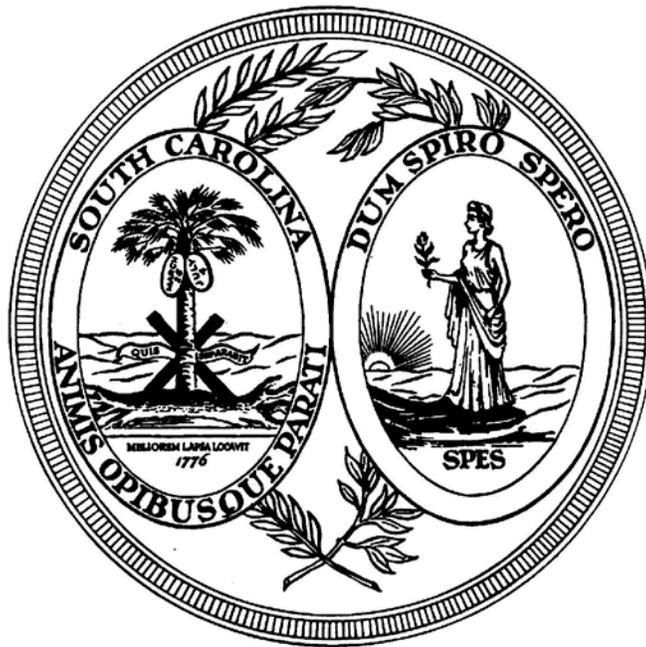


STATE OF SOUTH CAROLINA

GOVERNOR'S OFFICE OF EXECUTIVE POLICY AND PROGRAMS



AGENCY ACCOUNTABILITY REPORT
FY 2001-2002

Section I - Executive Summary

The Governor's Office of Executive Policy and Programs (OEPP) provides a wide variety of essential services to the citizens of South Carolina. Whether providing assistance to abused and neglected children, children with emotional and behavioral problems, victims of crime, citizens with disabilities, veterans and others, OEPP consistently strives to meet and exceed the needs of every one of its citizen customers. To provide these services, OEPP works in close collaboration and with the strong commitment of other public officials and organizations, including the Governor and his staff, the legislature, cabinet and other agencies, state boards and commissions, and public, private and non-profit organizations.

Mission Statement

The mission of OEPP is to serve the people of South Carolina by providing critical educational, social, health and human services programs in support of *EnVision South Carolina*, Governor Jim Hodges' Business Plan. *EnVision South Carolina* emphasizes education, economic opportunity, safe and healthy communities, the environment, and results-oriented government.

Vision

The Office of Executive Policy and Programs will become state government's leader in customer satisfaction, public trust, and confidence. We will achieve this by creating an innovative learning organization driven by our values and modeled through our interactions with others.

Values

- Integrity
- Fairness
- Innovation
- Leadership
- Accountability

Key Strategic Goals for Present and Future Years

OEPP's Strategic Plan was completed during 2002. It includes goals with supporting strategies in the areas of Leadership, Customer Satisfaction, Information and Analysis, Human Resources, and Process Management (see Category 2, Question 2.1). Supporting Office Action Plans, including specific goals, and related key measures are currently being developed by each office.

Barriers and Opportunities

The primary barriers include the reduction in state appropriations which will require an increased focus on service efficiency. Decreased funding will make it more difficult to recruit and retain volunteers in the Guardian Ad Litem program. Opportunities in increasing effectiveness, efficiency, and increased customer services lie in the adoption of business practices modeled after the Baldrige criteria.

Achievements FY 2001 – 2002

Division of Children's Services

- The Continuum of Care implemented a set of compliance measures, new monitoring instruments, and informal dispute resolution processes to improve work with residential providers.
- The Continuum of Care increased its Medicaid reimbursement rate by \$5.63 per unit billing for Case Management services based on the results of a time study which identified the time staff spent on case management. This increase in the reimbursement rate offset a portion of the reduction in state dollars due to budget cuts
- Efforts by Foster Care Review resulted in legislation establishing the Adoptions Procedures Task Force which provides for improvement in services to all children in the child welfare system.
- Foster Care Review produced Foster Kids Count, a statistical report which elucidates outcome measures for children in foster care. The report is used by local review board members and staff to aid in identifying barriers to permanence for individual counties and educates the public about the overall status of foster children.
- Foster Care Review designed, administered and analyzed a comprehensive survey of foster parents in South Carolina to target issues and barriers that delay permanence for children in foster homes. Lack of background information and lack of financial support were identified by foster parents as the two barriers they encountered the most.
- Efforts by Foster Care Review in guiding local review boards to develop and implement "Action Plans" as ways to become more involved with their communities led the two Greenville review boards, in conjunction with local businesses and civic organizations, to provide Christmas gifts for approximately 500 foster children in Greenville County.
- Each new volunteer for the Guardian ad Litem Program received a minimum of 25 hours of training.
- The amount of oral and print media coverage increased concerning the need for volunteers for the Guardian ad Litem Program. More citizens were educated about the program.

Division of Constituent Services

- The Governor's Ombudsman Office is leading the formation of a Seamless Constituent Network (SCN) for the purpose of improving inter-agency coordination for service delivery. During this past year representatives from seventeen agencies have formed a network and begun to more effectively coordinate customer requests for assistance.
- The Office of Economic Opportunity established a "Weatherization Center for Excellence." This Center is one of only ten in the nation and allows for a coordinated response by government functions receiving "pass through" funds.
- The Commission on Women was instrumental in the passage of critical domestic violence legislation (HR3695). This new law adds \$20 to marriage license fees to establish a fund specifically to help DV shelters (administered by DSS).
- The Office of Veteran's Affairs has selected the land and has begun the process of establishing the first State veteran's cemetery in South Carolina.
- The Crime Victims' Ombudsman Office has implemented a new case tracking database that will allow the tracking, aggregation, and analysis of crime victim complaints by judicial circuit. This information helps identify problem areas and supports targeted training initiatives.

- The State Office of Victim Assistance sponsored over twenty training events for law enforcement, service providers, and victims advocates related to victim issues.
- The Office of Small and Minority Business sponsored a training and networking function for those interested in “how to” do business with the State. This event was attended by over three-hundred participants culminating with several vendors receiving contracts in excess of one million dollars.
- The Office of Developmental Disabilities received 28 Developmental Disabilities Grants, valued at \$850,910.

Division of Administrative Services

- The Office of Correspondence successfully implemented the Governor’s Citizenship Award Program, a new recognition program for students throughout the state who exhibit the qualities of good citizenship. 640 schools participated, with 9890 students recognized.
- The Office of Correspondence and other staff from the Division of Administrative Services directly support the Governor’s Reading Honor Roll program and South Carolina’s Compact With Our Children by assembling and mailing approximately 750,000 reading logs, certificates and other materials each year in support of these initiatives.

Section II - Business Overview

The Governor’s Office of Executive Policy and Programs (OEPP) maintains 13 key service programs and four support functions (Table: A.1), each distinctively different and created to serve the citizens of South Carolina in key areas of interest and need as expressed in the Governor’s Business Plan, statutorily mandated by Section 1-30-110, or otherwise identified or required.

Table A.1

All of the below Divisions and Offices have two customers in common that are not enumerated under each section; they are the Governor and the General Assembly. The other customers and the key services for the offices are listed below.

<i>Division of Children’s Services</i>		
Office	Key Services	Customers
Continuum of Care	Assesses client’s needs, service plans to meet those needs, and case management; reviews of providers, enrolls new providers, procures services for SED children, trains providers	children with emotional and behavioral disorders, their families, schools, public agencies, advocates, and public and private providers
Foster Care Review	Recommends the treatment and placement of foster children, statements about areas of concern through reports and advocacy review.	Department of Social Services, Family Court judges, birth and foster parents, treatment providers, foster children, and advisory boards
Guardian Ad Litem	recruits, trains and supervises volunteer advocates who serve as advocates and provide legal representation for abused and neglected children.	Abused and neglected children, volunteers and family court judges
Children’s Affairs	Arbitrates and mediates services among agencies serving difficult cases, and provides ombudsman services for families and children	children, public agencies serving children, families of children, and advocates

<i>Division of Administrative Services</i>		
Correspondence	logs, routes and tracks constituent letters, prepares correspondence as requested and monitors timeliness of the response to that correspondence	citizens and organizations who write the Governor's Office, public schools and students, and the Governor's Office
Finance	paying vendors/suppliers once a product has been delivered/service provided; keying budgets; payroll	other offices, vendors, Comptroller General, Treasurer's Office, state agencies, Governor's Office employees
Human Resources	Provides support in the areas of recruitment and employment services, employee training and evaluation, benefit management, employee records management, classification and compensation, and employee relations	Governor's Office employees; job applicants, Human Resource agencies, state agencies
Information Technology	Provides Internet resources , e-mail, file access, or other technology resources	Governor's Office employees, state agencies and website users
<i>Division of Constituent Services</i>		
Governor's Ombudsman	Handles complaints regarding state agencies, and provides information on state agencies and their services	individual citizens and students
Crime Victims' Ombudsman	Handles complaints against any agency or individual in the criminal justice system	crime victims, law enforcement organizations, and the court system
Developmental Disabilities Council	Provides grants for programs which support inclusion into the community for those with disabilities	citizens with disabilities, organizations that deal with the needs of the disabled, and federal agencies
Victim Assistance	Provides assistance regarding medical and dental expenses, counseling, loss of support, information, and referral	crime victims, solicitors, advocates, advisory board, and service providers
Small and Minority Business	Provides certification, training, and networking opportunities	small and minority businesses and state agencies
Veterans Affairs	Provides assistance in filing, developing, presenting and prosecuting to final determination all claims for benefits (funerals, burials, education, hospitalization)	veterans, their families, federal government, veterans organizations
Office of Economic Opportunity	Requests, receives and distributes federal funds (grants)	community action agencies, federal government and other non-profit groups
Community Relations/Intergovernmental Affairs	Monitors, evaluates and addresses issues and concerns that may affect the public/serves as liaison between city, county, and federal governments	citizens of South Carolina, city, county, and federal government officials, and community organizations
Governor's Commission on Women	Develops and changes public policy, serves as a resource for information to constituents, agencies, and community organizations on the state of women in South Carolina	women in South Carolina

OEPP's divisions (Table A.1) consist of the Division of Children's Services which includes four key programs and the Division of Constituent Services with nine programs. The Division of Administrative Services provides administrative support for the Governor's Office and includes the functional offices of Finance, Human Resources, Correspondence, and Information Technology.

Total Number of Employees

Classified: 228

Unclassified: 55

Temporary: 31

Temporary (Time Limited): 54

Temporary (Grant): 29

Total: 397

Operating Locations

- Division of Children's Services: Columbia (Central Offices); 47 offices state-wide, of which 34 support the Guardian Ad Litem programs, and 13 that support the programs of the Continuum of Care.
- Division of Constituent Services: Columbia (Central Offices); five (5) offices state-wide.
- Division of Administrative Services: All offices are located in Columbia.

Expenditures Appropriations Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	00-01 Actual Expenditures		01-02 Actual Expenditures		02-03 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$11,286,583	\$4,543,551	\$11,438,429	\$5,434,724	\$7,670,880	\$3,429,780
Other Operating	\$13,068,431	\$1,375,562	\$13,873,341	\$11,338,669	\$16,237,046	\$777,427
Special Items	\$2,581,737	\$2,581,737	\$4,806,762	\$2,005,536	\$1,630,965	\$1,630,965
Permanent Improvements	\$	\$	\$	\$	\$	\$
Case Services	\$4,458,444	\$1,309,221	\$6,623,101	\$5,622,028	\$	\$
Distributions to Subdivisions	\$29,947,326	\$840,217	\$24,438,107	\$609,492	\$30,748,685	\$548,285
Fringe Benefits	\$2,891,646	\$1,069,866	\$3,002,133	\$1,457,778	\$2,037,360	\$978,785
Non-recurring	\$13,266	\$13,266	\$	\$	\$	\$
Total	\$64,247,433	\$11,733,420	\$64,181,873	\$16,468,227	\$58,324,936	\$7,365,242

Other Expenditures

Sources of Funds	00-01 Actual Expenditures	01-02 Actual Expenditures
Supplemental Bills	\$	\$
Capital Reserve Funds	\$	\$
Bonds	\$	\$

Key Customers and Key Services Provided

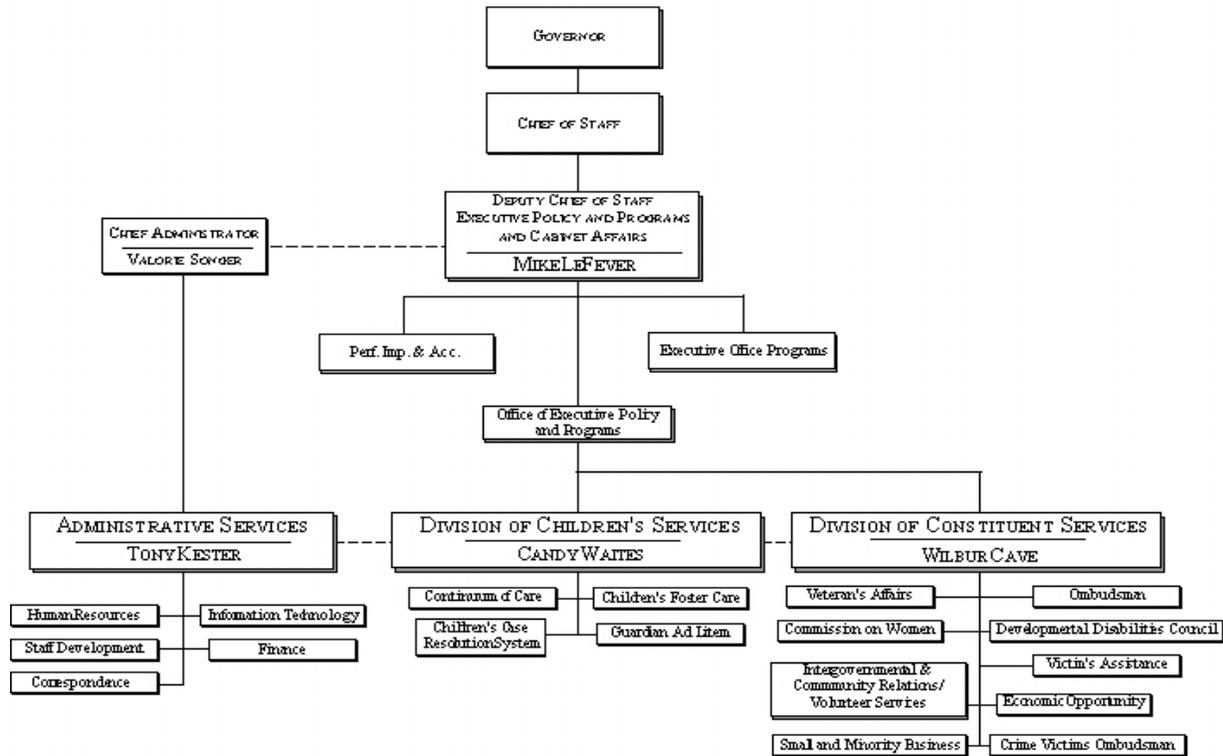
Due to the distinctly different services provided by each of OEPP's 13 programs, a listing of key customers and key services provided by each office is depicted in Table A.1.

Key Suppliers/Vendors:

OEPP conducts business with a large variety of suppliers/vendors. The following are the top five in terms of business conducted: State of South Carolina (examples include computer services, state telephone system, motor pool, liability insurance, and rent), AT&T (telephone services), Jon-Ker, Inc., and Lorrick Office Products (office supplies) and Gateway Company (computer hardware).

Organizational Diagram

Governor's Office - Executive Policy and Programs



(Rev. 08/28/01)

Section III – Malcolm Baldrige Criteria (Elements)

Category 1 – Leadership

1.1(a-f) How do senior leaders set, deploy and communicate: (a) short and long term direction; (b) performance expectations; (c) organizational values; (d) empowerment and innovation; (e) organizational and employee learning; and (f) ethical behavior?

(a) The diverse nature of the 13 programs (offices) that constitute the Division of Children Services and Division of Constituent Services of the Office of Executive Policy and Programs (OEPP) dictates special approaches for setting and communicating direction. Short-term direction is set by legislative and other customer needs and is communicated as needed to the Deputy Chief of Staff (DCS) for OEPP by the Governor, his Chief of Staff, or other government officials. The primary long term-direction for each of the functions is set by enabling legislation, applicable portions of the five primary goals of *EnVision South Carolina* and the business and operating philosophy articulated by the Governor. OEPP's Strategic Plan supports and communicates the short and long term direction and links supporting office goals and performance measures to the Governor's Business Plan. To insure compliance, understanding, and effective organizational communications, the DCS for OEPP conducts weekly staff meetings with the three Division Directors who in turn conduct follow-up meetings with their respective

staffs. Weekly meetings are also conducted with Agency Directors representing the 13 Cabinet Agencies, and the Director of Performance Improvement and Accountability to insure sound communication and coordination. The telephone, e-mail, and open-door policies throughout the organization further facilitate rapid communications. These methods permit a coordinated and quick response to issues or concerns of interest to all of OEPP's internal and external customers.

(b) General and specific performance expectations set by the Governor are communicated, modeled and reinforced by OEPP's senior leadership. Within each OEPP function, employees and their supervisors include specific work objectives, performance expectations, and training goals in each employee's Planning Stage for the coming year's employee performance evaluation. Those employees serving OEPP at-will or with positions assigned by other agencies receive specific written or verbal instructions regarding performance expectations from the DCS. Any incident of nonconformance is addressed verbally, in writing, or through prescribed state government HR regulations as appropriate.

(c) As part of the strategic planning process, the Senior Leadership Team developed OEPP's organizational values. Key values identified as important to the organization are Integrity, Fairness, Innovation, Leadership, and Accountability. Individual employee performance expectations towards modeling these values will be incorporated into the 2002 Planning Stage and Employee Performance Evaluation process.

(d) Because of the wide variety of programs served by OEPP, reliance on empowerment and innovation are a necessity and are widely supported and encouraged. At the supervisory and managerial level, division directors and office managers are given maximum flexibility to serve their customers quickly, effectively, and efficiently. Managers are encouraged and expected to transfer empowerment to office staff so that they can work freely within broad guidelines appropriate to their function. Management training on supervisory skills and organizational development topics is routinely provided and encouraged, with all office managers having completed select programs to further develop their skills. Innovation is also encouraged at all levels of the organization. A newly implemented OEPP Suggestion Program allows any employee to submit improvement or cost saving ideas electronically and, if desired, anonymously. A formal review and rewards process assures a comprehensive review of all submitted suggestions for potential organization-wide implementation and rewards suggesters with either a Certificate of Recognition or Gift Certificate, depending on the merit of the suggestion.

(e) Organizational and employee learning is strongly supported by senior management whether through sponsorship of the EXCEL program, participation in training offered by the Cabinet Agency Training Consortium, attendance at in-house training classes, through programs offered by the Budget and Control Board, by participation in writing the Baldrige-based Accountability Report, or through training procured by other methods. For example, to significantly increase organizational learning and understanding of the Baldrige criteria for organizational performance excellence, senior managers and employees from each office provided input and participated in the final review process for OEPP's Baldrige-based Strategic Plan. In addition, each division within OEPP formed a management/employee team to prepare individual Divisional Accountability Reports. This process, modeled by senior leadership significantly increased

learning, commitment to continuous improvement, and organizational understanding of the Malcolm Baldrige performance excellence criteria.

(f) Guidelines for ethical behavior are listed in the *Employee Handbook* which is given to new OEPP employees at orientation training. Senior managers follow these guidelines and expect compliance by all employees. The State Government Ethics and Accountability Act provides clear procedures for investigating grievances and initiating any required disciplinary actions. The State Ethics Commission also requires specified officials and public employees to file Statements of Economic Interest, which helps insure that ethical guidelines are followed. Training on ethics is routinely offered by the Ethics Commission, with employees notified of these sessions on a quarterly basis and as changes or additional sessions become available. In addition, the OEPP Human Resources function conducts Exit Interviews with departing employees by follow-up survey to determine reasons for leaving employment. Results are reported to senior management.

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

The goals and supporting strategies described in OEPP's Strategic Plan provide the primary focus and direction for each office's focus on customer services. In addition, senior leadership's close coordination with the Governor's Executive Control of State staff ensures that key customer needs and concerns, whether on legislative or quality of life issues, are identified and expeditiously addressed. A unique communication and information infrastructure consisting of the Governor's Ombudsman's Office, Crime Victims Ombudsman's Office, and Correspondence Office, backed by external state agencies, ensure that customer concerns and inquiries are addressed quickly and effectively. Although presently in its early stages, the development of a "Seamless Constituent Network" (SCN) for inter-agency customer service coordination by the various Agency Ombudsman's Offices provides a means for addressing complex, inter-agency customer inquiries and concerns. In addition, Internet web pages have been developed to provide accessibility to those customers with physical handicaps and other impairments. These are in compliance with Sections 504 and 508 of the Rehabilitation Act of 1997, and guidelines set forth by the Americans with Disabilities Act.

1.3 What key performance measures are regularly reviewed by your senior leaders?

Due to the diverse nature of OEPP offices, senior managers routinely review a wide variety of performance measures and reports regarding service efficiency and effectiveness. Examples include the following: Office of Finance: appropriations versus allotments, cash status and cash by grant, the timeliness of vendor and employee payments; Office of Correspondence: response time to received correspondence and correspondence received by type of customer issue (Table 7.1-7); Victims Assistance: the number of Victim's Assistance claims received, awarded, and monies paid (Table 7.6-3); and Ombudsman's Office: the number and type of telephone inquiries received per day and accurately responded to in a timely manner (Table 7.2-13,14). Additional examples from the Division of Children's Services include: scores received on customer satisfaction surveys; degree of parental involvement; degree of improvement in client's functioning; number of volunteers trained in Guardian Ad Litem; case acceptance and rejection rate; and percent of employees satisfied with their job and work environment. As a new initiative, each office is currently developing action plans and related performance measures in

support of OEPP's Strategic Plan. When complete, senior management will select key performance measures for routine review and incorporation into OEPP's Balanced Scorecard.

1.4 How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and that of other managers?

The primary mechanism used for obtaining leadership effectiveness feedback is through the Employee Performance Management System (EPMS) process. At the senior level, performance feedback may be received directly by the Governor and through interaction with senior government officials. Additional feedback is obtained through employee satisfaction surveys, exit interviews, and individual dialogue with employees. OEPP directors and office managers also seek and provide leadership effectiveness feedback during normal office meetings.

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

OEPP uses a variety of methods to insure that its programs and services are focused on addressing customer needs and minimizing risks. For example, public issues and concerns are tracked through press summaries of South Carolina newspapers and a compilation of issues and inquiries received by the Ombudsman's Office and Correspondence Office. Additional methods for obtaining information on program impact and risk factors include partnership and collaboration with other government entities, service providers, focus groups or meetings conducted with customers. Information obtained through these methods is analyzed by applicable office managers and compared against desired outcomes (Fig. 7.1-1,2,3,4). The timeliness of responses to individual customer issues is tracked by a database maintained by the Correspondence and the Information Technology Offices. Financial information accuracy is validated through external audits, including the A-133 Audit, with no significant findings reported during the last several years. OSHA and other regulatory requirements are met without any significant discrepancies noted.

1.6 How does senior leadership set and communicate key organizational priorities for improvement?

OEPP improvement priorities are set and communicated through the Governor's Business Plan, OEPP's Strategic Plan, legislative mandate, and meetings between the Governor and senior staff. Customer service enhancement opportunities identified by the various office managers and staff are communicated to senior management for action requiring their assistance through the suggestion program or other means. Office managers meet with their staff routinely to review priorities and insure understanding and compliance.

1.7 How does senior leadership actively support and strengthen the community, and identify areas of emphasis?

Senior leaders and managers throughout OEPP actively support the community, with priorities either set by the Governor, OEPP senior leadership, or self-initiated participation. The following examples indicate the extent of community support provided:

DCS, OEPP: Board of Directors, Leadership South Carolina; Treasurer, South Carolina Chapter, American Society for Public Administration; Administrator, Technology Transition Team; Member, South Carolina Tobacco Community Development Board; Member Safe

Schools Task Force; Member, Alston Wilkes Society; Member, Mental Health Association of the Midlands; Board of Associates, Planned Parenthood of South Carolina; Member, Communities in Schools of the Midlands Advisory Council.

Division of Children's Services managers serve on various community service organizations and charities and are Board Members on: Wachovia Bank; Nurturing Center; SC Children's Center; Prevent Child Abuse SC; Midland's Community Mediation Center; SC Society for Certified Public Managers. Co-Chair, Conference Committee to Prevent Child Abuse. Other community support activities include membership on the Children's Justice Task Force; Standards Committee of NCASA and African Advisory Committee of NCASA; the Child Protection Advisory Committee and the SC Bar.

Division of Constituent Services and **Division of Administrative Services** managers serve on various community service organizations and charities including the United Way, the Good Health Appeal, First Ladies' Walk for Life, Habitat for Humanity, United Black Fund of the Midlands and the Salvation Army Christmas Kettle program, SC State Fair, and the Prevention Partners Seminars.

Director, Performance Improvement and Accountability: Senior National Examiner, Malcolm Baldrige National Quality Award; Chairman, SC State Government Improvement Network; Executive Committee Member, SC Quality Forum; Member, American Society for Quality; Committee Member, SC Business One Stop (SCBOS) Team.

Category 2 – Strategic Planning

2.1 What is your strategic planning process, including participants, and how does it account for: (a) customer needs and expectations; (b) financial, societal, and other risks; (c) human resource capabilities and needs; (d) operational capabilities and needs; (e) suppliers/contractor/partner capabilities and needs?

2.1 (a-e) The Office of Executive Policy and Program's Senior Management Team developed its Strategic Plan using a wide variety of information inputs. These included the Governor's Business Plan, the staff of the Governor's Executive Control of State, enabling legislation, key legislative and customer service issues, and feedback provided by representatives from each of OEPP's offices. OEPP's Strategic Planning Goals and Strategies were aligned with the key business excellence categories of the Malcolm Baldrige National Quality Award Criteria. In addition, all are linked to the Governor's Business Plan (Results Oriented Government).

The following are OEPP's goals and supporting strategies:

1.0 Leadership (Baldrige Category 1)

- 1.1 Develop and maintain an active and viable strategic plan (Baldrige Category 2)
- 1.2 Provide organizational direction and high expectations for all employees
- 1.3 Enhance open communications with our employees and external customers
- 1.4 Conduct organizational performance reviews

2.0 Customer Satisfaction (Baldrige Category 3)

- 2.1 Determine the needs and expectations of our customers
- 2.2 Implement procedures for aggregating, tracking, analyzing, and responding to customer concerns quickly and accurately

- 2.3 Share resources with other entities to maximize our service delivery effectiveness
- 2.4 Maintain regulatory and legal compliance, and ethical business practices
- 2.5 Model public responsibility and good citizenship

3.0 Information and Analysis (Baldrige Category 4)

- 3.1 Develop and implement an organizational measurements system
- 3.2 Identify key work processes and develop standardized methods for measurement
- 3.3 Track and continuously evaluate key work process measures

4.0 Human Resources (Baldrige Category 5)

- 4.1 Recruit and employ highly qualified, diverse individuals who are committed to public service and organizational excellence
- 4.2 Provide our employees the tools, systems, and information to effectively perform their duties
- 4.3 Provide and encourage opportunities for professional and personal growth
- 4.4 Provide Leadership training
- 4.5 Promote employee empowerment
- 4.6 Recognize and reward employee excellence
- 4.7 Provide for a safe and healthy workplace
- 4.8 Track, evaluate, and maximize employee satisfaction

5.0 Process Management (Baldrige Category 6)

- 5.1 Seek and benchmark best practices
- 5.2 Optimize the application of information technology
- 5.3 Maximize the effectiveness and efficiency of our planning and work processes

Participation and cross-functional coordination in the development of the strategic plan's elements by office staff, office directors/managers, division directors and the DCS for OEPP ensures organizational alignment, necessary financial and human resource allocations, and the minimizing of risk to OEPP's customers.

2.2 How do you develop and track action plans that address your key strategic objectives?

To ensure that the strategic plan becomes an active, living document, each office director/manager has been tasked to develop supporting action plans and related key performance measures. In support of this objective, each office is currently entering specific action plans and corresponding measures into an in-house developed software program. This information is linked, in a matrix format, to specific organizational strategic goals and strategies, to the Governor's Business Plan, and the Baldrige Criteria for Performance Excellence. Tracking responsibilities for each office's action plan and measures are assigned to individual employees by name. In addition, beginning in November 2002, each employee's Planning Stage will include specific tasks and expected performance levels needed to support office action plans. Individual supervisors and office managers will track action plan progress and manage human and financial resources needed to support plan attainment. Routine reporting of action plan results to the division directors and DCS provides opportunities for mid-stream adjustments and serves as valuable input for future reviews of OEPP's strategic goals and strategies.

2.3 How do you communicate and deploy your strategic objectives, action plans, and performance measures?

The components of OEPP's strategic plan have been communicated to employees throughout the organization through a variety of means including office meetings, the Internet, and as part of training on the Baldrige performance excellence. Within each division, the Division Directors held meetings with their respective Office Directors/Managers to explain the reasons for developing a strategic plan, its components, and the expectations for each office to develop supporting action plans and key measures. Once fully developed, all office action plans and supporting measures will be posted on the intranet and available for review by all of OEPP's employees. At the organizational level, performance results based on key measures will be formally reviewed on a quarterly basis by the DCS and all Division Directors. Performance reviews within each office are based on identified needs and vary between offices. For example, within the Continuum of Care, performance results are tracked by the Quality Council, discussed at staff meetings and are posted on the Intranet, while reviews in smaller office may be conducted between the office manager and select staff only.

Category 3 – Customer Focus

3.1 Identify key customers and stakeholders.

Key customers and stakeholders for the three divisions that constitute OEPP include the Governor, Executive Control of State, Legislators, State Government Agencies, and the citizens of South Carolina. Customers are more precisely segmented as related to the type of services provided by each office within OEPP (Table A.1).

3.2 How do you determine who your customers are and their key requirements?

Key customer segments are determined by the goals and strategies contained in the Governor's Business Plan and OEPP's Strategic Plan (Cat.2, Question 2.1; Table A.1) Additional key issues are articulated by the Governor and Executive Control of State, enabling legislation, or by other means. Combined, these sources provide guidance and expectations regarding customer segments and services for each office within OEPP. For example, within the Division of Constituent Services timely, accurate, and effective service serves as a primary goal whether they are provided to the developmentally disabled, veterans and their families, or victims of crime. The same service expectations exist for the division's stakeholders such as schools throughout the state, law enforcement agencies, or the US Department of Veterans Affairs.

3.3 – 3.4 How do you keep your listening and learning methods current with changing customer/business needs, and how do you use information from customers /stakeholders to improve services or programs?

Due to the wide variety of services delivered by OEPP, each office has developed their own specific methods for identifying and trending customer needs, inquiries, concerns, and issues. These include meetings with customers, public hearings, advisory councils, customer satisfaction surveys, and written or other verbal communications. Significant trends or changes in customer service expectations and needs are discussed during management meetings, or by OEPP internal committees, with service delivery excellence as a primary goal. For example, the Continuum of Care (COC), listening to its customers concerns regarding parent's difficulty with attending daytime meetings, schedules meetings during non-work hours and works with families to

provide childcare transportation, if needed. The Continuum also has a standing Evaluation Advisory Committee which reviews data collection methods, analysis, and sharing of results, to insure that best customer service methods are used and shared. Foster Care conducts a bi-annual customer satisfaction survey to gather information on customer needs and preferences and also participates on a variety of inter-agency planning committees to learn customer preferences and improvement ideas. Information regarding customer needs and issues is also collected, tracked and trended by the Office of Correspondence and Ombudsman’s Office and routinely reported to pertinent OEPP offices, the DCS, Executive Control of State, and/or the Governor. Depending on the customer’s needs, concern or issue, service improvements may be initiated by an individual office or at the other end of the spectrum, through new legislation. Table 3.4.1 depicts how each office within the Division of Children’s Services uses customer information to improve services.

Table 3.4.1 How Information from Customers and Stakeholders Is used to Improve Services

Office	Use of Information
Continuum of Care	<ul style="list-style-type: none"> • Family feedback information as a spur to form local family support groups and as the catalyst for developing a children’s newsletter and for offering overnight “respite” camps for our families. • Feedback from families and the community to develop methods to better cooperate with and inform local advocacy groups about issues of common concern and help develop the organizations primary service and organizational goals. • Feedback from private providers to address the need for public agencies to use unified forms and processes across all child-placing agencies.
Foster Care Review	<ul style="list-style-type: none"> • Recommendations for stronger community involvement and recognition of the work done by local review board volunteers were incorporated into specific action plans for each county. During 2002 follow-up training was conducted regionally with all local review board members and again with the chairpersons from each review board. Training is on-going with professional staff on the best way to support their local boards in the implementation of these action plans. • Positive feedback from constituents, local review board members, and state board members concerning changes to the new format of the 2000-2001 Annual report provided direction for this year’s report. Statistical charts will reflect a request to provide comparison data, and the cover of the report will illustrate activities of local review board members over the past year.
Guardian Ad Litem	<ul style="list-style-type: none"> • Feedback from Family Court Judges, DSS, and Foster Care Review Boards to improve its knowledge of judicial and child protective services systems and to increase its appearance at staffings, with other agencies has led to the program to develop in-service training.
Children's Affairs	<ul style="list-style-type: none"> • Through its information and referral services, and mediation services, the Children's Affairs office receives constant and immediate feedback from its customers. • Feedback is used to modify the office’s response to the consumer. Each interaction delivers a custom service. • Response time to telephone calls and letters has been good, the office seeks to provide even faster average response time in the future.

3.5 How do you measure customer/stakeholder satisfaction?

Primary methods for obtaining data on customer satisfaction information include direct feedback received from the Governor, Executive Control of State, legislators, agency directors and managers, the Governor’s Call Center, the Ombudsman’s Office and the Correspondence Office. In addition, each office within OEPP is currently developing measures for their key services and obtains customer satisfaction data/information through methods including customer surveys, focus groups, community meetings, or participation in program oversight committees, as appropriate. Examples include the Disabilities Council which sends out an annual survey to over 3,000 families who have family members with disabilities, and the Office of Victim’s Ombudsman which tracks victim’s concerns by “court jurisdiction” and solicits customer feedback by means of a written survey at the end of each case. In addition, the Office of Foster Care Review conducts stakeholders assessments and other topical surveys such as a Foster

Parents survey. The COC regularly conducts family surveys, customer focus groups, and maintains a standing Program Oversight Committee.

3.6 How do you build positive relationships with customers and stakeholders?

OEPP believes that strong customer communication links, flexibility, and accurate and timely service delivery provide the primary keys for building positive relationships. For example, the Veterans Affairs Office, listening to the desires of South Carolina Veterans, coordinated a wide range of activities that resulted in a federal grant for the construction of a Veteran's Cemetery. Another example is provided by the Office of Correspondence which identified an opportunity for developing a Governor's Citizenship Award Program. This year 640 schools participated, recognizing 9890 students. In addition, within the Division of Children's Services, building positive relationships is a necessary part of casework, as is the building of family support groups, in collaboration with advocacy groups, for each region throughout our state.

Category 4 - Information and Analysis

4.1 How do you decide which operations, processes and systems to measure?

In April 2002, OEPP began its strategic planning process in which the Division Directors and the Deputy Chief-of-Staff developed key strategies with direct input from the offices. Offices are currently developing action plans in support of the strategies. The deadline to define and prioritize action plans and related key measures is September 2002. Key activities will be reported on a quarterly basis to senior managers in the 2002-2003 fiscal year. Processes that are measured are those that are in support of the Governor's Business Plan, OEPP's Strategic Plan, set by the Division Leadership Team under direction from the Governor's Executive Control of State staff, and the Governor's direct priorities and needs. In all divisions, the requirements of state and federal laws mandate certain information be obtained and reported in compliance with those laws. An example of a state law that mandates measurement on an annual basis is compliance with the Affirmative Action/EEO requirements, and OEPP's Human Resources Office provides data on the demographics and employment areas of Governor's Office employees to the State Human Affairs Commission.

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

To measure accuracy and ensure data quality in all work products, information flows from employee to supervisor to director. The Office of Correspondence measures mail processing to ensure efficient and responsive service. For example, the logs and reports generated by the Office of Correspondence provide information to offices, functions, and staff on a weekly, quarterly and annual basis regarding the nature of the mail, assignment of research, turnaround time for response and follow-up. In Finance, reports comply with the standards that the Comptroller General and the State Treasurer's Office set forth. Reports from Finance are generated on a daily, weekly and monthly basis in order for the Division of Administrative Services staff to monitor financial transactions. The IT staff ensures the information systems and data is reliable through the application of redundant storage systems and tape backups. For example, there are several servers that make up the infrastructure of the OEPP system. Each server either uses a raid (redundant array of independent disks) drive configuration or a mirrored drive configuration. With redundant storage drives or mirroring systems in place, system-wide

data is always available even if one of the drives in a server fails. A tape backup of files is made every night. In addition, every Monday, tapes of the entire system are taken to a bank for off-site storage should an emergency arise where data is no longer available in the building.

Checks and balances and cross-referencing with other agencies are two determining factors for quality and reliability in the Office of Veterans Affairs. Veterans Affairs staff verifies with the US Dept of Veterans Affairs the number of claims and dollars gained for the veterans of South Carolina (Table 7.6-5). The Division of Children's Services collects data on clients, stakeholders, processes, and the children services environment.

4.3 How do you use data/information analysis to provide effective support for decision-making?

Decision-making in OEPP is fed through data and information from various informational sources. The Office of Correspondence provides weekly, quarterly, and annual legislative reports detailing customer concerns and preference regarding health and education initiatives, legislative issues, and quality of life. Information from these reports helps to ensure that customer needs drive the decision-making process by providing feedback on important issues to the Governor's Executive Control of State staff and the Division Leadership Team. In Finance, the results of a survey to measure customer/stakeholder satisfaction for the Division of Administration (7.1-4,5) provide the Director and Office Managers a tool to improve service to the other Divisions. Human Resources plans to use turnover data, data on eligible retirements from the Retirement Systems, an employee satisfaction survey, and analysis of exit interviews in its workforce planning effort in the 2002-2003 fiscal year. It is anticipated that this data will be completed by January 2003 for use by all office decision-makers.

4.4 How do you select and use comparative data and information?

Offices use comparative data when and where available. While all other states do have Governor's Offices, they may or may not have the same functions as the South Carolina Governor's Office does. Even if they have the same functions, data may not be gathered or reported in the same manner. This inconsistency creates a challenge for OEPP to have functional comparative data to use in all of its divisions. However, OEPP does benchmark against other state agencies in several areas. For example, in the Office of Human Resources, Equal Employment Opportunity (EEO) and affirmative action requirements in the agency are tracked and compared to other agencies. OEPP has met the EEO requirements established by the SC Human Affairs Commission and has a 92.7% level of attainment that exceeds the state goal of 90%. This benchmarking enables the Veterans Affairs office to compare data with other states to see how well federal dollars are used for South Carolina veterans (Table 7.6-6). In the Division of Children's Services, comparative data is used to adopt and adapt caseloads and systems, and guide process improvement. At the Continuum of Care, the use of comparative data and benchmarks is in its formative stage, but offices currently use data from the counties to compare against statewide averages.

Category 5. Human Resources

5.1 How do you and your managers/supervisors encourage and motivate employees to develop and utilize their full potential?

Employees are provided opportunities to develop and exercise their full potential in support of the Governor's objectives through several formal and informal mechanisms. The formal method of developing and evaluating employees is through the Employee Performance Management System (EPMS). A planning stage for each employee is developed with input from both the employee and the supervisor/manager. This planning stage allows for individual development plans within the employee's position as well as an Individualized Training Plan. The Training Plan incorporated into the Planning Stage for the 01-02 EPMS year beginning on November 1, 2001, identifies what training the employee will attend for the year ahead. Employees utilize the Professional Development Form to document training attendance.

Additionally, a less formal approach that helps motivate employees to reach their full potential is through training opportunities. OEPP's Office of Human Resources notifies employees regularly of free professional development opportunities available from the Cabinet Agency Training Consortium (CATC). In addition, the Governor's Office hosts and maintains the CATC website, which is updated every 6 months with new professional development opportunities. Also, the tuition assistance program has been maintained despite budget cuts. Variable work schedules help employees balance personal and professional lives. Other methods of motivating and encouraging employees are: 1) annual meetings, 2) participation in newsletters which recognize staff's work and personal achievements, 3) recognition from Governor through performance awards, 4) opportunity to participate in employee appreciation events with the Governor and other Governor's office staff, 5) allowing employees to implement cost saving ideas through the ESP program which also rewards employees for their contributions, and 6) encouraging employees to work on team projects which cut across office and division lines.

5.2 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?

The Governor's Office is committed to developing programs that foster individual growth for employees, identify staff for advancement, and assist in creating a diverse workforce. Training needs are identified through Individualized Training Plans (ITP) and are completed through employee participation in free CATC classes and those from other state agencies and private vendors. A follow-up will be conducted in December 2002 to determine if employees attended training identified in the ITP. In addition, the Continuum of Care is developing a management assessment process for all supervisors which will lead to a formal management training curriculum. In regard to management and leadership development, the Governor's Office and Budget and Control Board (B&CB) jointly sponsor the Governor's EXCEL Leadership Institute, a training program for mid-level managers. Other leadership development opportunities include attendance by select OEPP staff in the Executive Institute, the Certified Public Manager (CPM) program and Leadership South Carolina. As for staff advancement, OEPP is committed to internal promotions and, in order to alert employees of job openings, e-mails and job postings are sent out to all OEPP employees to notify them of vacancies. The current new employee orientation is conducted by the B&CB for the Governor's Office; however, it will be analyzed in FY 2002-2003 to determine if it is effectively meeting the needs of Governor's Office

employees. Regarding performance excellence training, office directors and managers attended Malcolm Baldrige and other improvement-related programs and workshops offered by the CATC, B&CB, SC State Government Improvement Network and other vendors.

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

In OEPP, an open-door policy exists whereby each employee has a direct supervisor to whom they can go immediately with questions or suggestions, allowing everyone to contribute to the overall work system. Goals related to the action plans of each office will be included in the EPMS Planning Stage with the supervisor and/or director routinely working with the employee throughout the year to monitor the progress toward those goals. The EPMS provides a forum for ongoing feedback to employees. Objectives are also incorporated into the EPMS. The inclusion of training needs into the Planning Stage document of this system promotes the education and development of high-performing employees.

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

Methods used to obtain employee feedback are informal meetings and exit interview surveys sent to employees after their departure. The exit interviews will be analyzed by October 2002 for data on employee turnover and will be shared with each office. At the same time, the exit interview questionnaire and process will be examined for improvement. In addition, during the past year, a confidential survey was used in the Correspondence Office to determine feedback on employee personal satisfaction and motivation. Results of the survey are being used to improve organizational dynamics within the office (7.3-2). An OEPP employee satisfaction survey will be developed, conducted and analyzed by March 2003.

5.5 How do you maintain a safe and healthy work environment?

Hazard Communication policy is given to all employees at new hire orientation sessions. Human Resources staff members attend annual Workers' Compensation training meetings. Office buildings housing agency staff are inspected by the fire marshal in accordance with regulations established by the Department of Labor, Licensing and Regulation. Wellness information and training sessions are posted routinely for employees. Health screenings at a minimal cost are offered to employees, including breast and prostate cancer screenings and flu shots. Free health workshops are available and health information is distributed from the B&CB's Prevention Partners group. The Commission on Women provides monthly health tips to all employees via e-mail. An opportunity to attend a "Violence in the Workplace" seminar was offered to Governor's Office employees through the CATC. In the Continuum of Care, training events were held to teach staff how to prevent acting out behavior of clients, de-escalate problem behavior, and use physical personal safety techniques.

5.6 What is the extent of your involvement in the community?

Employees throughout the Division participate in a variety of charities, either through payroll deduction or on a personal basis. Individuals in offices participate in activities of many organizations, such as: March of Dimes WalkAmerica, SC Safe Kids, Arts Council, Richland County Health and Safety Council, SC Mental Health Association, Prevent Child Abuse South Carolina, Red Cross, Richland I Lunch Buddies, PTAs, County Associations for Missing and

Exploited Children, and Children's Health and Safety Councils. In Constituent Services, the Offices of Intergovernmental Relations and Community Services interacts with the community in variety of methods, such as mediating interaction with Native American Indian Tribal Councils, providing input on improving the school systems, working with the Emergency Preparedness Response Team or working with the legislature to improve services to victims of crime and the disabled.

Category 6 – Process Management

6.1 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?

Units within OEPP communicate objectives, define measures, and inspect the progress and achievement of objectives through teamwork at the director, manager, and para-professional/assistant levels. Major processes have been integrated system-wide through the use of teams, databases, and Inter/Intranet technology. A paperless Employee Suggestion Program (ESP) was implemented and made available to all employees on the OEPP Intranet in January 2002. The ESP has provided nearly 20 cost savings and work-place efficiency suggestions since its inception. As a result of an ESP suggestion, the Reduction in Paper (RIP) team is examining ways in which to reduce the amount of paper being used in the entire Governor's Office. The Strategic Plan and supporting action plans/key measures for OEPP are being developed on the Intranet for all employees to utilize and share ideas on how to improve processes. New technology has allowed for the design of databases and information systems that answer to changing customer and mission-related requirements. Many of the individual units utilize electronic tracking systems to monitor the efficiency of the intake and dispersal of program services process. For example, the Correspondence Unit tracks incoming letters, e-mails, and faxes as a means of ensuring timely responses. Veterans Affairs monitors the standing of various individual applications for resolution. Regardless of the methodology used, program processes are reviewed for accuracy and timeliness routinely by the program managers.

6.2 How do your day-to-day operation of key production/delivery processes ensure meeting key performance requirements?

Production and delivery processes vary by office. Day to day operations are directed to ensure performance requirements are met. Below, select offices highlight how day-to-day processes meet performance requirements.

Table 6.2.1 Ensuring Requirements Are Met

Office	Examples of Methods
Continuum of Care	<ul style="list-style-type: none"> • Regional offices and state office conduct case management and services audits to ensure compliance with standards. • The Program Oversight section conducts reviews of provider operations to ensure compliance with state's contract with provider.
Human Resources	<ul style="list-style-type: none"> • <u>Recruitment</u> – Post vacancy notices within 3 days. Collect applications and review qualifications. Send applications of those who are qualified to the hiring supervisor within 3 days of the vacancy closing date. The Office assists hiring supervisors in achieving diversity. The current percentage of annual goals met is 92.7%. (7.XX) • <u>Employee Evaluation</u> – Supervisors are reminded of Employee Performance Management System reviews that are due 2 months prior to the due date. The universal review date is November 1 of each year. • <u>Training</u> – Employees are informed regularly on training sessions provided by the CATC through e-mail. • <u>Employment Services</u> – New employees receive new hire orientation sponsored by the Budget and Control Board within one week of hire. All benefits are explained at this time.
Finance	<ul style="list-style-type: none"> • Reports, including Appropriation vs. Allotment, Allotment vs. Expenditure, Cash Status, and Cash by Grant, are generated on a daily, weekly and monthly basis. These reports are reviewed and used as a management tool by the Director of Finance and by the Director of the Administrative Services Division.

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

Organization-wide, a strategic plan is being implemented for OEPP which will identify key support processes for all offices. By September 2002, each office will detail an action plan with key performance measures which will link to the Governor’s mission and the Baldrige categories. These will be entered by offices on an Intranet form developed by the Office of Information Technology, and once balanced scorecard measures are identified by leadership, they will be reviewed on a quarterly basis in FY 2002-2003. Currently, staff members crucial to particular projects are a part of the process of developing goals and action plans for those projects and are included when changes are necessary. The Division of Administrative Services provides financial, human resources and procurement support to all functions of the Governor’s Office, including the Mansion, Executive Control of State and OEPP. Based on feedback from other offices, the Office of Finance set and met its improvement goal of reducing the time it takes to process an invoice from 5 to 3 days.

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

OEPP manages relationships with suppliers by working with a list of qualified vendors maintained by the Procurement Office. Vendors are held to the standard required for the specific process and any disputes with vendors can be taken up through the Budget and Control Board’s Materials Management Office. Products and services are purchased from suppliers on an as-needed basis. Bids are received from outside sources and evaluated for large jobs. Often, clients from Vocational Rehabilitation are utilized by OEPP offices to minimize costs in exchange for receiving work experience and training. For example, employees from Vocational Rehabilitation assisted in packaging South Carolina’s Compact with our Children and Reading Honor Roll (over 750,000 individual items) for distribution to all public schools during August and September 2001.

Suppliers for Children’s Services include public and private service providers for wrap services (therapy, positive role model, activity therapy, transportation) and residential services (group homes, therapeutic foster care, residential treatment facility) and residential therapeutic services. Table 6.4.1 demonstrates how Children’s Services manages supplier interactions.

Table 6.4.1 Children’s Services Supplier Management

Office	Methods to Interact With Suppliers	Supplier Management
Continuum of Care	<ul style="list-style-type: none"> ➤ Planning meetings with families and service providers every 6 months as service plans are reviewed ➤ Program Oversight Council meetings ➤ Newsletters to agencies, families, and providers ➤ Providers participation in decision making as appropriate ➤ Continuum staff regularly participate in interagency meetings 	<ul style="list-style-type: none"> ➤ Changing client selection tool to reduce the amount of time it takes to select a client. ➤ Changing the request for proposal document to better meet the needs of stakeholders. ➤ Changing the provider review process so providers have fewer reviews but more comprehensive and useful reviews. ➤ Working with providers and internal staff to streamline documentation process to reduce how long it takes to get providers paid. ➤ Adjusting set of services Continuum purchases so clients are more likely to use less restrictive care. ➤ Working with DHHS to change documentation methods to reduce staff time spent in paperwork to allow for more time for meaningful client services.
Foster Care Review	<ul style="list-style-type: none"> ➤ Review board meetings to discuss cases ➤ Foster Care Review staff regularly participate in interagency meetings 	<ul style="list-style-type: none"> ➤ Monthly meetings with county DSS offices ➤ Quarterly meetings with county DSS directors ➤ Regional meetings with family court judges ➤ Meetings and training with county foster parent associations ➤ Regional meetings with local review board volunteers
Guardian Ad Litem	<ul style="list-style-type: none"> ➤ Meetings, letters and surveys with Judges ➤ Meetings with DSS legal division ➤ GAL staff regularly participate in interagency meetings 	Staffing with DSS, schools, foster care review boards and others.
Children’s Affairs	Children’s Affairs staff regularly participate in interagency meetings	Meetings with stakeholders to identify and address issues of concern.

7.1 Customer Satisfaction

What are your performance levels and trends for the important measures of customer satisfaction?

Highlighted in the tables below are examples of OEPP’s customer satisfaction results. In Table 7.1-1, the Continuum of Care demonstrates select results from the annual survey they conduct.

Table 7.1-1 Continuum of Care Customer Satisfaction Results

Measure	FY '98-'99	FY '99-'00	FY '00-'01	FY '01-'02
% of families giving COC an A or B rating	87%	88%	86%	94%
% of families who say they will refer other families to COC	88%	85%	96%	98%

Customer satisfaction at the Foster Care Review Board is measured through a biennial survey. Table 7.1.2 shows some of the results of the survey. The customer satisfaction survey was not conducted this year due to conversion to a new database system. The customer satisfaction survey will be implemented in January 2003.

Table 7.1-2 Foster Care Review Board Customer Satisfaction Results

Measure	FY '99- 00	FY '01-'02*
Number of Completed Customer Satisfaction Questionnaires Mailed to Stakeholders	948	--
Number of Completed Customer Satisfaction Questionnaires Received from Stakeholders	489	--
Overall "grade"	A	--
Overall percentage of customers satisfied	73%	
Percent agree: provide quality tangible service	88%	--
Percent agree: FCR is empathic	79%	--
Percent agree: FCR is reliable	77%	--
Percent agree: FCR offers assurance	70%	--
Percent agree: FCR is responsive	65%	--
Percent agree: FCR is effective in monitoring DSS	60%	--

Table 7.1-3 demonstrates the results from the Guardian ad Litem's bi-annual customer satisfaction survey.

Table 7.1-3 Guardian Ad Litem Customer Satisfaction Results

Measure	FY '01-02
Overall Rating	7.0
Responsiveness rating	6.8
Support Rating	7.2
General Issues Rating	6.9

Note: ratings are based on a scale from 1 to 10, with 1 meaning "poor" and 10 meaning "excellent."

OEPP's Office of Human Resources, in conjunction with the Director of Administrative Services and representatives from each Office within the Division of Administrative Services, developed and administered a survey/questionnaire to measure customer/stakeholder satisfaction. This survey was distributed to the Division's internal customers, including staff members of the Executive Control of State, the Office of Executive Policies and Programs, and the Governor's Mansion.

The survey tested five service dimensions, including reliability, responsiveness, assurance, empathy, and tangibles. Of the 433 customers to which the survey was sent, 141 valid responses were received, creating a confidence level of .99 with an error rate of plus or minus 10%. In general, approximately 70% of customers surveyed reported that they were either satisfied or very satisfied with the services they received from the Division of Administrative Services. Figure 7.1.4 details the percentages of those who indicated satisfaction with services, with results ranging from 58.8 percent for the Finance Office to 78.9 percent for the Correspondence Office.

The responses to the questions were also combined to give a composite Quality of Service Index, ranging from 0.0 to 1.0. These results are detailed in Figure 7.1.5.

Table 7.1-4 Division of Administration Customer Satisfaction Results

**Customer Satisfaction Responses
By Office
(Percentages)**

PROVIDER	Strongly Disagree	Disagree	General Disagreement	Neutral	Agree	Str. Agree	General Agreement
Correspondence Office	3.70	1.9	5.60	15.5	26.60	52.30	78.90
Admin. Services Office	4.50	7.1	11.60	18.3	22.70	47.50	70.20
Finance Office	9.20	6.8	15.00	25.2	22.60	36.20	58.80
Human Res. Office	3.40	4.6	8.00	14.1	32.70	45.50	78.20
Info. Technology Office	1.90	5.8	7.70	19.4	30.70	42.10	72.80
Payroll Office	2.20	5.6	7.80	20.6	31.30	40.30	71.60
Procurement Office	4.70	9.5	14.20	22.5	25.20	37.70	62.90
Average	4.23	5.9	9.99	19.4	27.40	43.09	70.49

Table 7.1-5 Division of Administration Quality of Service Results

QUALITY OF SERVICE INDEX

PROVIDER	Reliability	Responsive	Assurance	Empathy	Tangibles	SERQUAL INDEX
Correspondence Office	0.84	0.84	0.86	0.82	0.86	0.84
Admin. Services Office	0.80	0.82	0.82	0.80	0.82	0.81
Finance Office	0.74	0.74	0.76	0.74	0.76	0.75
Human Res. Office	0.82	0.82	0.84	0.82	0.82	0.82
Info. Technology Office	0.84	0.84	0.84	0.82	0.82	0.83
Payroll Office	0.80	0.82	0.82	0.80	0.82	0.81
Procurement Office	0.76	0.76	0.8	0.78	0.80	0.78
FACTOR INDEX	0.8	0.81	0.82	0.80	0.81	0.81

The Index (SERQUAL) shows the composite customer satisfaction score for each Office. The Index (FACTOR) provides a Division-wide composite score.

The Office of Correspondence Incoming Mail results for the 2001-02 fiscal year, as compared to FY 99-00 and 00-01, are demonstrated in 7.1-6 a,b below.

Table 7.1-6a Office of Correspondence: Total Correspondence Received

Input	1999-2000	2000-01	2001-02
Pieces of Correspondence Routed	39,176	31,225	36,737
Photo Requests	46	147	319
Proclamation Requests	431	410	415

Table 7.1-6b Office of Correspondence: Total Correspondence Completed

Output	1999-2000	2000-01	2001-02
Written Responses	24,256	19,571	24,633
Completed Photo Requests	46	147	319
Completed Proclamations	317	325	368

In addition, the Office of Correspondence assisted with 153,570 pieces of Outgoing Mail from the Governor to specific customer groups as follows in Table 7.1-7:

Table 7.1-7 Office of Correspondence: Correspondence Completed By Customer Segment

Input	2000-01	2001-02
Total	105,532	153,570
Students	55,728	109,438
Retirees	3,916	3,358
School Administrators and Educators	5,442	12,157
Other	40,446	28,617

The number of pieces of Outgoing Mail to students and educators increased as a result of the continued success of the Governor’s Student Achievement Recognition Program. Participation in the Governor’s Student Achievement Recognition Program increased significantly during fiscal year 2001-2002 as detailed in Table 7.1-8:

Table 7.1-8 Office of Correspondence Special Projects

Participation in the Governor’s Student Achievement Recognition Program	2000-01	2001-02
# Schools Participating	111	336
# Students Recognized	19,889	66,176

The Governor continues to receive many positive letters from public school educators, students, and parents regarding this program. During fiscal year 2001-2002, the Office of Correspondence, working with the Governor’s Chief Administrator and the Director of Administrative Services, successfully designed and implemented the Governor’s Citizenship Award Program. The program was an overwhelming success, with 640 schools participating and 9890 students recognized.

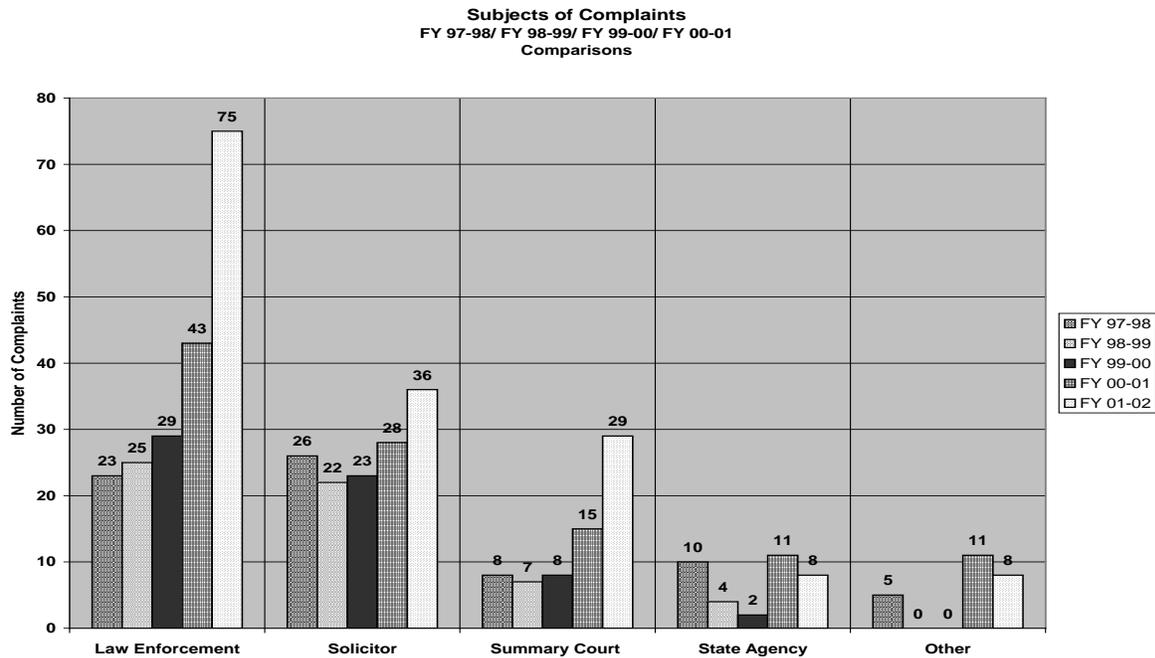
The Client Assistance Program in the Division of Constituent Services closed 186 consumer cases during FY02. All of these consumers were sent a satisfaction survey that measured the customer’s satisfaction with the services that were provided. Of these 186 consumer satisfaction surveys that were mailed, 23% (43 total) were returned. Of this number, the following results are demonstrated in Table 7.1-9:

Table 7.1-9 Client Assistance Program Customer Satisfaction Survey Results

Measure	Raw Score	Analysis
Number of satisfaction surveys mailed	186	
Number of satisfaction surveys returned	43	23% returned
a. Number who commented “very satisfied”	33	77% very satisfied
b. Number who commented “satisfied”	9	22% satisfied
c. Number who commented “not satisfied”	1	1% not satisfied
Number of individuals served would use CAP again	42 Answered Yes 1 Answered No	98% Answered Yes 2% Answered No

The Crime Victims' Ombudsman acts as a liaison between the victims and collateral agencies in order to mediate complaints against criminal and juvenile justice agencies or victim assistance programs. The data in Figure 7.1-10 reflects the number of formal complaints (cases) filed against each of the entities involved in the criminal justice system for the last 5 fiscal years. The rise in complaints over the past fiscal year is due to renewed community outreach regarding the Crime Victim's Ombudsman program.

Figure 7.1-10 Subject of Complaint for Crime Victims' Ombudsman



7.2 Mission Accomplishment

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

Table 7.2-1 Continuum of Care Client Services and Program Oversight Measures

Measure	FY '98 – '99	FY '99 – '00	FY '00 – '01	FY '01 – '02
Client Services Measures				
Improved client behavior at school	48%	57%	54%	61%
Improved school performance	55%	54%	56%	64%
Parental involvement with child's care	98%	96%	92%	97%
Client out of home (end of FY)	42%	40%	48%	47%
Client out of catchment area (end of FY)	18%	17%	23%	--
Program Oversight Measures				
Residential service contracts established	23	22	98	51
Medicaid certification of providers	16	10	9	10
Monitoring and technical assistance	290	246	241	178
Unannounced visits	54	54	54	57
Provider training	4	10	13	12

Note: The drop in the residential service contracts measure is due to a change in contracting methods. The decline in on-site monitoring and technical assistance contacts is due to an improved monitoring process, which requires more detailed and intensive contacts with each program.

Table 7.2-2 Foster Care Review Program Measures

Measure	FY '98-'99	FY '99-'00	FY '00-'01	FY '01-'02
Number of Children Reviewed	4,664	4,667	4,645	4,749
Number of Reviews Conducted	7,798	7,849	7,757	8,033
Number of Review Boards	36	36	37	37
Number of Review Board Meetings	414	410	417	415
Children Reviewed Per Meeting	11.3	11.4	11.1	11.4
Reviews Continued Or Rescheduled	242	298	258	206
Reviews Not Held Timely	101	159	219	198
Number of Recommendations Issued	7,556	7,551	7,499	7,827
Number of Volunteers Serving	156	163	176	173
Number of Volunteer Hours Donated	9,707	9,918	9,830	9,741
Volunteer Hours Per Child Reviewed	2.08	2.12	2.12	2.05
Number of New Board Members Appointed	20	30	40	23
Number of Review Board Coordinators	9	7	7	7
Reviews Per Coordinator	866	1,121	1,108	1,148
Number of Areas of Concern Cited	10,135	10,494	10,004	8,565
Number of Constituent-Related Communications Initiated	--	75	45	70
Number of Advocacy Referrals Initiated	1,929	1,390	1,397	1,264
Advocacy Referrals Initiated Per Child	0.4	0.3	0.3	0.3
Number of Annual training sessions conducted for staff and local review board members	Not measured	Not measured	Not measured	10
Number of training sessions conducted regarding the Review Board for outside entities	Not Measured	Not Measured	Not Measured	17

*Note: The decrease in the number of Areas of Concern cited is due to a combination of factors: the lack of experience of new review board coordinators, an increase in the number of children reviewed at each meeting, and improvement in services provided by DSS. Future measures will be implemented to ascertain major factor in fluctuation of Areas of Concern cited.

Table 7.2-3 Guardian Ad Litem Program Measures

Measure	FY '98-'99	FY '99-'00	FY '00-'01	FY '01-'02
Total number of children served	4,232	4,415	4,877	5,120
Total number of volunteers	1,036	1,011	1,273	1,338
Total number of new cases	--	1,644	1,701	1,886
Total number of closed cases	--	1,399	1,394	3,300*

Note: The number of cases the GAL closes is dependent on how fast DSS and the judicial system are able to get cases closed. In Greenville, last year, the court added another day to the docket to allow more DSS cases to be heard. In a number of areas, cases are being heard faster than they were in the past.

Table 7.2-4 Children's Affairs Program Measures

Measure	FY '98-'99	FY '99-'00	FY '00-'01	FY '01-'02
Correspondence received	130	340	683	707
Percent of correspondence responded to within 5 days	Not measured	97%	98%	95%
Number of Appropriate Referrals to State Agencies on Behalf of Constituents	N/A	666	852	1,084
Number of Other Referrals	N/A	24	N/A	131
Number of CCRS Referrals Reviewed and Staffed	15	12	12	51

In February 2000, Children's Affairs took on the responsibility of responding to enforcement letters from the Ombudsman's Division; hence, the increase in the number of correspondence received.

The Audit report for the agency, the South Carolina Governor's Office Audited Financial Statements and Other Financial Information, serves as the key result for Finance. There were no findings and no questioned costs. The number of vouchers and purchase orders processed as in fiscal year 2001-2002 as compared to fiscal year 2000-2001 is as follows:

Table 7.2-5 Finance Program Measures

Measures	FY '00-'01	FY '01-'02
# Vouchers Processed	24,000	18,500
# Purchase Orders Processed	2,125	1,104

Less than 2% of vouchers were returned from Comptroller General's Office.

Table 7.2-6 Quarterly Correspondence Cycle Times

Quarter	Mail Received	% Responses Answered in Compliance with Executive Control of State Time Requirement (5 days)
1 st	1219	76.37
2 nd	1350	76.59
3 rd	1640	81.52
4 th	6069	91.23

The Office of Correspondence assisted with 153, 570 outgoing letters from the Governor.

Office of Small and Minority Business Affairs (OSMBA) sends out certification applications based upon request. The re-certification application goes out to vendors whose certification is about to expire. OSMBA has found that the re-certification applications drop from year to year. Some vendors have simply gone out of business within the 5-year period and/or have not gotten the business they anticipated with the certification and as a result fail to reapply. The temporary application is one (1) page and vendors are most apt to fill it out because there is no additional paperwork involved. Also, the Trade Fair is held annually and overall OSMBA has experienced the newly certified vendors coming to the Trade Fair more so than vendors that have been certified for a years. Over the past year, there has been an increase in the figures for the Minority Business Assistance Forum. This is a direct result of the involvement of the private sector. Table 7.2-7 highlights the mission accomplishments of OSMBA.

Table 7.2-7 Office of Small and Minority Business Affairs (OSMBA) Measures

FY 99-00	FY 00-01	FY 01-02
96 Certifications	130 Certifications	129 Certifications
57 Recertifications	38 Recertifications	70 Recertifications
102 Temporary Certifications	207 Temporary Certifications	332 Temporary Certifications
1 Trade Fair 39 – Vendors	1 Trade Fair - 45 Vendors	1 Trade Fair - 70 Vendors
2 Minority Business Assistance Forum – 200 Attendees	3 Minority Business Assistance Forum – 430 Attendees	1 Minority Business Assistance Forum – 300 Attendees
Total dollars spent with minority and women businesses - \$18,155,569	Total dollars spent with minority and women businesses - \$22,362,155	Info. Not Available

In the Office of Veteran’s Affairs, the Free Tuition Program provides provide free tuition to in-state public colleges and universities for children of certain eligible veterans. The program is completely state funded through each public college and university. The program utilized \$1,088,349 in FY00/01; however, FY 01/02 data will not be available until Nov 1, 2002 since enrollment is in August and September. Table 7.2-8 reflects the Free Tuition Program statistics.

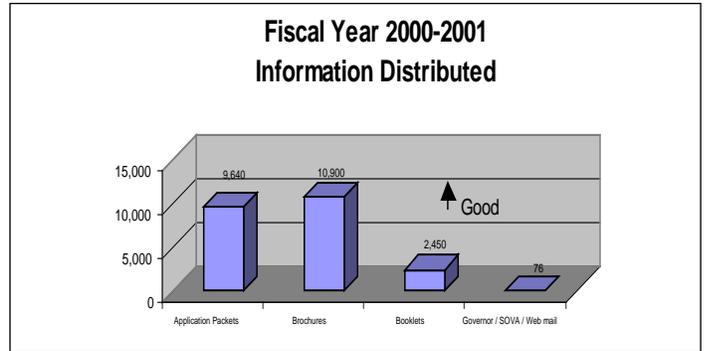
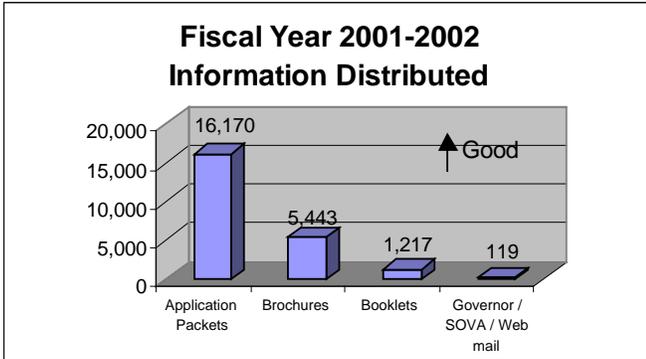
Table 7.2-8 Veteran’s Affairs Measures:

<u>Inputs:</u>	<u>FY 00-01</u>	<u>FY 01-02</u>
Number of Students applying	380	635
<u>Output:</u> Number of Students approved	269	387
<u>Outcomes:</u> Number of Students enrolled	614	Data Available Nov. 1, 2002

Program and Information Services supports the development and distribution of State Office of Victim’s Assistance (SOVA) informational publications and promotional products for public

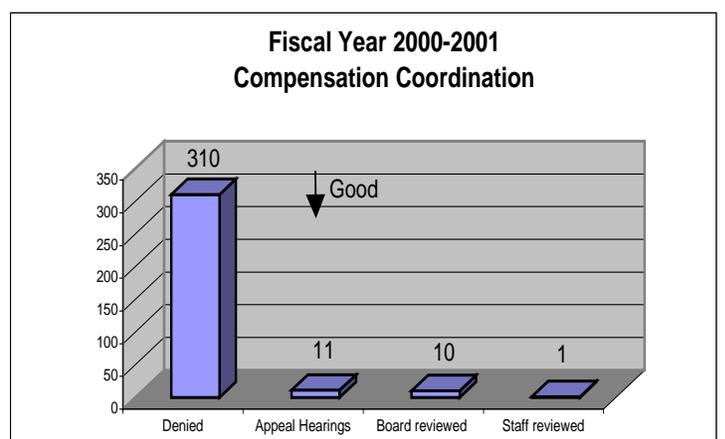
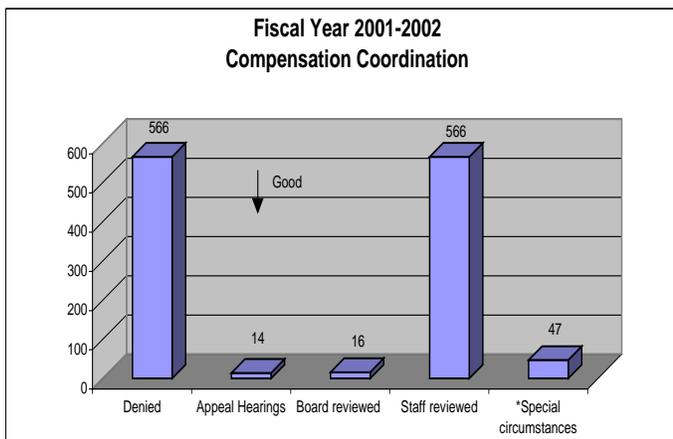
awareness and training events. Some items produced and distributed were application packets, brochures, local and national resource lists, posters, rulers, pencils, and portfolios. This office also provides information through correspondence by mail and email to constituents writing to the Governor and/or SOVA in regards to victim services provided by SOVA. All materials included information on SOVA's services and contact information. The results of these services during this fiscal year are compiled from quarterly inventory reports. Figures 7.2-9 (a) and (b) below illustrate the program's statistics for Fiscal Year 2001-2002, as well as 2000-2001.

Figures 7.2-9 (a) and (b) Program and Information Services Measures



The Compensation Coordinator is responsible for reviewing and presenting denied cases to the Crime Victims' Advisory Board. Claims that fail to meet one or more of the criteria governing the Crime Victim's Compensation Fund are deemed ineligible. The Staffing Team reviews all denied claims before mailing denial packets to victims / claimants. The victims/claimants of denied cases are given an option of having an Appeal Hearing or having the Board review their case. Figures 7.2-10 (a) and (b) below exemplify the program's statistics for Fiscal Year 2001-2002, as well as 2000-2001.

Figures 7.2-10 (a) and (b) Compensation Coordination Measures

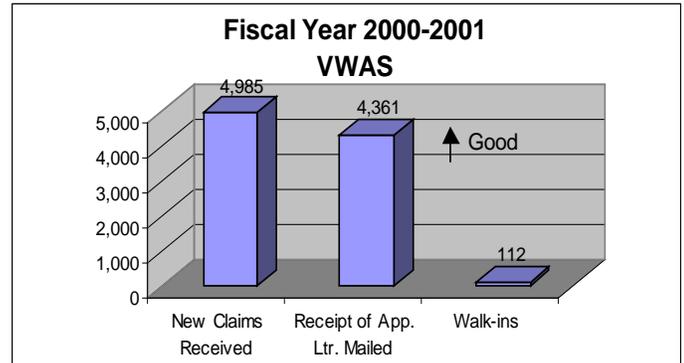
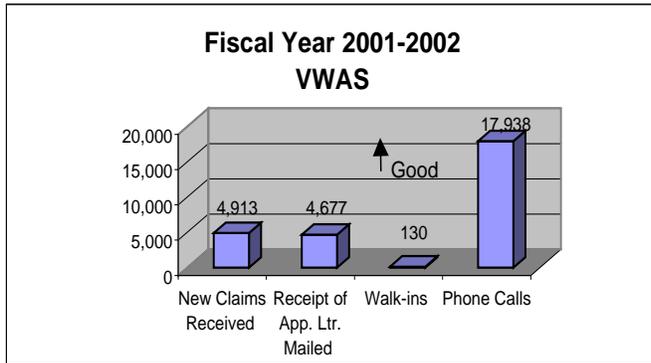


Note: *Numbers were compiled for 2001-2002, not for 2000-2001

The Victim/Witness Assistance Services (VWAS) staff continues to provide direct services to crime victims before, during and after the appeals process. They are also available to provide

information, crisis intervention, case status updates, case management, follow-up, referrals and handle all incoming phone calls. These services are beneficial in assisting key customers. Figures 7.2-11 (a) and (b) below show the program's statistics for Fiscal Year 2001-2002, as well as 2000-2001.

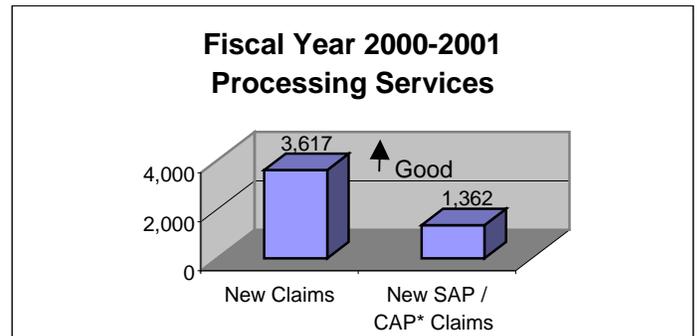
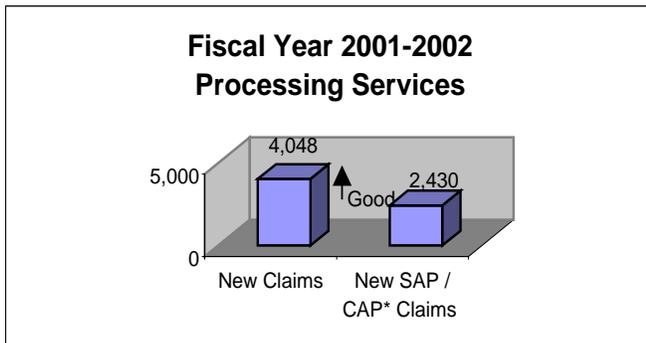
Figures 7.2-11 (a) and (b) Victim/Witness Assistance Services Measures



Note: Number of phone calls were counted in 2001-2002, but not in 2000-2001

Processing Services works as a team with the goal of processing claims for payment to victims / claimants, and service providers in a timely manner. This section also provides information to victims, claimants, and service providers by telephone. Figures 7.2-12 (a) and (b) below indicate the section's statistics for Fiscal Year 2001-2002, as well as 2000-2001.

Figures 7.2-12 (a) and (b) Processing Services Measures



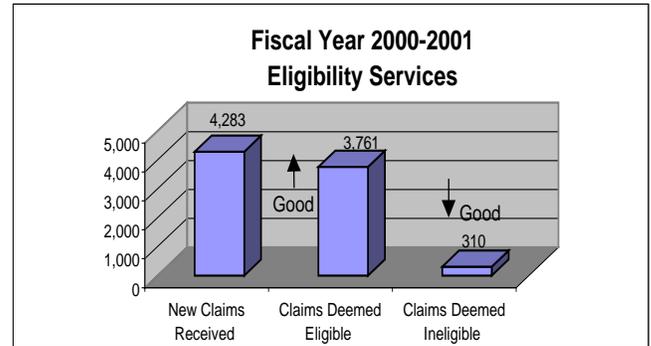
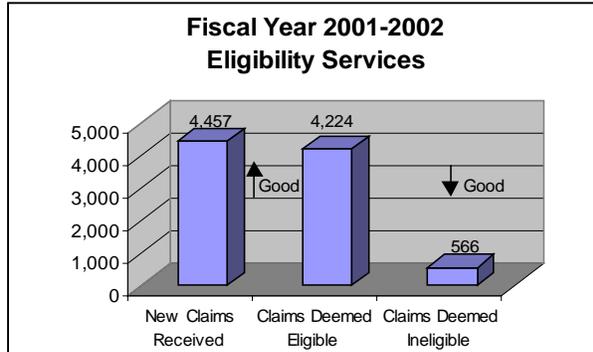
*Sexual Assault Protocol and Child Abuse Protocol

The Eligibility Services section provides services to our key customers, victims/claimants, advocates, law enforcement and service providers. This section's daily duties consist of reviewing claims received from the Victim/Witness Assistance Services Department for eligibility.

Claims are assigned and examined by Eligibility Services staff, contacts are made via the telephone and written correspondence to victims/claimants, providers and advocates to establish that the criteria for eligibility has been met. Claims that meet the criteria are forwarded to

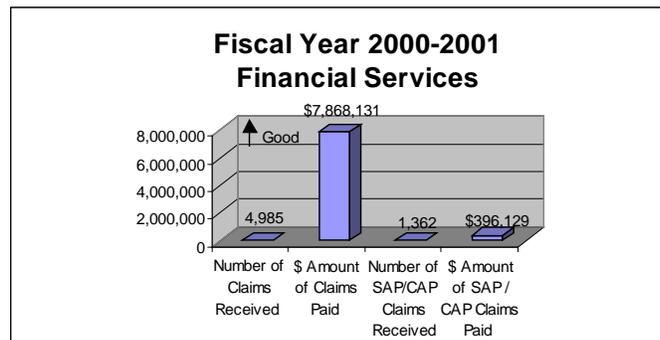
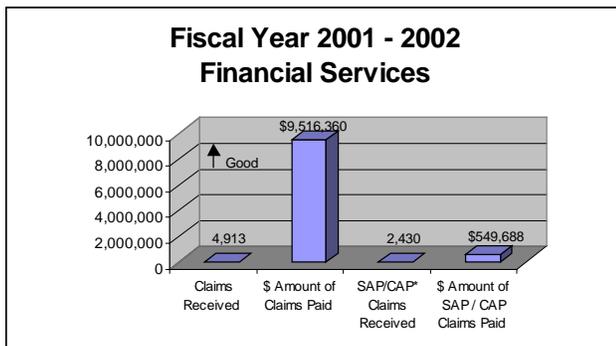
Processing Services. Those that do not meet the criteria are forwarded to the Staffing Team. Figures 7.2-12 (a) and (b) below depict this program’s statistics for Fiscal Year 2001-2002, as well as 2000-2001.

Figures 7.2-12 (a) and (b) Processing Services Measures



Financial Services key customers are both internal (SOVA staff) and external (victims, providers, solicitors, state, federal and non-profit agencies). Internally, the Financial Services section handles procurement and travel for SOVA staff members. Externally, the department manages the financial, grant, and contractual obligations of the Crime Victims’ Compensation Fund. This department prepares and analyzes budgets, revenue and expenses to assure availability of funds for payments to all of SOVA’s monthly office expenses (phone bills, equipment maintenance and repairs, rent, claims, etc.). The department coordinates daily with the Governor’s Office of Executive Policy and Programs Accounting Department to provide prompt payment for all customers in a timely manner. The information provided below in Figures 7.2-12 (a) and (b) is from OEPP’s July 2002 financial reports; finalized data will be available in the after the fiscal year is closed out.

Figures 7.2-12 (a) and (b) Financial Services Measures



Note: *SAP/CAP indicates Sexual Assault Protocol and Child Abuse Protocol

Figures 7.2-13, 14 demonstrate that telephone inquiries to the Ombudsman Office tend to reflect “hot button” issues such as September 11th and budget related issues such as funding for Medicaid and the cigarette tax (March-May 2002).

Figure 7.2-13 Comparison Chart – FY 99-02 Ombudsman Office Telephone Inquiries

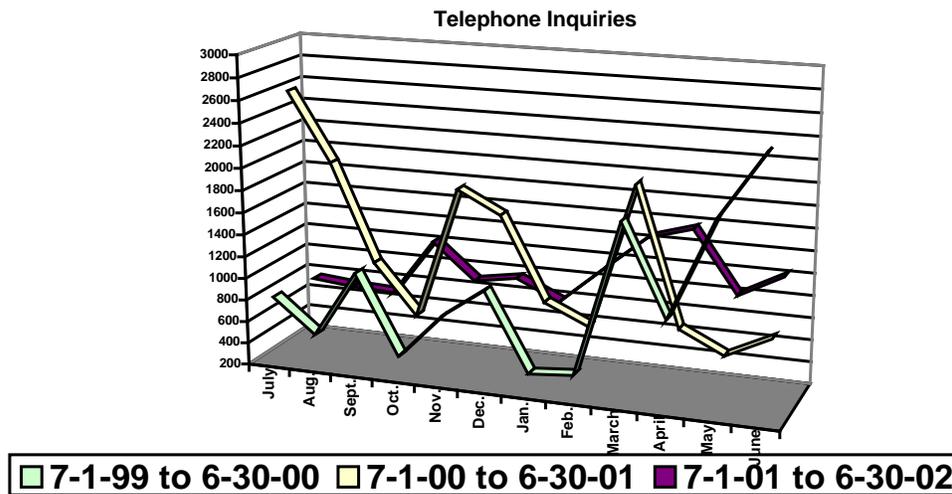
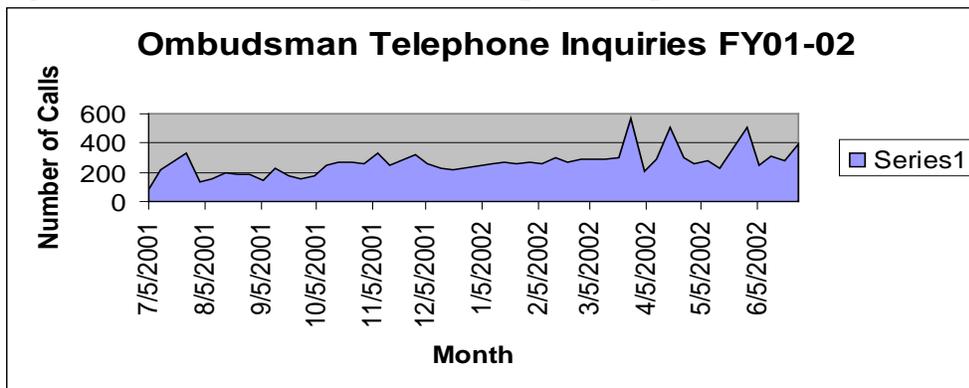


Figure 7.2-14 Ombudsman Office Telephone Inquiries FY01-02



The Office of Ombudsman fielded approximately 13,000 telephone inquiries and responded to approximately 4,300 pieces of correspondence during fiscal year 01-02. Ninety-six percent of correspondence was responded to in three days or less, and one hundred percent of telephone contacts were responded to in less than 24 hours.

The Ombudsman Office has incorporated the use of a data based system (already in service tracking correspondence) to track other types of constituent contact such as telephone inquiries and office visits. The Ombudsman staff has added these contacts to the database making it a useful tool for improved citizen follow-up.

The Developmental Disabilities Council administers the Basic State Grant Program and assures the awards made through this program address the needs of persons with disabilities. Council grants are awarded in the federal Areas of Emphasis: Employment, Education/Early Intervention, Child Care, Health, Homes, Recreation, Transportation, Quality Assurance, Formal and Informal Community Supports and Prevention, the state priority. Table 7.2-15 depicts the

various grants that the DD Council funds. The number of people served in the grants is dependent on the grants the Council receives since some grants target large populations and some target more focused and smaller populations.

Table 7.2-15 Developmental Disabilities Council Measures

OUTPUTS	FY 99-00	FY 00-01	FY 01-02
<i>Employment Grants to persons with DD</i>	13	11	11
• Persons with Developmental Disabilities (DD) who have paid employment as a result of employment training	62	91	151
• Others with DD who received training in employment	1,065	685	423
<i>Community Inclusion Grants</i>	6	3	3
• Persons with DD have greater opportunities for full inclusion into their communities	1,384	708	404
<i>Respite Care Grants</i>	5	3	3
• Number of families who have a family member with DD who have respite and sitter services	162	221	135
<i>Transition</i>			
• Number of students with DD receiving appropriate transition services	3,511	4,326	4,954
• Number of educators trained	600	260	260
Total Number of Grants Awarded	28	28	28
OUTPUTS: Grant money given	\$45,999	\$50,960	\$50,645
OUTCOME: The incidence rate of Neural Tube Defects (NTD) will remain or get lower than the national average (.9) (with assistance from other agencies)	.80%	.95%	.95%

Figure 7.2-16 demonstrates the percentage of neural tube defects per 1000 live births in South Carolina (1992-2001). The DD Council assists other agencies in the effort to reduce neural tube defects. Neural Tube Defects per 1,000 live births have dropped from twice the national average to slightly below it.

Figure 7.2-16 Developmental Disabilities Council: % of Neural Tube Defects per 1000 Live Births in South Carolina (1992-2001)

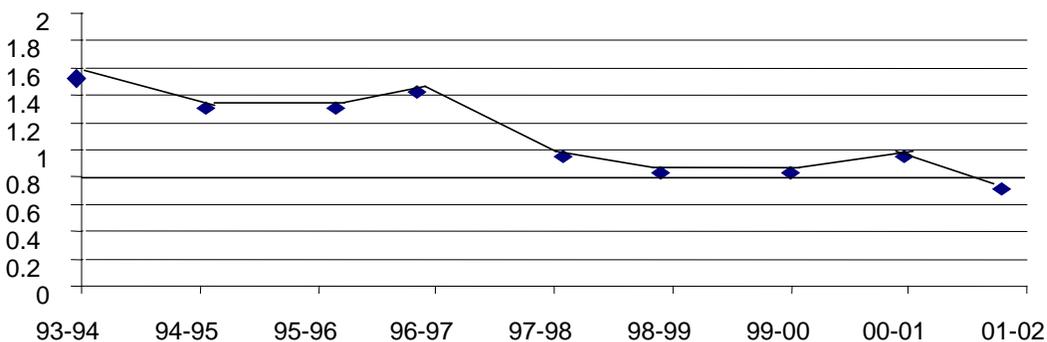


Figure 7.2-17 reflects the number of formal complaints (cases) in each judicial circuit that were received and handled by the Office of the Crime Victims' Ombudsman for the last 4 fiscal years. It includes all entities in the circuit (law enforcement, solicitor, summary court, state agencies, and other). The data in Figure 7.2-18 demonstrates the rise in phone calls which is attributable to the office's outreach activities and increased awareness of the services offered by this office.

Figure 7.2-17 Crime Victims' Ombudsman Case Per Circuit Analysis

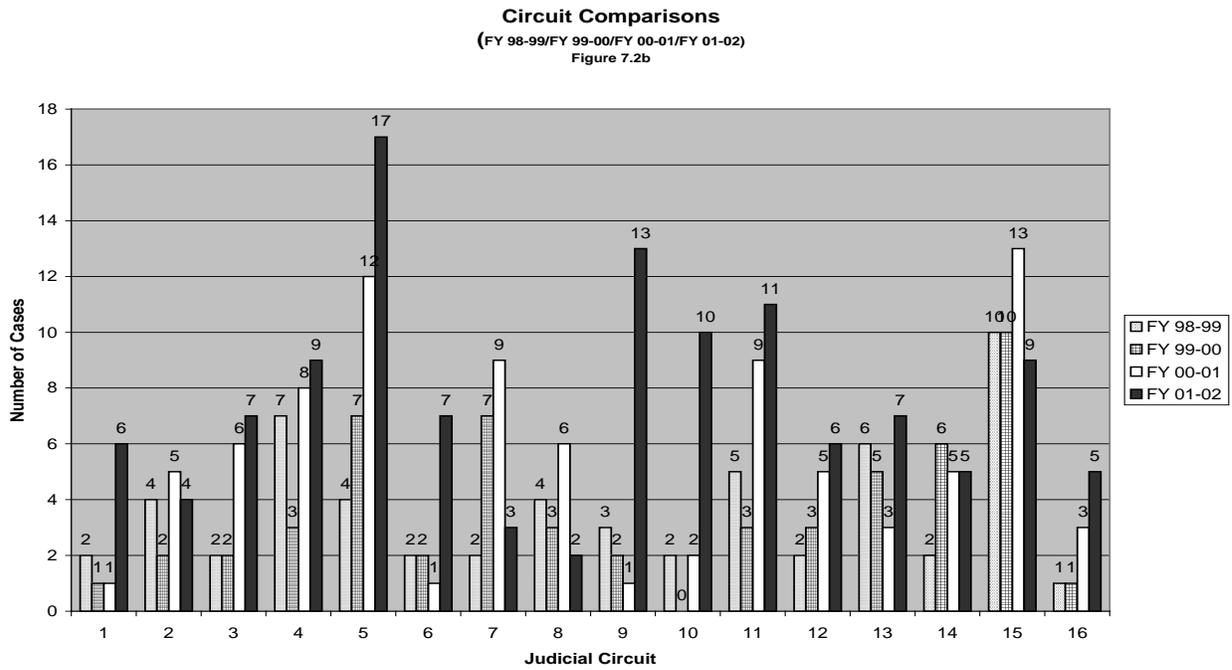
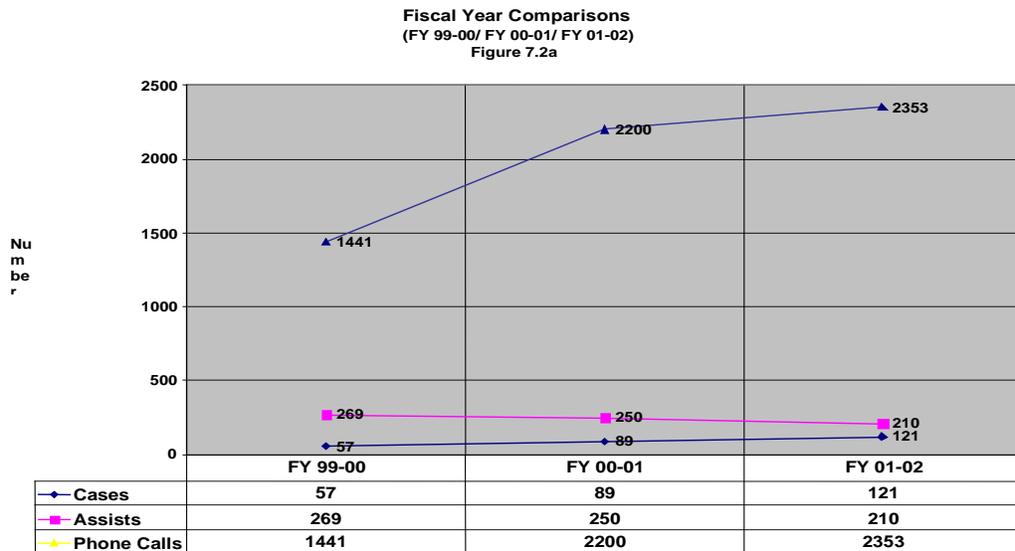


Figure 7.2-18 Crime Victims' Input Analysis



7.3 Employee Satisfaction

What are your performance levels and trends for the important measures of employee satisfaction, involvement, and development?

A general measure of employee satisfaction is the turnover rate. For the Division of Children's Services as a whole, staff turnover for FTE's was 16% during the fiscal year, compared to 17%

last fiscal year. Table 7.3.1 demonstrates the different ways the Division of Children’s Services measures employee satisfaction.

Table 7.3-1 Children’s Services Employee Satisfaction

Continuum of Care	Staff turnover for FTE’s was 13% during the fiscal year. In the most recent (September, 2001) staff satisfaction survey, 85% of all staff stated they were satisfied as employees of the Continuum of Care. These results are within one percentage point of the results from the previous survey conducted in July, 2000.
Foster Care Review	During FY01–02, the Office Director of Foster Care Review surveyed every employee regarding their satisfaction and met with each employee to help the employee develop and reach personal and organizational goals
Guardian Ad Litem	The Office Director met with all coordinators to determine needs of each office. All staff completed a written staff satisfaction survey. Due to the qualitative nature of this survey, no quantitative results are available in time for this report.
Children's Affairs	Employee satisfaction is not measured directly. However, it is discussed throughout the year and during EPMS reviews with employees and inquiries are made informally on how to improve working conditions.

A confidential survey is administered in the Office of Correspondence to determine, among other things, feedback on employee personal satisfaction and motivation. On a scale of 1 to 5, with 5 representing the most positive response, the results for the past two years are demonstrated in Table 7.3-2:

Table 7.3-2 Correspondence Office Employee Satisfaction Results

Measures	2000-2001	2001-2002
Personal Contributions to Office	4.3	4.0
Effectiveness of Office	3.9	3.9
Clear Understanding of Office Goals	4.3	4.4
Good Relationship with and Support From Supervisor	4.6	4.7
Positive Reinforcement	4.0	4.1

The Director of the Office of Correspondence uses the information compiled from these surveys to help maintain positive and productive office relationships. To continually improve these results, the Director of the Office of Correspondence works with employees to identify any obstacles or hindrances which might prevent job performance and to identify areas in which they can pursue individual goals to ensure job satisfaction.

Table 7.3-3 Human Resources Employee Satisfaction Results

Measures	2000-2001	2001-2002
Hire Above Minimum Delegation Audit	In Compliance	In Compliance
Classification Delegation Audit	In Compliance	In Compliance
% of Affirmative Action Goals Met	92.5%	92.7%
# of Employee Grievances	0	0
Participation in Tuition Assistance	32	18
Participation in Job Retention Services Program at Vocational Rehabilitation	4	3
Percent of Employee Performance Management System Reviews Submitted on Time for Merit Increases	100%	100%

*The lack of employee grievances in the past fiscal year is an indicator of a high degree of employee satisfaction.

7.4 Supplier, Contractor, and Partner Performance

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

Table 7.4-1 Children's Services Supplier, Contractor and Partner Management

Office	Supplier	Supplies	Management of Relationship	Performance Results
Continuum of Care	Public Providers such as schools, Mental Health, Social Services, Juvenile Justice	Public services such as education, mental health services, social services, and juvenile justice	Monitoring of quality of services, advocating for the development of services to meet unmet needs, improving interagency cooperation.	The Family Support Services unit has about 633 meetings with other child serving agencies a year. About 80% of these meetings are about a specific client. The other 20% involve state wide or systems change issues.
	Private service providers-- wrap and residential services	Wrap services such as positive role model, activity therapy, etc. Residential services such as group home care, residential treatment services, etc.	Contracts with providers, monitoring of quality, supports providers, develops new services when needed. Coordinates Program Oversight Council.	This data is shown in Table 7.2.1.
	Families	Clients and support for their child	Involvement in treatment and treatment planning, training and skill development.	Treatment planning meetings: Family members attended over 500 of these meetings.
Foster Care Review	Review Board Volunteers	Recommendations to Family Court, DSS, and other interested parties relating to permanence for children in foster care.	Training and support of volunteers.	Review Board volunteers provided over 11,000 hours of volunteer time.
	Foster Parents	Foster care placements	Providing information regarding children in their homes to local review boards.	2,046 foster parents attended reviews.
	Birth Parents	Children needing foster care placement	Providing information regarding their children to local review boards.	2,081 birth parents attended local review board meetings.
Guardian Ad Litem	Family Court Judges	Assignment of cases	Recruiting, training, and supervising volunteers who advocate for maltreated children.	Volunteers provided over 129,000 hours of time.
	DSS	Referral of cases	Recruiting, training, and supervising volunteers who advocate for maltreated children.	Volunteers provided over 129,000 hours of time.
Children's Affairs	Families	Concerns needing resolution	Gathering information on needs and seeking to find solutions to concerns.	This data is presented in Table 7.2.4.
	Child serving state agencies	Inter-agency concerns needing mediation and resolution	Provides technical assistance to state agencies. Mediates concerns through the CCRS process As a member of the Program Oversight Council, helps agencies comply with terms of RFP	Measurement being developed. This data is presented in Table 7.2.4. Number of cases referred to the CCRS
	Private providers of children services	Concerns about the management of children's service contracts.	Mediates concerns between agencies and providers	This effort was developed in FY00-01 and started on July 1, 2001.

7.5 Regulatory and Legal Compliance

What are your performance levels and trends for the essential measures of regulatory/legal compliance and citizenship?

Table 7.5-1 Continuum of Care Medicaid Compliance

Measure	FY '98 – '99	FY '99 – '00	FY '00 – '01	FY '01 – '02
% of Wrap Medicaid funds recouped	0.3%	0%	0%	0%
% of Medicaid case management funds recouped	0%	0%	0%	0%
% of provider oversight reviews not done according to standards	0%	0%	0%	0%

A result of 0% indicates performance excellence, indicating that no funds had to be reimbursed to the funding source due to an improper distribution.

Table 7.5-2 Foster Care Review Case Review Compliance

Measure	FY '98 – '99	FY '99 – '00	FY '00 – '01	FY '01 – '02
% of reviews not done on time	1%	4%	3%	3%

*DSS reports to FCR names of new foster care clients; however names are not always received on a timely basis. DSS and FCR are working together to resolve this issue via electronic notification. A software package will be purchased to aid in timely notification.

Table 7.5-3 Guardian ad Litem Case Review Compliance

Measure	FY '98 – '99	FY '99 – '00	FY '00 – '01	FY '01 – '02
Cases not staffed due to not having enough volunteers	--	556	536	582

The GAL relies on volunteers to staff cases. Due to the unique nature of volunteer work which does not fall under the same guidelines as regular employment, if there are not enough volunteers, cases do not get assigned.

The A-133 Audit conducted by state auditors for OEPP in the Division of Administrative Services resulted in no findings and resulted in the maintenance of a low-risk status for OEPP. Also, all OEPP offices are smoke-free in compliance with state law. The Edgar Brown building and other buildings that house OEPP offices also have fire escape routes posted that comply with state regulations.

7.6 Financial Performance

What are your current levels and trends of financial performance?

Table 7.6-1 and Figure 7.6-2 demonstrate the Continuum of Care's financial performance in case management.

Table 7.6-1 Continuum of Care Case Management Efficiencies

EFFICIENCY MEASURES	FY 1998-1999	FY1999-2000	FY2000-2001	FY2001-2002
Case mgmt hours / case manager / month	46.0	44.27	46.49	35.48
Case mgmt hours / client / month	5.3	4.9	5.2	5.56
\$ spent per client on case services	\$18,284	\$16,559	\$14,531	\$14,046

Case mgmt hours / case manager / month numbers are lower than in the past because staff psychologists and family support services staff bill in addition to the case managers.

Figure 7.6-2 Continuum of Care Case Management Efficiencies

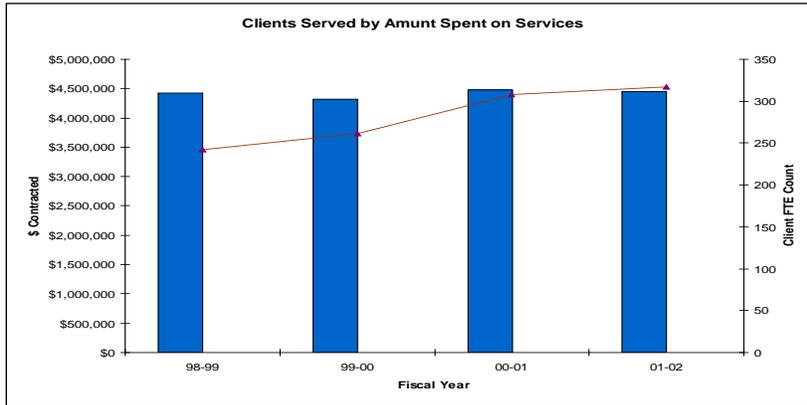
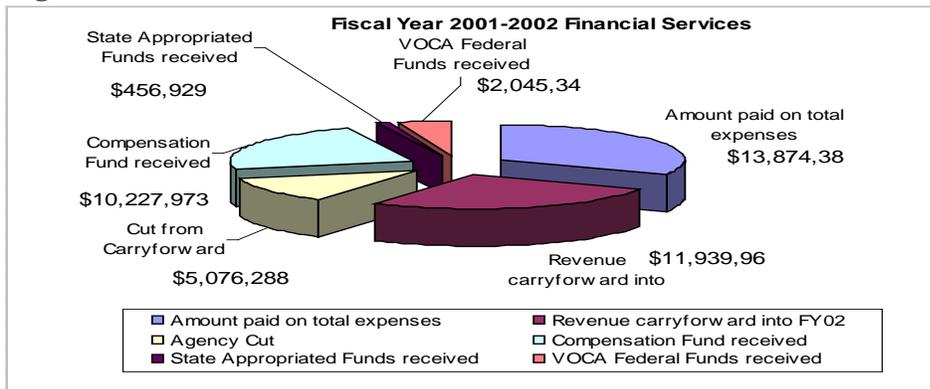


Figure 7.6-3 shows SOVA’s statistics for Fiscal Year 2001-2002.

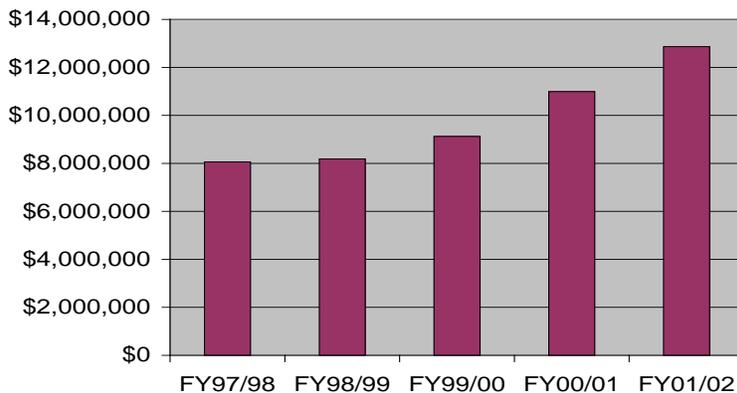
Figure 7.6-3 SOVA Financial Data



The information provided is from OEPP’s July 2002 financial reports. OEPP is still currently working on closing out the fiscal year. The final figures will be available in August 2002.

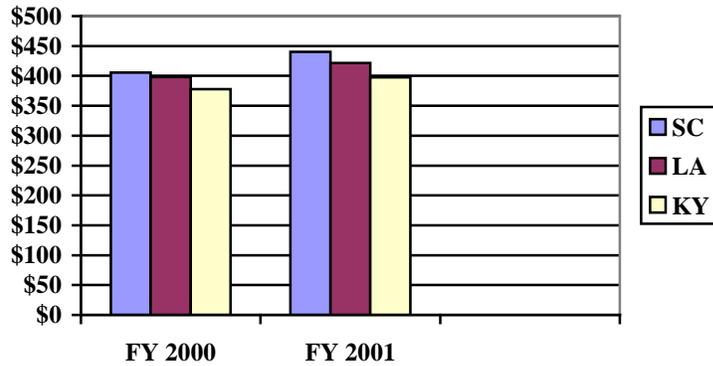
The Office of Veterans Affairs provides client assistance to all veterans, their dependents or survivors in developing, filing, presenting and prosecuting to final determination all claims for benefits under terms of federal and state legislation. The U.S. Department of Veterans Affairs expends millions of dollars in South Carolina as demonstrated in Figure 7.6-4.

Table 7.6-4 Veterans Affairs Dollars in Millions – VA Expenditures in S. Carolinac



Compared with Kentucky and Louisiana (states with comparable veteran populations) VA Expenditures in South Carolina have increased and exceeded comparison states' expenditures. In FY 2001, over \$440 million dollars was expended in South Carolina.

Table 7.6-5 Veterans Affairs Dollars Comparison Data



Office of Economic Opportunity Federal and Non-Federal Funds

\$1,401,000 - Emergency Shelter Grant Program (ESGP) A competitive grant that is issued to non-profit organizations that provide housing and counseling assistance to the state's homeless population and those at risk of becoming homeless.

\$61,013 - Community Food and Nutrition (CF&N) Monies are distributed to all community action agencies to provide food, health and nutrition assistance and awareness of eating healthier.

\$478,707 - Project Share - Non-Federal Funds - The project is composed of three utility companies: South Carolina Electric and Gas (SCE&G), Duke Power and Carolina Power and Light (CP&L). Funds are used to provide energy assistance and to supplement the Low Income Home Energy Assistance Program (LIHEAP) and Weatherization Assistance Program (WAP).

\$1,797,316 - Weatherization Assistance Program (WAP) This program provides energy assistance in the form of home weatherization. This process includes the replacement/repair of windows, doors, caulking, and placing insulation and weatherization stripping in the home.

\$13,347,229 - Low Income Home Energy Assistance Program (LIHEAP) This program provides energy assistance to eligible households throughout the year via a voucher system to the energy providers.

\$9,950,365 - Community Service Block Grant (CSBG) These funds assist community action agencies across the state to develop community based programs using the needs assessment approach. These programs provide assistance in employment training and placement, housing and community services.

Figure 7.6-7 demonstrates the spread of funds that the Office of Economic Opportunity receives from its various funding sources and the percentages that each source contributes to the overall funding for OEO.

Figure 7.6-7 Office of Economic Opportunity Financial Analysis

