State's Comprehensive Annual Financial Report (CAFR). The Office of the Comptroller General submits the CAFR to the Government Finance Officers Association (GFOA) to be considered for the GFOA Certificate of Achievement for Excellence in Financial Reporting program. To participate in the program the Office of the Comptroller General must submit the State's CAFR to the GFOA by December 31. The Office of the State Auditor completed the engagement on December 17, 2010. In addition, the engagement was completed in 4,788 hours.

- The Single Audit Act Amendments of 1996 requires an annual audit of the State of South Carolina's federal programs. State agencies submit federal financial data which is consolidated to generate the Schedule of Expenditures of Federal Awards. OMB Circular A-133 requires governments to submit its report on the schedule within nine months of the governments fiscal year end. The audit of the State's Schedule of Expenditures of Federal Awards (Single Audit Report) was completed and the report was dated July 29, 2011. The scope of the engagement included approximately \$7.536 billion in federal program expenditures and twenty-three major federal programs. We are currently (September 15, 2011) in the process of completing the federal data collection form. Once it is completed the Single Audit reporting package will be submitted to the Federal Clearinghouse.

- The General Assembly appropriated state agencies total funds in excess of \$21.1 billion and state general funds of \$5.1 billion. State law requires the Office of the State Auditor to audit annually each State agency. To accomplish its legislative mandate the Office of the State Auditor conducts the audit engagements using its staff or by contracting with independent certified public accounting firms. During fiscal year 2010-11 fifty-nine reports were issued by the Office of the State Auditor or by independent certified public accounting firms under contract with the Office of the State Auditor. This represents forty-seven of the eighty-five state agencies that the Office is responsible for performing audit or agreed-upon procedures engagements. Five engagements were in progress on August 31, 2011. This does not include the audits of nine universities that are contracted by the respective universities. Overall the agency engagements completed by the Office of the State Auditor were completed approximately 100 hours under budget. Because of budget cuts and staffing shortages, the Office of the State Auditor was unable to conduct agreed-upon procedures engagements of forty-two agencies for the fiscal year ended June 30, 2010.

- The South Carolina Department of Health and Human Services contracts with the Office of the State Auditor to conduct agreed-upon procedures engagements of Medicaid providers. The contract requires that we perform agreed-upon procedures engagements of each Medicaid provider once every four years. During fiscal year 2010-11 the Office issued forty-seven agreed-upon procedures engagements reports representing thirty-four Medicaid providers. This

represents approximately 23% of the Medicaid providers. Overall the completed engagements were completed 17.1% under budget. The engagements identified net receivables due to the State and Federal government of \$4.112 million.

- The Office of the State Auditor uses public accounting firms to provide audit and agreed-upon procedures engagements of State agencies and departments. State regulations require the State Auditor approve all accounting and auditing contracts. The Office of the State Auditor issues a request for proposal (RFP), conducts bid conferences and awards contracts. This process ensures open and fair competition and competitive fees. In FY 2010-11 the Office of the State Auditor was responsible for letting and overseeing forty-seven audit and agreed-upon procedure contracts totaling approximately \$925.7 thousand.
- The Office used in-house staff to conduct agreed-upon procedures engagements of General Sessions Courts, Magistrate Courts and Municipal Courts. During fiscal year 2010-11 nine reports were issued and approximately \$567 thousand in underreported costs were identified.
- The Office of the State Auditor also provides expert technical assistance to other State government entities in the areas of finance and accounting. During the year the Office assisted State agencies in procuring audit and accounting services and continued to serve on various State committees (e.g., American Recovery and Reinvestment Act Task Force).
- In FY 2010-11 the Administration Section accomplished a 36% reduction in the office space used by the Office of the State Auditor, saving over \$74,000 per year. Also, the lease for office space beginning January, 2012 was advertised through the RFP process and at the end of FY 2010-11 the Office was nearing final agreement on a new lease.
- The Administration Section continued with the implementation of the South Carolina Enterprise Information System (SCEIS).

Category 7.2 - Customer Satisfaction

The customers of the Office of the State Auditor are the citizens of South Carolina and the elected officials representing them. These customers expect and demand compliance with professional auditing standards. To insure customer satisfaction, we conduct all of our engagements in accordance with applicable standards of the American Institute of Certified Public Accountants and *Government Auditing Standards*, issued by the Comptroller General of the United States.

Every three years the Office of the State Auditor is required by *Government Auditing Standards* to undergo a peer review by an independent external auditor. A peer review was conducted on the Office's system of quality control for the fiscal year ended June 30, 2009. The Office received an unmodified opinion.

Category 7.3 – Financial

The Office of the State Auditor contracts with an independent certified public accounting firm to apply certain agreed-upon procedures to its accounting records and internal controls. The report for FY 2009-10 found “no exceptions.”

The 36% reduction in office space this year accomplished a significant reduction in overhead expense for the agency. This reduction was also carried forward to the new office space lease beginning January, 2012.

Category 7.4 - Workforce

Recruiting and retaining qualified audit staff are two of the primary workforce measures for the Office of the State Auditor. In the years preceding FY 2008-09 staff retention had improved and our recruiting efforts improved as we continued to recruit at in-state colleges and universities. During that time we implemented a new e-recruiting program. Our recruiting efforts seemed to be paying off as we were able to recruit and hire highly qualified applicants. Unfortunately, because of budget reductions we have terminated many of the audit staff that we hired during that period. During FY 2009-10 we implemented a reduction-in-force affecting four employees. In FY 2010-11 our Office did not hire any auditors and had two resignations.

The Office of the State Auditor promotes professional staff development; the majority of the audit staff members are either certified public accountants or are working towards obtaining their certification.

Category 7.5 - Organizational Effectiveness/Operational Efficiency

For the Office of the State Auditor a key measure of organizational effectiveness is adherence to professional standards. All engagements performed by the Office of the State Auditor comply with applicable standards of the American Institute of Certified Public Accountants and *Government Auditing Standards*.

A second measure of effectiveness is engagement coverage. We did not have sufficient staff to perform audit or agreed-upon procedures engagements of each State agency for fiscal year ending June 30, 2011. Our contract with the South Carolina Department of Health and Human Services requires the Office to perform an agreed-upon procedures engagement of each Medicaid provider once every four years. In fiscal year 2010-11 we provided coverage over 23 percent of the nursing home providers.

Category 7.6 - Regulatory/Legal Compliance

Regulatory and legal compliance is addressed in the annual agreed-upon procedures engagement of the Office of the State Auditor by a private CPA firm. The latest completed engagement (fiscal year ended June 30, 2010) reported no violations of State Laws, Rules, or Regulations.