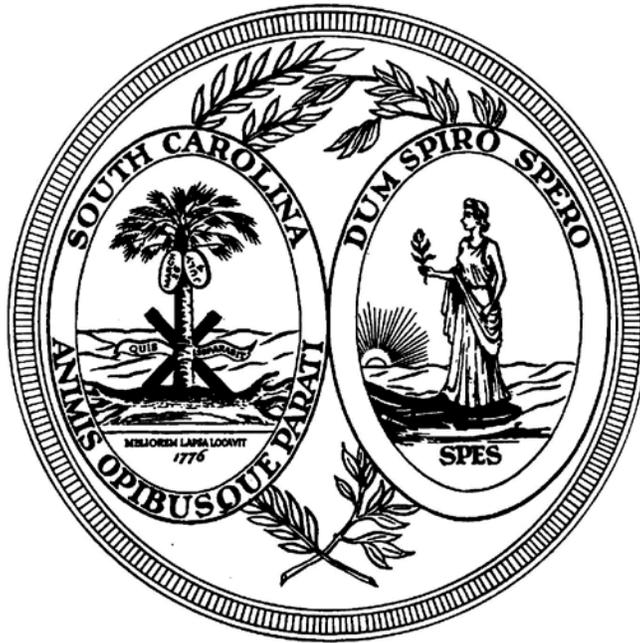


# STATE OF SOUTH CAROLINA

GOVERNOR'S OFFICE OF EXECUTIVE POLICY AND PROGRAMS



AGENCY ACCOUNTABILITY REPORT

FISCAL YEAR 2003-2004

## 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, Category 2)

### **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 have been developed by each office, 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 the "Major Achievements" section, Tables 4.2, Category 2 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 physical relocation of a variety of offices, including Correspondence, Constituent Services, and Continuum of Care, provides an opportunity for greater cross-over and coverage, thus resulting in increased efficiency in service delivery.

### **Major Achievements**

During FY'03-'04, OEPP made several notable achievements:

An extensive cost survey and staff needs assessment for each county and circuit Guardian ad Litem (GAL) office was completed in an effort to better determine the true cost of the program while the GAL program was jointly managed with the Foster Care Review Board (FCRB). Inconsistencies in funding and structure of staff positions in various counties were identified. The structure of the GAL program was then re-organized to provide more effective supervision and accountability of statewide staff, unnecessary positions were eliminated and job duties were re-distributed to bring more focus to the support of volunteers in the program.

A grant was secured to assess the structure and needs of the information technology system of the GAL program, and an in-depth survey of all GAL county and circuit offices was conducted in advance of preparing a work-plan for best deploying the funds received. This grant will provide funds for new computers and printers that will allow GAL to participate in the latest data tracking edition of COMET. COMET is a database from the national affiliate organization CASA that could not interface with GAL's old computers. Being able to use this improved edition of COMET will give GAL better tracking capabilities for enhanced accountability.

The leadership of the Foster Care Review Board was actively involved with the U.S. Department of Health and Human Services Child and Family Review completed on the South Carolina Department of Social Services (DSS). The Director of the Review Board and the Chairperson of the Review Board State Board of Directors served on the Department's Advisory Committee in preparation for the Federal review and continued their involvement through the development of the Program Improvement Plan (PIP) developed by DSS as a result of the audit findings. The Program Improvement Plan (PIP) outlines specific areas that South Carolina must target to correct inadequacies identified by the audit, time frames for completion, and specific roles of shareholders who interact with DSS in their work with children and families. This is the first time that a review of this magnitude and importance has been completed on the South Carolina child welfare system. The work identified in the PIP will continue for the next two years. At the end of that time, Federal reviewers will return to assess South Carolina's progress and make recommendations regarding sanctions if change has not occurred.

The State Board of Directors for the Foster Care Review Board, under the leadership of the chairperson, Vernon McCurry of Greenville, took significant strides during the past year to become more involved in efforts for children in foster care beyond the scope of routine reviews and to make the work done by review boards in South Carolina more visible to the public. The State Board identified three key areas of concentration in their strategic plan completed in January, 2004. Significant work has been done by the State Board, with the support of Review Board staff, during this time period in the following areas: 1) improved support of Review Board staff by local Review Board members; 2) building stronger local Review Board and State Board relationships; and, 3) enhanced strategies to more fully utilize and publicize the Review Board Annual Report.

The Office of Information Technology (IT) installed a new firewall appliance to help protect the computer network; installed a new high-volume high-capacity printer in Accounting; moved the IT offices and storage areas for better integration and efficiency; upgraded approximately 40 user workstations with new hardware; upgraded 2 file servers and 1 database server with new hardware; and began enhancements and improvements to the SOVA claims management system.

Staff from the Office of Economic Opportunity (OEO) and each of its fifteen sub grantees participated in training with the Rensselaerville Institute's Performance Target and Outcomes Management Training which aided in the development of improved work plans, output, monitoring and outcomes. All 15 sub grantees were linked to the South Carolina Results-Oriented Management and Accountability (ROMA) Reporting System for LIHEAP and CSBG, making South Carolina one of a few states in the nation to have this uniform linkage. Using discretionary funds, OEO provided computers, laptops, printers, and/or software upgrades to each sub grantee, while maintaining an internal server for sub grantees to accumulate data for reporting.

OEO also scheduled LIHEAP and CSBG on the calendar year to better coincide funding levels for sub grantees.

OEO helped to structure new language for CSBG reauthorization (under continuing negotiations in Washington).

OEO continued revision of the CSBG State Plan to reduce/eliminate redundancy and improve sub grantee output; redundancy included the duplicative submission of items such as Board bylaws, organizational charts, audit reports, personnel policies and mission statements. OEO also restructured Grant Agreements to enforce improved sub grantee compliance with regulatory, program and funding reporting issues.

OEO developed a new comprehensive monitoring instrument to aid in determining lack of board quorums, board composition forms out of date and board structures that are out of compliance (CSBG requirement).

OEO required development and submission of strategic LIHEAP Operational Plans by sub grantees to define Performance Targets, vulnerable populations, Outcomes and Outreach Strategies for funding and increased program awareness. The establishment and submission of Performance Target Outcomes and Milestones for each CSBG program was implemented to ensure a definitive outcome for those federal dollars.

OEO ordered the development and posting of Appeals and Fair Hearings at all sub grantee intake sites to bring agencies into compliance with CSBG, LIHEAP and WAP Grant Agreement requirements.

OEO implemented a Team Monitoring Visit concept to identify non-compliances and provide technical assistance and training.

OEO established inclusion of a new Past Performance Summary in the Emergency Shelter Grants Program to highlight best practices established with this limited funding and to capture the rationale for unexpended funds.

OEO identified sub grantee major mismanagement and fraudulent use of funds and board structure severely out of compliance. (Transferred program funding from two sub grantees for severe program mismanagement (Weatherization) to two other agencies to fulfill service area responsibilities. Outlined major deficiencies and remedies to rectify one sub grantee's LIHEAP program resulting in unacceptable service delivery).

In observance of Weatherization Day, SCE&G presented a check for \$18,000 to two community action agencies that operate the Weatherization Assistance Program in South Carolina. SCE&G provided employee volunteers to assist in weatherizing two dwellings. South Carolina was the only state of the nine states in the Southeast Region that coordinated a special program on Weatherization Day. SCE&G has committed to partner again with OEO during Weatherization Day 2004.

The Continuum of Care (COC) secured more federal funds to reimburse allowed costs by increasing the number of clients receiving SSI, increasing access to other public entitlement funds, and negotiating an agreement with DMH to increase access to services.

The Continuum reduced its costs and expenditures by reducing space: closed Anderson, Rock Hill, Aynor, and Sumter outposts and negotiated moving the Aiken, Spartanburg outposts to DMH offices for an annual savings of \$66,975. (7.3)

The Continuum also instituted the following cost saving measures: reduction of positions not directly related to Continuum's legislative mandate for savings of \$117,397 this FY and an annualized savings of \$443,763; reduced number of cell phones to (2) for a savings of \$17,516; and saved \$2,763 by disconnecting unnecessary phone service. (7.3)

The Continuum developed a new Progress in Placement Monitoring tool for Service Coordinators to utilize out in the field with residential treatment providers. The tool assists the service coordinators in assessing the effectiveness of the treatment program, modifying it if needed and assessing the possibility of transition to a lower level of care.

The Continuum upgraded regional network lines from 64kb/sec to T1 1.2mb/sec to increase regional access times to network drive and increase efficiency in completing documentation via word processing. It also installed and tested Windows 2000 Terminal Server for fast secure remote access for regional and satellite office users. Providing access to secure databases would be unavailable to them otherwise. It also installed a new e-mail server GroupWise 6.5 that replaced an older version.

The Continuum also continued implementation of its employee recognition program that includes an employee-run recognition committee (The STAR Committee) and formal staff appreciation activities (i.e. Employees of the Quarter and Year, Rise and Shine Breakfasts for staff by senior management, etc.).

The Continuum has expanded services and activities that directly benefit its clients and other children of the state by participating in focus groups held by DJJ to assess types of facilities and programming that would benefit at risk population. In addition, several senior members of COC served on a steering committee for the Behavioral Health Outcomes Pilot, and all case management staff actively participated in doing statewide assessment, data collection, and data interpretation.

The administrative support and supervisory functions of the Office of Ombudsman and the Office of Children's Affairs were consolidated under the Office of Constituent Services to increase consistency and accountability and to ensure congruence in the handling of constituent concerns. In addition, these offices consolidated office space and cross-trained with the Office of Correspondence to ensure greater efficiency in the use of taxpayer dollars.

The Office of Constituent Services instituted a new system for tracking agency responses to constituent concerns. This system allows the Office to “close the loop” on referrals by ensuring follow-up was made.

The State Office of Victim Assistance (SOVA) took in over 7,000 claims and paid out over 9.3 million dollars in benefits to and on behalf of victims and their families. According to 2003 edition of the CVC Quarterly, an *average state* receives 2,000 applications a year and pays close to \$3 million dollars.

SOVA was honored with **The Golden Advocate Award** at the Solicitors’ Victim Advocates Forum in September 2003.

The Office of Veterans Affairs was instrumental in acquiring the necessary funding for a Veterans Nursing Home in Colleton County. This will be the third one in South Carolina and will nearly double the state’s capacity. The much anticipated groundbreaking ceremony was held on May 28, 2004 and was attended by more than 100 local, state and federal officials along with veterans and other citizens.

### **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 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 13 major program areas, each distinctively different and created to serve the residents 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/Stakeholders 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. In addition, all offices share these common stakeholders: the managers and employees, the suppliers, the Governor, legislators, and the greater community.

<b>Office</b>	<b>Key Services</b>	<b>Customers/Stakeholders</b>
Children's Affairs/CCRS	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, processes all requests for proclamation, congratulatory letters, and greetings letters	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; law enforcement agencies
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; assists in organizing special events, coordinates the Governor's Reading Honor Roll, Citizenship Awards, Volunteer Awards, annual United Way campaign, ESF-14 activities, and accountability for the agency	residents of South Carolina; city, county, and federal governments; non-profit organizations; other state agencies, schools, law enforcement agencies
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
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, US Department of Veterans Affairs
Victim Assistance (SOVA)	provides assistance regarding medical and dental expenses, counseling, loss of support, information, and referral	crime victims; law enforcement agencies; hospitals

### **Total Number of Employees**

Classified: 196  
 Unclassified: 48  
 Temporary: 14  
 Temporary (Time Limited): 42  
 Temporary (Grant): 15

### **Operating Locations**

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

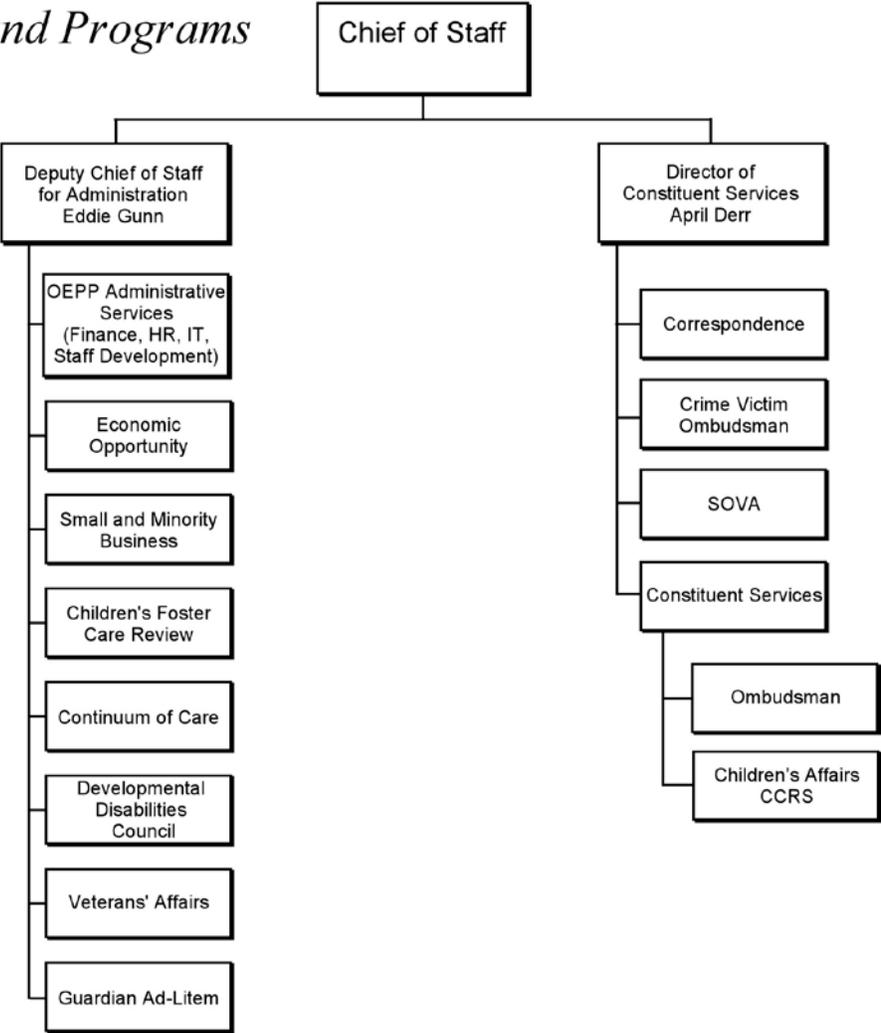
- Guardian ad Litem judicial circuit staff and county staff operate in 36 locations around the state.
- Three of the four field offices for the Office of Veterans Affairs are co-located in each of the main VA Medical Centers that serve SC veterans: Charleston, Columbia, and Augusta, GA. The other is housed in the VA Regional Office in Columbia.
- The Continuum of Care has four regional offices and four satellite offices. The regional offices are located in Columbia, Greenville, Florence, and North Charleston. The satellite offices are located in Orangeburg, Beaufort, Aiken, and Spartanburg.
- 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.A - Organizational Diagram

Executive Policy and Programs



**FIGURE II.B – Expenditures/Appropriations Chart**

**Base Budget Expenditures and Appropriations**

Major Budget Categories	02-03 Actual Expenditures		03-04 Actual Expenditures		04-05 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$7,020,957	\$3,044,931	\$6,155,569	\$2,546,431	\$9,873,557	\$4,203,545
Other Operating	\$12,374,232	\$645,688	\$11,472,488	\$428,312	\$17,686,065	\$827,088
Special Items	\$4,218,738	\$1,527,384	\$3,920,231	\$946,177	\$915,736	\$915,736
Permanent Improvements	\$0	\$0	\$0	\$0	\$0	\$0
Case Services	\$0	\$0	\$0	\$0	\$2,888,010	\$1,388,010
Distributions to Subdivisions	\$30,945,820	\$553,181	\$28,308,735	\$414,235	\$34,287,287	\$372,811
Fringe Benefits	\$1,875,446	\$814,950	\$1,699,813	\$714,028	\$3,047,841	\$1,101,944
Non-recurring	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$56,435,193</b>	<b>\$6,586,134</b>	<b>\$51,556,836</b>	<b>\$5,049,183</b>	<b>\$68,698,496</b>	<b>\$8,809,134</b>

**Other Expenditures**

Sources of Funds	02-03 Actual Expenditures	03-04 Actual Expenditures
Supplemental Bills	\$0	\$0
Capital Reserve Funds	\$0	\$0
Bonds	\$0	\$0

**Interim Budget Reductions**

Total 02-03 Interim Budget Reduction	Total 03-04 Interim Budget Reduction
\$632,271	\$56,799

**Table II.B – Major Program Areas**

<b>Program</b>	<b>Major Program Area</b>	<b>FY 02-03</b>		<b>FY 03-04</b>		<b>Key Cross</b>
<b>Number</b>	<b>Purpose</b>	<b>Budget Expenditures</b>		<b>Budget Expenditures</b>		<b>References</b>
<b>and Title</b>						<b>Financial Results*</b>
Administrative Services	To provide support services for OEPP and ECOS, including IT, Finance, Human Resources, Procurement, and Correspondence.	<b>State:</b>	1,929,128.53	<b>State:</b>	1,859,239.45	Figure 7.3-1
		<b>Federal:</b>		<b>Federal:</b>		Table 7.2-15
		<b>Other:</b>		<b>Other:</b>		Figure 7.2-11
		<b>Total:</b>	1,929,128.53	<b>Total:</b>	1,859,239.45	
		<b>% of Total Budget:</b>	3%	<b>% of Total Budget:</b>	3%	
Children's Affairs/ CCRS	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. This office also 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.	<b>State:</b>	258,098.91	<b>State:</b>	166,131.18	Figure 7.3-1
		<b>Federal:</b>		<b>Federal:</b>		
		<b>Other:</b>		<b>Other:</b>		
		<b>Total:</b>	258,098.91	<b>Total:</b>	166,131.18	
		<b>% of Total Budget:</b>	1%	<b>% of Total Budget:</b>	0.3%	
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 agencies; and e) assisting constituents with other conflict resolution services against these agencies.	<b>State:</b>		<b>State:</b>		Figure 7.3-1
		<b>Federal:</b>	136,765.05	<b>Federal:</b>	137,838.74	Table 7.2-11
		<b>Other:</b>		<b>Other:</b>		
		<b>Total:</b>	136,765.05	<b>Total:</b>	137,838.74	
		<b>% of Total Budget:</b>	0.2%	<b>% of Total Budget:</b>	0.2%	
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.	<b>State:</b>		<b>State:</b>		Figure 7.3-1
		<b>Federal:</b>	25,764.48	<b>Federal:</b>	26,100.85	Table 7.2-9
		<b>Other:</b>	150,444.69	<b>Other:</b>	140,384.68	Figure 7.2-9
		<b>Total:</b>	176,209.17	<b>Total:</b>	166,485.53	
		<b>% of Total Budget:</b>	0.3%	<b>% of Total Budget:</b>	0.3%	
Developmental Disabilities Council	To ensure that individuals with disabilities and their families have a broad range of options when making life decisions. through 1) the development of a State Plan; 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.	<b>State:</b>	175,358.87	<b>State:</b>	123,755.55	Figure 7.3-1
		<b>Federal:</b>	1,117,608.26	<b>Federal:</b>	1,277,012.13	Table 7.2-12
		<b>Other:</b>		<b>Other:</b>		Figure 7.2-10
		<b>Total:</b>	1,292,967.13	<b>Total:</b>	1,400,767.68	
		<b>% of Total Budget:</b>	2%	<b>% of Total Budget:</b>	2%	
Foster Care Review Board	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.	<b>State:</b>	823,890.84	<b>State:</b>	769,893.90	Figure 7.3-1
		<b>Federal:</b>		<b>Federal:</b>		Table 7.2-2a and b
		<b>Other:</b>	535,654.31	<b>Other:</b>	563,021.49	
		<b>Total:</b>	1,359,545.15	<b>Total:</b>	1,332,915.39	
		<b>% of Total Budget:</b>		<b>% of Total Budget:</b>		

	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.		<b>% of Total Budget: 2%</b>		<b>% of Total Budget: 2%</b>		
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.	<b>State:</b>	304,583.81		<b>State:</b>	286,153.85	Figure 7.3-1
		<b>Federal:</b>	34,013.00		<b>Federal:</b>	770,239.20	Tables 7.2-3a and b
		<b>Other:</b>	2,406,343.82		<b>Other:</b>	1,255,186.78	Figure 7.2-2
		<b>Total:</b>	2,744,940.63		<b>Total:</b>	2,311,579.83	
			<b>% of Total Budget: 6%</b>		<b>% of Total Budget: 4%</b>		
Office of Economic Opportunity	To administer federal grants in such a way as to accomplish anti-poverty goals, yet allow for maximum flexibility among agencies in meeting locally identified needs; <i>to help eligible low income households meet home heating and/or cooling needs</i> ; to combat hunger throughout the State of South Carolina; 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.	<b>State:</b>			<b>State:</b>		Figure 7.3-1
		<b>Federal:</b>	28,845,093.16		<b>Federal:</b>	26,001,523.95	Tables 7.2-15a and b
		<b>Other:</b>	606,488.86		<b>Other:</b>	302,697.00	
		<b>Total:</b>	29,451,582.02		<b>Total:</b>	26,304,220.95	
			<b>% of Total Budget: 48%</b>		<b>% of Total Budget: 46%</b>		
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.	<b>State:</b>	222,363.89		<b>State:</b>	200,332.71	Figure 7.3-1
		<b>Federal:</b>			<b>Federal:</b>		
		<b>Other:</b>			<b>Other:</b>		
		<b>Total:</b>	222,363.89		<b>Total:</b>	200,332.71	
			<b>% of Total Budget: 0.4%</b>		<b>% of Total Budget: 0.3%</b>		
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.	<b>State:</b>	161,495.61		<b>State:</b>	128,666.71	Figure 7.3-1
		<b>Federal:</b>			<b>Federal:</b>		Table 7.2-6
		<b>Other:</b>			<b>Other:</b>		
		<b>Total:</b>	161,495.61		<b>Total:</b>	128,666.71	
			<b>% of Total Budget: 0.3%</b>		<b>% of Total Budget: 0.2%</b>		
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.	<b>State:</b>	1,151,671.13		<b>State:</b>	1,085,783.61	Figure 7.3-1
		<b>Federal:</b>			<b>Federal:</b>		Table 7.2-7
		<b>Other:</b>	3,007.45		<b>Other:</b>		Table 7.3-2; Figure 7.3-4
		<b>Total:</b>	1,154,678.58		<b>Total:</b>	1,085,783.61	
			<b>% of Total Budget: 2%</b>		<b>% of Total Budget: 2%</b>		
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.	<b>State:</b>	396,758.00		<b>State:</b>	356,947.35	Figure 7.3-1
		<b>Federal:</b>	2,747,213.86		<b>Federal:</b>	3,101,908.47	Figure 7.3-2
		<b>Other:</b>	10,638,972.06		<b>Other:</b>	10,115,116.39	Figures 7.2-3, 4, 5, 6, 7, 8
		<b>Total:</b>	13,782,943.92		<b>Total:</b>	13,573,972.21	Table 7.2-8
			<b>% of Total Budget: 23%</b>		<b>% of Total Budget: 24%</b>		
<b>Below: List any programs not included above and show the remainder of expenditures by source of funds.</b>							
	<b>Remainder of Expenditures:</b>						
	<b>Washington Office</b>	<b>State:</b>	161,928.74		<b>State:</b>	31,386.70	

		<b>Total:</b>	161,928.74		<b>Total:</b>	31,386.70		
		<b>% of Total Budget: 0.3%</b>			<b>% of Total Budget: 0.05%</b>			
	<b>Special Items</b>	<b>State:</b>	208,982.61		<b>State:</b>	197,115.88		
		<b>Total:</b>	208,982.61		<b>Total:</b>	197,115.88		
		<b>% of Total Budget: 0.3%</b>			<b>% of Total Budget: 0.3%</b>			
	<b>Litter (Palmetto Pride)</b>	<b>State:</b>	356,466.31		<b>State:</b>			
		<b>Other:</b>	2,716,440.18		<b>Other:</b>	2,974,054.08		
		<b>Total:</b>	3,072,906.49		<b>Total:</b>	2,974,054.08		
		<b>% of Total Budget: 5%</b>			<b>% of Total Budget: 5%</b>			
	<b>Director – Children’s Services</b>	<b>State:</b>	88,286.52		<b>State:</b>			
		<b>Total:</b>	88,286.52		<b>Total:</b>			
		<b>% of Total Budget: 0.1%</b>			<b>% of Total Budget:</b>			
	<b>Director – Constituent Services</b>	<b>State:</b>	75,376.23		<b>State:</b>			
		<b>Total:</b>	75,376.23		<b>Total:</b>			
		<b>% of Total Budget: 0.1%</b>			<b>% of Total Budget:</b>			
	<b>Commission on Women</b>	<b>State:</b>	108,830.63		<b>State:</b>			
		<b>Total:</b>	108,830.63		<b>Total:</b>			
		<b>% of Total Budget: 0.2%</b>			<b>% of Total Budget:</b>			
	<b>Intergovernmental Affairs</b>	<b>State:</b>	159,345.88		<b>State:</b>			
		<b>Total:</b>	159,345.88		<b>Total:</b>			
		<b>% of Total Budget: 0.3%</b>			<b>% of Total Budget:</b>			
	<b>Littlefield</b>	<b>State:</b>	3,567.07		<b>State:</b>			
		<b>Total:</b>	3,567.07		<b>Total:</b>			
		<b>% of Total Budget: 0.006%</b>			<b>% of Total Budget:</b>			

\* % of Total Budget refers to the % of the total budget for OEPP as opposed to the total budget for that program area.

NOTE: The Continuum of Care is not listed as its budget is part of the DSS budget.

## **1. Leadership**

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

(a) The diverse nature of the 13 programs (offices) 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 levels, 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.

(e) Organizational and employee learning is strongly supported by senior management whether through 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 and other stakeholders?**

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. (7.5)

### 1.3 How do senior leaders maintain fiscal, legal, and regulatory accountability?

To ensure fiscal, legal and regulatory accountability, the Director of Administrative Services reviews and approves all budget expenditures for each program area. Requests are then approved by the Deputy Chief of Staff for Administration to ensure consistency with the Governor’s goals and values. Examples of how senior leaders in various program areas maintain fiscal, legal, and regulatory accountability are as follows:

**Table 1.3 - Fiscal, Legal, and Regulatory Accountability**

<b>OFFICE</b>	<b>FISCAL, LEGAL, AND REGULATORY ACCOUNTABILITY</b>
Children’s Affairs/CCRS	All referrals are considered with reference to the South Carolina Code of Laws §20-7-5210. In addition, any reports of abuse or neglect are reported as designated by law to Child Protective Services or to law enforcement.
Client Assistance Program	As mandated by the Federal Grantee, the CAP program annually reports on the % of cases by agency resolved at the following levels: 1. Information/Referral, 2. Advice/Interpretation, 3. Negotiation, 4. Administrative/Informal Review, 5. Mediation, 6. Formal Hearing, 7. Legal Remedy
Continuum of Care	Conducts internal audits with case management and wraparound services to ensure COC remains in compliance with DHHS contracts, then reviews audit reports and requests necessary corrective actions to maintain compliance; enforces policy and directives that outline procedures for maintaining and handling of all funds; Senior Managers review monthly billing reports and monthly budget projections to keep spending in line with available designated funds
Crime Victims Ombudsman	The CVO submits an annual report to the Governor, the General Assembly, elements of the criminal and juvenile justice systems, and victim assistance programs summarizing activity for the year. This report is reviewed to ensure actions taken are in compliance with the South Carolina Code of Laws §16-3-1610 thru 1670.
Developmental Disabilities Council	The DDC carefully reviews all requests for reimbursement from sub grantees and conducts site visits as necessary.
Finance/Procurement	Finance maintains accountability through the A-133 Audit, MBEs, and the South Carolina Governor’s Office Audited Financial Statements and Other Financial Information.
Foster Care Review	The Division of Foster Care Review has a State Board of Directors that provides oversight for the programmatic duties and responsibilities of the agency, as described by statute. The Review Board statute requires the production of an Annual Report reflecting the deficiencies in the child welfare system in SC. The Review Board gathers extensive data at each child’s review in order to carefully target specific systemic barriers to permanence for children in foster care. In addition, the Review Board receives extensive programmatic and operational funding from two contracts with outside agencies – accountability and fiscal responsibility are necessary for continued operation under these contracts.
Ombudsman	The Ombudsman Office submits quarterly MBE reports.
Guardian ad Litem	Senior leaders monitor existing monies to reserve and regulate expenditures, while supervising county and circuit offices to ensure their compliance with guidelines and mandates.
Human Resources	As mandated by the State Office of Human Resources, HR participates in Hire Above Minimum Audit, Delegated Reclass Audit, and Insurance Benefit Audit (4.1, 7.3)
Information Technology	The office’s fiscal accountability is achieved by following State Contract purchasing guidelines, using the IT request form for approval from the Finance Director/Director of Administrative Services and Procurement Officer before purchases are made, and otherwise relying on the Finance and Accounting section to help resolve any problems or questions before a purchase is made. The legal accountability is achieved by carefully following standards and guidelines set forth in the software licensing agreements that are provided by the vendor. Regulatory accountability is achieved by following guidelines and procedures set forth by state and federal regulatory commissions regarding Web Accessibility, HIPPA compliance, and other guidelines regarding services offered.
Office of Economic Opportunity	Funding expenditure schedules have been established and expenditure reports distributed quarterly to ensure the appropriate expenditures of program year funds. Federal funding agencies audit OEO programs and fiscal. All OEO funds are Federal and distributed through the Governor’s Office Finance Department by a draw-down process and checks prepared and mailed by Comptroller General’s Office. All legal matters are referred to the Governor’s Legal staff and/or SLED. Federal Acts, OMB Circulars, State Laws and Procurement Procedures are used to structure all OEO programs and adhered to by staff and sub grantees.

Small and Minority Business	Senior leader monitors the travel operation budget on a monthly basis; legal matters are referred to the Governor's legal staff
Veterans Affairs	The Office of Veterans Affairs maintains VA certification and accreditation through refresher training every year.
Victim Assistance	Each senior manager has his/her own budget which must be followed and maintained. All matters which require legal and or regulatory action must be brought to the director for discussion and directions. Complex legal and regulatory matters are forwarded to the legal counsel in the Governor's Office for review and direction

#### **1.4 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. Each office maintains 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. A description of the measures reviewed by office is detailed in Table 4.2. In addition, 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 bi-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 bi-weekly, quarterly and annual Correspondence Reports, detailing the amount of mail received and routed, as well as response times; bi-weekly Unanswered Mail Reports; and bi-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. (7.5)

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

#### **1.5 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.

#### **1.6 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 ensure 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 Correspondence Office 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 HIPAA compliant. (7.5)

Table 1.6-1 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 1.6-1 Outcomes and Risk Assessment by Each Program in COC**

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

\*\*Note: Provider Oversight will cease to be one of Continuum’s performance areas as that area was subject to a RIF in our last budget cut.

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 (7.2). 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 4<sup>th</sup> 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 2<sup>nd</sup> quarter of FY ’02-’03. In FY ’03-’04, IT upgraded approximately 40 user workstations with new hardware.

**1.7 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.

**1.8 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, such as the United Way, United Black Fund of the Midlands, Salvation Army Christmas Kettle program, the March of Dimes, American Red Cross, 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 1.8 – Senior Leaders and Community Support***

<b>OFFICE (by senior leaders within each Office)</b>	<b>COMMUNITY SUPPORT (Indicated by membership in professional associations or service on boards or commissions)</b>
Children’s Affairs	Program Oversight Council, Institutional Review Board
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; 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; Midlands/Interagency Human Services Network; Disability and Business Technical Assistance Center; American Psychological Association; SC Vocational Rehabilitation Association
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; Pee Dee Chapter SHRM
Correspondence	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; 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
Foster Care Review	Prevent Child Abuse South Carolina, Prevent Child Abuse America, Community Mediation Center, Bench/Bar Joint Task Force, SC DSS Children and Family Services Review Stakeholders Advisory Committee, SC DSS Independent Living Advisory Committee, Columbia College Social Work Advisory Committee, Columbia College Committee of 150, Children’s Justice Task Force, SC Bar Family Court Task Force, SC Bar Children’s Committee, <i>Art-A-Must</i> , Columbia Sertoma Club, Richland County Family-to-Family Initiative, SC Department of Social Services State Restructuring Committee, Richland County Child Health and Safety Council, US Children’s Bureau
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; DSS/FCRB/GAL Community Meeting; SCDSS Certification Training faculty

Human Resources	SC International Personnel Management Association
Information Technology	South Carolina Information Technology Directors Association (SCITDA)
Office of Economic Opportunity	National Association of Community Action Partnerships (CAP); National Association for State Community Services Programs; National Energy Assistance Directors Association (NEADA); Workforce Investment Act – State Partner; SC Community Services Block Grant Director’s Association; Governmental Financial Officers Association (GFOA); Energy Advisory Council; Community Action Partnership
Ombudsman	SC State Citizen Corps Council; SC Hazard Mitigation Interagency Coordinating Committee, Governor’s Carolighting Committee; Protection and Advocacy for People with Disabilities; State Government Improvement Network
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
Veterans Affairs	Veterans’ Trust Fund of South Carolina; South Carolina State Workforce Investment Board; South Carolina Military Assistance Council; Veterans’ of Foreign Wars; National Association of State Directors of Veterans’ Affairs (NASDVA); County Veterans’ Affairs Officers Association; VA Mental Health Advisory Board; VA Director’s Advisory Board; Admissions Boards for DMH Veterans Nursing Homes; Veterans Advocacy Council
Victim Assistance	American Probation and Parole Association; South Carolina Probation and Parole Association; Victims Advisory Committee for the State Department of Probation Parole and Pardon Services; Legal Momentum; Parents of Murdered Children; National Crime Victims’ Compensation Board

## 2. Strategic Planning

### 2.1 What is your strategic planning process, including key participants, and how does it account for: (a) customer needs and expectations; (b) financial, regulatory, societal, and other potential 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 ensure 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 Administration 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 bi-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 What are your 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 the Strategic Planning Chart (Table 2.4).

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

To ensure that the Strategic Plan remains an actionable document, 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 (See Table 4.2 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.

## 2.4 What are your key action plans/initiatives?

**Table 2.4 – Strategic Planning**

<b>Program Number and Title</b>	<b>Supported Agency Strategic Planning Goal/Objective</b>	<b>Related FY 03-04 Key Agency Action Plan/Initiative(s)</b>	<b>Key Cross References for Performance Measures*</b>
Children's Affairs/CCRS	Customer Satisfaction/Process Management	To provide information and problem solving for issues related to children	Table 7.2-4
Children's Affairs/CCRS	Leadership	To serve as the lead agency in providing mediation for state agencies in disagreement over treatment plans and fiscal responsibility for difficult cases involving emotionally disturbed children	Table 7.2-4
Client Assistance Program	Customer Satisfaction	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) to provide quality representation for clients of these agencies in resolving disputes.	Table 7.1-3
Client Assistance Program	Information and Analysis	To track key work processes.	Table 7.2-11
Continuum of Care	Customer Satisfaction	Determine and meet the needs and expectations of customers; 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.	Table 7.1-1
Continuum of Care	Information and Analysis	To track key work processes.	Table 7.2-1
Continuum of Care	Customer Satisfaction	Maintain regulatory and legal compliance and ethical business practices	Table 7.5-1
Correspondence	Customer Satisfaction – Implement procedures for aggregating, tracking, analyzing, and responding to customer concerns quickly and accurately.	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 bi-weekly, quarterly and annual basis.	Tables 7.1-4 and 7.2-5
Correspondence	Human Resources	Track, evaluate, and maximize employee satisfaction	Table 7.3-1
Crime Victims’ Ombudsman	Customer Satisfaction	To ensure that all crime victims who file complaints are served justly, equitably, and fairly by South Carolina’s criminal justice organizations	Table 7.2-9
Developmental Disabilities Council	Customer Satisfaction	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.	Table 7.2-12
Foster Care Review	Customer Satisfaction	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.	Tables 7.1-2 and 7.2-2
Foster Care Review	Customer Satisfaction	Maintain regulatory and legal compliance and ethical business practices	Table 7.5-2
Guardian ad Litem	Leadership – Provide organizational direction and high expectations for volunteer guardians ad litem	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.	Tables 7.2-3 and 7.5-3
Office of Economic Opportunity	Leadership	Provide leadership to ensure regulatory compliance, and the timely, efficient and cost-effective fulfillment of the major Federal grant programs	

Office of Economic Opportunity	Customer Satisfaction	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	
Office of Economic Opportunity	Information and Analysis	Conduct results and learning (internal and external procedure) for trend analysis, and the continual improvement of customer outcomes through existing practices and products. Ensure basic regulatory compliance and program delivery through routine program monitoring, annual fiscal program audits (see audit update attached), desk reviews of annual independent audits, and fiscal and program reporting	Tables 7.2-15a and b
Office of Economic Opportunity	Human Resources	Assure quality team of personnel through recruiting and hiring process and provide ongoing professional development	
Ombudsman	Customer Satisfaction	To provide quality services to constituents in regards to resolving their problems with state agencies.	Table 7.2-10
Ombudsman	Information and Analysis	To institute a procedure to track agency responses to constituent concerns.	
Small and Minority Business	Leadership	To provide networking and training opportunities for certified minority/women-owned businesses and ensure that state agencies include certified minority businesses in contract opportunities	7.2
Veterans Affairs	Customer Satisfaction - to be the Chief Advocate for all veterans' issues in South Carolina	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.	Figures 7.6-2 and 7.6-3
Victim Assistance	Leadership	Offer victim services training events for advocates, service providers, law enforcement officials, solicitors, judges and mayors.	Figure 7.2-2
Victim Assistance	Customer Satisfaction	Process victim claims in a timely manner.	Table 7.2-8 and Figures 7.2-3, 7.2-4, 7.2-5, 7.2-6

Each Office tracks its progress toward fulfilling the above detailed action plans through the corresponding performance measures detailed in Table 4.2. Results for these measures are reported in Section 7.

## 2.5 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.

## 2.6 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 their key requirements are?**

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 and phone calls, 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 and the Ombudsman Office identify 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 bi-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. 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 keep services or programs relevant and provide for continuous improvement?**

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/stakeholder satisfaction?**

Primary methods for obtaining data on customer satisfaction include direct feedback received from the Governor, ECOS, legislators, agency directors and managers, 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 Ombudsman's Office helps build positive relationships with customers by coordinating various Governor's

Awards programs to recognize students, volunteers, and community leaders. The Office of Correspondence 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 for tracking financial and operational performance?

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 of 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 (Table 7.4-3). Affirmative Action goals are set in conjunction with the State Human Affairs Commission (Figure 7.2-11, Table 7.4-3).

##### 4.2 What are your key measures?

As indicated in 1.4, the following measures are regularly reviewed by senior leaders:

**TABLE 4.2 – Key Performance Measures**

OFFICE	KEY PERFORMANCE MEASURES	FREQUENCY OF REVIEW
Children’s Affairs/ CCRS	% correspondence responded to within 5 days or less % telephone calls responded to within 24 hours or less	Quarterly and Annually Quarterly and 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 6. Formal Hearing 7. Legal Remedy	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 % 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	Annually Annually Annually Annually  Annually Annually Annually  Monthly Quarterly Quarterly Quarterly

	% increase in Medicaid case management reimbursement	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 # of students with disabilities receiving appropriate transition services # of educators trained Incidence rate of neural tube defects in South Carolina	Quarterly Annually Annually  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	Timely Preparation of Annual Report (statistical research and recommendations) Review Board Member Survey Review Board Member Exit Interviews Evaluation of Training Sessions: New Board Member and Staff Orientation Evaluation of Training Sessions: Chairpersons' Training Evaluation of Training Sessions: Certification Training for Board Members Evaluation of Training Sessions: Foster Care Review Board Conference Customer Satisfaction Survey	Annually Annually As Needed Quarterly Annually Annually Annually Every 2 to 4 Years
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 # of low-income people who become more self-sufficient Improvements to conditions in which low-income people live # of low-income people who own a stake in their community Achievement of partnerships among supporters and providers of service to low-income people Agencies that increase their capacity to achieve results # of low-income people, especially vulnerable populations, who achieve their potential by strengthening family and other supportive systems Project SoCarROMA # of homeless and at-risk of becoming homeless	Quarterly and Annually Annually Annually Annually Annually  Annually Annually  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 week	Monthly  Annually  Bi-weekly
Small and Minority Business	# of certification/recertifications success of Trade Fair/Minority Business Forums \$ spent on women and minority owned businesses	Annually Annually 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

### 4.3 How do you ensure data integrity, timeliness, accuracy, security 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 bi-weekly, quarterly and annual basis regarding the nature of the mail, assignment of mail, turnaround time for response, and follow-up (4.2, 4.4, 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 (4.2).

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 (4.2, Figures 7.3-3 and 7.3-4).

#### **4.4 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 bi-weekly, quarterly, and annual legislative reports detailing customer concerns and preferences regarding health and education initiatives, legislative issues, and quality of life (1.4, 4.2, 6.2, 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.

#### **4.5 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, Figures 7.3-3 and 4). 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 (1.4, 4.2). 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 (1.4, 4.2, 7.2) to ensure responses to constituent mail are prepared within designated parameters.

#### **4.6 How do you manage organizational knowledge to accomplish the collection and transfer and maintenance of accumulated employee knowledge and identification and sharing of best practices?**

The collection, transfer and maintenance of accumulated employee knowledge is generally accomplished through the production of written procedural manuals, cross-training, and the duplication of material resources (e.g. materials on how to obtain a pardon, prescription drug programs, listings of non-profits and the services they provide, etc.) In addition, the GAL program has a Best Practices manual that is updated periodically. The IT office documents solutions for common problems and uses standard setup procedures to ensure flat-topologies. To ensure that upon staff resignation, termination, or absence, the SOVA office will run without interruption, each department has kept organized and clearly labeled computer files, claims files, and case information. In addition, each Senior Department Manager member has a Desk Manuel established for easy access; declaring the duties, responsibilities, and process of his/her department, step by step, so that others can pick up where he/she left off. In the Continuum of Care, recent efforts have included formalized cross training within the OPS unit in Continuum. The operations and support functions staff positions have lessened in numbers over time but the specialized functions continue to be critical for organizational functioning. Staff are currently designated as backups to certain areas, and they are in the midst of being trained by the person who is responsible for those duties. They are sharing the most effective best practice in carrying out that job function. This should address any future attrition and typical loss of job knowledge associated with the loss of a position. All new Service Coordinators must go through an orientation training and obtain certification before they are able to manage a case load of clients independently. To ensure better job skill retention, they are not only trained 1 time in a formal orientation, they also must receive simultaneous training in their regional office along with field training by their Supervisor and/or seasoned designee. The OJT has to be completed, and the person must exhibit knowledge of all Service Coordinator skill sets before case management certification is rewarded. COC also instituted work teams a few years ago to develop Business Rules for major operational processes within COC. These Business Rules provide written and flow chart formats of all processes. The Business Rules are updated as needed and serve as a reference to ensure ongoing continuity when and if any particular employee, who is a part of a business process, leaves the organization. In OEO, program, audit and fiscal staff work closely with each other, so more than one person is capable of performing tasks. For the Foster Care Review Board, the maintenance and transfer of accumulated employee knowledge is managed by:

- Weekly senior staff meetings with Division Director

- Monthly full staff meetings with information sharing from all departments; any staff who have attended training or relevant outside meetings provide other staff with overview of information, reproduce handouts, etc.
- Monthly Review Board Coordinator meeting; program and direct-line staff meeting to divulge information from recent training, share other information and receive updates, i.e. legal, national best practice
- Annual staff goal sharing meetings with Division Director, followed by six-month updates

In addition, best practices from other states are obtained through the following channels and shared among staff at the forums denoted above.

- Membership and active participation in the National Association of Foster Care Reviewers (NAFCR)
- Attendance at select national meetings of importance to Child Welfare issues; during this past year, two current FCRB staff attended the national conferences of CASA (Court Appointed Special Advocates) and the ABA (American Bar Association)
- Regular contact with the University of South Carolina's Center for Family Studies, which conducts highly-regarded national research
- Receipt of written materials from organizations such as the Child Welfare Institute and the National Center for Youth Law; material from such organizations is regularly excerpted for wider distribution in *Advocates*, our Quarterly Newsletter
- The Division Director serves as Board Chair for Prevent Child Abuse South Carolina, which necessitates contact with counterparts in other states around the nation.

## **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. 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)

allowing employees to implement cost saving ideas which creates a feeling of accomplishment, and 5) 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.

**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. 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. Some examples of training opportunities utilized in FY'03-'04 are as follows:

**TABLE 5.2 – Training**

Continuum of Care	COC Psychologist offered COC sponsored statewide training for multiple agencies in Outcomes and Goal Writing for children in out of home placements and sponsored statewide interagency training on Asperger's disorder
Developmental Disabilities Council	Supported Employment Basic Training; NACDD Planners Conference; and Financial Management Core Course.
Foster Care	Prevent Child Abuse South Carolina Conference and Children Unlimited Conference (provided vital information to program staff as to best practice issues and current developments in the field of child welfare and more specifically permanency planning for children); Second Annual National Citizen Review Panel Conference
Guardian ad Litem	Childrens' Law Office conference; Management seminars; certification for Adoption Specialist
Office of Economic Opportunity	Provided a three-day In-Depth Review of OMB Circulars A-110, A-122, and A-133 with Howard Gesbeck, CPA of WIPFLi-Young LLP; Microsoft Excel, PowerPoint, and Oral and Written Communications training presentations; SoCarROMA – trainings provided by OEO to staff and community action agencies to achieve national requirements for reporting
Small and Minority Business	Minority Vendor Trade Fair
Veterans Affairs	Claims Representatives and/or Field Office Supervisors received training to further develop their knowledge of VA laws and the VA claims process in Washington, DC and Indianapolis, Indiana. This information was then passed on to other staff to enhance their proficiency. This training, provided by the American Legion, sharpens those skills needed by staff in preparing and presenting appeals cases before the U.S. Department of Veterans Affairs Regional Office and, in some cases, before the Board of Veterans Appeals in Washington; Division staff also attends local and/or regional training provided by the VA Regional Office and/or the VA Medical Centers.
Victim Assistance	National Compensation Conference in Jacksonville; Regional Financial Management Training Conference; 17 <sup>th</sup> annual Victims Rights Week Conference; 'Train The Trainer Workshop'

In addition, the Director of the State Office of Victim Assistance attended a conference in Miami entitled *Developing Strategic State Wide Plans for Battered Immigrant Women*. The Conference

was sponsored by Legal Momentum, formerly known as the National Organization for Women. The Director met with other victim assistance groups from the United States and helped to establish a plan for immigrant and bilingual victim services in our state. As a result of the conference, SOVA now provides a Spanish Translated Application on the website. SOVA staff also attended the Regional Financial Management Training Conference which covered updates and changes regarding VOCA rules and regulations and changes to VOCA forms. This information directly impacted SOVA's Financial Services section by enabling them to be more efficient in the preparation and submittal of VOCA grant information to the OVC offices in Washington, DC. This also eliminates any delay in receiving funds from OVC which allows SOVA to continue to pay claims in a timely manner.

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. Variable work schedules help employees balance personal and professional lives. An annual Christmas party and other social events and gatherings are scheduled to promote a sense of community. In addition, the Constituent Services and Correspondence offices administer an annual employee satisfaction survey to help maintain positive and productive working relationships (7.4).

### **5.5 How do you maintain a safe, secure 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. Emergency and disaster preparedness is coordinated through the Constituent Services Office, with staff on call to assist if necessary. Each office is informed of evacuation procedures in the event of fire, etc. and supervisors have been instructed to take roll call in such events.

## **5.6 What activities are employees involved with that make a positive contribution to the community?**

Employees throughout the agency participate in a variety of charities, either through payroll deduction or on a personal basis (1.8, 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 (1.8). The Office of Information Technology provides resources to the state and its community via the web, including the Governor's Page and the OEPP Page which links to pages for each major program area. In addition, the IT Office provides support for extended hours during emergency situations such as hurricanes and natural disasters. The Constituent Services Office 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 processes that produce, create or add value for your customers and your organization, and how do they contribute to success?**

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 allowing for greater coordination and efficiency in the delivery of services. 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.

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 ensuring 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, bi-weekly, monthly, quarterly, and annual reports on correspondence provide feedback on important issues to the Governor's ECOS staff and the Agency Leadership Team (1.4, 4.2, 4.4, 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. 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, 7.3).

**6.2 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?**

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 (1.4, 4.2). The boundaries of state and federal guidelines that specify program function and dictate the population to be served are reviewed within their mandates accordingly. 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.

As part of the accountability process, each office/program area is asked to provide 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.

**6.3 How does your day-to-day operation of these 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 6.3.1 Ensuring Requirements Are Met***

Office	Examples of Methods
Continuum of Care	<ul style="list-style-type: none"> <li>• Regional offices and state office conduct case management and services audits to ensure compliance with standards.</li> <li>• Program Oversight: conducts reviews of provider operations to ensure compliance with state's contract with provider.</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>• <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%.</li> <li>• <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.</li> <li>• <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.</li> <li>• <u>Employment Relations</u> – Standardized procedures are in place for employee grievances, harassment, or other types of complaints, as delineated in the Employee Handbook.</li> <li>• <u>Training</u> - Employees are informed of quarterly training sessions provided by the Budget and Control Board through e-mail postings.</li> <li>• <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.</li> </ul>

Office	Examples of Methods
	<ul style="list-style-type: none"> <li>• <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.</li> <li>• <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.</li> </ul>
Finance	<ul style="list-style-type: none"> <li>• 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.</li> </ul>

#### **6.4 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.

#### **6.5 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 and inmates from the Department of Corrections assisted in 2003.

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 6.5-1 demonstrates how these offices manage supplier interactions.

***Table 6.5-1 Managing Suppliers***

Office	Methods to Interact With Suppliers	Supplier Management
Continuum of Care	<ul style="list-style-type: none"> <li>• Planning meetings with families and service providers every 6 month during the service planning meeting</li> <li>• Program Oversight Council meetings</li> <li>• Newsletters to agencies, families, and providers</li> <li>• Providers participation in decision making as appropriate</li> <li>• Continuum staff regularly participate in interagency</li> </ul>	<ul style="list-style-type: none"> <li>• Changing client selection tool to reduce the amount of time it takes to select a client.</li> <li>• Changing the request for proposal document to better meet the needs of stakeholders.</li> <li>• Changing the provider review process so providers have fewer reviews but more comprehensive and useful reviews.</li> </ul>

	meetings	<ul style="list-style-type: none"> <li>Working with providers and internal staff to streamline documentation process to reduce how long it takes to get providers paid.</li> <li>Adjusting set of services Continuum purchases so clients are more likely to use less restrictive care.</li> <li>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.</li> </ul>
Foster Care Review Board	<ul style="list-style-type: none"> <li>Review board meetings to discuss cases</li> <li>Foster Care Review staff regularly participate in interagency meetings</li> </ul>	<ul style="list-style-type: none"> <li>Monthly meetings with county DSS offices</li> <li>Quarterly meetings with county DSS directors</li> <li>Regional meetings with family court judges</li> <li>Meetings and training with county foster parent associations</li> <li>Regional meetings with local review board volunteers</li> </ul>
Guardian ad Litem	<ul style="list-style-type: none"> <li>Meetings, letters, and surveys with judges</li> <li>Meetings with DSS legal division</li> <li>GAL staff regularly participate in interagency meetings</li> </ul>	<ul style="list-style-type: none"> <li>Staffing with DSS, schools, foster care review boards, and others</li> </ul>

## 7. Results

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

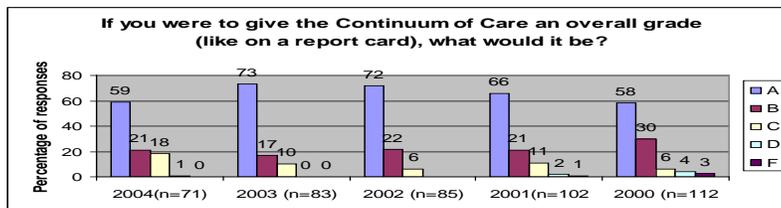
Highlighted in the tables below are examples of OEPP's customer satisfaction results as related to the performance measures for the respective program areas as delineated in Table 4.2.

**Table 7.1-1 Continuum of Care Customer Satisfaction Results**

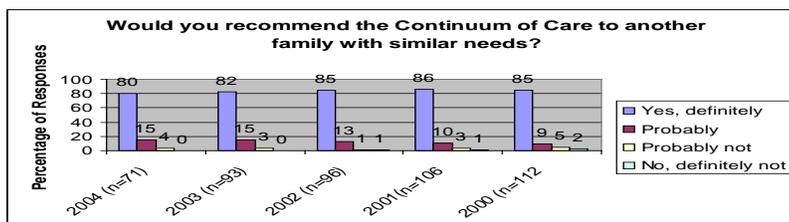
Performance Measure (See Table 4.2)	FY '99-'00	FY '00-'01	FY '01-'02	FY '02-'03	FY '03-'04
% of families giving COC an A or B rating – Goal is 90%	88%	86%	94%	90%	80%
% of families who say they will refer other families to COC - Goal is 95%	85%	96%	98%	97%	95%
% of families will report that COC staff respect their values and beliefs – Goal is 100%			97%	97%	95%
% of families receiving WRAP services will report receiving them in the amount stated on the TSP – Goal is 90 %			80%	64%	53%
% of families more satisfied with services once their child became a client of COC – Goal is 95%.			93%	93%	84%
% of families will report most or all needed services are being received – Goal is 90%			93%	87%	82%

The following graphs provide a more comprehensive look at these measures:

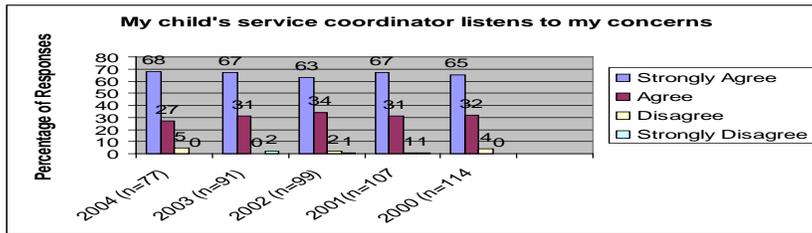
**Figure 7.1-1a**



**Figure 7.1-1b**



**Figure 7.1-1c**



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 was also not administered in FY '03-'04 largely due to the time spent in managing the Guardian ad Litem program without additional administrative staff. However, the Foster Care Review Board's Performance, Customer Satisfaction and Program Measures have been extensively reviewed and grouped with similar indicators. A few measures that are no longer tracked have been dropped and others added. The largest set of new performance measures are the evaluations conducted at the conclusion of all volunteer training sessions and an annual survey of review board members. These are intended to gauge the office's performance at enlisting, retaining and educating those volunteers whose time is so critical to the success of the program. Actual customer satisfaction percentages from these evaluations will be tallied and reported in coming years.

**Table 7.1 – 2 Foster Care Review Customer Satisfaction Results: FY 03-04**

Performance Measures (See Table 4.2)	Number	Dates
Timely Preparation of Annual Report (statistical research and recommendations)	522 copies distributed	1/6/04
Review Board Member Survey	102 responses	3/31/04
Review Board Member Exit Interviews	14 completed	throughout year
Evaluation: New Board Member and Staff Orientation	34 attendees	7/23, 9/29, 2/23, 3/29
Evaluation: Chairpersons' Training	38 responses	12/2/03
Evaluation: Certification Training for Board Members	20 responses	2/9/04
Evaluation: Foster Care Review Board Conference	63 responses	5/7/04

The Client Assistance Program conducts an annual customer satisfaction survey:

**Table 7.1-3 Client Assistance Program Customer Satisfaction Results**

Performance Measure (See Table 4.2) – Customer Satisfaction Survey	FY '01-'02	Analysis	FY '02-'03	Analysis	FY '03-'04	Analysis
Number of surveys mailed	186		110		182	
Number of surveys returned	43	23% returned	28	25% returned	45	25% returned
a. Number who commented "very satisfied" or "satisfied"	42	98% satisfied	27	96% satisfied	44	98% satisfied
b. Number who commented "not satisfied"	1	2% not satisfied	1	3% not satisfied	1	2% not satisfied
Number of individuals surveyed who would use CAP again	42	98%	27	96%	44	98%

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 Constituent Services 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. The FY '03-'04 survey was mailed out during the spring of 2004. Eighty-five valid responses were received yielding a confidence level of .95 with an error rate of plus or minus 10%. This means that 95 times out of 100, the sample accurately represents the population within 10 percent. In general, approximately 70% of customers surveyed in the past three fiscal years have reported that they were either satisfied or very satisfied with the services they received from OEPP's administrative offices. 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 '03-'04 are detailed in Table 7.1-4a.

**Table 7.1-4a – Quality of Service Index (FY '03-'04)**

QUALITY OF SERVICE INDEX						
	Responsiveness	Assurance	Reliability	Empathy	Tangibles	SERQUAL INDEX
Correspondence	0.87	0.89	0.86	0.86	0.88	0.87
Director's Office	0.86	0.88	0.86	0.86	0.89	0.87
Finance	0.85	0.87	0.84	0.84	0.87	0.85
Human Resources	0.83	0.87	0.83	0.83	0.87	0.85
Information Technology	0.87	0.86	0.86	0.85	0.87	0.86
Payroll	0.85	0.85	0.83	0.83	0.86	0.84
Procurement	0.87	0.88	0.85	0.87	0.87	0.87
<b>FACTOR INDEX</b>	<b>0.86</b>	<b>0.87</b>	<b>0.85</b>	<b>0.85</b>	<b>0.87</b>	<b>0.86</b>

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 7.1-4b compares the composite scores for each service dimension for the past three fiscal years.

**Table 7.1-4b – Quality of Service Comparisons**

Service Dimension	FACTOR INDEX FY '01-'02	FACTOR INDEX FY '02-'03	FACTOR INDEX FY '03-'04
Responsiveness	0.81	0.77	0.86
Assurance	0.82	0.78	0.87
Reliability	0.80	0.75	0.85
Empathy	0.80	0.74	0.85
Tangibles	0.81	0.75	0.87
<b>SERQUAL INDEX</b>	<b>0.81</b>	<b>0.76</b>	<b>0.86</b>

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

Highlighted in the tables below are examples of OEPP's mission accomplishment and organizational effectiveness results as related to the performance measures for the respective program areas as delineated in Tables 4.2 and 2.4.

**Table 7.2.1 – Continuum of Care Program Measures**

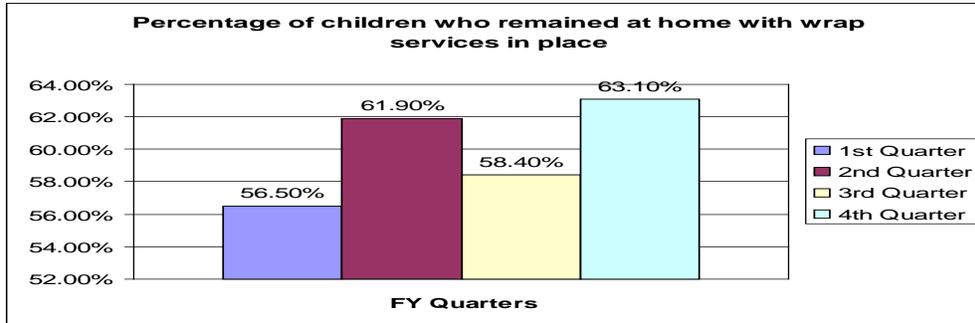
Measure	FY '98 - '99	FY '99 - '00	FY '00 - '01	FY '01 - '02	FY'02 -'03	FY'03 -'04
Client Services Measures						
Clients showing improved school behavior	48%	57%	54%	61%	57%	88%
Clients showing improved school performance	55%	54%	56%	64%	58%	90%
Parents involved in child's treatment	98%	96%	92%	97%	97%	93%

Program Oversight Measures						
Residential service contracts established	23	22	98	51	23	See Note
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	

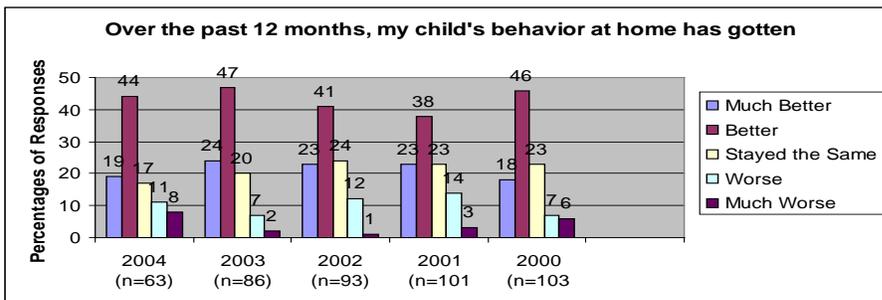
Note: The drop in the residential service contracts measure is due to a change in contracting methods. In previous years contracts were renewed annually. In FY 00-01 all contracts were extended to a five year renewal cycle. Only new contracts are shown for this FY. The decline in on-site monitoring and technical assistance contacts is due to an improved monitoring process, which requires more detailed and intensive contacts with each program. In addition, program oversight will cease to be one of COC's performance areas as that area has been cut due to budget constraints.

Additional results for mission accomplishment for the COC are reported in the following figures:

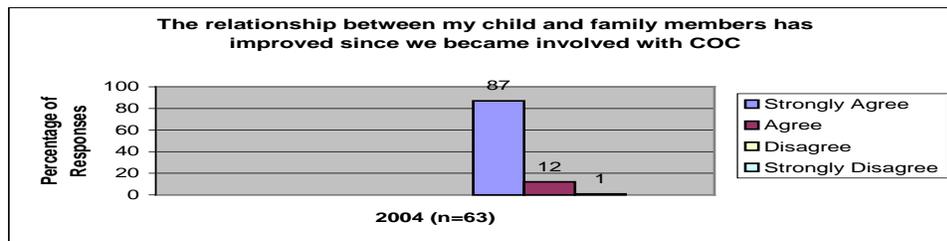
**Figure 7.2-1a**



**Figure 7.2-1b**



**Figure 7.2-1c**



As noted in 7.1, the Foster Care Review Board's Performance, Customer Satisfaction and Program Measures have been extensively reviewed and grouped with similar indicators. A few measures that are no longer tracked have been dropped and others added. The largest set of new performance measures are the evaluations conducted at the conclusion of all volunteer training sessions and an annual survey of review board members. These are intended to gauge the office's performance at enlisting, retaining and educating those volunteers whose time is so critical to the success of the program.

**Table 7.2-2a Foster Care Review Program Measures**

Measure	FY '99-'00	FY '00-'01	FY '01-'02	FY '02-'03	FY '03-'04
Number of Reviews Completed	8,169	8,097	8,075	8,305	8,443
Number of Children Reviewed	4,679	4,665	4,771	4,856	4,800
Number of Review Board Meetings	410	423	416	434	431
Number of Coordinators	9.50	9.25	9.00	8.10	8.00
Number of Volunteer Hours	9,919	9,890	9,781	9,668	10,031
Children Reviewed per Meeting	19.9	19.1	19.4	19.1	19.6
Reviews per Coordinator	860	875	897	1,025	1,055
Volunteer Hours per Review	1.21	1.22	1.21	1.16	1.19
Volunteer Hours per Child	2.12	2.12	2.05	1.99	2.09
Number of Areas of Concern Cited	10,521	10,096	8,623	8,543	10,415
Areas of Concern per Review	1.29	1.25	1.07	1.03	1.23
Reviews Continued or Rescheduled	298	258	206	225	386
Reviews Not Held Timely	159	219	198	177	205
Number of Advocacy Referrals Initiated	1,396	1,406	1,275	1,254	562
Number of Constituent-Related Communications Initiated	75	45	70	59	101
Number of Training Sessions Conducted for Staff & Review Board Members	Not Measured	Not Measured	10	8	7
Number of Presentations Given for Outside Entities	Not Measured	Not Measured	17	18	12

Noteworthy developments in FY '03-'04: The number of reviews, the number of volunteers and the number of constituent-related communications initiated each reached an all-time high. At the same time, the number of coordinators on staff was at its lowest level for the last five years. This combination directly raised the number of reviews per coordinator to a new high, on the heels of a significant rise the prior year. It may also have led to a large drop in the number of advocacy referrals initiated, which was also adversely impacted by turnover in both the legal and Medicaid positions during the fiscal year. The addition of another coordinator for FY '04-'05 should help remedy this situation. The number of reviews continued or rescheduled also went up significantly last fiscal year, but this was mainly due to severe winter weather conditions; the more critical compliance measure barely budged between FY '02-'03 and '03-'04 as noted in Table 7.2-2b.

**Table 7.2-2b Foster Care Review Case Review Compliance**

Measure	FY '99-'00	FY '00-'01	FY '01-'02	FY '02-'03	FY '03-'04
Percent of Reviews Completed Timely	98.1%	97.3%	97.5%	97.9%	97.6%

\*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.

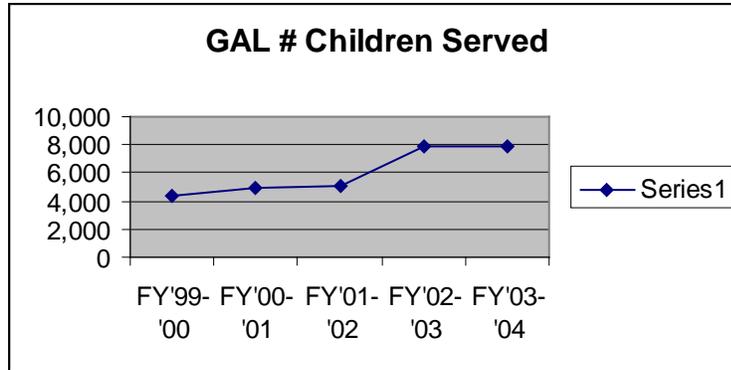
**Table 7.2-3a Guardian Ad Litem Program Measures**

Measure	FY '99-'00	FY '00-'01	FY '01-'02	FY '02-'03	FY '03-'04
Total number of children served	4,415	4,877	5,120	7,909	7,836
Total number of volunteers	1,011	1,273	1,338	1,684	1,527
Total number of new cases	1,644	1,701	1,886	1,689	1,602
Total number of closed cases	1,399	1,394	3,300	1,659	1,696*

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 7.2-3a, Figure 7.2-2a 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 7.2-2a - # Children Served by the Guardian ad Litem Program**



In addition, while FY '03-'04 shows a slight decrease in the number of cases not staffed due to lack of volunteers, the Guardian ad Litem program continues to face difficulties in the retention of volunteers as indicated by Table 7.2-3b.

**Table 7.2-3b Guardian ad Litem Case Review Compliance**

Measure	FY '99-'00	FY '00-'01	FY '01-'02	FY '02-'03	FY '03-'04
# cases not staffed due to not having enough volunteers	556	536	582	588	498

**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: 4<sup>th</sup> Quarter only due to change in Administration

**Table 7.2-5 Office of Correspondence Program Measures**

Performance Measure (See Table 4.2)	FY '99-'00	FY '00-'01	FY '01-'02	FY '02-'03	FY '03-'04
Pieces of Correspondence Routed	39,176	31,225	36,737	31,546	28,244
Written Responses	24,256	19,571	24,633	19,635	16,026
# of pieces of Outgoing Mail generated for Governor's signature		105,532	153,570	44,030	9,797***
# of state retirees written		3,916	3,358	2,613	1,487
% Responses in Compliance with ECOS Requirement (5 days)			85%	73%*	57%**

\*Note: 4<sup>th</sup> Quarter only due to change in Administration

\*\*Note: The decrease in this measure is a direct result of a significant reduction in staff, as well as an increased focus on accuracy in the preparation of correspondence. In addition, phone responses are now being measured and were included in the 3<sup>rd</sup> and 4<sup>th</sup> quarter reports.

\*\*\*Note: The decrease in outgoing mail generated reflects the cancellation of the Student Achievement Recognition Program due to budget constraints.

The Office of Small and Minority Business Assistance (OSMBA) sends out certification applications 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, a Trade Fair is held annually for certified businesses. Table 7.2-6 highlights OSMBA's mission accomplishments.

**Table 7.2-6 Small and Minority Business Assistance Program Measures**

Measure	FY '99-'00	FY '00-'01	FY '01-'02	FY '02-'03	FY '03-'04
# Certifications	96	130	129	223	184
# Recertifications	57	38	70	59	29
# Temporary Certifications	102	207	332	24*	0
#Trade Fairs/ Business Attendees	1/39	1/45	1/70	1/70	1/100
# Minority Business Forums/ # Attendees	2/200	3/430	1/300	1/450	0**
\$ spent with minority and women businesses	\$18,155,569	\$22,362,155	\$28,254,910	\$28,283,492	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.

\*\*Note: Due to reduction in staff, the Minority Business Forum was not held in FY '03-'04.

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 four 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	FY '03-'04
# Students Applying	380	635	581	512
# Students Approved	269	387	449	388
# Students Enrolled	614	502	711	1182

\*Note: # Students Applying and # Students Approved are based on Applications received and processed during the state fiscal year, July 1 – June 30, while the # Students Enrolled is based on the calendar year, January 1 – December 31.

In addition, the Office of Veterans Affairs collected 65,841 records for the South Carolina War Roster. On May 28, 2004, they broke ground on a 220 bed, \$28.5 million Veterans Nursing Home in Walterboro, Colleton County. The Veteran’s cemetery, to be located in Anderson, is in the final stages awaiting VA approval.

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 Public 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 7.2-3 – SOVA Materials Distributed**

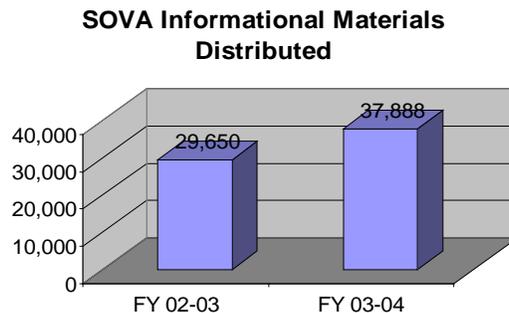


Figure 7.2-3 depicts a desirable increase in requests for/ distribution of applications, brochures, booklets and other promotional items from 29,650 in FY '02-'03 to 37,888 in FY '03-'04. This increase is due to the SOVA Training Team conducting statewide and regional training events regarding compensation and the rights of crime victims. During FY '03-'04, the State Office of Victim Assistance conducted 101 training events in which there were 2,457 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' (VWAS) contribution of providing direct services through support and advocacy to crime victims across the state has had tremendous impact on the clientele 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 received 4,825 regular claims. Of those, 4,390 (91%) were deemed eligible.

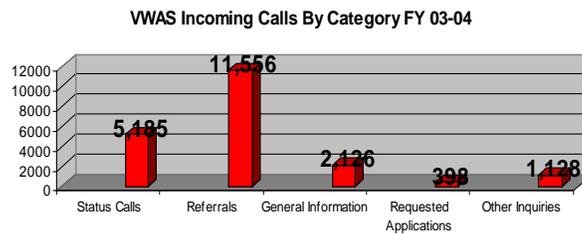
The VWAS staff of SOVA provides direct services to crime victims before, during, and after the appeals process. They are also available to provide information, crisis intervention, case status updates, case management, follow-up, and referrals, and they handle all incoming calls. Table 7.2-8 shows the number of telephone calls handled by VWAS for the past three fiscal years.

**Table 7.2-8 SOVA/VWAS Incoming Calls**

Measure	FY '01-'02	FY '02-'03	FY '03-'04
Total # Incoming Calls Handled	17,938	27,619	20,353

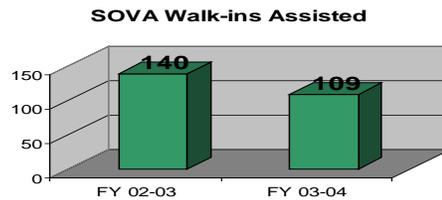
Figure 7.2-4 details the nature of VWAS incoming calls for FY '02-'03.

**Figure 7.2-4 SOVA/VWAS Incoming Calls by Category**



SOVA/VWAS staff also assisted 109 walk-in victims as indicated by Figure 7.2-5.

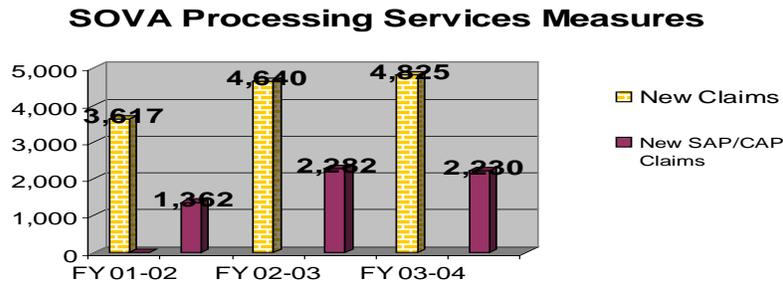
**Figure 7.2-5 – Walk-Ins**



The slight decline in the number of incoming calls and walk-ins is directly related to the increased number of SOVA trainings in the field. As law enforcement, health professionals, advocates, and other service providers are better trained and equipped to assist victims of crime with the application process, the number of calls to SOVA should continue to decline.

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 7.2-6 shows the number of claims received for the past three fiscal years.

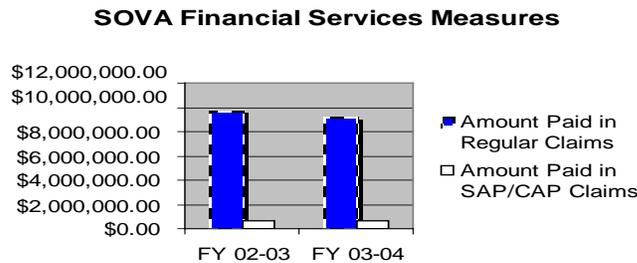
**Figure 7.2-6 SOVA Claims Received**



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

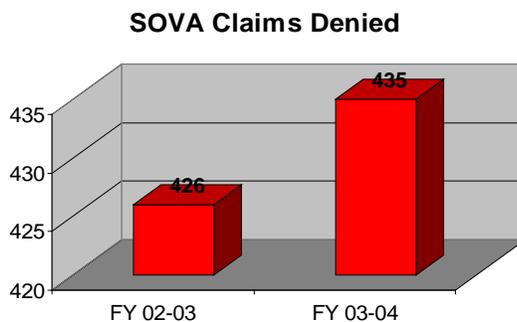
The Financial Services section of SOVA manages the financial, grant, and contractual obligations of the Crime Victims' Compensation Fund. This section coordinates daily with OEPP's Finance Office to ensure prompt payment of all claims. Figure 7.2-7 shows the dollar amount for claims paid for the past three fiscal years.

**Figure 7.2-7 SOVA Financial Services Measures**



The Senior Manager for Compensation Services 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 7.2-8 shows the number of denied claims for the past three fiscal years.

**Figure 7.2-8 – 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 7.2-6).

Table 7.2-9 shows measures of mission accomplishment for the OCVO.

***Table 7.2-9 Crime Victims' Ombudsman Program Measures***

<b>Performance Measure (See Table 4.2, 2.7)</b>	<b>FY '02-'03</b>	<b>FY '03-'04</b>
90% of the correspondence is responded to within a 48-hour time period	83%	85%
95% of all formal inquiries are conducted within 4 months	87%	91%

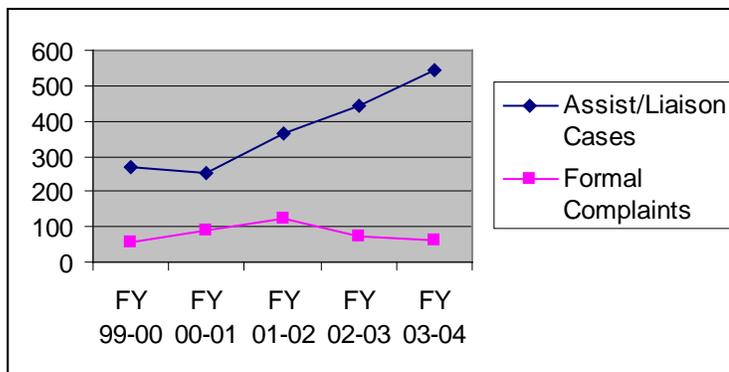
In FY '02-'03, the OCVO received 79 pieces of Governor's mail, and 83% of the correspondence was answered within the 48 hour time period goal. 61% of the correspondence was answered the same day the mail was received. In FY '03-'04, the OCVO received 137 pieces of Governor's mail. 85% of the correspondence was answered within the 48 hour time period. 64% of the correspondence was answered the same day the mail was received. The OCVO reviews and attempts to resolve complaints against elements of the criminal and juvenile justice systems or victim assistance programs, or both, made to the Ombudsman by victims of criminal activity within the state's jurisdiction. 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. In FY '03-'04, the OCVO handled 64 formal complaints. Of the 64 cases opened, 54 of them were closed within the same fiscal year. Of the 54 cases, 5 were not closed within the 4 month time period. 91% of the formal inquiries were conducted within the 4 month time period.

The OCVO is statutorily mandated to provide three discreet services to the constituency. The first is to serve as a referral source for crime victims and the general constituency to the appropriate element of the criminal and juvenile justice systems or victim assistance programs, or both, when services are requested by crime victims or are necessary as determined by the Ombudsman. In FY '03-'04, the OCVO fielded 1,841 incoming phone calls.

The second service provided by the OCVO is to serve as liaison between elements of the criminal and juvenile justice systems, victim assistance programs, and victims when the need for liaison services is recognized by the OCVO. Liaison services facilitate communication between a crime victim and the involved agency in a non-adversarial climate. Most of these cases are resolved satisfactorily so that a formal complaint does not become necessary. The opportunity to handle a liaison case mitigates the need to escalate further involvement on the part of the OCVO and potentially other agencies, both local and state. The number of cases handled in a liaison

capacity has dramatically increased over the years, emphasizing the importance of the rapport established between the OCVO and other assisting agencies. For FY '03-'04, the total number of assists and referrals is 546, up from 443 in FY '02-'03 as indicated by Figure 7.2-9.

**Figure 7.2-9 – OCVO Formal v. Assist Cases**



Finally, the OCVO conducts training to members of the criminal and juvenile justice systems as well as the general constituency of not only South Carolina but national and international participants. These trainings represent a proactive effort to inform victims and interested parties of the Victims' Bill of Rights. In the event of a problem having already arisen, information is given on the appropriate venue for filing a complaint. In FY '03-'04, two major trainings were provided by the OCVO: first, to the SC Summary Court Judges Association and then in the form of a workshop during the SC Crime Victims' Rights Week.

In FY 03-04, the Office of Constituent Services received 5,784 written inquiries, of which 82% were responded to within 5 days or less. The Office also received 5,096 telephone inquiries, of which 100% were responded to within 24 hours. In addition, the Office of Constituent Services implemented a new system for tracking agency responses to constituent concerns and is in the process of developing new reporting methods for that data.

The Client Assistance Program reported the following results.

**Table 7.2-11 CAP Program Measures**

TOTAL OUTPUTS	FY '99 - '00	FY '00 - '01	FY '01-'02	FY '02-'03	FY '03-'04
Cases successfully closed	149	154	186	197	182

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 7.2-12 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	FY 03-04
<i>Employment Grants to persons with DD</i>	13	11	11	13	11
• Persons with Developmental Disabilities (DD) who have paid employment as a result of employment training	62	91	151	177	413*

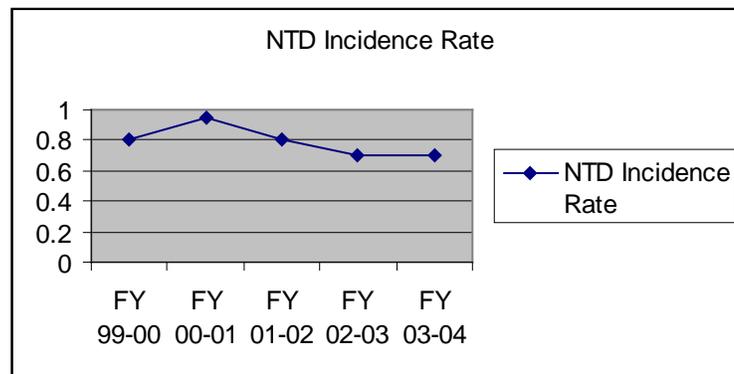
• Others with DD who received training in employment	1,065	685	423	479	507
<b>Community Supports Grants</b>	6		3	3	2
• Persons with DD have greater opportunities for full inclusion into their communities	1,384	708	404	368	1,962*
<b>Transition</b>					
• Number of students with DD receiving appropriate transition services	3,511	4,326	4,954	2,105	13,805*
<b>Total Number of Grants Awarded</b>	<b>28</b>	<b>28</b>	<b>28</b>	<b>28</b>	<b>29</b>

<b>OUTCOME:</b> 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%	.7%
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\*Note: Fluctuations in the number of persons reported are a direct result of the number and type of grants received.

413 persons with developmental disabilities have paid employment as a result of employment training through Council grants, while 507 received employment training. 13,805 students with developmental disabilities received appropriate transition services. 1,962 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 7.2-10.

**Figure 7.2-10 - NTD'S in South Carolina (1999-2004)**



The Office of Constituent Services also successfully managed the 2003-2004 Governor’s Citizenship Award Program. 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 three fiscal years.

**Table 7.2-14 Citizenship Awards Program Results**

Performance Measure	FY '01-'02	FY '02-'03	FY '03-'04
# schools participating	640	703	765
# students recognized	9890	703*	765

\*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.

In addition, the Office of Constituent Services managed the Reading Honor Roll program. During FY '03-'04, 42 schools had 100% student participation in this program. These schools were recognized with a Governor’s Proclamation.

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 4.2, 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 '03

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 (#)
# of households in which adult members obtain and maintain employment for at least 90 days	10	Employment	Households	1464	944	921	252	291
# of households with an annual increase in the # of hours of employment	6	Employment	Individuals	2050	1500	1835	182	33
# of households gaining health care coverage through employment	1	Employment	Individuals	47	21	3	38	6
# of households experiencing an increase in annual income as a result of receiving allowable tax credits	5	Income Management	Households	530	346	381	76	73
# of participating families moving from substandard housing into stable standard housing	6	Housing	Households	728	680	709	10	9
# of people progressing towards literacy and/or GED	4	Self-sufficiency	Households	567	312	435	100	32
# of people making progress toward post-secondary degree or vocational training	4	Education/ Employment	Individuals	182	146	131	28	23
# 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	4	Self-Sufficiency	Households	6023	5675	5743	202	78

**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 '03

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 (#)
Number of households in crisis whose emergency needs are ameliorated	11	Emergency Services	Households	43,946	39,292	41,576	1506	864
Number of aged households maintaining an independent living situation	7	Self-Sufficiency	Individuals	5193	3780	4072	1121	
Number of households in which there has been an increase in children's involvement in extracurricular activities	10	Youth Development	Individuals	485	550	289	129	67
Number of households moving from crisis to stability on one dimension of a scale	2	Emergency Services	Households	2986	2798	2986		
Number of high consumption households realizing a reduction in energy burden	4	Income Management	Households	1176	1100	1176		

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.

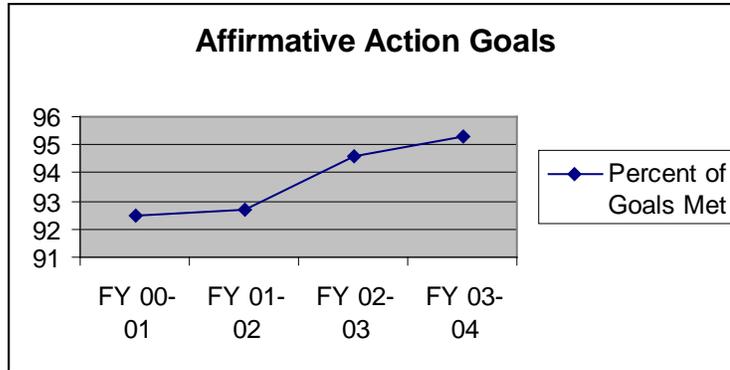
**Table 7.2-15 Office of Finance Program Measures**

Measure	FY '00-'01	FY '01-'02	FY '02-'03	FY '03-'04
# Vouchers Processed	24,000	18,500	18,289	16,888
# Purchase Orders Processed	2,125	1,104	747	699

The Office of Finance continues to process invoices within 3 days of receipt. All employees are cross-trained.

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 7.2-11 Office of Human Resources Program Measures**



The Office of Information Technology has provided support for spatial reorganization over the past year. By helping move equipment into new offices, overall space required has been reduced, thus providing costs savings for the agency. Every effort has been made to re-use and re-apply technology such as printers, switches, and network infrastructure to further increase the cost saving during each move.

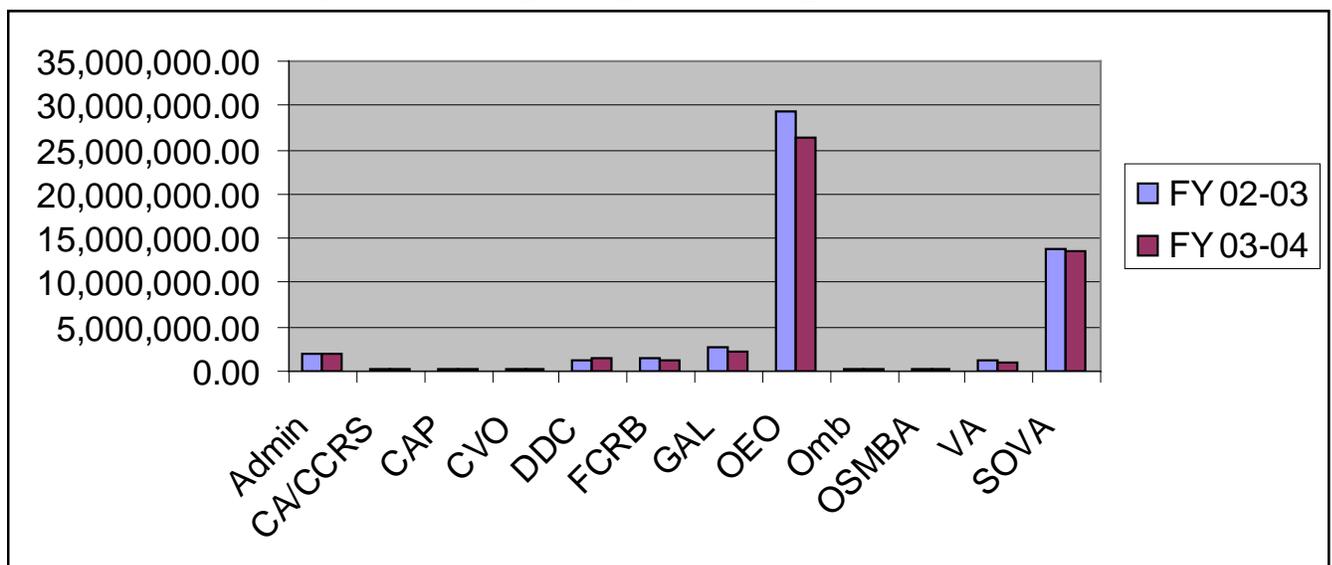
The IT Staff has also continued a replacement cycle to move aging hardware out and replace it with newer, faster, and more reliable equipment before it fails. This activity prevents work stoppage emergencies that can slow results and prevent the delivery of services to the agency and its employees, customers, and other stakeholders.

New techniques for preventing viruses, spam, and other counter-productive activities are being studied and planned for deployment to help keep users and their data secure and able to fully utilize the technology at their disposal.

### 7.3 What are your performance levels for the key measures of financial performance?

Figure 7.3-1 shows OEPP expenditures by major program area for the past two fiscal years.

*Figure 7.3-1 – Major Program Area Expenditures*



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, OEPP consolidated office space during FY '03-'04 in an effort to save money in tight economic times. The Continuum closed the Anderson, Rock Hill, Aynor, and Sumter outposts and negotiated moving the Aiken and Spartanburg outposts to DMH offices for an annual savings of \$66,975.

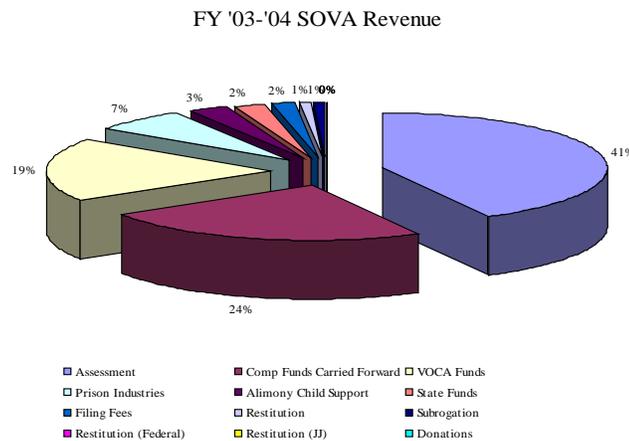
In addition, during FY '02-'03, OEPP implemented an online e-leave system. This system will save the agency approximately \$6,886 per year.

Other 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 7.3-2 shows SOVA's financial data for FY '03-'04.

**Figure 7.3-2 – SOVA Financial Data**



The Continuum of Care uses the following matrix to determine financial performance:

<b>Financial Performance</b>	<ul style="list-style-type: none"> <li>➤ \$ spent per client on case services</li> <li>➤ Medicaid reimbursement</li> <li>➤ Number of and amounts of cost share agreements</li> </ul>	Meeting contractual requirements within the budget
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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 7.3-2 shows these revenue changes and compares trends in primary funding categories with the numbers of clients served.

**Table 7.3-2 COC Funding by Fiscal Year**

Fund	98-99	99-00	00-01	01-02	02-03	03-04	04-05
------	-------	-------	-------	-------	-------	-------	-------

General Fund	\$1,966,199	\$1,990,832	\$2,021,830	\$1,354,002	\$4,593,486	\$4,080,716	\$3,672,644 (1)
EIA	\$3,583,938	\$3,583,938	\$3,583,938	\$3,461,313	**0	**0	**0
DMH Patient Fees	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$300,000	\$300,000
Medicaid	\$1,885,172	\$1,976,252	\$2,247,134	\$3,140,820	\$4,849,189	\$3,365,266	\$4,595,567(2)
<b>Total</b>	<b>\$7,835,309</b>	<b>\$7,951,022</b>	<b>\$8,252,902</b>	<b>\$8,356,135</b>	<b>\$9,327,127</b>	<b>\$7,745,982</b>	<b>\$8,568,211</b>

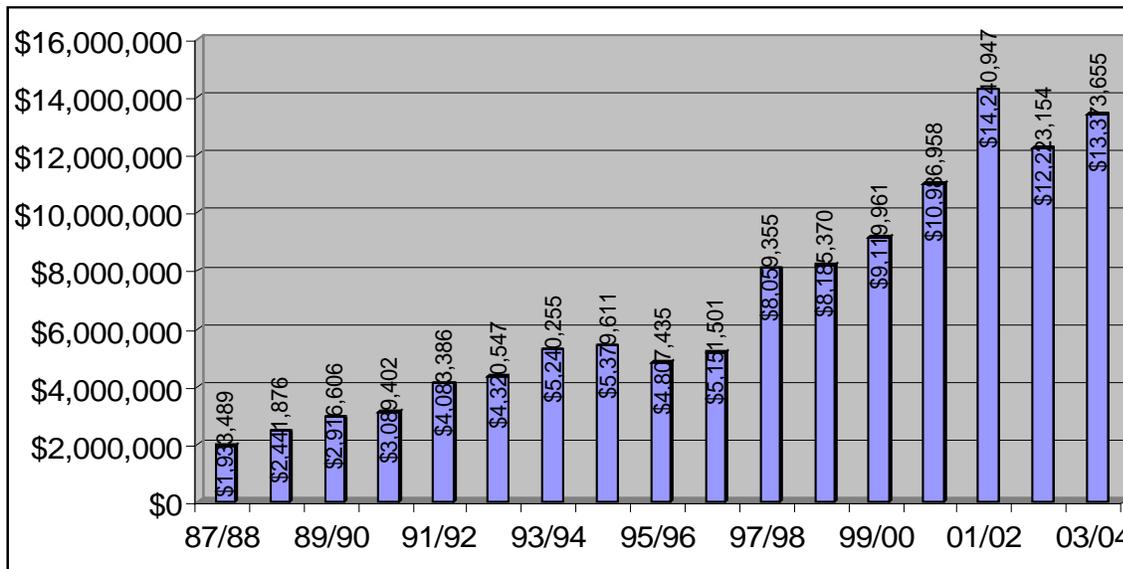
\*\* EIA Funds were transferred into General Funds

The Continuum also instituted the following cost saving measures: reduction of positions not directly related to Continuum's legislative mandate for savings of \$117,397 this FY and an annualized savings of \$443,763; reduced number of cell phones to (2) for a savings of \$17,516; and saved \$2,763 by disconnecting unnecessary phone service. In addition, the Continuum reduced its costs and expenditures by reducing space: closed Anderson, Rock Hill, Aynor, and Sumter outposts and negotiated moving the Aiken, Spartanburg outposts to DMH offices for an annual savings of \$66,975.

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.

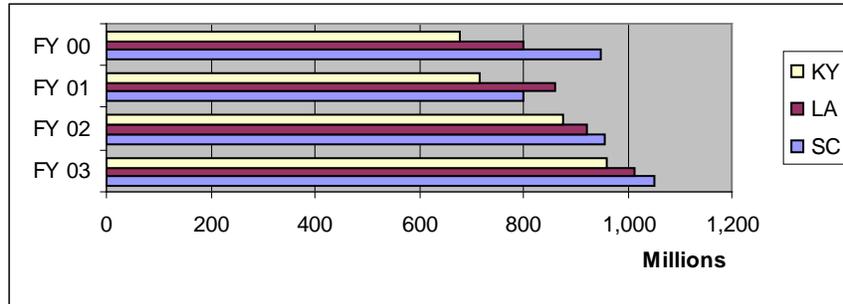
The Office of Veterans Affairs provides client assistance to all veterans, their dependents, and survivors in developing, filing, presenting, and prosecuting to final determination all claims for benefits under terms of federal and state legislation. The US Department of Veterans Affairs expends millions of dollars in South Carolina as demonstrated by Figure 7.3-3.

**Figure 7.3-3 – Federal VA Expenditures in South Carolina**



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 state's expenditures as evidenced by Figure 7.3-4. This positive trend is a result of the Governor's Office of Veterans Affairs dedicated advocacy efforts on behalf of South Carolina veterans.

**Figure 7.3-4 – VA Expenditures Comparison Data**



**7.4 What are your performance levels and trends for the key measures of Human Resource Results?**

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 were as follows. Note: the survey was not administered in FY '02-'03 due to a complete turnover of staff in the 3<sup>rd</sup> and 4<sup>th</sup> quarters.

**Table 7.4-1 Office of Correspondence Employee Satisfaction**

Measure	FY '00-'01	FY '01-'02	FY '03-'04
Personal Contributions to Office	4.3	4.0	4.3
Effectiveness of Office	3.9	3.9	4.1
Clear Understanding of Office Goals	4.3	4.4	4.4
Good Relationship with and Support From Supervisor	4.6	4.7	4.4

In FY '03-'04, the Office of Constituent Services (Ombudsman and Children's Affairs) implemented the same survey with the following results:

**Table 7.4-2 Office of Constituent Services Employee Satisfaction (Ombudsman and Children's Affairs)**

Measure	FY '03-'04
Personal Contributions to Office	4.5
Effectiveness of Office	4.8
Clear Understanding of Office Goals	4.3
Good Relationship with and Support From Supervisor	4.8

Senior Management of the Office of Correspondence and the Office of Constituent Services use the information compiled from these surveys to help maintain positive and productive office relationships. To continually improve these results, they work 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 7.4-3 Office of Human Resources Employee Satisfaction Results**

Measure	FY '00-'01	FY '01-'02	FY '02-'03	FY '03-'04
Hire Above Minimum Delegation Audit	In Compliance	In Compliance	Not done in '02-'03	Not done in '03-'04
Classification Delegation Audit	In Compliance	In Compliance	Not done in '02-'03	Not done in '03-'04
% of Affirmative Action Goals Met	92.5%	92.7%	94.6%	95.3%
Participation in Tuition Assistance	32	18	Program on hold due to budget cuts.	Program on hold due to budget cuts.
Participation in Job Retention Services Program at Vocational Rehabilitation	4	3	0	0
% of EPMS Reviews Submitted on Time for Universal Review Date	100%	100%	100%	100%

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

The Office of Finance processed 100% of purchase orders within 2 days and 100% of invoices in an average 3 days. 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.

In the Continuum of Care, Senior Managers review monthly billing reports and monthly budget projections to keep spending in line with available designated funds as shown in Table 7.5-1.

*Table 7.5.1 – COC Medicaid Compliance*

<b>Measure</b>	<b>FY '99 – '00</b>	<b>FY '00 – '01</b>	<b>FY '01-'02</b>	<b>FY'02-'03</b>	<b>FY'03-'04</b>
% of Wrap Medicaid funds recouped by DHHS	0%	0%	0%	0%	0%
% of Medicaid case management funds recouped by DHHS	0%	0%	0%	0%	0%
% of non-compliance w/ DHHS contract for provider reviews	0%	0%	0%	0%	0%

Note: in each 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 (DHHS) due to an improper distribution.

100% of the Developmental Disabilities Council’s sub grantees were in compliance with contractual performance requirements during FY '03-'04 (4.2).

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

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

The Offices of Finance and Human Resources are in compliance with key regulatory measures.

OSHA and other regulatory requirements are met without any significant discrepancies noted. All OEPP offices are HIPAA compliant.

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. All OEPP websites are Bobby Approved.

With regards to citizenship, the Office of Constituent Services 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 (1.8, 5.6).