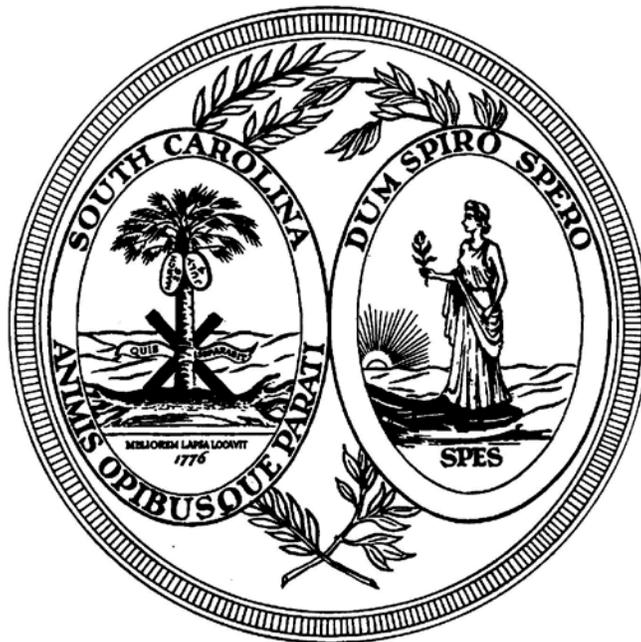


STATE OF SOUTH CAROLINA

GOVERNOR'S OFFICE OF EXECUTIVE POLICY AND PROGRAMS



AGENCY ACCOUNTABILITY REPORT

FISCAL YEAR 2002-2003

Section I: Executive Summary

The Office of Executive Policy and Programs (OEPP) provides administrative and financial services for the Governor's Office, including the Executive Control of State (ECOS) and the Governor's Mansion and Grounds, as well as a wide variety of essential constituent services to the residents of South Carolina. Whether providing assistance to abused and neglected children, children with emotional and behavioral problems, victims of crime, people with disabilities, veterans, or others, OEPP consistently strives to meet and exceed the needs of every one of its 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 ECOS 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 Governor Mark Sanford's goals, including promoting open and accountable government, efficiency, and a commitment to servant leadership.

Vision

OEPP 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

OEPP's organizational values are included in its strategic plan. Key values identified as important to the organization are integrity, fairness, innovation, leadership, and accountability. (1.1, 2.5)

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 (2.1). Supporting Office Action Plans and related key measures were developed by each office over the past year, including specific office goals. Each office has reported on the status and achievement of these goals and will continue to develop new goals on an ongoing basis as a means to promoting continuous improvement. The results of specific office goals are detailed in Tables 1.3 and 2.4, Questions 2.2 and 2.3, and Category 7. Other shared goals include raising staff qualifications, increasing cross-training within offices, and becoming more aware of and responsive to customer needs.

Barriers and Opportunities

Primary barriers continue to include reductions in state appropriations which require an increased focus on service efficiency. Opportunities lie in increasing effectiveness, efficiency, and increased customer services. The merger of the administration of the Foster Care Review Board and the Volunteer Guardian ad Litem Program offers an opportunity for increased coordination of services for children in the family court system.

Major Achievements

During FY'02-'03, OEPP made several notable achievements:

OEPP implemented an online e-leave system to increase efficiency in the processing of leave requests and to reduce paper costs. This new system will save the agency approximately \$6,866/year.

During the past fiscal year, the Foster Care Review Board has continued working on the challenge made to members of local review boards to identify issues impacting permanence for children in foster care, then partner with at least one of six groups to identify solutions. As a result, legislation was introduced by the legislative members of the Adoption Procedures Study Committee to improve adoption services in South Carolina.

The Developmental Disabilities Council works with other agencies to reduce the incidence rate of neural tube defects in South Carolina and is pleased to report that this rate has dropped below the national average (0.9) to 0.7 as a result of these efforts.

The Office of Information Technology assisted with the technical deployment of the OEO-SoCarROMA Program, added technical support for users of the e-leave system, and configured and deployed approximately 35 new computers. In addition, Information Technology staff members upgraded all OEPP computers to Windows XP and Office XP to provide additional stability, performance, and security. The Office of Information Technology created and deployed five new FileMaker Pro databases, and it completed a Section 508/ Web Accessibility audit on all OEPP web pages.

The Office of Children's Affairs assumed responsibility of handling adult constituent concerns related to Medicaid and Medicare. These duties were transferred to the Office of Children's Affairs from the Ombudsman Office in February, 2003.

The Children's Affairs Program Administrator chaired a committee made up of state agency representatives to address the needs of a special population of children who are in need of specialized services to be developed by our state's service delivery system.

During 2002, the US Department of Energy recognized the SC Weatherization Center for Excellence under the Office of Economic Opportunity as one of ten weatherization training centers in the United States.

The Office of Human Resources improved its affirmative action goal to 94.6%.

The Continuum of Care (COC) reduced its office space at a savings of \$11,874 per year in office costs and \$1845 in copier costs. The COC also moved one regional office to reduce lease costs and circuit line charges, saving \$35, 200 per year and renegotiated cell phone plans for one region for an annual saving of \$3600.

The Crime Victims' Ombudsman conducted a one-day training on the Constitutional Amendment/ Victims' Bill of Rights and its corresponding statutes on Thursday, April 17, 2003. This training was the first ever sponsored and conducted by the Office of the Crime Victims' Ombudsman since its creation in 1994. Members of law enforcement, solicitor's offices and the court systems attended the training. Comments in the evaluation indicated that the conference was informative and interesting. Suggestions were made to conduct this type of training on a continuing and perhaps regional basis.

The Office of Ombudsman created a Phone Log to track calls received from constituents and services provided.

The State Office of Victim Assistance restructured the Restitution Program and added a Restitution Coordinator position. A weekly statistical report was created indicating the number of cases worked and the amount of money received. The agency incorporated the CAP/SAP program with the Processing Services Administrative area. Another area improved was in the Processing Services Department. Examiners can now use the internet to access medical codes to speed up the claim payment process. This also helps in working with other service providers throughout the state.

The Office of Veterans Affairs collected 58,709 records for the South Carolina War Roster and obtained an additional \$3 million dollars from the state for the State Veterans Nursing Home. These funds secured an additional \$5.8 million in matching federal dollars, allowing for a 60 bed assisted living wing to be added on to the State Veterans Nursing Home.

As a result of grant funds secured, Office of Economic Opportunity staff and sub grantees were able to participate in a major outcomes-based training. In addition, the 5.0 phase of SoCarROMA is nearing completion.

Accountability Report

OEPP uses its annual accountability as a living and ever changing document that helps drive performance expectations and continuous improvement. As part of the accountability process, each office/program area is asked to provide at least two goals for each fiscal year. These goals must be clearly linked to OEPP's Strategic Plan and must reflect the Governor's goals. Offices report on the status of attaining their goals on a quarterly basis. If the action taken is improving processes, it is incorporated into standard procedures. If not, the office/program area reassesses its goals and either adapts these goals to deal with problems that may be affecting their success or formulates new goals.

Section II: Business Overview

OEPP houses 14 major program areas, each distinctively different and created to serve the citizens of South Carolina in key areas of interest and need as statutorily mandated by Section 1-30-110 or otherwise identified or required. Due to the diversity of each program area, the agency is subdivided into a separate office for each set of related programs. Additionally, the Office of Administrative Services, including Finance, Human Resources, Procurement, and Information Technology, forms the basis for administrative support for each program area and for ECOS staff.

Table II.A - Key Customers and Key Services Provided

All of the offices below have two common customers that are not enumerated under each section. They are the Governor and the General Assembly.

Office	Key Services	Customers
Children's Affairs	arbitrates and mediates services among agencies serving difficult cases and provides ombudsman services for families and children	public agencies serving children, families of children
Client Assistance Program (CAP)	assist constituents with disabilities by: a) providing information concerning the South Carolina Vocational Rehabilitation Department, Commission for the Blind, and State Independent Living Council; b) negotiating with these agencies concerning the services to be provided; c) mediating disputes between constituents and these agencies; d) representing constituents at fair hearings against these agencies; and e) assisting constituents with other conflict resolution services against these agencies	residents with disabilities; other state agencies
Continuum of Care (COC)	assesses client's needs and service plans to meet those needs; case management; reviews of providers	children with emotional and behavioral disorders, their parents, schools; public agencies
Correspondence	assists in logging, routing, and tracking constituent letters and monitors timeliness of the response to that correspondence	anyone who writes the Governor's Office
Crime Victims' Ombudsman (CVO)	handles complaints against any agency or individual in the criminal justice system	crime victims
Developmental Disabilities Council (DDC)	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
Finance/Procurement	paying vendors/suppliers once a product has been delivered/service provided; keying budgets; payroll	other offices, vendors, Comptroller General, Treasurer's Office, staff
Foster Care Review (FCRB)	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.
Governor's Ombudsman	handles complaints regarding state agencies and provides information on state agencies and their services	residents of South Carolina
Guardian Ad Litem (GAL)	supervises volunteer advocates who serve as monitors and protectors of maltreated children for family court judges	abused and neglected children; family court judges
Human Resources (HR)	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	employees of the Governor's Office; those seeking employment in the Governor's Office
Information Technology (IT)	provides Internet resources, e-mail, file access, or other technology resources	employees of OEPP; website users
Office of Economic Opportunity (OEO)	requests, receives and distributes federal funds (grants)	community actions and other non-profit groups
Small and Minority Business (OSMBA)	provides certification, training, and networking opportunities	small and minority businesses
Special Projects	processes all proclamation requests, organizes special events, coordinates the Governor's Reading Honor Roll, Citizenship Awards, Volunteer Awards, annual	residents of South Carolina; city, county, and federal governments; non-profit organizations; other state agencies

	United Way campaign, congratulatory letters, ESF-14 activities, and accountability for the agency	
Veterans Affairs (VA)	provides assistance in filing, developing, presenting, and prosecuting to final determination all claims for benefits (funerals, burials, education, hospitalization)	Veterans; their families; legislators
Victim Assistance (SOVA)	provides assistance regarding medical and dental expenses, counseling, loss of support, information, and referral	crime victims

Total Number of Employees

Classified: 209
 Unclassified: 23
 Temporary: 13
 Temporary (Time Limited): 48
 Temporary (Grant): 23

Operating Locations

All Offices within OEPP operate out of the Edgar Brown Building at 1205 Pendleton Street, Columbia, SC, 29201, except for the following:

- Guardian ad Litem judicial circuit staff and county staff operate in 36 locations around the state.
- Three of the four field offices for the Office of Veterans Affairs are co-located in each of the main VA Medical Centers that serve SC veterans: Charleston, Columbia, and Augusta, GA. The other is housed in the VA Regional Office in Columbia.
- The Continuum of Care has one main state office and four regional offices. The main office is located at 220 Stoneridge Drive, Suite 300, in Columbia. The four regional offices are located in Columbia, Greenville, Florence, and North Charleston.
- SOVA has three outreach offices in Orangeburg, Bamberg, and Bennettsville.

Key Suppliers/Vendors:

OEPP conducts business with a large variety of suppliers/vendors. The following are the top three in terms of business conducted: State of SC (examples include computer services, state telephone system, motor pool, liability insurance, office supplies and rent), Forms and Supply Company (office supplies), and Gateway Company (computer hardware).

Figure II.B - Organizational Diagram

Executive Policy and Programs

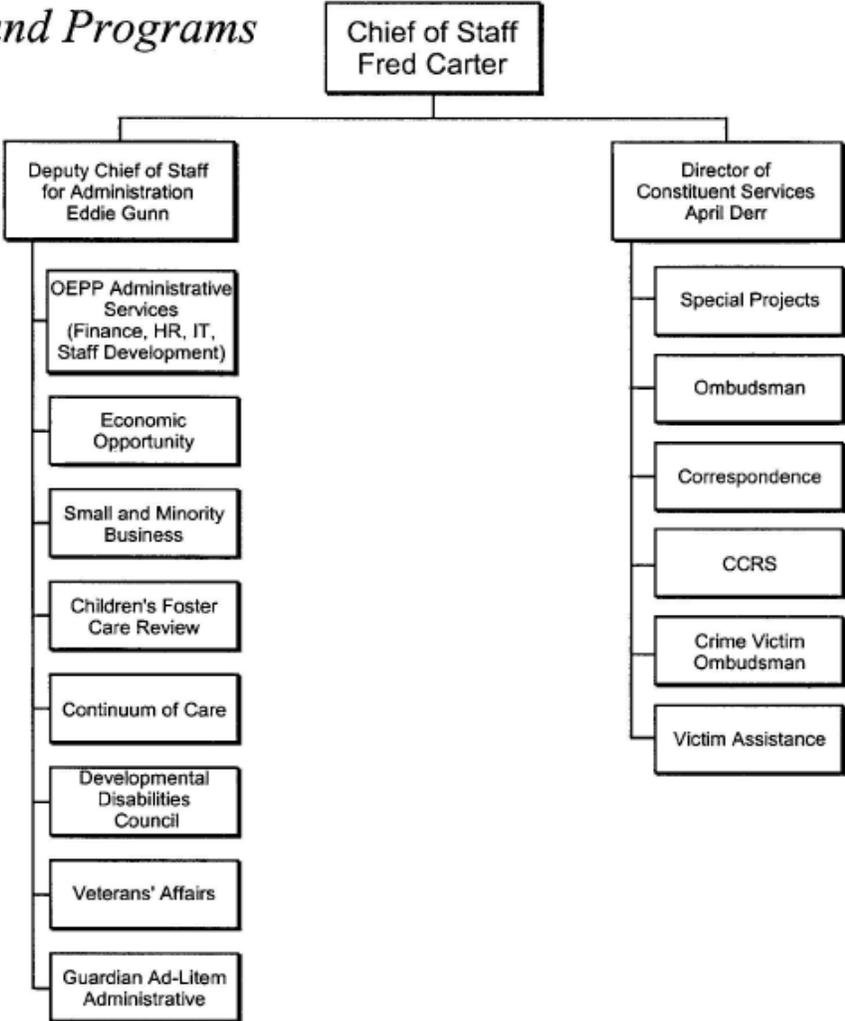


FIGURE II.C – Expenditures/Appropriations Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	01-02 Actual Expenditures		02-03 Actual Expenditures		03-04 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$11,438,429	\$5,434,724	\$7,020,957	\$3,044,931	\$7,574,203	\$2,707,469
Other Operating	13,873,341	1,338,669	12,374,232	645,688	12,870,599	628,403
Special Items	4,806,762	2,005,536	4,218,738	1,527,384	4,397,968	1,074,819
Permanent Improvements	0	0	0	0	0	0
Case Services	6,623,101	5,622,028	0	0	0	0
Distributions to Subdivisions	24,438,107	609,492	30,945,820	553,181	29,681,927	418,419
Fringe Benefits	3,002,133	1,457,778	1,875,446	814,950	2,280,599	850,756
Non-recurring	0	0	0	0	0	0
Total	\$64,181,873	\$16,468,227	\$56,435,193	\$6,586,134	\$56,805,296	\$5,679,866

Other Expenditures

Sources of Funds	01-02 Actual Expenditures	02-03 Actual Expenditures
Supplemental Bills	\$0	\$0
Capital Reserve Funds	0	0
Bonds	0	0

Interim Budget Reductions

Total 01-02 Interim Budget Reduction	Total 02-03 Interim Budget Reduction
\$644,807	\$632,271

Section III – Malcolm Baldrige Criteria (Elements)

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 14 programs (offices) in 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 Administration by the Governor, his Chief of Staff, or other government officials. The primary long term-direction for each of the program areas is set by enabling legislation and the business and operating philosophy articulated by the Governor. OEPP's Strategic Plan serves to communicate short- and long-term direction and links supporting office goals and performance measures to the Governor's goals. To ensure compliance, understanding, and effective organizational communications, the DCS for Administration conducts monthly staff meetings with Program/Office Directors who in turn conduct follow-up meetings with their respective staffs as necessary. The telephone, e-mail, and open-door policies throughout the organization further facilitate rapid communications. These methods permit a quick response to issues or concerns of interest to all of OEPP's internal and external customers. The Office of Human Resources links OEPP with the State Budget and Control Board. The human resource function for the Governor's Office is provided by Budget and Control Board employees. Monthly staff meetings and quarterly supervisory meetings are held at the Budget and Control Board to set direction and performance expectations regarding human resource issues. Employees are provided information regarding updates in current procedures and policies through e-mail via the Office of Human Resources.

(b) General and specific performance expectations set by the Governor are communicated, modeled, and reinforced by OEPP senior leadership. 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. In addition, Position Descriptions, maintained by the Office of Human Resources for every employee, clearly define roles of employees and specific assigned tasks. The assurance of responsibility is guided via the Position Description and related Employee Performance Management System documentation. 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 for Administration and the Director of Constituent Services. Any incident of nonconformance is addressed verbally, in writing, or through prescribed state government HR regulations as appropriate.

(c) OEPP's organizational values are included in its Strategic Plan. Key values identified as important to the organization are integrity, fairness, innovation, leadership, and accountability. Individual employee performance expectations modeling these values are incorporated into the 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, program 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 managers having completed select programs (such as the Certified or Applied Public Manager Programs, EXCEL, or the Executive Institute) to further develop their supervisory and management skills. Innovation is also encouraged at all levels of the organization. The Agency Leadership Team establishes and reinforces an environment of empowerment and innovation by ensuring job duties are clearly defined in each employee's Planning Stage document of the Employee Performance Management System, allowing employees to work independently while remaining focused on their specific job requirements as they relate to the Governor's mission. Employees are encouraged to organize their work to best meet their needs and the needs of the agency. The Planning Stage includes a section for employee-determined goals, encouraging employees to think creatively by asking them to establish ways they can enhance their job performance and contribute significantly to the Governor's goals of increased efficiency and more open and accountable government. The OEPP Suggestion Program allows any employee to submit improvement or cost-saving ideas electronically and, if desired, anonymously. A formal review and reward process assures a comprehensive review of all submitted suggestions for potential organization-wide implementation and rewards employees 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, or through training procured by other methods. Employees are encouraged by Office Directors in the Planning Stage document to attend training sessions related to their job duties and a record of training participation is kept in each employee's permanent file.

(f) Guidelines for ethical behavior are listed in the *Employee Handbook* which is given to all new OEPP employees. 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 also helps ensure that ethical guidelines are followed. In addition, the OEPP Human Resources function conducts Exit Interviews in person or by follow-up survey with departing employees with results reported to senior management. Training on ethics is routinely offered by the Ethics Commission. Employees are notified of these sessions on a quarterly basis and as changes or additional sessions become available.

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 DCS for Administration and the Director of Constituent Services 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. The needs and concerns of constituents are identified in terms of current legislative and basic quality of life issues from the nature of their correspondence or phone call. This information is presented directly to the Governor and Senior ECOS staff to review and formulate legislative policy. In addition, Internet web pages have been developed to provide accessibility to those customers with disabilities 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. Over the past year each office developed action plans and related performance measures in support of OEPP's Strategic Plan. Organizational performance and capabilities measures are built into each office's reporting systems according to the specific objectives of that office as they relate to OEPP's mission. These measures are as follows:

TABLE 1.3 – Key Performance Measures

OFFICE	KEY PERFORMANCE MEASURES	FREQUENCY OF REVIEW
Children's Affairs	% correspondence responded to within 5 days or less	Annually
Client Assistance Program	Provide accurate and timely information to constituents. Accurate is defined as information is correct 95% of the time. Timely is defined as information being provided during the initial phone call or contact 90% of the time. % of customers expressing satisfaction, based upon survey questions, on the returned surveys returned each year As mandated by the Federal Grantee, the % of cases by agency resolved at levels: 1. Information/Referral 2. Advice/Interpretation 3. Negotiation 4. Administrative/informal review 5. Mediation	Quarterly Annually Annually
Continuum of Care	% of consumers grading the COC "A" or "B" – Goal is 90% % of consumers would recommend COC services to others – Goal is 95% % of families will report that COC staff respect their values and beliefs – Goal is 100% % of families receiving WRAP services will report receiving them in the amount stated on the TSP – Goal is 90 % % of families more satisfied with services once their child becomes a client of COC – Goal is 95% % of families will report most or all needed services are being received – Goal is 90% Focus Groups will express consensus opinions of overall satisfaction with COC services Needs assessment completed within timeframe; Report reflects findings of needs assessment and is completed 5% annual decrease in number of corrective action plans 90% of stakeholders will give Program Oversight an "A" or "B" grade % increase in cost savings due to cost share agreements with other agencies % increase in the proportion of purchased services % increase in number of clients receiving SSI % increase in Medicaid case management reimbursement	Annually Annually Annually Annually Annually Annually Annually Monthly Annually Quarterly Quarterly Quarterly Monthly
Correspondence	Unanswered Mail Reports - # of pieces of correspondence routed and completed # of pieces of Outgoing Mail generated for Governor's signature # of state retirees written % Responses in Compliance with ECOS Requirement (5 days) Legislative Reports - % completed on time	Weekly, Quarterly, and Annually for all measures
Crime Victims' Ombudsman	% of correspondence responded to within a 48-hour time period – goal is 90% % of all formal inquiries conducted within 4 months – goal is 95% # of trainings per employee per fiscal year – goal is 2	Annually Annually Annually
Developmental Disabilities Council	% compliance of sub grantees against contractual performance requirements – goal is 100% # of persons with disabilities with paid employment as a result of employment training # of persons with disabilities with greater opportunities for full inclusion in their communities	Quarterly Annually Annually

	# of students with disabilities receiving appropriate transition services # of educators trained Incidence rate of neural tube defects in South Carolina	Annually Annually Annually
Finance	Appropriation vs. Allotment, Allotment vs. Expenditure, Cash Status, and Cash by Grant # and accuracy of vouchers processed	Weekly Monthly
Foster Care Review	% of reviews of children in foster care held timely # of referrals initiated % of referrals completed Data entry error rate Timely preparation of statistical research	Monthly Monthly Monthly Monthly Annually
Guardian ad Litem	Total number of children served Total number of volunteers Total Number of new cases Total Number of cases closed Number of cases not staffed due to lack of volunteers	Annually Annually Annually Annually Annually
Human Resources	% of Affirmative Action goals met # and % planning stages that have training # and % of EPMS's and planning stages submitted timely by each office	Annually Annually Annually
Information Technology	Upgrades/services provided # trainings offered	Annually Annually
Office of Economic Opportunity	Timely distribution of funds Number of households moved toward being stabilized/self-sufficient Project SoCarROMA	Quarterly Semi-Annually Annually
Ombudsman	Telephone inquiries into the Ombudsman Office are being answered within 24 hours and in an accurate fashion and records are being kept that reflect trends of interest to the Governor and staff All correspondence assigned to Ombudsman should be answered within 5 working days and logged accurately on correspondence database The Ombudsman Office will produce its report for ECOS every-other month by the 15th	Monthly Annually Bi-monthly
Small and Minority Business	# of certification/recertifications success of Trade Fair/Minority Business Forums \$ spent on women and minority owned businesses	Annually Annually Annually
Special Projects	Respond to all correspondence/ requests for proclamations in 5 days or less 90% of the time	Annually
Veterans Affairs	# of benefits claims successfully processed – including medical claims and Free Tuition Program progress on State Veterans Cemetery/ Nursing Home/ War Roster	Annually Annually
Victim Assistance	Process 70% of the claims within 45 days # of trainings/participants.	Annually Annually

Also, the Director of Administrative Services uses the Yearly Review documents for each Office to evaluate and strengthen supervisory rating skills. The Office of Correspondence prepares weekly reports for the Agency Leadership Team and ECOS staff that provide status information on projects, as well as assessments of employee work output. These reports include weekly, quarterly and annual Correspondence Reports, detailing the amount of mail received and routed, as well as response times; weekly Unanswered Mail Reports; and weekly, quarterly, and annual Legislative Reports, detailing customer concerns and preference regarding specific legislative issues.

In the Office of Finance, key measures, including Appropriation vs. Allotment, Allotment vs. Expenditure, Cash Status, and Cash by Grant, are reviewed on a minimum weekly basis with reports distributed to the appropriate staff. In addition, audits provide a means for ensuring accuracy and efficiency, while identifying areas for improvement. For example, an A-133 Audit is conducted by state auditors and copies are provided to federal agencies that provide grant money.

The Office of Human Resources issues a Monthly Detail Report on the status of positions, employees, and vacancies.

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

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 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. In addition, the Office of Special Projects scans local newspapers daily to ensure deserving South Carolinians receive Governor’s recognition. Other 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. 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 with no significant findings reported during the last several years. OSHA and other regulatory requirements are met without any significant discrepancies noted. All OEPP offices are HIPPA compliant.

Table 1.5-1 shows how the Continuum of Care assesses the impact and risks of its services. The Continuum does its work under the specifications set out in both its authorizing legislation and, in some cases, contracts with other agencies. The potential impact of their services is monitored through the assessment of outcomes. Risks are monitored through measurement of compliance with legislation and contracts.

Table 1.5-1 Outcomes and Risk Assessment by Each Program in COC

Performance Category	Client Services	Provider Oversight
Risks	<ul style="list-style-type: none"> ➤ Procurement violations ➤ Contract violations ➤ Recoupment of Medicaid reimbursements ➤ Failure to help clients and their families ➤ Failure to prepare clients to be productive adults ➤ Failure to avoid placing client in an inappropriate level of care or placement ➤ Failure to anticipate provider weaknesses that lead to trauma 	<ul style="list-style-type: none"> ➤ Failure to meet to standards set out in contract with DHHS: <ul style="list-style-type: none"> ➤ Training ➤ Medicaid certification ➤ Monitoring (announced and unannounced)
Outcomes	<ul style="list-style-type: none"> ➤ Client behavior at home, school, community ➤ School performance ➤ Parental involvement in care 	<ul style="list-style-type: none"> ➤ Providers' ability to improve client functioning ➤ Providers ability to improve compliance with established criteria

Those serving children in need, despite good staff, procedures, and a genuine concern for their welfare, can cause further harm or provide non-useful services. To avoid these risks, the Continuum focuses on outcomes. The Continuum uses a functional assessment instrument (CAFAS) to determine if the child is able to function better at home, school, and in the community. If the child's score decreases or remains stagnant, this is an indicator for supervisory and clinical staff to review the child's services. The Continuum is also working with other agencies (including DSS, DJJ, DMH, and DDSN) to make these methods standard across child serving agencies.

In the Office of Information Technology, risk avoidance tactics are part of the strategic planning to avoid work-stopping problems for the users of the technology resources in OEPP and ECOS. The use of quality equipment, flat topologies, and off-the-shelf software minimizes risks. For example, during the 4th quarter of FY '01-'02, the Office of Information Technology began upgrading the software on all OEPP computers to Windows XP and Office XP to provide more stability for the user and decrease work-stopping problems. These upgrades were completed during the 2nd quarter of FY '02-'03.

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

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

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

At least once a year, employees are encouraged to support charitable organizations that help the community through the Office of Human Resources, such as the United Way, United Black Fund of the Midlands, Salvation Army Christmas Kettle program, and Community Health Charities (5.6, 7.5). Payroll deduction is available for contributions to some charities.

In addition, 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:

Table 1.7 – Senior Leaders and Community Support

OFFICE (by senior leaders within each Office)	COMMUNITY SUPPORT (Indicated by membership in professional associations or service on boards or commissions)
Children's Affairs	Program Oversight Council
Client Assistance Program	American Counseling Association; South Carolina Counseling Association; Midlands Consortium for the Homeless; Taskforce for Action for Migrants and Hispanics; Five Points Rotary Club; Consumer Advisory Committee for the Commission for the Blind; State Independent Living Council; Business Advisory Council of the Vocational Rehabilitation Department; Governor's Committee on Employment of Persons with Disabilities; State Developmental Disabilities Council; State Protection and Advocacy for Persons with Mental Illness Council; Commission for the Blind's Dually-Diagnosed Deaf/Blind Advisory Council; Protection and Advocacy for Individual Rights Advisory Committee; State Assistive Technology Projects' Advisory Council; Columbia Mayor's Committee for Employment of Persons with Disabilities; Hunger and Homeless Committee for Richland School District One
Continuum of Care	Advisory Board of Respite Coalition; American Psychological Association; National Alliance for the Mentally Ill; SC Medical Association-Executive Committee for Child Protection; Mental Health

	Association; ACSW; Dutch Fork Optimist Club; Pee Dee Chapter SHRM
Correspondence	Capital Senior Center Board; Governor's Council on Physical Fitness
Crime Victims' Ombudsman	SCPPP Victims' Advisory Council; Certification Board of the Governor's Office of Small and Minority Business; Balanced and Restorative Justice Committee
Developmental Disabilities Council	Advisory Board for the Assistive Technology Project; Advisory Board for the UCEDD; External Advisory Board of the "Dental Program for the Diagnosis and Treatment of Children with Special Health Care Needs" at MUSC; Special Needs Task Force; Board of Directors of the National Association of Developmental Disability Councils; Government Finance Officers Association of South Carolina; Council for Exceptional Children/Division on Career Development and Transition; National Rehabilitation Association; Interagency Supported Employment Training Committee; State Department of Education IDEA Summit Committee
Finance	Government Finance Officers Association
Foster Care Review	Community Mediation Center Board of Directors; Prevent Child Abuse South Carolina Board of Directors; Bench/Bar Joint Task Force; SC DSS Children and Family Services Review Stakeholders Advisory Committee; Children's Justice Task Force; SC Bar Family Court Task Force; SC Bar Children's Committee; Richland County Family-to-Family Initiative; SCDSS Certification Training faculty; Richland County Child Health and Safety Council; Certified Auditor, US Children's Bureau, Children and Family Services Review; SCDSS Certification Training faculty; Children Unlimited Conference Committee
Guardian ad Litem	Community Mediation Center Board of Directors; Prevent Child Abuse South Carolina Board of Directors; Bench/Bar Joint Task Force; SC DSS Children and Family Services Review Stakeholders Advisory Committee; Children's Justice Task Force; SC Bar Family Court Task Force; SC Bar Children's Committee; Richland County Family-to-Family Initiative; SCDSS Certification Training faculty
Human Resources	SC International Personnel Management Association
Information Technology	State Webmasters Association; South Carolina Government Management Information Systems
Office of Economic Opportunity	National Association for State Community Services Programs; Southeastern Association of Community Action Agencies; Workforce Investment Act – State Partner; Community Action Partnership; SC Community Services Block Grant Association
Ombudsman	South Carolina Quality Network; American Library Association's Roundtable for Patrons with Special Needs
Small and Minority Business	Greater Columbia Chamber of Commerce Minority Council; Benedict College Business Development Center Advisory Committee; BBT Trailblazer Board; Carolinas Minority Supplier Development Council
Special Projects	State Citizen Corps Council; State Government Improvement Network
Veterans Affairs	VA Mental Health Advisory Board; VA Director's Advisory Board; Admissions Boards for DMH Veterans Nursing Homes; MOAA; Disabled American Veterans; American Legion (Director is Chairman of American Legion Hospital and Nursing Home Committee); Rotary International
Victim Assistance	National Crime Victims' Compensation Board; South Carolina Society of Certified Public Managers; Children's Justice Act Task Force

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 OEPP Senior Management Team has in place a Strategic Plan that is used to promote organizational learning and to ensuring that individual office goals are met. This plan was developed using a wide variety of information inputs including enabling legislation, key legislative and customer service issues, and feedback provided by representatives from each of OEPP's offices. Care was also taken to align OEPP's Strategic Planning Goals and Strategies with the key business excellence categories of the Malcolm Baldrige National Quality Award Criteria.

The following are OEPP's goals and supporting strategies:

- ❖ Leadership (Baldrige Category 1)
 - Develop and maintain an active and viable strategic plan (Baldrige Category 2)
 - Provide organizational direction and high expectations for all employees
 - Enhance open communications with our employees and external customers

- Conduct organizational performance reviews
- ❖ Customer Satisfaction (Baldrige Category 3)
 - Determine the needs and expectations of our customers
 - Implement procedures for aggregating, tracking, analyzing, and responding to customer concerns quickly and accurately
 - Share resources with other entities to maximize our service delivery effectiveness
 - Maintain regulatory and legal compliance, and ethical business practices
 - Model public responsibility and good citizenship
- ❖ Information and Analysis (Baldrige Category 4)
 - Develop and implement an organizational measurements system
 - Identify key work processes and develop standardized methods for measurement
 - Track and continuously evaluate key work process measures
- ❖ Human Resources (Baldrige Category 5)
 - Recruit and employ highly qualified, diverse individuals who are committed to public service and organizational excellence
 - Provide our employees the tools, systems, and information to effectively perform their duties
 - Provide and encourage opportunities for professional and personal growth
 - Provide Leadership training
 - Promote employee empowerment
 - Recognize and reward employee excellence
 - Provide for a safe and healthy workplace
 - Track, evaluate, and maximize employee satisfaction
- ❖ Process Management (Baldrige Category 6)
 - Seek and benchmark best practices
 - Optimize the application of information technology
 - 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, the Director of Constituent Services and the DCS for OEPP ensures organizational alignment, necessary financial and human resource allocations, and the minimizing of risk to OEPP's customers. As action plans are developed, any necessary coordination with suppliers or partners is assured prior to action plans being finalized.

All employees have a clearly defined role in supporting OEPP's Strategic Plan, which is delineated in each employee's Planning Stage document of the Employee Performance Management System. Legislative issues often steer action plans and the Office of Correspondence tracks legislative issues through weekly reports, e-mails as needed, and Issue Alerts. Issue Alerts are generated to the Governor's ECOS staff and then passed down to others. Once the Governor, the Governor's ECOS staff, and the Agency Leadership Team have approved an action plan, meetings are held, along with e-mails, to advise employees of necessary action.

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

To ensure that the Strategic Plan remains an actionable document, over the past year, each Office has developed and detailed its key activities, how they further OEPP's Strategic Plan, and how performance of those activities is or will be measured on an Intranet form developed by the

Office of Information Technology (See Table 1.3 and Category 7). This information is directly linked to OEPP’s Strategic Plan and the Baldrige Criteria for Performance Excellence. Tracking responsibilities are assigned to individual employees by name for each office action plan and measure. Action plans revolve around customer service and priorities are routinely evaluated given limited fiscal and human resources. In addition, each Employee’s Planning Stage includes specific tasks and expected performance levels needed to support office action plans. Individual supervisors and office managers track action plan progress and manage human and financial resources needed to support plan attainment. Through routine reporting of action plan results to the office directors and DCS, OEPP provides opportunities for mid-stream adjustments while providing 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, and the plan is available for reference or use by all agency employees via the OEPP Home Page on the Internet. At the organizational level, performance results based on key measures are formally reviewed on a quarterly basis by the DCS and all Office 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 posted on the Intranet, while reviews in smaller offices may be conducted between the office manager and select staff only. In addition, all Agency employees are in close proximity; therefore, regular communication about strategies is incorporated in daily activities. Office Directors and staff have immediate access to Governor’s ECOS staff to ensure communication and coordination. The DCS for Administration and the Director of Constituent Services communicate strategic objectives to Office Directors, who work with office staff to develop action plans.

2.4 What are your key strategic objectives?

OEPP’s key strategic objectives as an agency are 1) to create and sustain a high performing organization; 2) to provide quality customer services; 3) to promote fact-based management; 4) to develop our human resources; and 5) to continuously improve our organization’s processes. Within these overall objectives, each major program area in OEPP has established its own operational objectives. These are detailed in Table 2.4.

Table 2.4 – Program Area/Mission/Operational Objectives

OFFICE/ Mission	Operational Objectives
<p>Children’s Affairs/ To provide information and referrals to families regarding services for children, assists families with problems they are having with child-serving state agencies, and responds to complaints regarding Medicaid and Medicare for adults and children on behalf of the Governor. This office also facilitates disputes through the Informal Dispute Resolution Process for private providers not in compliance with the standards set forth in the state’s contract (Children’s Request for Proposal) to provide services to children, participates as a member of the Program Oversight Council, and houses the Children’s Case Resolution System. The Children’s Case Resolution System, SC Code of Laws §20-7-5210, has the statutory responsibility to provide a process for reviewing cases on behalf of children for whom the appropriate public agencies collectively have not provided the necessary services.</p>	<p>To provide information and problem solving for issues related to children.</p>
<p>Client Assistance Program/ To assist constituents with disabilities by: a) providing information concerning the South Carolina Vocational Rehabilitation Department, Commission for the Blind, and State Independent Living Council; b) negotiating with these agencies concerning the services to be provided; c) mediating disputes between constituents and these agencies; d) representing constituents at fair hearings against these</p>	<p>1) To provide accurate information to constituents in answering their questions regarding services provided by the South Carolina Vocational Rehabilitation Department, Commission for the Blind, and State Independent Living Council; 2)</p>

agencies; and e) assisting constituents with other conflict resolution services against these agencies.	To provide quality representation for clients of these agencies in resolving disputes.
Continuum of Care/ To ensure continuing development and delivery of appropriate services to those children with severe emotional disturbance and their families in South Carolina whose needs are not being adequately met by existing services and programs.	1) To demonstrate the feasibility of providing a full array of services, ranging from most to least restrictive, for children and youth with severe emotional disturbance; 2) To serve as the basis for development of future state policy regarding services for such children and youth.
Correspondence/ To ensure proper, efficient routing, tracking and delivery of the Governor's Office mail and to assist in any correspondence generated by the Office of the Governor.	To ensure timely and accurate responses to constituent mail. Program objectives are to assist in preparation of special types of correspondence generated by the Governor's Office; keep abreast of the Governor's position on current issues, ensuring that responses are accurate and timely; accurately research legislative issues; and prepare reports on status of mail and legislative issues on a weekly, quarterly and annual basis.
Crime Victims' Ombudsman/ To receive and to respond to complaints filed by victims of crime. These complaints may be verbal or in writing and the CVO must respond in an appropriate manner as mandated by law.	To ensure that all crime victims who file complaints are served justly, equitably, and fairly by South Carolina's criminal justice organizations.
Developmental Disabilities Council/ To ensure that individuals with disabilities and their families have a broad range of options when making life decisions. This is accomplished through 1) the development of a State Plan (Attachment C, hard copy only) that addresses the needs of persons with disabilities statewide, identifying areas where improvements are needed and developing strategies that address those needs; 2) ongoing monitoring and evaluation of the implementation of the State Plan; 3) coordination and cooperation with the University Affiliated Program, the Protection and Advocacy System for People with Disabilities, Inc., and other state agencies and private organizations whose activities affect the well-being of persons with disabilities; 4) serving as an advocate for all persons with disabilities and working for positive statewide systems change on their behalf. The SCDDC believes in, advocates for, and funds initiatives that promote independence, productivity and inclusion for all persons with disabilities in this state and considers these goals as the impetus for planning its initiatives. The Council further believes that families are the foundation of our society and that they, along with individuals with disabilities, need support. A coordinated system of support is critical to the individual, family members, and community to foster independence, productivity, and inclusion into the community setting.	To ensure that persons with developmental disabilities and their family members are as fully included into their communities as possible and have the services they need to remain in the community.
Foster Care Review/ To provide an external system of accountability and advocacy for children and families involved in the foster care system. The program utilizes panels of community volunteers to promote safe, permanent homes for children in foster care in a timely manner and to increase public awareness regarding the impact of child abuse and neglect. These volunteers are recommended for appointment to local review boards by their county legislative delegations and appointed by the Governor to serve 4 year terms.	To review every six months but no less frequently than once every six months the cases of children who have resided in public foster care for a period of more than four consecutive months and to review every six months the cases of children who have resided in private foster care for a period of more than six consecutive months to determine what efforts have been made by the supervising agency to acquire a permanent home for the child.
Guardian ad Litem/ To recruit, train, and supervise volunteers who are court appointed to represent and advocate for the best interests of children in the child welfare system and family court proceedings involving allegations of abuse and neglect. A secondary mission of the South Carolina Guardian ad Litem Program is to increase public awareness about the impact of child abuse and neglect on the community while illustrating the value of volunteer service to the State of South Carolina.	To provide training and supervision to all community volunteers who serve as court-appointed guardians ad litem for children in abuse and neglect proceedings within the Family Court.
Office of Economic Opportunity/ CSBG: To accomplish anti-poverty goals, yet allow for maximum flexibility among agencies in meeting locally identified needs, the State shall require that CSBG funds be used for projects having a measurable and potentially major impact on the causes of poverty in the local community using a community action plan which shall include: a current, annual community needs assessment; a description of the service delivery system targeted to low-income individuals and families in the service area; a description of how linkages will be developed to fill identified gaps in services through information, comprehensive case management, and follow-up consultations; a description of how funding under the Act will be coordinated with other public and private resources; and a description of outcome measures to be used to evaluate success in promoting self-sufficiency, family stability and community revitalization. LIHEAP: A Federally-funded program to help eligible low income households meet home heating and/or cooling needs. WAP: South Carolina receives funding from the US Department of Energy (DOE) to implement the WAP. Weatherization reduces energy costs for low-income households by increasing the energy efficiency of their homes, while ensuring their health and safety. CF&N: The CF&N Program addresses the nutritional needs of low-income persons to	1) Leadership: Provide leadership to ensure regulatory compliance, and the timely, efficient and cost-effective fulfillment of the major Federal grant programs listed; 2) Quality Customer Focus: Assure quality customer focus through continual exchange of customer information, ongoing technical assistance and training, ongoing development and maintenance of South Carolina Results-Oriented Management Assessment (SoCarROMA) software reporting system, timely and equitable distribution of funds, and factual and timely inquiry responses; 3) Evaluation: Conduct results and learning (internal and external procedure) for trend analysis, and the continual improvement of customer outcomes through existing practices and products. Ensure basis regulatory compliance and program delivery

<p>combat hunger throughout the State of South Carolina. The State will undertake statewide activities, either at the State level or through sub grantees, to include existing CSBG eligible entities, food banks, and/or meals on wheels in concert with councils on aging. Services will be provided to low-income persons in each the State's forty-six (46) counties, employing at least one of the following legislatively mandated program purposes: to coordinate private and public food assistance resources, to better serve low-income populations; to assist low-income innovative approaches at the State and local levels to meet the nutrition needs of low-income individuals.</p> <p>ESGP: The purpose is to provide housing assistance to the State's homeless population through community based shelters that provide an array of services designed to meet the needs of homeless persons throughout the State. The objective of the program is to provide improved facilities and services to the homeless and ultimately to reduce the incidence of homelessness.</p>	<p>through routine program monitoring, annual fiscal program audits (see audit update attached), desk reviews of annual independent audits, and fiscal and program reporting; 4) Linkages: Coordinate linkages to maximize service delivery, improve outcomes and eliminate duplication (national, State and local areas); 5) Marketing: Continue efforts to diversify and expand customer outreach through ongoing updates, expansion and improvement to OEO web site participation in meetings, professional memberships; and the gradual elimination of cultural barriers; 6) Human Resources: Assure quality team of personnel through recruiting and hiring process and provide ongoing professional development.</p>
<p>Ombudsman/ To provide constituent services to the citizens of the state. The Office also identifies systemic problems in the state's service delivery system and works with the various governmental agencies to make changes as appropriate. Additionally, the Office compiles reports on the numbers and types of complaints and concerns of constituents for the Governor.</p>	<p>To provide quality services to constituents in regards to resolving their problems with state agencies.</p>
<p>Small and Minority Business/ To promote the interests of small and minority businesses. OSMBA is dedicated to helping businesses prosper. To achieve this, OSMBA provides information and access to state government contracts, works to process certifications, and strives to increase the amount of money state agencies spend with small and minority firms.</p>	<p>To provide networking and training opportunities for certified minority/women-owned businesses and ensure that state agencies include certified minority businesses in contract opportunities.</p>
<p>Special Projects/ To assist the Office of the Governor with all special projects/event including processing all proclamation requests, organizing special events, coordinating the Governor's Reading Honor Roll, Citizenship Awards, Volunteer Awards, annual United Way campaign, congratulatory letters, ESF-14 activities, and accountability for the agency (OEPP)</p>	<p>To coordinate program design, implementation, service delivery, and daily administrative activities for all Governor's Office special projects and events.</p>
<p>Veterans Affairs/ To "assist[ing] ex-servicemen in securing the benefits to which they are entitled under the provisions of federal legislation and under the terms of insurance policies issued by the federal government for their benefit." The mission of the Office of Veteran's Affairs is to be the Chief Advocate for all veterans' issues in South Carolina. This includes state and federal benefits, eldercare, compensation, and pension.</p>	<p>1) To develop a War Roster of South Carolina Veterans who served in the military during the Korean War, the Vietnam War and during the Gulf War up to and including the present until Congress declares the end of this war period; 2) To build the third State Veterans Nursing Home in Walterboro; 3) To build the first State Veterans Cemetery in Anderson; 4) To help develop a more comprehensive method of caring for elderly veterans.</p>
<p>Victim Assistance/ Envisioning parity in victim services, embracing a victim-centered criminal justice system, and embarking upon an era where there is true collaboration among all disciplines that are working to meet the needs of South Carolina's crime victims.</p>	<p>Offer victim services training events for advocates, service providers, law enforcement officials, solicitors, judges and mayors. Process victim claims in a timely manner.</p>

Each Office tracks its progress toward fulfilling the above detailed operational objectives through the corresponding performance measures detailed in Table 1.3. Results for these measures are reported in Section 7.2.

2.5 If the agency's strategic plan is available through the agency's internet home page, please provide an address for that plan on the website?

OEPP's Strategic Plan can be accessed via the web at <<http://www.govoepp.state.sc.us/oeppsp.pdf>>.

3. Customer Focus

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

Key customers and stakeholders for OEPP include the Governor, ECOS, legislators, state government agencies, and residents of South Carolina. Customers are more precisely segmented as related to the type of services provided by each office within OEPP (Table II.A). Key customer segments are determined by the goals and strategies contained in OEPP's Strategic

Plan. Additional key issues are articulated by the Governor and ECOS, enabling legislation, or by other means. Combined, these sources provide guidance and expectations regarding customer segments and services for each office within OEPP. Timely, accurate, and effective services are 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 agency's stakeholders such as schools throughout the state, law enforcement agencies, or the US Department of Veterans Affairs.

Constituent mail, feedback from the Governor's ECOS staff, and communication tools provided by the Information Technology staff, such as e-mail and the Intranet/Internet, facilitate the ability of staff to identify and meet the needs of customers. The Office of Correspondence identifies areas of interest and/or concern from the nature of correspondence received. ECOS staff and the Agency Leadership Team are advised of positions on specific issues through electronic Issue Alerts, as well as weekly, quarterly and annual Legislative Reports.

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

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 and for assessing the effectiveness of these methods. Methods 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) has a standing Evaluation Advisory Committee which reviews data collection methods, analysis, and sharing of results, to ensure that best customer service methods are used and shared. The Client Assistance Program conducts an annual customer satisfaction survey to gather information on customer needs and preferences. The Foster Care Review Board 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, ECOS, and/or the Governor. The Office of Information Technology also created an Internet e-mail form for constituents on the Governor's web site to make it easier for customers to express their concerns and needs (3.3, 7.1). The Office of Correspondence ensures that these e-mails are routed to the appropriate staff person for assistance.

The Information Technology staff members use journals, workshops, seminars and conferences to keep abreast of changes in technology, including *Information Weekly*, *PC Computing*, *Profiles*, and Gateway manufacturing/vendor seminars. The Director of the Office of Information Technology attends the annual South Carolina Information Technology Directors Association Conference sponsored by the Budget and Control Board to ensure consistency with their overall Information Technology State Plan.

3.3 How do you use information from customers/stakeholders to improve services or programs?

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. Input obtained from meetings with customers, public hearings, advisory councils, customer satisfaction surveys, and written or other verbal communications is used by each office to determine whether new procedures should be incorporated into standard procedures, to reassess and adapt working goals on an as-needed basis, and to set strategic goals on an annual basis.

3.4 How do you measure customer/stakeholders satisfaction?

Primary methods for obtaining data on customer satisfaction include direct feedback received from the Governor, ECOS, legislators, agency directors and managers, the Governor's Call Center, the Ombudsman's Office and the Correspondence Office. In addition, each office within OEPP has developed 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 Developmental Disabilities Council, which sends out an annual survey to over 3,000 families who have family members with disabilities, and the Office of Crime 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. The Office of Foster Care Review conducts stakeholder assessments and a Foster Care Parent Survey. The Continuum of Care regularly conducts family surveys, customer focus groups, and maintains a standing Program Oversight Committee. The Office of Finance measures level of satisfaction from the Comptroller General's office by the number of vouchers that are returned. In addition, The Office of Human Resources administers an annual survey to capture internal customer satisfaction levels of OEPP program areas and ECOS staff with the services provided by OEPP's administrative offices (7.1). The results of this survey are tallied and distributed to the appropriate offices and the DCS for evaluation and implementation of suggested improvements. The Office of Human Resources also captures feedback through an exit interview questionnaire, with relevant information distributed to the appropriate Office Director.

3.5 How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between different customer groups.

OEPP believes that strong customer communication links, flexibility, and accurate and timely service delivery provide the primary keys for building positive relationships. The Office of Special Projects helps build positive relationships with customers by coordinating various Governor's Awards programs to recognize students, volunteers, and community leaders. The Office of Special Projects also assists in generating letters out of local newspapers from the Governor to members of the community. These range from congratulatory letters to comments on editorials to condolences.

4. Information and Analysis

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

The operations, processes, and systems measured are determined by the Agency Leadership Team, under direction from the Governor's ECOS staff and according to the Governor's priorities and needs and OEPP's Strategic Plan. Because of the diversity in the offices, where one office's focus may primarily be advocacy and another may be processing accounting/payroll

information, data comes in a variety of quantitative or qualitative data measures which makes consistency a challenge. In all offices, the requirements of state and federal laws mandate certain information be obtained and reported in compliance with those laws.

In addition, many Human Resource measurements/analyses are mandated by the State Office of Human Resources: Hire Above Minimum Audit, Delegated Reclassement Audit, and Insurance Benefit Audit (7.3). Affirmative Action goals are set in conjunction with the State Human Affairs Commission at 92.5 % (7.3).

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

To ensure accuracy and data quality, all work products flow from employee to supervisor to director for approval. The Office of Correspondence measures mail processing to ensure efficient and responsive service. For example, a Correspondence log and reports generated by the Office of Correspondence provide information on a weekly, quarterly and annual basis regarding the nature of the mail, assignment of mail, turnaround time for response, and follow-up (1.3, 4.3, 7.2). The Office of Information Technology staff members monitor the number of customer support requests made and processed and resolution with current resources versus new resources and replace equipment as necessary. The Office of Information Technology strives to maximize server up-time during business hours and the availability of training opportunities. In Finance, reports have a high level of validity and comply with the Comptroller General and the State Treasurer's Office systems. These reports are generated on a daily, weekly and monthly basis in order for Administrative Services staff to monitor financial transactions. (1.3).

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 Department of Veterans Affairs the number of claims and dollars gained for the veterans of South Carolina. 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 (4.3, Figures 7.6-2 and 7.6-3).

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

Information analysis is used for decision-making in OEPP whether it is through quantitative or qualitative data. Often qualitative data such as written correspondence and verbal feedback from both internal and external customers of OEPP services is used in conjunction with quantitative data in review of programs and procedures. 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 (1.3, 4.2, 7.2). 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 ECOS staff and the Agency Leadership Team.

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 offices. The Office of Veterans Affairs compares federal dollars expended with Louisiana and Kentucky (4.2, 7.6). Other OEPP offices 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 consistently has a level of attainment which exceeds the state goal. The Developmental Disabilities Council is required by the Federal government to produce the "Annual Program Performance Report" - its annual report. Comparative data is used to adopt and adapt caseloads and systems and guide process improvement. Foster Care Review Board and Guardian ad Litem offices currently use data from the counties to compare against statewide averages.

Each Office has a Financial Liaison. Budgetary and financial reports are sent to them to be reviewed (1.3). In addition, the Agency Leadership Team reviews these reports. Reports are used to determine if all financial transactions are properly classified and if expenditures are within budget. The Agency Leadership Team and the Governor's ECOS staff also review correspondence reports (1.3, 7.2) to ensure responses to constituent mail are prepared within designated parameters.

5. Human Resources

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

In OEPP, 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. The planning stage also delineates a training development plan for each employee. When employees participate in training opportunities, they fill out a professional development form that becomes part of their permanent personnel file.

Additionally, a less formal approach is through training opportunities offered by the Governor's Office, the State Budget and Control Board, the Cabinet Agency Training Consortium, other state agencies and the private sector. The Office of Human Resources notifies employees quarterly through e-mail and board postings of training opportunities, and the Office of Finance staff ensures fiscal training needs are budgeted. Governor's Office employees are also eligible to attend the prestigious Governor's EXCEL Leadership Institute. Other methods of motivating and encouraging employees are: 1) staff retreats and annual meetings, 2) newsletters which recognize staff's work and personal achievements, 3) recognition from Governor through performance awards, 4) opportunity to participate in employee appreciation lunch with the Governor and other Governor's office staff, 5) allowing employees to implement cost saving ideas which creates a feeling of accomplishment, and 6) encouraging employees to work on team projects which cut across office lines. The agency employee suggestion program also

encourages employees to use their maximum potential to increase efficiency. Employees whose suggestions are implemented receive positive recognition as well as a certificate.

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, identifying staff for advancement, and assisting in creating a diverse workforce. 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 sponsoring individuals to attend the Executive Institute and the Certified Public Manager (CPM) program. As for staff advancement, OEPP is committed to promoting from within and in order to alert employees of job openings, e-mails and job postings are sent out when there are vacancies.

Training needs are assessed through individual interactions between supervisors and employees and detailed in the employee's planning stage. Linking the planning stage of the Employee Performance Management System to specific training opportunities provides information on what types of training employees need. The Office of Human Resources reviews these documents and works to ensure that employees have access to the trainings identified in the planning stages. Because the Office of Human Resources provides human resource services for the Governor's Office in partnership with the B&CB, the Governor's Office shares in the wide variety of education, training and development opportunities offered by the B&CB and benefits from B&CB expertise in personnel issues. OEPP also participates in the Cabinet Agency Training Consortium through which training is made available from Cabinet agencies at no or low cost. Foster Care Review Board and Guardian ad Litem offices use staff training surveys to determine training needs, such as software skills and supervisory skills, as well as employing the Designing a Curriculum (DACUM) process to determine staff training needs and the fit of the employees job descriptions with their training needs, holding focus groups in each regional office with case managers to determine what case management skills need improving, and using a management assessment process for all supervisors to create a formal management training curriculum.

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 immediately go with questions or suggestions, allowing everyone to contribute to the overall work system. Employee feedback and suggestions regarding the management of specific programs are encouraged. Employees are given opportunities to pursue new projects through the employee objective section of the EPMS Planning Stage. Goals are included in the Planning Stage and the supervisor and/or director routinely work with the employee throughout the year to monitor the progress toward those goals. In addition, supervisors include training requirements in the EPMS Planning Stage.

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

Employee well-being and satisfaction are addressed in various ways. Methods used to obtain employee feedback are informal meetings and exit interviews or an exit interview questionnaire with departing employees. Exit interviews are analyzed for data on employee turnover and shared with each office. The employee grievance policy detailed in the Employee Handbook provides for mediation and appeal to the State Human Resources Director. In addition, variable work schedules help employees balance personal and professional lives. An annual picnic and other social events and gatherings are scheduled to promote a sense of community. (7.3)

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 along with distribution of health information.

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

Employees throughout the agency participate in a variety of charities, either through payroll deduction or on a personal basis (1.7, 7.5), such as the United Way, United Black Fund of the Midlands, Salvation Army Christmas Kettle program, and Community Health Charities. Many employees also participate in the March of Dimes WalkAmerica, Richland I Lunch Buddies, PTAs, and various councils and community associations (1.7). The Office of Information Technology provides resources to the state and its community via the web, including the Governor's Page, OEPP Page, State Office of Victim Assistance, Developmental Disabilities Council, and Client Assistance Program. In addition, the IT Office provides support for extended hours during emergency situations such as hurricanes and natural disasters. The Office of Special Projects coordinates volunteers from OEPP to help answer phone calls and staff ESF 14 during disaster situations, collaborates with SC Safe Kids to produce the Kids Safety Calendar, and sponsors a variety of recognition programs for recognizing outstanding corporate citizens, volunteers, and students.

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?

Program areas within OEPP communicate objectives, define measures, and inspect the progress and achievement of objectives through teamwork at the director, manager, and paraprofessional/assistant levels. Major processes have been integrated system-wide through the use of teams, databases, and Inter/Intranet technology. The paperless Employee Suggestion Program allows employees to make cost-saving and efficiency suggestions. OEPP's Strategic Plan and supporting action plans/key performance measures are available to all employees to utilize and share ideas on how to improve processes via the Intranet. New technology has

allowed for the design of databases and information systems that answer to changing customer and mission-related requirements. Regardless of the methodology used, program processes are reviewed for accuracy and timeliness routinely by the program managers (1.3). The boundaries of state and federal guidelines that specify program function and dictate the population to be served are reviewed within their mandates accordingly.

Many of the individual offices use electronic tracking systems to monitor the efficiency of intake and dispersal of program services processes. For example, the Correspondence Office tracks incoming letters, e-mails, and faxes as a means of ensure timely responses and records mail generated by the Governor’s Office to prevent duplication. The Correspondence Office also sends Issue Alerts to advise the Governor’s ECOS and OEPP staff of emerging issues tracked through constituent mail. In addition, weekly, monthly, quarterly, and annual reports on correspondence provide feedback on important issues to the Governor’s ECOS staff and the Agency Leadership Team (1.3, 4.2, 4.3, 7.2). The Office of Veterans Affairs monitors the standing of various individual applications for resolution. The workflow of the Office of Information Technology is divided into two categories. Those categories are internal processes and external processes. The internal processes include the work that the Information Technology staff members do to provide hardware resources and access to services. The external processes include providing support to users at the desktop to aid in developing a new database or preparing a mail merge for an office. The Office of Human Resources is responsible for the formulation, implementation and administration of personnel management policies and programs for the Governor's Office. The Director of the Office of Human resources attends monthly staff meetings and quarterly supervisory meetings at the Budget and Control Board to keep abreast of changing requirements. In procurement, key design is the use of purchase orders. The use of purchase orders ensures vendors are paid efficiently by streamlining the approval process, resulting in the processing of invoices within 3 days (7.2, 7.4, 7.6).

6.2 How does 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. • Program Oversight: 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 94.6%. • <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>Compensation</u> – The agency strives for equitable and fair compensation for all employees based on the job description and the employee's education, training and experience. All employees are compensated and receive increases within the guidelines set forth by the State Office of Human Resources. • <u>Employment Relations</u> – Standardized procedures are in place for employee grievances, harassment, or other types of complaints, as delineated in the Employee Handbook. No grievances were filed in fiscal year 2002-2003. • <u>Training</u> - Employees are informed of quarterly training sessions provided by the Budget and Control

Office	Examples of Methods
	<ul style="list-style-type: none"> Board through e-mail postings. <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. <u>Benefits</u> - Medical, Life and Dental insurance are offered to eligible employees. Other benefits include 401K plan, flex-time, tuition assistance, sick/annual leave. Employees are informed of benefit changes and options as they arise. <u>Employee Records</u> – Employee information is maintained in 3 databases, one for payroll, which automatically updates the second that is for the State Office of Human Resources, and the third in a Personnel database for internal uses. Employee personnel records are maintained with up-to-date information on employees and their position.
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 Office of Finance and by the Director of Administrative Services.

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

The Office of Administrative Services provides financial, human resources and procurement support to all functions of the Governor’s Office, including the Mansion, ECOS and OEPP. OEPP’s Strategic Plan identifies key support processes for all offices through the corresponding action items and performance measures inputted via the Intranet. In addition, staff 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 Office of Human Resources continuously reevaluates and updates processes to improve services through meetings with peers such as the Human Resource Advisory Committee. Human Resources staff members regularly attend training such as the annual Human Resource Conference and workshops provided by International Personnel Management Association.

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 or the Department of Corrections are used to minimize costs in exchange for receiving work experience and training. For example, clients from Vocational Rehabilitation assisted in packaging Reading Honor Roll materials for distribution during September 2002.

Suppliers for the Foster Care Review Board, Guardian ad Litem, and Continuum of Care include public and private service providers for wrap services (therapy, positive role model, activity therapy, transportation), residential services (group homes, therapeutic foster care, residential treatment facility), and residential therapeutic services. Table 6.4-1 demonstrates how these offices manage supplier interactions.

Table 6.4-1 Managing Suppliers

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 month during the service planning meeting Program Oversight Council meetings Newsletters to agencies, families, and providers 	<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.

	<ul style="list-style-type: none"> Providers participation in decision making as appropriate Continuum staff regularly participate in interagency meetings 	<ul style="list-style-type: none"> 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 the Department of Health and Human Services to change documentation methods to reduce staff time spent in paperwork to allow for more time for meaningful client services.
Foster Care Review Board	<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 	<ul style="list-style-type: none"> Staffing with DSS, schools, foster care review boards, and others

7. Results

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

Highlighted in the tables below are examples of OEPP's customer satisfaction results as related to the performance measures for the respective program areas as delineated in Table 1.3.

Table 7.1-1 Continuum of Care Customer Satisfaction Results

Performance Measure (See Table 1.3)	FY '98-'99	FY '99-'00	FY '00-'01	FY '01-'02	FY '02-'03
% of families giving COC an A or B rating – Goal is 90%	87%	88%	86%	94%	90%
% of families who say they will refer other families to COC - Goal is 95%	88%	85%	96%	98%	97%
% of families will report that COC staff respect their values and beliefs – Goal is 100%				97%	97%
% of families receiving WRAP services will report receiving them in the amount stated on the TSP – Goal is 90 %				80%	64%
% of families more satisfied with services once their child became a client of COC – Goal is 95%.				93%	93%
% of families will report most or all needed services are being received – Goal is 90%				93%	87%

Table 7.1-2a Foster Care Review Board Customer Satisfaction Results

Performance Measure (See Table 1.3)	FY '02-'03
% of reviews of children in foster care held timely	96.7%
# of referrals initiated	1,179
% of referrals completed	53.8%

The Foster Care Review Board also measures customer satisfaction through a biennial survey. The survey was not administered during FY '01-'02 due to conversion to a new database system. It will be conducted again in FY '03-'04.

Table 7.1-2b Foster Care Review Customer Satisfaction Results

Measure	FY '99-00
Number of Completed Customer Satisfaction Questionnaires Mailed to Stakeholders	948
Number of Completed Customer Satisfaction Questionnaires Received from Stakeholders	489
Average overall "grade"	A
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%

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

Table 7.1-3 Client Assistance Program Customer Satisfaction Results

Performance Measure (See Table 1.3) – Customer Satisfaction Survey	FY '01-'02	Analysis	FY '02-'03	Analysis
Number of surveys mailed	186		110	
Number of surveys returned	43	23% returned	28	25% returned
a. Number who commented "very satisfied" or "satisfied"	42	98% satisfied	27	96% satisfied
b. Number who commented "not satisfied"	1	2% not satisfied	1	3% not satisfied
Number of individuals surveyed who would use CAP again	42	98%	27	96%

The Administrative Services Offices, including the Director's Office, Human Resources, Finance, Payroll, Information Technology, Procurement, and the administrative branch of Correspondence, primarily serve internal customers, providing support services for the Governor, ECOS, and OEPP's Program Areas. The Office of Human Resources, working with the Office of Special Projects and the Budget and Control Board, administers an annual survey/questionnaire to measure internal customer/stakeholder satisfaction with these offices. This survey is distributed to the agency's internal customers, including staff members of ECOS, OEPP, and the Governor's Mansion.

The survey tests five service dimensions, including responsiveness, assurance, reliability, empathy, and tangibles. It yields a confidence level of .99 with an error rate of plus or minus 10%. In general, approximately 70% of customers surveyed in the past two fiscal years have reported that they were either satisfied or very satisfied with the services they received from OEPP's administrative offices as evidenced by Table 7.1-4a.

Table 7.1-4a – Customer Satisfaction Level Responses

Provider	Satisfaction Level (%) (FY '01-'02)	Satisfaction Level (%) (FY '02-'03)
Correspondence	78.9	62.7
Director's Office	70.2	66.3
Finance	58.8	64.2
Human Resources	78.2	78.5
Information Technology	72.8	77.2
Payroll	71.6	76.4
Procurement	62.9	65.1
Average	70.5	70.1

The responses to the questions are also combined to give a composite Quality of Service Index for each dimension, ranging from 0.0 to 1.0. The results for FY '02-'03 are detailed in Table 7.1-4b.

Table 7.1-4b – Quality of Service Index (FY '02-'03)

QUALITY OF SERVICE INDEX						
	Responsiveness	Assurance	Reliability	Empathy	Tangibles	SERQUAL INDEX
Correspondence	0.74	0.75	0.73	0.72	0.72	0.73
Director's Office	0.73	0.76	0.73	0.69	0.76	0.73
Finance	0.73	0.72	0.71	0.69	0.71	0.71
Human Resources	0.8	0.82	0.77	0.77	0.79	0.79
Information Technology	0.82	0.81	0.78	0.77	0.76	0.79
Payroll	0.79	0.8	0.78	0.78	0.78	0.79
Procurement	0.75	0.77	0.73	0.73	0.76	0.75
FACTOR INDEX	0.77	0.78	0.75	0.74	0.75	0.76

The SERQUAL Index shows the composite customer satisfaction score for each office. The FACTOR Index provides a composite score for all of OEPP’s administrative services offices. In addition, Table 7.1-4c compares the composite scores for each service dimension for the past two fiscal years.

Table 7.1-4c – Quality of Service Comparisons

Service Dimension	FACTOR INDEX FY '01-'02	FACTOR INDEX FY '02-'03
Responsiveness	0.81	0.77
Assurance	0.82	0.78
Reliability	0.80	0.75
Empathy	0.80	0.74
Tangibles	0.81	0.75
SERQUAL INDEX	0.81	0.76

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

Highlighted in the tables below are examples of OEPP’s mission accomplishment results as related to the performance measures for the respective program areas as delineated in Tables 1.3 and 2.4.

Table 7.2.1 – Continuum of Care Program Measures

Measure	FY '98 – '99	FY '99 – '00	FY '00 – '01	FY '01 – '02	FY '02-'03
Client Services Measures					
Clients showing improved school behavior	48%	57%	54%	61%	57%
Clients showing improved school performance	55%	54%	56%	64%	58%
Parents involved in child’s treatment	98%	96%	92%	97%	97%
Clients out of home (end of FY)	42%	40%	48%	46%	48%
Clients out of catchment area (end of FY)	18%	17%	23%	16%	21%
Program Oversight Measures					
Residential service contracts established	23	22	98	51	23
Providers certified as Medicaid compliant	16	10	9	10	8
On-site monitoring/ technical assistance contacts	290	246	241	178	210
Unannounced visits	54	54	54	57	53
Provider training events	4	10	13	12	17

Note: The drop in the residential service contracts measure is due to a change in contracting methods. In previous years contracts were renewed annually. In FY 00-01 all contracts were extended to a five year renewal cycle. Only new contracts are shown for this FY. 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	FY '02-'03
Number of Reviews Conducted	7,798	7,849	7,757	8,033	8,199
Number of Children Reviewed	4,664	4,667	4,645	4,749	4,862
Number of Review Board Meetings	414	410	417	415	426
Number of Areas of Concern Cited	10,135	10,494	10,004	8,565	8,318
Number of Constituent-Related Communications Initiated		75	45	70	59
Number of Advocacy Referrals Initiated	1,929	1,390	1,397	1,264	1,201
Volunteer hours per child reviewed	2.08	2.12	2.12	2.05	2.47
Reviews per coordinator	866	1,121	1,108	1,148	1,248
Reviews continued or rescheduled	242	298	258	206	225
Reviews not held timely	101	159	219	198	183
Advocacy referrals initiated per child	0.4	0.3	0.3	0.3	0.2
Children reviewed per meeting	11	11	11	11.4	11.4
# Trainings for staff and local review board members				10	8
# Trainings regarding Review Board for outside entities				17	18

During the past fiscal year, the Foster Care Review Board has continued working on the challenge made to members of local review boards to identify issues impacting permanence for children in foster care, then partner with at least one of six groups to identify solutions. This year has been particularly exciting as more local boards accepted this challenge and sought

creative and effective ways to effect change for children in their communities. They did this with the following outcomes: 1) legislation was introduced by the legislative members of the Adoption Procedures Study Committee to improve adoption services in South Carolina. 2) Local Boards continued, or started, regular meetings with county DSS directors with the goal of improving communication and finding specific solutions to concerns identified in their counties. 3) Local Board members around the state met with individual Family Court judges to enhance the Court's understanding of the role of the local boards and to address county specific legal concerns. 4) Local boards forged stronger alliances with their county Foster Parent Associations by attending their regular meetings and participating in requested training. 5) In Greenville, local Board members again shouldered the responsibility of providing Christmas for the 450 children in foster care in Greenville. Through contacts with local businesses and civic groups, they were able to raise financial gifts and donated items close to \$250,000. They were able to extend their good fortune to surrounding counties as well.

Table 7.2-3 Guardian Ad Litem Program Measures

Measure	FY '98-'99	FY '99-'00	FY '00-'01	FY '01-'02	FY '02-'03
Total number of children served	4,232	4,415	4,877	5,120	7,909
Total number of volunteers	1,036	1,011	1,273	1,338	1,684
Total number of new cases		1,644	1,701	1,886	1,689
Total number of closed cases		1,399	1,394	3,300	1,659*

Note: The number of cases GAL closes depends in large part on how quickly DSS and the judicial system are able to get cases heard.

As detailed in Table 7.2-3, Figure 7.2-1 shows a consistent increase in the number of children served by the Guardian ad Litem program for the past five fiscal years. This trend is a positive result of the program's continued outreach efforts.

Figure 7.2-1 - # Children Served by the Guardian ad Litem Program

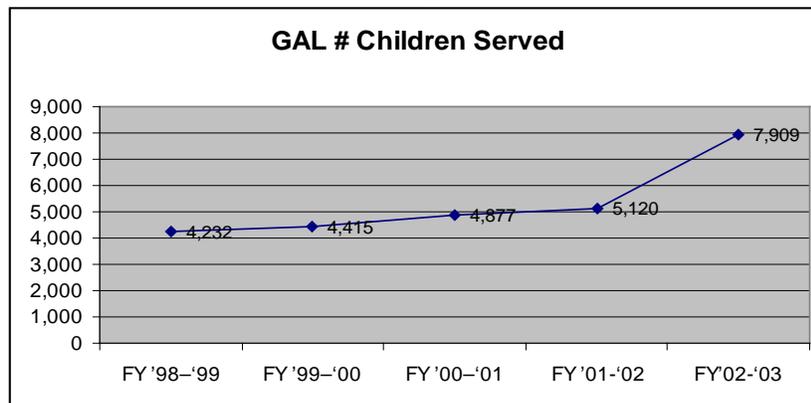


Table 7.2-4 Children's Affairs Program Measures

Measure	FY '98-'99	FY '99-'00	FY '00-'01	FY '01-'02	FY '02-'03
Correspondence received	130	340	683	707	726
Percent of correspondence responded within 5 days	Not measured	97%	98%	95%	98%*
Number of CCRS Referrals Reviewed and Staffed	15	12	12	15	13

*Note: 4th Quarter only due to change in Administration

Table 7.2-5 Office of Correspondence Program Measures

Performance Measure (See Table 1.3)	FY '99-'00	FY '00-'01	FY '01-'02	FY '02-'03
Pieces of Correspondence Routed	39,176	31,225	36,737	31,546
Written Responses	24,256	19,571	24,633	19,635
Photo Requests	46	147	319	566
# of pieces of Outgoing Mail generated for Governor's signature		105,532	153,570	44,030
# of state retirees written		3,916	3,358	2,613

% Responses in Compliance with ECOS Requirement (5 days)			85%	73%*
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*Note: 4th Quarter only due to change in Administration

The Office of Small and Minority Business Assistance (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, among other reasons. 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 years. Over the past years, 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 7.2-6 highlights OSMBA's mission accomplishments.

Table 7.2-6 Small and Minority Business Assistance Program Measures

Measure	FY '98-'99	FY '99-'00	FY '00-'01	FY '01-'02	FY '02-'03
# Certifications	100	96	130	129	223
# Recertifications	93	57	38	70	59
# Temporary Certifications	66	102	207	332	24*
#Trade Fairs/ Business Attendees	1/45	1/39	1/45	1/70	1/70
# Minority Business Forums/ # Attendees	1/200	2/200	3/430	1/300	1/450
\$ spent with minority and women businesses		\$18,155,569	\$22,362,155	\$28,254,910	Not yet available.

*Note: The decrease in the # of temporary certifications is a direct result of the OSMBA's efforts to encourage full certification to streamline processes and reduce paperwork duplication.

In the Office of Veteran's Affairs, the Free Tuition Program provides 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. Data for the past three fiscal years is as follows:

Table 7.2-7 – Veteran's Affairs Free Tuition Program Measures

Measure	FY '00-'01	FY '01-'02	FY '02-'03
# Students Applying	380	635	581
# Students Approved	269	387	449
# Students Enrolled	614	502	711

In addition, the Office of Veterans Affairs collected 58,709 records for the South Carolina War Roster and obtained an additional \$3 million dollars from the state for the State Veterans Nursing Home. These funds secured an additional \$5.8 million in matching federal dollars, allowing for a 60 bed assisted living wing to be added on to the State Veterans Nursing Home. The Veteran's cemetery is still in the design process.

The State Office of Victim Assistance reported the following results as related to its mission of providing quality support services for victims in South Carolina:
 SOVA's Program and Information Services supports the development and distribution of SOVA information pieces and production of materials for training events and public awareness. Information is provided to callers, visitors, and via e-mail and website communication. All materials include information on SOVA's services and contact information. The results of these services during this fiscal year are compiled from inventory depletion figures, material order forms, and training material inventory sheets.

Figure 7.2-2 – SOVA Materials Distributed

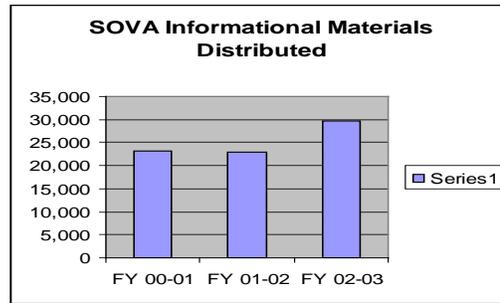


Figure 7.2-2 depicts a desirable increase in requests for/ distribution of applications, brochures, booklets and other promotional items from 23,066 in FY '00-'01 to 29,650 in FY '02-'03. This increase is due to the SOVA Training Team conducting statewide and regional training events regarding compensation and the rights of crime victims. During FY '02-'03, the State Office of Victim Assistance conducted 61 training events in which there were 1,638 participants consisting of, but not limited to, advocates, service providers, law enforcement officials, solicitors, judges and mayors, all of whom were trained and educated regarding our program and services. This was conducted both regionally and statewide in a collaborative effort. The team was able to educate and train advocates and service providers; therefore, they (advocates and service providers) were able to pass documentation on to the key stakeholders (victims, claimants, law enforcement, etc). Victim/ Witness Assistance Services' contribution of providing direct services through support and advocacy to crime victims across the state has had tremendous impact on the clientele's experience throughout this process regardless of the outcome. VWAS receives feedback through evaluations and surveys provided at the end of training sessions as well as through an Appeal Exit Survey (optional) given at the end of the appeal process. These evaluations and surveys are reviewed and processed. The majority of the customer service comments made are excellent regarding the training/services provided to them. This enables VWAS to prepare for future training sessions or to evaluate services provided before, during and after the appeal process.

The State Office of Victim Assistance's Compensation Program consists of the Eligibility Services Department and the Claims Processing Department. These departments complete claims on a weekly basis. Overall, SOVA processed 72% of its claims in 45 days or less.

The Victim/ Witness Assistance Services (VWAS) staff of SOVA provides 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, and referrals, and they handle all incoming calls. Table 7.2-8 shows the number of telephone calls handled by VWAS for the past two fiscal years.

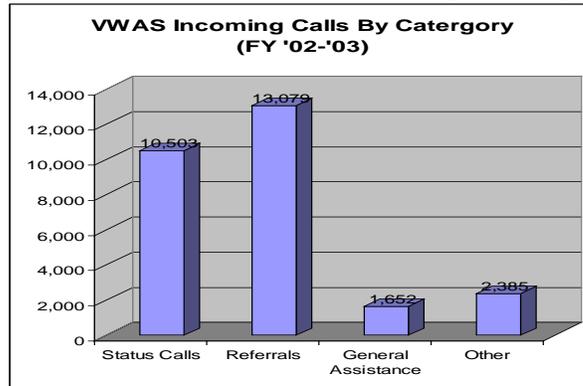
Table 7.2-8 SOVA/VWAS Incoming Calls

Measure	FY '01-'02	FY '02-'03
Total # Incoming Calls Handled	17,938	27,619

The increase in the number of calls received/handled is again a direct result of the SOVA Training Team conducting statewide and regional training events regarding compensation and the rights of crime victims. This increase, along with the increase in requests for materials

shown in Figure 7.2-2, reflects the success of SOVA’s outreach efforts. Figure 7.2-3 details the nature of VWAS incoming calls for FY ’02-’03.

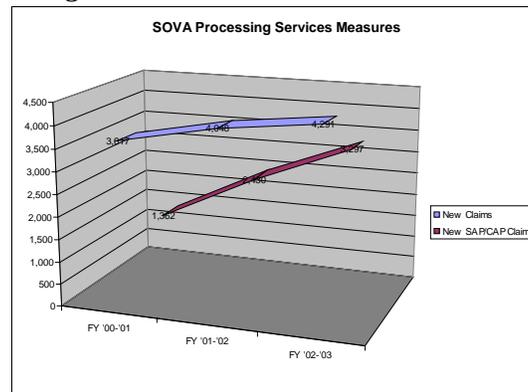
Figure 7.2-3 SOVA/VWAS Incoming Calls by Category



SOVA/VWAS staff also assisted 140 walk-in victims.

The SOVA Eligibility Services section reviews claims received from VWAS for eligibility. Claims that meet the criteria are forwarded to Processing Services for payment. Claims that do not meet the eligibility criteria are sent to the Staffing Team for review. Figure 7.2-4 shows the number of claims received for the past three fiscal years.

Figure 7.2-4 SOVA Claims Received

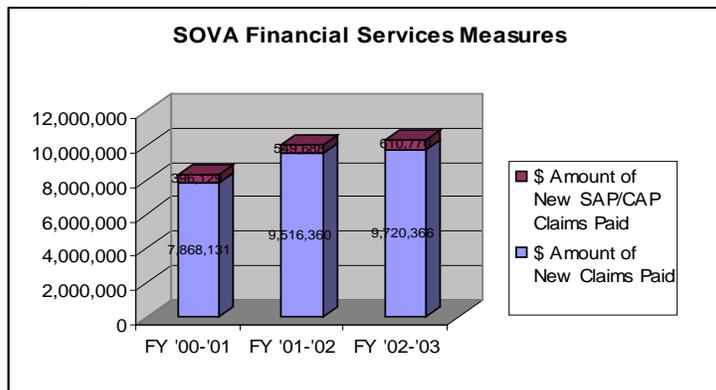


Note: SAP/CAP indicates Sexual Assault Protocol and Child Abuse Protocol.

Again, the increase in the number of claims received is a positive result of VWAS’s outreach efforts.

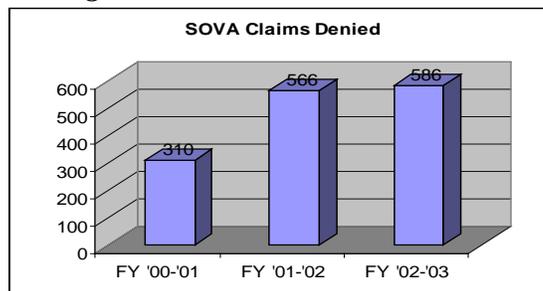
The Financial Services section of SOVA manages the financial, grant, and contractual obligations of the Crime Victims' Compensation Fund. This section coordinates daily with OEPP's Finance Office to ensure prompt payment of all claims. Figure 7.2-5 shows the dollar amount for claims paid for the past three fiscal years.

Figure 7.2-5 SOVA Financial Services Measures



The SOVA 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. Prior to the cases being presented to the Board, the Staffing Team reviews them and the necessary follow-up is provided. Figure 7.2-6 shows the number of denied claims for the past three fiscal years.

Figure 7.2-6 – SOVA Denied Claims



The increase in the number of claims denied is a function of the corresponding increase in the number of claims received (See Figure 7.2-4).

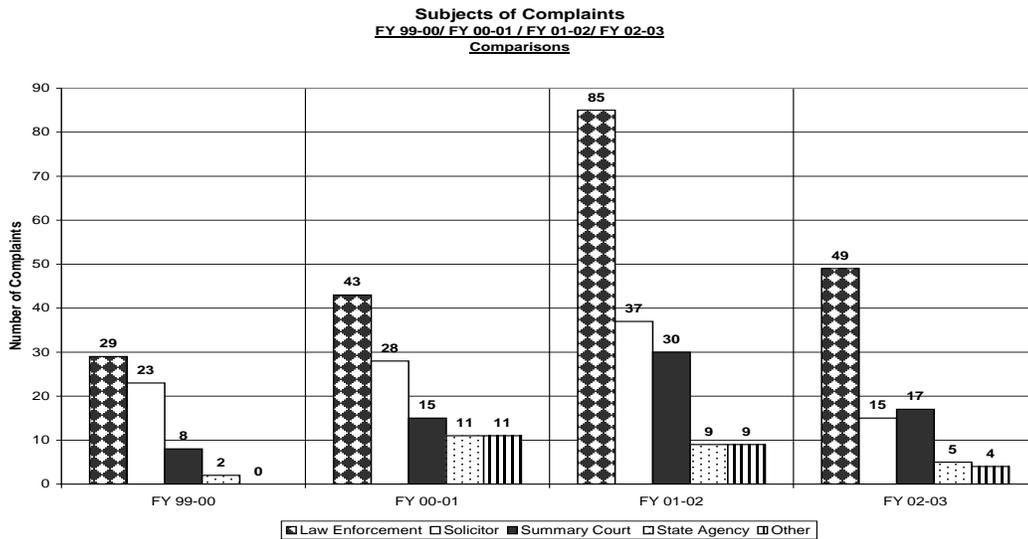
As shown in Table 7.2-9, the OCVO received 79 pieces of Governor's mail. 83% of the correspondence was answered within the 48 hour time period. 61% of the correspondence was answered the same day the mail was received. The OCVO opened 71 cases in FY 02-03. Of the 71 cases opened, 53 of them were closed within the same fiscal year. Of the 53 cases, 6 were not closed within the 4 month time period. 87% of the formal inquiries were conducted within the 4 month time period.

Table 7.2-9 Crime Victims' Ombudsman Program Measures

Performance Measure (See Table 1.3, 2.7)	FY '02-'03
90% of the correspondence is responded to within a 48-hour time period	83%
95% of all formal inquiries are conducted within 4 months	87%

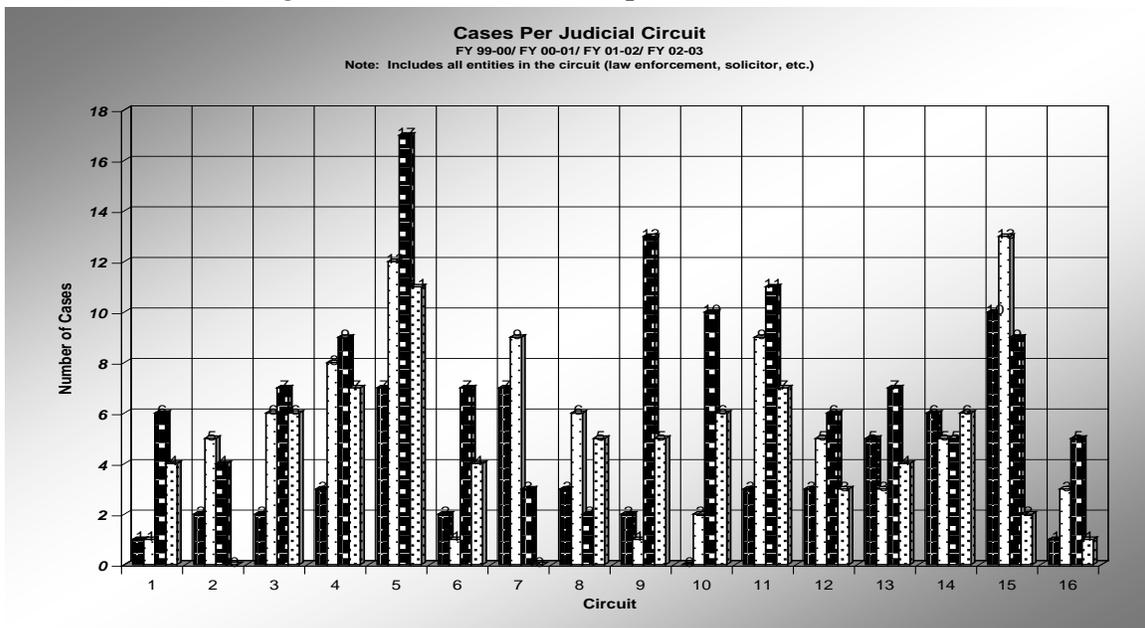
In addition, the Crime Victims' Ombudsman acts as a liaison between the victims and collateral agencies in order to mediate complaints against criminal and juvenile justice agencies or victim assistance programs. The data in Figure 7.2-7 reflects the number of formal complaints (cases) filed against each of the entities involved in the criminal justice system for the last 4 fiscal years. The rise in complaints over the past fiscal years is due to renewed community outreach. The Office of Crime Victims Ombudsman has made a priority of getting information out to citizens.

Figure 7.2-7 Crime Victims Ombudsman



In addition, Figure 7.2-8 reflects the number of formal complaints (cases) in each judicial circuit that were received and handled by the OCVO for the last four fiscal years. It includes all entities in the circuit (law enforcement, solicitor, summary court, state agencies, and other).

Figure 7.2-8 – OCVO Cases per Judicial Court



The Ombudsman Office Fielded approximately 12, 000 phone calls and responded to 2,813 pieces of mail. Approximately 99% of all correspondence was answered in 5 days or less and 100% of all phone calls were answered within 24 hours.

Table 7.2-10 Ombudsman Office Program Measures

Measure (See Table 1.3)	FY'99-'00	FY'99-'00	FY'00-'01	FY'00-'01	FY'01-'02	FY'01-'02	FY'01-'02	FY'02-'03	FY'02-'03	FY'02-'03
	Received	Responded	Received	Responded	Received	Responded	% in 24 hrs/5days	Received	Responded	% in 24 hrs/5days
# phone inquires	15,806	15,806	15,644	15,644	13,000	13,000	100%	12,000	12,000	100%
Correspondence	5,707	4,664	5,644	4,941	4,318	2810	96%	4,256	2,813	99%*

*Note: 4th quarter only due to change in Administration.

Table 7.2-11 CAP Program Measures

TOTAL OUTPUTS	FY '99 - '00	FY '00 - '01	FY '01-'02	FY '02-'03
Cases successfully closed	149	154	186	197

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, and Formal and Informal Community Supports and Prevention (the state priority). Table 7.2-10 depicts the various grants that the DD Council funds. The number of people served depends on the grants the Council receives as some grants target large populations and some target smaller, more focused populations.

Table 7.2-12 – Developmental Disabilities Council Program Measures

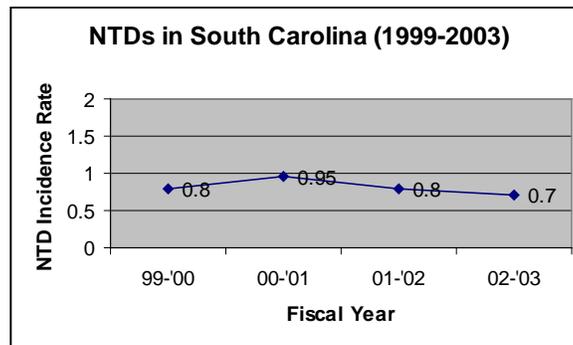
OUTPUTS	FY 99-00	FY 00-01	FY 01-02	FY 02-03
Employment Grants to persons with DD	13	11	11	13
• Persons with Developmental Disabilities (DD) who have paid employment as a result of employment training	62	91	151	177
• Others with DD who received training in employment	1,065	685	423	479
Community Supports Grants	6		3	3
• Persons with DD have greater opportunities for full inclusion into their communities	1,384	708	404	368*
Transition				
• Number of students with DD receiving appropriate transition services	3,511	4,326	4,954	2,105
• Number of educators trained	86	86	86	86
Total Number of Grants Awarded	28	28	28	28

OUTCOME: The incidence rate of Neural Tube Defects (NTD) will remain or get lower than the national average (.9) (with assistance from other agencies)	.8	.95%	.8%	.7%
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*Note: This decrease is a result of changes in reporting requirements for the US DHHS and does not reflect a decrease in the # of persons with DD who have greater opportunities for inclusion in their communities.

177 persons with developmental disabilities have paid employment as a result of employment training through Council grants, while 479 received employment training. 2,105 students with developmental disabilities received appropriate transition services. 368 persons with developmental disabilities have greater opportunities for full inclusion into their communities. In addition, the DD Council works with other agencies to reduce the incidence rate of neural tube defects in South Carolina and is pleased to report that this rate has dropped below the national average (0.9) to 0.7 as a result of these efforts as depicted by Figure 7.2-9.

Figure 7.2-9 - NTD'S in South Carolina (1999-2003)



As a result of grants administered by the Developmental Disabilities Council (DDC), the following were made possible:

1. The West End CO-OP, a small business center in downtown Greenville that works to employ persons with acquired brain injuries, established a Cleaning Service to provide the Peace Rehabilitation Center and Greenville Hospital System with a back up cleaning service.
2. The DDC funded the establishment of the WIN (Work Integration Network) Transition Center in Fort Mill to link secondary students with disabilities with community service agencies, job coaches, and potential employees.
3. A special needs certificate was developed for the service area of Spartanburg Technical College for people who have an Early Childhood diploma, teacher's aides in public schools, day care center workers, and others.
4. Carolina Autism Supported living Services, Ltd. was able to provide new, inclusive, community living options for 21 people with autism who would otherwise be forced to live in institutions.
5. The Citadel Department of Psychology developed a model for building inclusive recreation and peer partnerships for 300 adolescents through family, school, recreation department, and higher education collaboration.
6. Medical University of South Carolina College of Dental Medicine was able to provide a comprehensive dental program for approximately 600 special patients with emphasis in access to services, education and sensitization, research on dental needs and empowering parents.
7. South Carolina Autism Society developed The Developmental Disability Awareness Training for Department of Social Services (DSS) Awareness training about autism and mental retardation.
8. Epilepsy Foundation of South Carolina developed the Project School Nurse program for school nurses that combine professional education with a train-the-trainer component. With 508 school nurses in South Carolina assigned to 1,114 public schools and approximately 12,048 students who have epilepsy in the schools, Project School Nurse provides a powder educational alliance among nurse, parents, teachers, and students.
9. The Pickens County DSN Board and Clemson University and other Piedmont Region DSN Boards developed a Leadership/Recreation Social Inclusion programs for 400 individuals with disabilities.
10. The Heaven Sent Bakery was developed to improve the level of employment opportunity and community social interaction for 25 developmentally disabled citizens and teenagers of Marlboro County by establishing a retail bakery and delivery service.

11. Chesterfield County Board of Disabilities and Special Needs was able to open and operate The Bargain Basket a Thrift/Gift Shop for the purpose of providing realistic training to people with developmental disabilities in numerous retail skills leading to employment.

The Office of Special Projects processed 504 requests for proclamations. Table 7.2.13 shows comparative data for the number of proclamation requests received and filled from FY 99-00 to FY 02-03.

Table 7.2-13 Office of Special Projects Program Measures

Performance Measure (See Table 1.3, 2.7)	FY '99-'00	FY '00-'01	FY '01-'02	FY '02-'03
Proclamation Requests	431	410	415	504
Proclamations Issued	317	325	368	427
% processed in 5 days or less				97%*

*Note: Prior to the 4th quarter of FY '02-'03, proclamation requests were processed through the Office of Correspondence.

The Office of Special Projects generated 491 pieces of correspondence (including congratulatory letter and program information letters) for the Governor's signature during the 4th quarter of FY '02-'03. The Office of Special Projects also successfully managed the 2002-2003 Governor's Citizenship Award Program (administered by the Office of Correspondence in FY '01-'02). This program recognizes students throughout the state who exhibit the qualities of good citizenship. Table 7.2-11 shows comparative results for this program for the past two fiscal years.

Table 7.2-14 Citizenship Awards Program Results

Performance Measure	FY '01-'02	FY '02-'03
# schools participating	640	703
# students recognized	9890	703*

*Note: The decrease in the # of students recognized reflects a change in the program itself. In FY '01-'02, Citizenship winners were recognized at the class, grade, and school levels. In FY '02-'03, due to a tight budget year, only school level winners were recognized.

The Office of Economic Opportunity reported the following results of key measures of mission accomplishment. The highlighted columns of Tables 7.2-15a and 7.2-15b labeled “Achieved” show the number of people moved toward self-sufficiency as a result of grants administered by the Office of Economic Opportunity (See Tables 1.3, 2.4). These tables represent a composite of the CSBG, LIHEAP, and WAP program numbers.

Table 7.2-15a – OEO - Low-income People Becoming More Self-sufficient*

*Note: These figures correspond to the federal FY '02

Measure	Eligible Entities Reporting (#)	Service Category	Type of Unit	Units (#)	Expected to Achieve the Outcome in Reporting Period (#)	Achieved (#)	Still Progressing Toward Outcome (#)	Exited Program Prior to Achieving Outcome (#)
1d: # of households with an annual increase in the # of hours of employment	7	Employment	Individuals	483	331	387	49	47
1m: # of people making progress toward post-secondary degree or vocational training	3	Education	Individuals	119	160	34	15	14
1n: Other outcome measure(s) specific to the work of your agency	5	Emergency services	Individuals	652	610	588	41	23
1n: Other outcome measure(s) specific to the work of your agency	5	Employment	Individuals	628	558	487	55	86
1l: Number of people progressing toward literacy and/or GED	2	Education	Individuals	320	281	287	31	2
1q: # of households which demonstrated movement up one or more steps on a scale or matrix measuring self-sufficiency	4	Self-Sufficiency	Households	6044	6250	5990	44	10
1j: # of households which obtain and/or maintain home ownership	3	Housing	Households	601	381	528	43	30
1r: # of households achieving positive movement in self-sufficiency as demonstrated by an increase of at least one point in an overall score of a Family Development Scale	1	Self-Sufficiency	Households	978	550	648	187	143

Table 7.2-15b – OEO - Low-Income People, Especially Vulnerable Populations, Achieving Their Potential by Strengthening Family and Other Supportive Environments

*Note: These figures correspond to the federal FY '02

Measure	Eligible Entities Reporting	Service Category	Type of Unit	Units (#)	Expected to Achieve the Outcome in Reporting Period (#)	Achieved (#)	Still Progressing Toward Outcome	Exited Program Prior to Achieving Outcome (#)
6c: Number of households in crisis whose emergency needs are ameliorated	10	Emergency Services	Households	41,418	30,255	10,467	655	296
6a: Number of aged households maintaining an independent living situation	2	Housing	Households	219	151	160	43	16
6d: Number of participating families moving from homeless or transitional housing into stable standard housing	4	Housing	Households	481	469	436	29	16
6f: Number of households in which there has been an increase in children's involvement in extracurricular activities	4	Youth Development	Households	100	85	91	4	5
6k: Number of households moving from crisis to stability on one dimension of a scale	1	Emergency Services	Households	170	128	122	30	18
6g: Number of high consumption households realizing a reduction in energy burden	5	Emergency Services	Households	51,884	20,000	51,726	102	56
6i: Other outcome measure(s) specific to the work done by your agency	3	Income Management	Households	1703	1703	1,681	3	19
6i: Other outcome measure(s) specific to the work done by your agency	12	Nutrition	Households	12,282	10,236	12,171	6	105

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 are as follows:

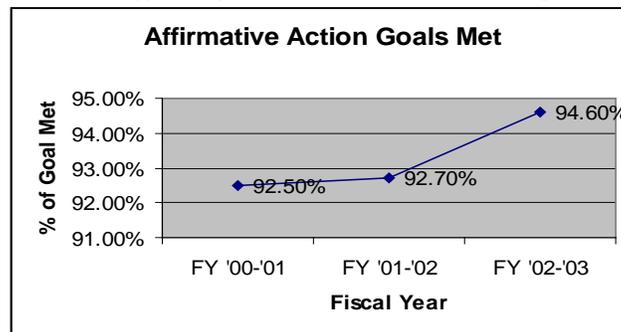
Table 7.2-15 Office of Finance Program Measures

Measure	FY '00-'01	FY '01-'02	FY '02-'03
# Vouchers Processed	24,000	18,500	18,289
# Purchase Orders Processed	2,125	1,104	747

The Office of Finance has reduced the average number of days to process an invoice from 5 days to 3 days and all employees are cross-trained (6.1, 7.4, 7.6). In addition, less than 2% of vouchers were returned from Comptroller General's Office.

The Office of Human Resources has continued to show improvement in its affirmative action goals. Figure 7.2-10 shows this increase over the past 3 years.

Figure 7.2-10 Office of Human Resources Program Measures



The Office of Information Technology has maintained all OEPP computers and upgraded software for particular offices as needed. By continually monitoring computer and network performance, the Information Technology staff members identify needs to add and update various components to provide better performance. For example, Information Technology staff members identified a need to upgrade the software on Governor’s Office computers to Windows XP and Office XP. These upgrades were completed by the end of the 2nd quarter of FY ’02-’03. As a proactive way of providing additional stability, performance, and security, these updates have increased efficiency by reducing user lag-time. The Office also assisted with the technical deployment of the OEO-SoCarROMA Program, added technical support for users of the e-leave system, and configured and deployed approximately 35 new computers. In addition, Information Technology staff members created and deployed five new FileMaker Pro databases and completed a Section 508/Web Accessibility audit on all OEPP web pages.

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

OEPP implemented an online e-leave system during the 4th quarter of FY ’02-’03. Feedback from employees regarding this system has been overwhelmingly positive. The State Budget and Control Board administered an employee satisfaction survey for the e-leave system for OEPP at the end of the 4th quarter. The results of this survey are not yet available.

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 FY ’00-’01 and FY ’01-’02 were as follows. The survey was not administered in FY ’02-’03 due to a complete turnover of staff in the 3rd and 4th quarters.

Table 7.3-1 Office of Correspondence Employee Satisfaction

Measure	FY ’00-’01	FY ’01-’02
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.

The Office of Human Resources reported the following results:

Table 7.3-2 Office of Human Resources Employee Satisfaction Results

Measure	FY '00-'01	FY '01-'02	FY '02-'03
Hire Above Minimum Delegation Audit	In Compliance	In Compliance	Not done in '02-'03
Classification Delegation Audit	In Compliance	In Compliance	Not done in '02-'03
% of Affirmative Action Goals Met	92.5%	92.7%	94.6%
# of Employee Grievances	0	0	0
Participation in Tuition Assistance	32	18	Program on hold due to budget cuts.
Participation in Job Retention Services Program at Vocational Rehabilitation	4	3	0
% of EPMS Reviews Submitted on Time for Universal Review Date	100%	100%	100%

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

The Office of Information Technology continues to monitor the online employee suggestion program. Employees whose suggestions are implemented receive positive recognition as well as a certificate.

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

The Office of Finance processed 100% of purchase orders within 1-2 days and 100% of invoices in an average 3 days (6.1, 7.2, 7.4, 7.6). The Office of Finance has now reduced the time to process an invoice from 5 to 3 days and all invoices are currently being processed within 3 days.

The Continuum of Care reported the following results for supplier/contractor/partner performance:

Table 7.4-1 COC Supplier Performance Results

Supplier	Supplies	Management of Relationship	Performance Results
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 of the Continuum 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 behavioral intervention, activity therapy, etc. Residential services such as group home care, residential treatment facilities, etc.	Contracts with providers, monitoring of quality, supports providers, develop 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.
Child serving state agencies	Inter-agency concerns needing mediation and resolution	As a member of the Program Oversight Council, helps agencies comply with terms of RFP	Measurement being developed.
Private providers of children services	Residential and treatment services for children	<ul style="list-style-type: none"> ➤ Tell them about standards ➤ Review their compliance with 	This data is shown in Table 7.2-1.

		standards ➤ Training of providers and technical assistance	
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100% of the Developmental Disabilities Council’s sub grantees were in compliance with contractual performance requirements during FY ’02-’03. (7.5, Table 1.3).

All Office of Economic Opportunity grants were distributed to sub grantees in a timely manner as designated by their contractual performance requirements (7.5).

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

Table 7.5-1 – COC Medicaid Compliance

Measure	FY '98-'99	FY '99-'00	FY '00-'01	FY '01-'02	FY '01-'02
% of Wrap Medicaid funds recouped	0.3%	0%	0%	0%	0%
% of Medicaid case management funds recouped	0%	0%	0%	0%	0%
% of non-compliance w/ DHHS contract for provider reviews	0%	0%	0%	0%	0%

In FY ‘98-‘99, the Continuum implemented a new method to bill for wrap services. Due to billing errors, the Continuum had to pay back to the Department of Health and Human Services 0.3% of the funds received as reimbursement. In each subsequent fiscal year, no funds were recouped. A result of 0% indicates performance excellence, indicating that no funds had to be reimbursed to the funding source due to an improper distribution.

100% of the Developmental Disabilities Council’s sub grantees were in compliance with contractual performance requirements during FY ’02-’03 (7.4, Table 1.3).

All Office of Economic Opportunity grants were distributed to sub grantees in a timely manner as designated by their contractual performance requirements (7.4).

Table 7.5-2 Foster Care Review Case Review Compliance

Measure	FY '98 - '99	FY '99 - '00	FY '00 - '01	FY '01-'02	FY '02-'03
% of reviews of new cases not completed on time	1%	4%	3%	3%	4%

*Note: 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.

Table 7.5-3 Guardian ad Litem Case Review Compliance

Measure	FY '98-'99	FY '99-'00	FY '00-'01	FY '01-'02	FY '02-'03
# cases not staffed due to not having enough volunteers		556	536	582	588

The A-133 Audit conducted by state auditors for OEPP resulted in no findings and OEPP continues to maintain its low risk status (7.6). 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. All OEPP offices are HIPPA compliant.

As noted in sections 7.3 and 7.4, the Offices of Finance and Human Resources are in compliance with key regulatory measures.

With regards to citizenship, the Office of Special Projects coordinates volunteers from OEPP to help answer phone calls and staff ESF 14 at the Emergency Management Division during disaster situations. In addition, charities supported by OEPP offices include the United Way,

Community Health Charities, First Lady’s Walk for Life, Habitat for Humanity, Salvation Army Christmas Kettle program, United Black Fund of the Midlands, and US Savings Bonds (1.7, 5.6).

7.6 What are your current levels and trends of financial performance?

OEPP continues to find new and creative ways to promote increased efficiency and deliver vital services in light of tight economic times and reduced budgets. For example, during FY ’02-’03, OEPP implemented an online e-leave system. This system will save the agency approximately \$6,886 per year as delineated in Table 7.6-1.

Table 7.6-1 E-leave Savings

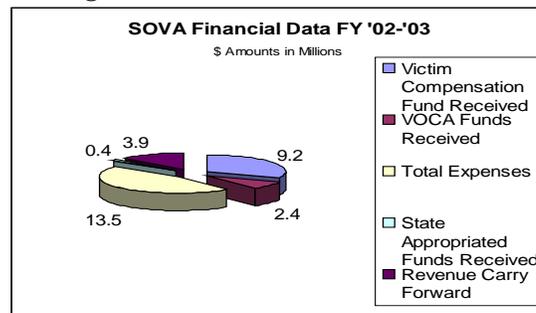
Expenditure Category	Amount Saved in \$
Paper Costs	
T&As	2,455.20
Leave Statements	1,329.90
Reports	253.50
Printing Costs	418.50
Hours Worked	2,409.40
Total	6,866.50

Other new efficiency measures include the use of an online letterhead template created in FY ’01-’02 to reduce paper and printing costs for supplies. Consolidating the types of toner cartridges used and recycling used cartridges is another cost saving measure.

The A-133 Audit conducted by state auditors for OEPP resulted in no findings and OEPP continues to maintain its low risk status (7.5).

Figure 7.6-1 shows SOVA’s financial data for FY ’02-’03.

Figure 7.6-1 – SOVA Financial Data



While General Fund appropriations have declined recently, the Continuum of Care has been able to maintain and expand the number of children served by increasing Medicaid reimbursements that support the organization's service functions. These reimbursements have increased because of an increase in service hours billed, a reimbursement rate increase, and an expansion of reimbursable services. Table 7.6-2 shows these revenue changes. Table 7.6-2 compares trends in primary funding categories with the numbers of clients served.

Table 7.6-2 COC Funding by Fiscal Year

Fund	98-99	99-00	00-01	01-02	02-03
General Fund	\$1,966,199	\$1,990,832	\$2,021,830	\$1,354,002	\$4,593,486
EIA	\$3,583,938	\$3,583,938	\$3,583,938	\$3,461,313	**0
DMH Patient Fees	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000

Medicaid	\$1,885,172	\$1,976,252	\$2,247,134	\$3,140,820	\$4,849,189
Total	\$7,835,309	\$7,951,022	\$8,252,902	\$8,356,135	\$9,327,127

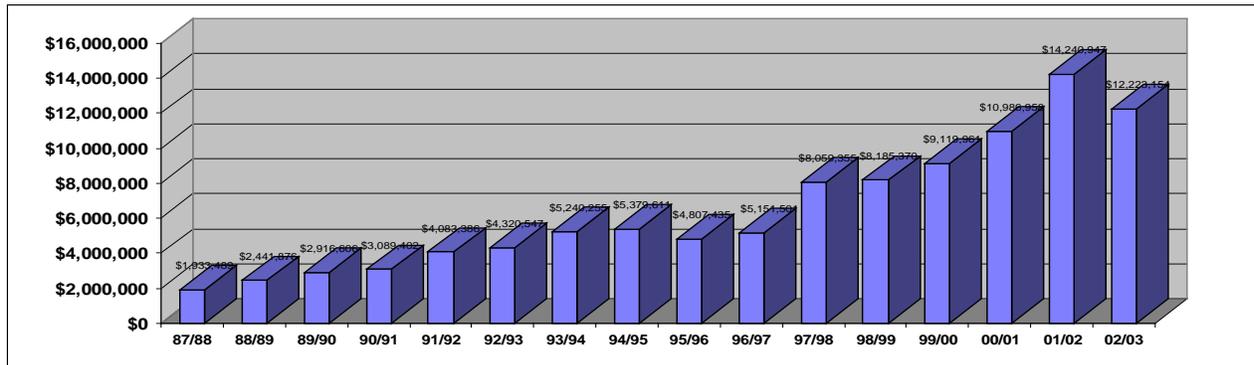
** EIA Funds were transferred into General Funds

Vendors were paid in a timely manner (within 3 days) (6.1, 7.2, 7.4), and all employees were paid on the designated dates.

The Office of Veterans Affairs provides client assistance to all veterans, their dependents, and survivors in developing, filing, presenting, and prosecuting to final determination all claims for benefits under terms of federal and state legislation. The US Department of Veterans Affairs expends millions of dollars in South Carolina as demonstrated by Figure 7.6-2.

Figure 7.6-2 – Federal VA Expenditures in South Carolina*

*Dollar values are in millions.



Compared with Kentucky and Louisiana (states with comparable veteran populations), VA expenditures in South Carolina have increased over the past three federal fiscal years and exceeded comparison states' expenditures as evidenced by Figure 7.6-3. This positive trend is a result of the Governor's Office of Veterans Affairs dedicated advocacy efforts on behalf of South Carolina veterans.

Figure 7.6-3 – VA Expenditures Comparison Data

