

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. *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) represents the State of South Carolina in criminal cases when defendants file for Post Conviction Relief and when they appeal their convictions; (2) prosecutes all cases of insurance fraud; (3) investigates and prosecutes cases of Medicaid fraud, patient abuse and provider fraud; (4) operates a program to address the widespread problem of violence against women; (5) sponsors a Youth Mentor Program designed to prevent juvenile crime and rescue at-risk youngsters before they commit violent offenses; (6) assists the victims of crimes in claiming the benefits guaranteed under the State's Victims Bill of Rights; (7) prosecutes cases of Internet crimes against children, including those involving sexual exploitation; (8) oversees the activities of the State Grand Jury including the prosecution of multi-jurisdictional drug offenders, multi-county pornography, public corruption, election fraud, computer crime violations, terrorism, and security fraud; (9) represents the State in civil trials of alleged sexually violent predators; and, (10) through a federal grant, prosecutes in State courts defendants accused of criminal domestic violence. (11) Also, under the Attorney General's authority, all violators of State tax laws are prosecuted.

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 Attorney for the State of South Carolina, the Attorney General 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. The Office represents the State in civil proceedings against dangerous sex offenders for commitment under South Carolina's Sexually Violent Predators statute. Staff members also investigate and prosecute grievance complaints filed against attorneys and judges. The Attorney General serves as the S.C. Securities Commissioner, provides information on securities laws and practices, and investigates allegations of fraud or other violations of security laws and takes appropriate enforcement action; and, through his staff, he handles the registration of all persons engaged in the sale of securities in the State of South Carolina

In addition to these services, the Office also sponsors a memorial service for women killed in violent domestic disputes.

Values

In addition to encouraging those 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. The Attorney General oversees the work of his Office, as determined by schedules and deadlines set by the court.

2. Key Strategic Goals for Present and Future Years

Some of the key strategic goals the Attorney General established for FY 2002-2003 have been pursued during the fiscal year, while others have been put on hold because of the mandate to cut the Office budget by \$1,266,703. These latter goals will be revisited as soon as funds are available.

Those ongoing goals are:

1. Statewide Pro Bono Domestic Violence Prosecutor Initiative.

The Attorney General has launched a pilot program in Orangeburg and Kershaw Counties to place pro bono prosecutors in magistrate and municipal courts in an effort to increase first and second offense convictions for criminal domestic violence.

The goal is to launch the program statewide.

The Attorney General's office will train, certify, assign and supervise pro bono attorneys to serve as prosecutors. It will also develop and maintain a case management system to collect data on the program, including identification of the participating attorneys, and the number, status, nature and resolution of cases.

South Carolina ranks third nationally in fatal incidents of criminal domestic violence according to the Violence Policy Center. In 2000, SLED documented almost 35,000 domestic violence assaults.

2. Comprehensive Securities Enforcement and Reform.

In the wake of the Carolina Investors-Homegold financial collapse the Attorney General worked closely with members of the General Assembly to successfully pass new legislation granting the State Grand Jury authority to investigate and prosecute criminal securities fraud. The Governor signed this legislation into law on June 5, 2003.

The Attorney General used this authority to commence a State Grand Jury criminal investigation into this matter. Federal authorities are cooperating in this effort.

The goal is, upon completion, to utilize information from this investigation along with input from industry representatives, legal authorities, elected representatives and law enforcement to propose and pass a comprehensive securities reform and enforcement package to prevent such future financial calamities.

3. Child Predator Task Force

The Attorney General is working toward the establishment of a statewide task force dealing with those who target children for abduction or assault in our state. Known as child predators, they commonly prey on unsuspecting children through

routine daily interaction, by gaining their confidence in familiar settings or via the Internet.

Working closely with state and federal authorities at the South Carolina Computer Crimes Center, a partnership of the State Law Enforcement Division, the Secret Service, and the Federal Bureau of Investigation, the Attorney General's office will begin a highly publicized effort to target child predators for prosecution.

This effort would also require dramatically strengthening our state's child lure and abduction laws so that law enforcement could intervene and make a case against a predator prior to a child being abducted or assaulted.

4. State Grand Jury Authority for Environment Crimes

Under current state law, the state of South Carolina does not have the necessary tools to investigate and prosecute environmental crimes, a type of "white collar crime." These crimes are typically prosecuted in the federal system because of the ability to utilize the federal grand jury to compel testimony and subpoena documents, a necessary element for prosecution.

The Attorney General's goal is to work for passage of this legislation through the General Assembly so that the State Grand Jury may be utilized to prosecute criminal environmental crimes.

5. Elder Abuse

The state's elderly population is at a high risk for abuse, scams, fraud and other criminal activities. It is the Attorney General's goal to place an increased emphasis on protecting those who in many cases cannot protect themselves.

By utilizing the Medicaid Fraud Control Unit of the Attorney Generals Office, a high priority will be placed on investigating and prosecuting elder abuse in nursing homes and other assisted living facilities.

Also by utilizing the Civil Division of the Attorney General's Office, a high priority will be placed on taking action against consumer scams and fraud perpetrated against seniors.

Those goals that have been put on hold: NO GOALS HAVE BEEN PUT ON HOLD.

3. Opportunities and Barriers

Opportunities

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

- Because most 1st and 2nd offenders in Criminal Domestic Violence cases are handled in magistrate or municipal courts, the conviction rate is extremely low. The Attorney General's pro bono program provides an opportunity for the State to ensure that 1st and 2nd offenders statewide are prosecuted and counseled before their crimes become more serious.
- With new legislation in the statute books, with the State Grand Jury empowered to investigate and prosecute criminal securities fraud, and with the drafting and passage of a comprehensive securities reform and enforcement package, the Attorney General's Office will have the opportunity to prevent future calamities such as the Carolina Investors-Homegold financial collapse.
- With the establishment of a statewide task force to deal with those who prey on children, and the strengthening of our child lure and abduction laws as a consequence, the Attorney General's Office has the opportunity to lead a highly publicized effort to target child predators for prosecution.
- If and when the State Grand Jury is empowered to prosecute environmental crimes, South Carolina will have a new weapon in combating the criminal pollution of the state's water, air, and land.
- The Attorney General believes that the recent expansion of Medicaid Fraud Control Unit's jurisdiction to include residential facilities will provide the Office with an even greater opportunity to serve the elderly in South Carolina.

Barriers

The only barrier to the realization of these opportunities is the amount of time necessary to implement these programs and ideas. The wheels are already in motion.

4. Major Achievements from Past Year

The major achievements of the Attorney General's Office during FY 2002-2003 include the following:

- o The Attorney General supported new securities legislation designed to give greater protection to South Carolina investors. This legislation, introduced in the General Assembly on April 4, was put on the fast track and was signed into law by the Governor on June 5.
- o In the course of conducting its business the Attorney General's Office collected **\$19,820,929.78**. These revenues included fees for security brokers and agents, fines, criminal restitution to the State's Medicaid program, restitution to individuals, law-suit settlements, and investigative costs.
- o In March, the Attorney General proposed a new pro bono program to enlist attorneys to prosecute Criminal Domestic Violence Offenders in summary courts. With the support Of Chief Justice Jean Toal, law enforcement officers throughout the state, victims advocates, and members of the bar, the program has since become a reality, with Orangeburg and Kershaw counties agreeing to pilot programs.
- o Operating under severe budgetary constraints, the Office nonetheless increased its caseload by over 2,000 cases. This increase reflects the mounting demands on the agency's resources, and the processing of these additional cases has meant the necessary sacrifice of services in other areas.
- o Despite budget cuts that reduced the number of SLED investigators available, the Insurance Fraud Division received 914 complaints and opened 270 files. Investigation of these cases resulted in 104 indictments. Ninety-eight (98) defendants were convicted, an increase over the previous year. Another 55 cases were resolved through civil remedies. The total amount of civil restitution ordered was \$77,104.09 and the total amount of criminal restitution was \$163,136.43. These figures, lower than FY 2001-2002, reflect a reduction in staff.
 - o During FY 2002-2003, the Office's Victim Services Section handled 3,441 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. This figure constitutes an increase over the FY 2001-2002 figure of more than 1,300 victims assisted.

- o In FY 2002-2003, the Sexually Violent Predator Section successfully argued for the commitment and long-term treatment of 23 Sexually Violent Predators.
- o The Post-Conviction Relief Section, one of the most overburdened units in the Office, increased the number of cases processed by more than 200. Yet, the backlog is still substantial and cannot be eliminated without additional staff. As it stands, in order to meet the growing number of cases, attorneys take home stacks of folders at 6 p.m. on Friday afternoons.
- o During FY 2002-2003, the State Grand Jury investigated and prosecuted 518 cases, an increase of 61 over the previous fiscal year, Many of these were drug-related. The result: the elimination of several major drug rings operating in the state. Though it is impossible to gauge precisely the effect of these convictions on the health and safety of South Carolinians, the impact has obviously been significant.

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 120 full-time employees.

2. Operation Locations

The Attorney General's Office formerly operated at four locations. Because of budget cuts, that number has been reduced to one. The suite of offices occupies the three top floors of the Rembert C. Dennis Building, 1000 Assembly Street, Columbia, South Carolina. While we still serve South Carolinians from all parts of the state, we no longer have offices in the Piedmont and Low Country.

3. Appropriations/Expenditures

Chart I

Major Budget Categories	01-02 Appropriations Act		02-03 Appropriations Act		03-04 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	7,012,872	5,887,362	5,543,872	4,630,250	4,999,088	3,720,788
Other Operating	1,850,768	825,709	2,681,349	1,897,782	3,875,286	1,660,500
Special Items						
Permanent Improvements						
Case Services						
Distributions to Subdivisions						
Fringe Benefits	1,751,318	1,462,389	1,554,173	1,246,766	1,470,104	1,126,807
Non-recurring						
Total	\$10,614,958	\$8,175,460	\$10,079,394	\$7,774,798	\$10,344,478	\$6,508,095

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 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 prosecutor 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 **Randstad**, from which the Office obtains its temporary employees.
- o **U.S. Postal Service**, which handles the Office's huge volume of mail.

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 six sections: The Prosecution/Insurance Fraud Section, the Capital and Collateral Litigation Section, The Criminal Appeals Section, the Medicaid Fraud Control Section, the State Grand Jury, and the Internet Crimes Against Children Section.

The Prosecution/Insurance Section

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

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

The Prosecution/Insurance Section also contains three sub-sections created to fulfill very specific functions: the Violence Against Women Unit, the Youth Mentor Program, and the Office of Victim Services,

Violence Against Women Unit

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.

The Capital and Collateral Litigation Section

This Section assumes the burden of representing the state in murder cases, habeas corpus actions, and in Post-Conviction Relief cases. The Section is divided into two subsections - the Capital Litigation Sub-Section and the Post-Conviction Relief (PCR) Sub-Section.

The Capital Litigation Sub-Section

This Sub-Section handles all appeals of death penalty cases in state and federal courts, and federal habeas corpus cases. The Sub-Section is responsible for representing the State in all murder conviction appeals in the South Carolina Court of Appeals and the South Carolina Supreme Court. The Sub-Section also

handles federal habeas actions proceeding from any South Carolina conviction.

The Post-Conviction-Relief Sub-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 Sub-Section represents the State in PCR hearings, which are held before a circuit judge. At all such proceedings, the PCR Sub-Section 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 South Carolina 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 Section

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 or misuse or theft of patients' funds.

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) obscenity and pornography, (3) the corruption of public officials, (4) the violation of election laws, (5) acts of terrorism, (6) computer crimes, and (7) security fraud.

The SGJ functions like a federal 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.

An attorney from the Attorney General's Office prosecutes defendants indicted by the SGJ.

The Internet Crimes Against Children Section

The Internet Crimes Against Children Unit operates primarily through funds provided by a federal grant from the Office of Juvenile Justice and Delinquency Prevention, a part of the U.S. Justice Department. The ICAC Unit has the ability to prosecute crimes against children where the Internet is involved. By statute, the focus of these offenses is in the area of obscenity and child pornography.

The ICAC Unit also serves as a source in South Carolina to promote public awareness of the potential dangers the Internet poses, especially to children. Working with law enforcement, schools, parents, and children, the ICAC Unit sponsors free legal education seminars for prosecutors and law enforcement officials. Seminar speakers range from local law enforcement officers and federal agents to nationally known forensic and behavioral scientists. Those in attendance receive the training and resource materials to take back to their local offices and help make their investigations and prosecutions more effective. Since the creation of the ICAC Unit, well over 1000 law officers and prosecutors have received some form of training from the Unit.

In an effort to reach the parents and children of South Carolina, the ICAC Unit provides "awareness materials" such as mouse pads, coffee mugs, pencils, pens, and rulers which are not only useful, but also convey safety tips and contact information. These items are distributed through schools, minor league sports team promotions, museums, and local law enforcement. Since 1998, the ICAC Unit has distributed more than 10,000 items across the state.

Currently, the ICAC Unit maintains a website -- www.sckidsonline.com -- that serves as a resource for law enforcement, parents, and children. The site contains information about Internet safety and the dangers that exist, how to report suspicious activity or web content, whom to contact in other states (including state and federal agencies), and links and registration information for upcoming events.

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 Fraud 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) registers all suitable applicants for securities licenses; (3) registers all stock brokers and brokerage firms, investment advisors, and approves all non-exempt 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 civil trials and presents the case for commitment.

INFORMATION TECHNOLOGY SECTION

The Information Technology Division serves a number of constituencies, including the people of South Carolina, law enforcement agencies, public officials, and the staff of the Attorney General's Office. The Division's services include the following:

1. The development and maintenance of the Attorney General's website, www.scattorneygeneral.com.

This website, designed to serve the general public, was established in 1999. Its content is routinely modified to provide timely information to the citizens of South Carolina. The site contains information on a variety of subjects, including:

- X general information about the Attorney General's Office;
- X information for citizens on the detection and reporting of Medicaid fraud;
- X information about legal settlements and agreements benefiting consumers, as well as links to sites that offer citizens additional information on how they may participate in ongoing class-action settlements;
- X a link to the Sex Offender Registry, which enables South Carolina parents to determine if a convicted sex offender is living in their neighborhood;
- X information on insurance fraud and how to report it;
- X a link to the Internet Crimes Against Children website, which is provided by the Attorney General's Office to teach Internet safety and help protect our children online;
- X a link to the list of Deadbeat Parents, men and women who are being sought by the State because they owe back child support;

- X the South Carolina Registry of Missing Children, a list of photographs and other information pertaining to missing children, as well as a link to the National Center for Missing and Exploited Children;
- X the list of "Stop Violence Against Women" services;
- X information about the Attorney General's Youth Mentor program;
- X and information on the purchase of securities, including tips to avoid exploitation by unscrupulous and unauthorized agents and brokers.

2. The Information Technology Section manages the agency's Intranet site, OAGNET. This electronic forum is used to provide online versions of frequently used manuals, forms, and lists. Employee handbooks, organizational charts, telephone listings, and multiple administrative forms are maintained electronically, thereby saving the agency substantial costs by eliminating the need to mass-produce and distribute frequently changing information.

3. One of the Information Technology Section's primary goals is to provide a secure network to all staff. To facilitate their work, each employee is provided with a PC, equipped with the following applications:

- X an office productivity suite, including a word processor, spread sheet, and presentation application;
- X Internet access;
- X online legal research tools, and
- X a customized case management application for tracking all case-related information.

Depending on the division to which an employee is assigned, additional software may be required. (For example, the Office uses a number of small database applications for inventory, mail longs, opinion

trackings, etc.) And all staff members are provided with a variety of training opportunities to learn about the standard core of applications supported.

4. The Division is also responsible for maintaining all Office hardware, including:
- X office computers, printers, scanners, fax machines, and other in-house technology;
 - X the office telephone system;
 - X technology assigned to individual staff members for mobile use, such as laptops, cellular phones, and pagers.

PUBLIC RELATIONS OFFICE

The Public Relations Office 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.

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 Section

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 Section

The Support Services Section 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 SECTION

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 Section 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 more important functions of the Attorney General's Office is providing 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. Opinions dealing with matters of significance to South Carolinians statewide are reviewed and signed by the Attorney General. Other opinions are signed by staff members of the Opinions Division and are concerned with matters of local significance.

CONSTITUENT SERVICES OFFICE

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.

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, interaction is often informal -- based on the strong personal relationships that exist between staff members, their supervisors, the Chief Deputy Attorney General, and the Attorney General.

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. 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 must undergo two hours of ethics training annually.

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

The Office of the Attorney General serves several constituencies -- 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 Office, which processes all calls, correspondence, and e-mail referred to it by the Administrative Division.

In addition, the Public Information Office sends out frequent press releases to newspapers, TV stations, and radio stations statewide. In turn, Office staff members receive 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.

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 interested in public awareness and makes a special effort to keep the public informed concerning 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 mentor program the Office sponsors addresses 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 recently established a new pro bono program to prosecute defendants accused of Criminal Domestic Violence, 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 Technology.

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.

(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 2002-2003, the Office was confronted with a mandate to reduce the budget severely. Such cuts constitute 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 cuts were approved and implemented, the Finance Section 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 were made.

(c) Human resource 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 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 their key requirements are?

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 constituency 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 Technology Section. Keyed to the latest technology, the Section Head 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 two years, the Dan McLeod Law Library has dropped many of periodical subscriptions and is now offering the same publications online.

And the Section 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 through the Constituent Services Office, 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;
- 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 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 mentor program. 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?

The LawBase system now in use is designed to monitor progress on cases at every step of the way. The system provides us with data of the highest quality, reliability, completeness, and availability that any technology can currently offer. Most know and use it already.

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 more than \$1.2 million in FY 2002-2003. In this deliberation, data analysis played a key role in determining where to make cuts.

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

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, two years ago, the Insurance Fraud Section of our Office prosecuted 423 cases during FY 2002-2003. Only Florida, with 688 prosecutions, posted a higher number -- and Florida has a population of over 15 million, while South Carolina's population is just over 4 million. In fact, we led the nation in increased prosecution, with 355 percent.

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 When authorized, 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 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 Office arranged for an instructor, scheduled training sessions, and made certain that computers were available. In this instance, the training was mandatory.

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, currently eight units are headed by women.

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.

An exit questionnaire is filled out by every employee who leaves the Office.

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; sponsors a mentor program that cooperates with faith-based organizations in lending a helping hand to troubled youth; supports the United Way and other charitable initiatives; 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 e-mail and the Internet to disseminate information to over 250 media outlets instantaneously, thereby saving enormous amounts of time.

And our website receives 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 Office and the Attorney General himself. Staff members 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 office 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 tries cases in trial and appellate courts, 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, a staff member has the responsibility to communicate with the S.C. General Assembly, the U.S. Congress, and the White House.

The Information Technology Section 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 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 evidence of customer satisfaction is 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 significant 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 LawBase system provides us with detailed and accurate records of all cases handled by the Office. Thus we can give a statistically significant and up-to-date 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 III
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.

	FY '03	FY '02	FY '01
Administrative Procedures			
Act Matters	58	60	94
Agency Instituted Suits	17	20	35
Agency Legal Advice	30	31	59
Amicus Briefs	68	69	144
Antitrust	22	20	39
Attorney Grievance Investigation	1	--	1
Bankruptcy	4	2	7
CA -- Death Penalty	59	55	101
CA -- Sexual Predator	9	10	14
Charitable Solicitation	35	37	77
Charitable Trust	197	200	409
Charities Litigation	1	1	1
Child Abuse and Neglect	---	2	5
Child Pornography	1	4	1
Collections	3	5	9
Condemnation	1	1	2
Constitutional Test	23	25	34
Construction Matters	1	1	2
Consumer Fraud Investigation	9	9	16
Consumer Fraud Litigation	8	8	17
Contempt Proceedings	2	2	4
Contract Matter	8	8	17
Criminal Appeals	1,397	1,399	2,168
Criminal Appeals -- Murder	235	234	335
Criminal Investigations	7	9	14
Criminal Domestic Violence	42	52	60
Criminal Domestic Violence (HAN)	20	---	---
Criminal Prosecutions	40	38	73
Criminal Sexual Conduct	8	11	11
Damage Suit v. Agency	6	3	3
Declaratory Judgments	37	32	60
Defense of Public Employees (1983 Act)	15	9	18
Drug Forfeiture	1	1	2

Elections		12	14	30
Environmental/Health	22		23	43
Environmental Prosecution	6		4	7
Escheatments		1	2	5
Extraditions/Detainer		99	114	155
Family Law	---		1	---
Federal Litigation		4	6	12
Federal Habeas Corpus (FHC)	607		---	701
FHC--Death Penalty	21		18	27
Forfeiture/Foreclosure	171		77	34
Freedom of Information	9		8	14
Gambling	24		18	35
General Prosecution	299		315	411
Global		1	---	---
Harassment	---		---	2
Injunctions		14	10	18
Insurance		9	6	15
Insurance Fraud/Investigation/ Litigation	824		839	1,192
Kidnapping	---		---	2
Labor (including OSHA)		3	3	5
Medicaid Fraud Investigation/ Litigation	261		301	1,269
Monitoring of Case		46	59	125
Obscenity	---		---	1
Office Administration		2	1	4
Opinions		151	150	337
Other		24	26	11
Other -- Civil		194	201	396
Other -- Criminal		44	70	181
Other/Death Penalty		7	5	8
Parole		8	---	---
Patient Abuse		745	548	38
Personnel (Grievance/Retirement)		21	---	42
Post Conviction Relief Appeal	1,548		1,593	2,572
PCR Death Penalty Appeal		17	15	25
PCR Death Penalty		59	56	108
Post Conviction	4,782		4,545	6,982
Professional Disciplinary	26		26	26
Prosecutors Review		78	81	---
Real Property		17	15	31
Review of Legislative Regs, etc.		2	2	4
Second Injury Fund		2	2	4
Securities Investigation Cases		48	45	107
Securities Regulation		5	4	4
Sexual Predator Act		288	---	313
Sexual Predator Reviews		4	4	59
Stalking		---	2	---
State Grand Jury -- Criminal Appeals		22	20	34
State Grand Jury -- Criminal Prosecution	518		457	826
State Habeas		13	---	---
Special Investigations		4	3	6
SVP Act		288	186	---
Tidelands		39	29	54

Tort Claims		13	12	16
Unfair Trade Practices		7	7	3
Unknown		57	61	127
Unlawful Practice of Law		19	24	162
Vulnerable Adult		11	18	2
Victim Assistance Reports	3441	2,118	3,336	
Victim Services DP		65	---	---
Voting Rights Matters		17	16	33
Wildlife			1	2
Wills, Trusts, Estates		181	182	364
Workman's Comp.		1		
Totals		17,566	15,278	24,368

Chart IV
Civil Division -- Securities Section

Orders/Fines - July 2002 - June 2003

01101	Bridges	NOI	2/4/03	\$1000.000
02028	Herb Johnson	C&D	1/3/03	
02050	Guardian Investor / Wroblewski	Permanent Bar	9/16/02	
02089	Merrill Lynch	Nationwide Settlement	11/02	\$240,000.00
03012	Rocky Mountain Securities	NOI Summary Suspension	3/18/03 3/18/03	
03019	James Goodman/JCIM	C&D Consent	3/20/03 3/20/03	\$12,000.00

Enforcement Cases Opened - 77

Enforcement Cases Closed - 37

The Carolina Investors case was counted as one file number.

CHART V
Civil Division -- Grievance Section

During FY 2002-2003, attorneys in the Grievance Section reported the following disposition of cases:

Grievance Cases

- o total disciplinary matters handled.....276
- o number concluded.....79
- o not yet resolved.....197

Attorney Grievance Complaint Files - 254

- o number of files open on July 1, 2002219
- o number of files opened 7/1/02-6/30/03.....44
- o number of files closed 7/1/02-6/30/03.....76
- o number of files open as of June 30, 2003,,,,,,178

Judicial Matters Handled - 22

- o number of files open on July 1, 2002.....11
- o number of files opened 7/1/03-6/30/03.....11
- o number of files closed 7/1/02-6/30/03.....3
- o number of files open as of June 30, 2003.....19

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

We can take some measurement of staff satisfaction by comparing the percentage of employees who left voluntarily during FY 2002-2003, with the percentage of such employees from previous years. In addition, we have the exit questionnaires that all departing staff members must fill out.

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.