SCCID
SOUTH CAROLINA COMMISSION ON INDIGENT DEFENSE

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J. Hugh Ryan, Executive Director
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November 2, 2020

The Honorable Hugh K. Leatherman
Chairman, Senate Finance Committee
111 Gressette Building
Columbia, SC 29201

Re: Proviso 117.21 – FY20 Appropriations Act

Dear Chairman Leatherman:

We are pleased to provide the committee with the enclosed information from the South Carolina Legal Services organization as required by Proviso 117.21 for organizations that receive pass through funds from a state agency.

Enclosed you will find a memorandum of how the funds will be spent by the organization along with the goals to be accomplished with those funds, the organizations approved budget for FY20-21, the organizations most recent financial statement and the organizations statement of equal employment opportunity.

Please do not hesitate to contact me if we can provide additional information or assist in any way.

Very truly yours,

J. Hugh Ryan, III
Executive Director
South Carolina Commission on Indigent Defense

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November 2, 2020

The Honorable G. Murrell Smith, Jr.
Chairman, Ways and Means Committee
525 Blatt Building
Columbia, SC 29201

Re: Proviso 117.21 – FY20 Appropriations Act

Dear Chairman Smith:

We are pleased to provide the committee with the enclosed information from the South Carolina Legal Services organization as required by Proviso 117.21 for organizations that receive pass through funds from a state agency.

Enclosed you will find a memorandum of how the funds will be spent by the organization along with the goals to be accomplished with those funds, the organizations approved budget for FY20-21, the organizations most recent financial statement and the organizations statement of equal employment opportunity.

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Very truly yours,

J. Hugh Ryan, III
Executive Director
South Carolina Commission on Indigent Defense

South Carolina
Legal Services
Balancing the Scales of Justice

701 South Main Street, Greenville, South Carolina 29601
Phone: (864) 679-3232 | Fax: (864) 679-3260
www.sclegal.org | www.lawhelp.org/sc | www.probono.net/sc

Pursuant to Proviso 117.21 of the 2019-20 State Appropriations Act, entities that receive State Appropriations through a state agency are required to provide a report to that agency. Based on the requirements of the Proviso, below is the required information:

1. An accounting of how the funds will be spent.

South Carolina Legal Services (SCLS) receives funds from the Office of Indigent Defense (OID) via the Filing Fee addition on civil complaints filed in Circuit Court. SCLS uses those funds for a number of items for its programming or the clients that we serve. The combination of the OID funds along with other grants received, SCLS is able to work toward its purpose in providing free civil services to low income South Carolinians.

The OID funds are used by SCLS to assist with a number of our projects in conjunction with our Low Income Tax Clinic Grant (LITC); our Violence of Crimes Act Grant (VOCA); and to assist our client population with legal issues that are important to the critical to their needs but may not be allowed by our major funder, Legal Services Corporation (LSC) due to federal regulations on restrictions for those funds. The OID funds are used in combination with those grants.

Each grant that SCLS receives is used under a pro rata calculation to assist with the operating costs of the law firms' necessities of doing business. Each of the nine offices of SCLS are required to be charged a pro rata share of operating expenses. The OID funds from the state are used in this manner as a requirement for SCLS to perform its mission to provide equal access to justice for low income South Carolinians.

One of the examples SCLS uses the OID funds is to serve as a match for grant funds from the South Carolina Attorney General's Office. SCLS receives funds from the office of the Attorney General for our work with the victims of domestic violence. The Violence of Crimes Act, commonly referred to as VOCA, is one of the critical programs at SCLS that is used to assist domestic violence victims. Under the VOCA grant, SCLS is able to assist the client with a number of legal issues facing victims and their efforts to safeguard themselves and their families. SCLS provides legal services necessary in dissolving the marriage and working on related issues regarding custody of the children of the marriage. Victims of domestic violence have many other legal issues that need addressed and the VOCA grant also helps in those legal issues. Those issues include but are not limited to: housing, consumer, employment, and other substantive law areas that victims face as a result of their domestic abuse.

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SCLS has a Low-Income Tax Clinic Grant (LITC). The OID funds are also used by SCLS as a match for 50% of the LITC grant. That grant is headed up with a tax attorney and assists clients who, although they are low income, have legal issues with the IRS for tax related problems. These cases include identifying defenses the client may have to decrease or extinguish a wrongfully calculated tax liability or to assist with payment plans or other settlement options that the client may have to seek resolution of the tax liability they are faced with but unable to fully pay. As we anticipated, due to the CARES Act, the IRS has issued numerous guidelines and updates interpreting the Act. These pronouncements from the IRS have tried to instruct citizens the new requirements due to the CARES Act. Our work under this grant has been active as low- income South Carolinians attempt to understand what to do and how to react due to the many changes from the IRS due the CARES Act.

In addition to the two grants noted above, SCLS provides free legal services to many other legal issues facing low-income citizens in our State. In providing additional legal services to our clients, the OID grant funds are used in conjunction with other funds by SCLS to fund certain programs that the law firm is prohibited from doing due to grant restrictions from another funder. One example of this is the funding SCLS receives from the Legal Services Corporation (LSC) that is funded by Congress. Certain expenses are not allowed using LSC funds. However, using the OID grant, SCLS has the opportunity to serve deserving low income clients. If the client's legal matter is within the priorities of SCLS as promulgated by the SCLS Board of Directors, the OID funds will be used with other similar grants to assist that client with resolution of his legal needs.

2. The Goals to be accomplished by the entity.

Please see the attached chart indicating the goals to be accomplished with the OID funds to supplement other grants and funds received.

3. Proposed measures to evaluate success in implementing and meeting those goals.

Please see the attached chart indicating the goals to be accomplished with the OID funds to supplement other grants and funds received.

We have a case management system, Legal Server, which provides a permanent and easily accessible record of all the activities that SCLS attorneys and paralegals undertake during the day on behalf of a client. From the acceptance of a case until its conclusion, all activities are entered

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by attorneys/paralegals/support staff so that the outcome and benefits can be ascertained and funders can be informed of the number and type of cases that SCLS has dealt with during the program year. At the conclusion of a case, advocates are also able to choose from a wide variety of outcomes to indicate what was accomplished on behalf of the client. We are able to run reports in Legal Server to show outcome benefits for a particular case, the number of cases with a particular benefit, or a number of other possibilities. Following the closure of a case the client is sent a survey card specifically designed to elicit feedback from the client on the services that were given by the SCLS attorney and the way in which the attorney dealt with the case. The results of the survey are carefully analyzed within the law firm to see if changes are needed to be made in service delivery.

4. A copy of that entity's adopted budget for the current year.

SCLS is set up on a calendar year. Attached is the most recent SCLS Budget that has been adopted by the Board of Directors.

5. A copy of that entity's most recent operating financial statement.

The most recent approved operating financial statement of SCLS is attached.

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South Carolina Legal Services Staff Numbers by Location

Charleston *2803 Carner Avenue, North Charleston, SC*

Total Staff: 20 11 Attorneys 9 Non-Attorneys

Columbia *2109 Bull Street, Columbia, SC*

Total Staff: 25 9 Attorneys 16 Non-Attorneys Includes Statewide Administration and Intake

Conway *1201 B Creel Street, Conway, SC*

Total Staff: 8 4 Attorneys 4 Non-attorneys

Florence *320 South Coit Street, Florence*

Total Staff: 7 4 Attorneys 3 Non-Attorneys

Greenville *701 South Main Street, Greenville, SC*

Total Staff: 23 12 Attorneys 11 Non-Attorneys Includes Statewide Administration

Greenwood *316 West Cambridge Avenue, Greenwood, SC*

Total Staff: 7 3 Attorneys 4 Non-Attorneys

Orangeburg *126 Associates Parkway, Orangeburg, SC*

Total Staff: 10 3 Attorneys 7 Non-Attorneys Includes Statewide Intake Staff

Rock Hill *214 Johnston Street, Rock Hill, SC*

Total Staff: 8 3 Attorneys 5 Non-Attorneys

Spartanburg *148 East Main Street, Spartanburg, SC*

Total Staff: 10 5 Attorneys 5 Non-Attorneys Includes Administration Staff

GOALS, PROJECT ACTIVITIES and OUTCOMES.

Effective and Efficient Law Firm

	ACCOUNTING	
Goals	**Project Activities for Goals**	**Anticipated Outcome(s)**
Promote grant management, efficiency and effectiveness	Provide statistical information and operating data to management for decision-making Operational data is provided on a monthly basis to enhance grant compliance and maximize grant reimbursements for Title 3B for example Monthly grant revenue is tracked and reported for management and grant compliance considerations	Timely completion of reports, other remittance information, compliance with grant reporting and applications in support of SCLS resource development
Offer continued training to accounting staff (including cross-training) and development opportunities	Utilize available webinars and training opportunities from current software providers, grantors and others Staff have cross trained in duties and accounting functions ensuring continuity during vacation and other leave periods.	Improve and insure better financial compliance and grant management requirements
Constantly review and update the accounting manual with specific consideration of LSC regulation changes	Communicate program policy and procedures to staff, management, and other interested parties. Train managers and staff on updates to accounting policy and procedures Host sessions with staff for efficiencies in posting and documenting supporting information. Continue to provide dialogue with staff to promote knowledge of SCLS policy manuals	Enhanced compliance and familiarity with LSC policy regulations and SCLS manuals
Continue to transition to an electronic accounts payable and accounting system with the goal of converting paper files to electronic format	Continue to train managers and staff on updates to accounting procedures Ongoing training and feedback to staff during transition to using the S: drive.	Enhance compliance and operating efficiency providing for greater file organization

	Staff will be provided individual feedback on the utilization of the S: drive for accounts payable and general documentation purposes. Acquire software that support electronic accounts payable and payment issuance and documentation system including conversion of paper documents to electronic format where possible	
	GRANTS & COMPLIANCE	
Goals	**Project Activities for Goals**	**Anticipated Outcome(s)**
By the end of 2020, conduct compliance and grant specific rules, regulations and reporting requirements trainings for all new employees hired since July 1, 2019.	Training to be held in person at Columbia Office.	All new employees will be aware of and understand the rules, regulations, and restrictions imposed by LSC and other funders as well as become familiar with necessary reporting needs
By June 30, 2021, conduct compliance and grant specific rules, regulations and reporting requirements trainings for all offices.	Training to be held in person at each office.	All employees will be aware of and understand the rules, regulations, and restrictions imposed by LSC and other funders as well as become familiar with necessary reporting needs
Goals	**Project Activities for Goals**	**Anticipated Outcome(s)**
Enhance and improve the onboarding process	Determine best start date Assign specific staff for specific training/mentoring responsibilities Conduct new employee orientation that includes: timekeeping, benefits, request for travel/training	Improve the onboarding experience Become familiar with all systems in less time Better appreciation for value of benefits
Begin to conduct Anonymous Employee Surveys	Develop anonymous employee surveys that address common work-place employee related topics	(a) Survey results will provide HR knowledge needed to build positive employer relationship and

		a productive work environment (b) Employees can speak freely about working conditions (c) Help determine employee satisfaction, attitude and loyalty
Increase training employee awareness about Resource University available through Resource ADP	Employees would become aware of available learning opportunities through Resource ADP	Employees would achieve the highest level of performance and would be able to receive additional training from the convenience of their desktop
	INFORMATION TECHNOLOGY	
Goals	**Project Activities for Goals**	**Anticipated Outcome(s)**
Implement Office 365	Provide training for staff on Office 365 and SharePoint Online Intranet Configure/Implement Security and Governance protocols Assign user licenses to Office 365 Develop Best Practices document Ongoing staff training/learning opportunities	Increased business efficiency across law firm Global access to O365 apps on virtually any device Enhanced collaboration among advocates and stakeholders Improved workplace productivity Cost reductions/ROI
	Delete, optimize and repurpose Lawhelp.org/sc resources Implement Predictive Search on Lawhelp.org/sc Enhance accessibility features	Provide users with up-to-date relevant resources Increased access to targeted resources Streamlined resource topics Improved accessibility

Educate staff on best practices for network security	Conduct information technology security awareness trainings Update staff on the latest security vulnerabilities; and Train staff on how to recognize and avoid them	Staff awareness of acceptable behavior User education on how to identify/detect attack Increased compliance Better protection of SCLS' assets
Develop closed-captioning for SCLS videos	Prepare caption files for video topics Add captions to videos	Compliance with ADA, AODA and Section 508 compliance Improved indexing and searching Viewer flexibility Improved accessibility for ESL viewers Improved comprehension
	LITIGATION	
Goals	**Project Activities for Goals**	**Anticipated Outcome(s)**
Increase the number of poor people served	Gather information and documents from other Legal Aid firms across the country to find additional and innovative ways to provide representation Review policies for case load numbers, case closure reason (brief or extended), and other policies affecting representation Add attorney staff to Intake Office to provide advice and counsel	Increase number of people served Modify policies where appropriate to assist in increasing number of people served
Increase number of people served in rural counties	Partner with community non-profits to increase the community's knowledge of SCLS	Increase the number of people served in rural counties
Increase number of attorneys filing litigation that will impact more than just their clients.	(a) Get substantive units to make such litigation a topic at unit meetings. (b) Get attorneys to look for such issues.	More litigation that impacts more than just the individual client

Increase number of Medical Legal Partnerships (MLP) throughout South Carolina	Continue to work with current MLP's to expand and help develop MLP's in other locations	More MLP in SC with SCLS and medical providers
Continue to stress the collection of attorney fees from opposing parties	Get the list serve started Emphasis attorney fees at every opportunity such as unit meetings where appropriate such as housing and consumer Determine the effect of new tax law	Increase the number of cases in which attorney fees are sought, ordered, and collected
	OPERATIONS/GENERAL COUNSEL	
Goals	**Project Activities for Goals**	**Anticipated Outcome(s)**
Continue to Maintain real estate and other assets of all offices	Continue semi-annual visits to each of the 9 offices to review and inspect offices regarding potential need for capital improvements and ensure vehicles in working and compliance order and to insure maximum efficiency of assets	SCLS assets will be protected investments and employees will have comfortable and safe environment in which to work
Finalize identity of IT and other personal property for retirement/disposal/donations	Finalize location of existing IT equipment that is not being used due to age or reliability by working with office managers and IT department Dispose of personal property that should be retired via e-waste, donations or other appropriate disposal venues Confirm all staff have updated and working software on all devices used by SCLS staff	IT equipment in offices will be up to date firmwide to maximize use of updated software including Office 365 a\and SharePoint Decluttering office environments will make client space more comfortable and inviting and staff will be more efficient
Develop Board Powered Additional Funding Sources	Obtain attorney Board Members personal assistance to see annual budget line item for support of SCLS Continue to work with all members of Board of Directors' contacts and assistance to further fund raising and philanthropy efforts to support SCLS Renew efforts to create a Resource Development Plan with Board of Directors	Increase awareness and financial support from legal, business, partners and clients regarding the mission and work of SCLS.

	Work closely with partner organizations such as NLADA and MIE for training, programs and other resources to assist in fundraising efforts	
Continue ongoing efforts to Obtain additional funding from Grants	Continue to seek opportunities with colleges and universities statewide to obtain help research and assist in drafting grants Research, seek and apply for available government and corporate grant funding	Raise funds to support two or more projects to help with the mission of SCLS activities beyond direct representation
Increase visibility of SCLS	Continue to create a greater social media presence focusing on demographics of clients who use those mediums Develop an Annual Report Continue to publish a monthly newsletter	Increase number of referrals Increase individual donations Increase participants at legal education events and legal clinics provided for low income citizens
Increase efforts to obtain more Pro Bono and PAI Attorneys to provide greater services throughout the State	Continue to work with the SC Bar Pro Bono Program to create meaningful and exciting opportunities so attorneys will accept SCLS cases Continue to work with local bars and the SC Bar Pro Bono Program to increase participation by attorneys using the *scbarprobono.org* portal Work with larger local bars who adjoin smaller counties to work as PAI attorneys to meet the needs of services in rural counties Continue efforts to work locally to obtain additional PAI contract attorneys including resources with the state and local bars' publications	Increase Access to Justice in all counties but especially rural counties Additional Pro Bono and PAI attorneys will be involved in areas and cases that are most needed by SCLS clients

Confirm SCLS adherence with current Employment Law issues	Review and update SCLS Personnel and Policy and Procedures Manuals to insure they are current with current laws and regulations Confer with business partner resources to obtain and update personnel manual	Create compliant and healthy working e environment for all staff
Increase Accounting Efficiency with updated software	Work with financial vendors to implement programs to obtain greater efficiency in accounts payable using fewer paper checks Research IT solutions to reduce paper and become more streamlined toward digital vs paper files, etc.	Updated technology will allow staff to be more efficient and reduce space issues
	CHARLESTON OFFICE	
Goals	**Project Activities for Goals**	**Anticipated Outcomes**
Increase domestic violence cases	Targeted outreach to domestic violence advocates, police departments and clerks' offices	Fifty more extended service cases
Increase expungement cases	Expanding the partnership with Antioch and the Prosperity Centers	Increase by 30 cases
Increase education cases	Continue strengthening existing relationships with schools	Adding a second attorney who will focus on education and community outreach
Increase housing cases	Continued involvement in the Housing Court. Adding an additional attorney to the rotation	Aiming for a 20% increase in cases
Increase case handling efficiency	Streamline case acceptance procedures	Decrease the amount of time spent on counsel & advice cases by 30%

	CONWAY OFFICE	
Goals	**Project Activities for Goals**	**Anticipated Outcomes**
Increase Public Benefit cases	With the addition of an advocate with other 20 years' experience	20% increase in cases handled
Increase expungement cases	Focusing on increasing relationships with public libraries to provide more clinics	10% increase in cases
Increase cases from Marion and Williamsburg counties	Targeted outreach to agencies, churches, and community groups in those areas. Also, increase brochure distribution in those areas.	Increasing cases from those areas by 15%
	INTAKE OFFICE	
Goals	**Project Activities for Goals**	**Anticipated Outcomes**
Continue to train new SCLS staff in accordance with our strategic plan	New staff is provided training at the Intake Office in Columbia on: Intake Policy and Procedures, Income and Asset Eligibility; SCLS Service Priorities; Use of SCLS Case Management; and SharePoint Online.	Providing consistency in intake statewide Giving new attorneys the opportunity to discuss various substantive law issues rapidly with an applicant Giving new support staff customer service tips since they are the first contact applicants have with SCLS To ensure that SCLS provides a statewide holistic approach for those wanting legal assistance To insure that every office continues a holistic approach to intake for those wanting legal assistance

Continue to work on decreasing the number of online intakes rejected as "applicant withdrew" because of the inability to call back the applicant to verify income	Continue sending applicants email telling them to call us back when call backs fail Reviewing application submission times to figure best call back times	Increase in number of online intakes reviewed for legal assistance More clients being served
Increase the number of telephone intake calls answered by the Intake Office	Continue review of Intake Office telephone call statistics to look for and correct inefficiencies Discuss call numbers and wait times with individual staff and generically at staff meeting Hire additional intake staff	Increase in number of telephone intakes being reviewed for legal assistance More clients being served
Begin work on improving the current SCLS online intake application	Adding more substantive law areas for applicants to apply online Editing and simplifying financial page of the online intake application to correct inefficiencies in applicant's income reporting	Increase the number of online intake applications Increase the quality of online intake applications
Increase the number of counsel and advice letters completed by Intake Office	Eliminate review of intake applications completed by experienced intake staff	Frees up time to draft and send counsel and advice letters Allows for a quicker response time
Continue working towards a "no call back" online intake application \	Meet the requirement of making a reasonable inquiry regarding the sources of income, income prospects, and assets Meet the require of using simple inquiries and procedures that promote the development of trust between applicant and SCLS Develop and/or upgrade online intake application so that it has the capacity to determine whether there is a substantial	Eliminate designated staff member assigned to online call backs Increase the number of staff doing telephone intakes Reduce the number of online intakes being rejected as "Applicant Withdrew-failed to

	reason to doubt the accuracy of the provided financial eligibility information Develop or upgrade the online intake application so that it has the capacity to determine whether there is a substantial reason to doubt the accuracy of the provided financial eligibility information Develop or upgrade the system to make appropriate inquiry to verify the financial information confidentially	complete online intake application"
Continue to assist with making SCLS referrals to pro bono more efficient	Continue partnership with S.C. Pro Bono Program. Greenville Pro Bono Committee Pilot Project; and, Palmetto Volunteer Lawyer Project	Increase the "culture" in South Carolina for pro bono representation by making referrals more efficient

	ORANGEBURG OFFICE	
Goals	**Project Activities for Goals**	**Anticipated Outcomes**
Obtain borrowed space to have office hours in every county in our service area.	Contact agency partners and organizations that serve low income persons to request the use of office space to have office hours to conduct intake a minimum of one day each month for each county, with posted office hours.	
Prepare YouTube videos for Orangeburg Detention Center for pre-release persons addressing legal issues for persons preparing for re-entry after incarceration.	Meet with detention center personnel to discuss plan; request assistance in allowing detainees scheduled for release to access media with	
Increase outreach events with onsite intake throughout service area.	Plan clinics with the intent on providing a secure place to do intakes and ensure that clinics are staffed to do so.	
Collaboration with Council on Aging in all 6 counties in our service area	Provide 1 clinic per year at each facility	Increase the number of clinics to 2 per year in 2021
Collaborate with various Housing Authorities to do onsite clinics	Provide brochures and flyers on a consistent basis to Housing Authorities. Provide one clinic per quarter. Provide information electronically.	
Extend collaboration with SC Works	Provides a variety of clinics at SC Works establishing a hub for SCLS information	

	and known presence. Gain agreements to utilize their facility as a place where applicants can go to do online intakes if there is no access to broadband available in residential area	
Establish a community outreach day	Invite PAI attorneys, community leaders of each county, partners, collaborators and public. This will be done at the Orangeburg Office.	Establish and extend current community presence.
Collaborate specifically with school guidance counselors and social workers	Provide brochures/order forms and posters with tear offs to each school. Work with guidance in planning legal education lunch and learns for the parents.	Legal education presentations and PTA meetings and college open house/orientations

	SPARTANBURG OFFICE	
Goals	**Project Activities for Goals**	**Anticipated Outcomes**
Work more efficiently	✓ Limit case acceptance meetings and assign pending cases as they are sent from our Legal Aid Telephone Intake Service (LATIS). ✓ Comprehensive training for support staff on obtaining documents needed for pending cases so that attorneys can provide services quicker. ✓ Set clear expectations and guidelines for advocates/attorneys to make initial contact with new cases they are assigned to shorten response time after applicant applies through LATIS. ✓ Make advice letters shorter and concise (no more than 2 pages) to improve compression. ✓ Increase the frequency of case reviews with advocates to ensure that cases are moving along in a timely fashion and to give more accountability to advocates.	Improve experience and quality of legal services provided to clients
Continue to accept more Cases	Spartanburg office is currently in a staffing transition. There is an attorney and paralegal vacancy. However, Spartanburg will maintain its commitment to accept more cases by:	Continue to increase the number of clients served

	✓ Referring more cases to our Private Attorney Involvement (PAI) program ✓ Increasing case reviews with advocates to ensure that the cases are moving along in order to make space for new cases.	
Recruit more Private Attorneys to participate in Private Attorney Involvement (PAI)	Advocates will cease every opportunity to educate and inform members of the private bar on our PAI program in order to increase the number of PAI attorneys we can refer cases to.	Continue to increase the number of clients served.
Increase the level of service during Legal Clinics	The Spartanburg office will continue to provide brief services at expungement clinics. This year, it should not be as time intensive as in 2019 because we created a system of how to organize the clinics so that we can complete intakes and obtain compliance before the scheduled clinic. We also have an intern that knows how to work up the expungement files from intake to close. He will be with us for until May of 2021 and able to teach the other interns we have in our office this year.	Continue to increase the number of clients served.

Consumer Unit Work Plan

Goals	Project Activities for Goals	Anticipated Outcome(s)
Continue Annual Constitution Day Legal Forum (CDLF)- September 17, 2020	Gather Committee to plan Constitution Day Legal Forum Hold 9th Annual CDLF	Annual Constitution Day Legal Forum will inform lawyers and others on consumer related legal topic
Continue to develop financial empowerment resources for our client population	Seek opportunities to utilize Your Money Your Goals Toolkit and Companion Guides	General public and special populations will be financially empowered as well as educated on specific legal topics related to finances

	Continue planning with selected personal injury, social security and other firms identified as partners for training	
Rural Clinic Initiative Continue to expand debt collection defense clinic created in 2017 in Pickens and Oconee and Orangeburg counties and additional rural counties Continue to develop a vision for financing the Initiative	Establish partnerships with additional free medical clinics Develop partnerships with Palmetto Care Connections and/or Telehealth Alliance for virtual presence at free medical clinics in addition to in person option	Continue to increase attendance at debt collection defense clinics Expansion of clinic to other rural counties SCLS will have data to measure for potential funding for the Rural Clinic Initiative
Bankruptcy court partnership will continue to be a significant collaboration for Consumer unit SCLS can now provide funding for the courthouse internship	Promote and Fill the bankruptcy intern position	Collaboration will continue and be strengthened by the liaison activities of the intern
Increase number of consumer cases opened, including as a percentage of total cases (Increase from 11%) Increase number of cases with higher level of service	Explore ways to address consumer protection law needs of applicants to provide assistance available via state and federal law. Layout a strategy to utilize the consumer protection law checklist using Microsoft Planner	Increase consumer cases opened by 10% from 2019. Number of consumer cases with increased level of service will grow
Complete 3rd debt collection classroom	Gain additional partners for collaboration as needed Write script Film and edit video and gather materials for classroom	Provide education for general public about how to defend debt collection in Common Pleas Court especially for self-representation

Training and education for SCLS staff and private bar on consumer law topics	Staff attorneys attend trainings/conferences and provide training to SCLS staff and attorneys Conduct Lunchtime webinars on short subjects, including with guest speakers. Attorneys participate in CLEs, trainings and conferences to make presentations on consumer law topics and SCLS work in general	SCLS staff will be better educated on consumer law Consumer cases handled by SCLS will grow Private bar will become more familiar with our consumer practice SCLS attorneys will improve expertise in consumer protection law
Hold consumer outreach events Determine topics public and private bar want/need to be addressed	Identify staff and events to conduct outreach using pre-recorded webinars created in 2019-20 Review SCLS data (from cases, surveys and interviews conducted) to determine topics needed Create additional webinars on consumer topics	Increase in outreach events Increase in number of attorneys trained (minimum 1per office) in conducting consumer outreach events Expansion of consumer law topics for outreach

Cultural Humility Unit

Goals	Project Activities for Goals	Anticipated Outcomes
Staff Training in Implicit Bias	Make available recordings of prior trainings so existing staff can access on-demand and new staff can onboard and obtain the materials. Administer Implicit Bias Test to staff with de-briefing and follow-up training on integrating and using this insight (format to be decided, likely to be offered in an in-person and online format).	Improve quality of client experience and efficacy of legal assistance with an expanded awareness of how bias and systemic inequities could affect client's options and/or attempts at Pro Se representation or self-help and adjusting advice provided, recommendations, and services provided to increase likelihood of equitable outcome.

Increase network of community partners with diversity/inclusion/equity values and who serve marginalized communities and communities affected by systemic inequity.	Review and propose adjustments to data collected during outreach so baselines and subsequent reviews on data can be obtained to determine efficacy of initiatives. Maintaining a list of statewide community contacts and calendar of statewide outreach events related to communities affected by systemic inequity to expand coverage of events and promote greater coordination between offices. Increase SCLS presence at events targeted for marginalized communities or communities affected by systemic inequity. Offer community and community partner education on community lawyering/equity approach to outreach.	Form relationships with new community partners. Increase applicants for services.
Support Staff in creating equity focused Outreach Plans	Hosting trainings to improve cultural competency when working with marginalized communities. Hosting Outreach workshops to develop effective messaging, coordinate resources, and troubleshoot any difficulties with making connections in communities. Partnering with Substantive Law Units to offer trainings, co-plan outreaches, and coordinate contacts/resources. Create equity area taskforces for staff who are working on community education/outreach in overlapping areas to work together. Emphasize and assist in training/implementation of plans that include support staff in outreach.	Improve efficiency and efficacy of outreach planning. Increase the amount of legal education materials available to the community.

Represent more LEP clients	Translate website into Spanish. Translate online classrooms into Spanish. Translate SCLS written materials into Spanish. Present training to staff on SCLS LEP procedures. Provide resources and guides to staff for navigating LEP walk-ins, clients, and applicants. Work with Cultural Humility unit members and other Substantive law units to create LEP specific outreach plan. Staff training on what types of non US Citizen clients we can serve.	Increase the number of LEP clients served.
Internal Policy Review	Cultural Humility Unit will review internal policies and procedures including but not limited to, general outreach practices, case handling, and hiring/recruitment procedures with an equity focused lens and propose revisions in areas that could perpetuate inequity.	Have inclusive equity informed policies and procedures.
Increase staff diversity and promote workplace culture of implicit bias informed inclusion.	Hold periodic meetings hosted by Cultural Humility Unit and moderated by RJI team where staff can discuss bias experiences (i.e. experienced by them, or by a client, or in a case). Develop and propose procedure to improve staff retention (i.e. stay interviews, additional opportunities to voice thoughts on employee experience, etc). Examine employment recruitment general practices and policies and propose revisions/suggestions. Expand variety of staff making appearances at law school alumni or recruiting events.	Increase variety of job applicants and interns. Promote a firm culture of inclusion. Improve retention.

	Offering intern positions for students to assist with race equity or other equity focused outreach project.	

Education Unit Work Plan

Goals	Project Activities for Goals	Anticipated Outcome(s)
Legal representation and advocacy Represent more children in education law cases.	Identify new partners to expand the number of education referrals	Increase the number of education law cases accepted
Identify and support attorneys and advocates	Provide quarterly trainings, access to free webinars, and identify other training opportunities Identify support staff that could become an education advocate and develop a training Unit Head and Lead Attorneys will continue to consult and provide guidance on individual cases and assist in providing legal representation when needed. Ensure there is always at least one attorney in each office designated to have education cases and assist the local office with providing guidance and support when needed on that attorney's education cases	Maintain the number of attorneys and advocates practicing or supporting the practice of education law Ensure that we continue to provide the highest quality of legal representation possible
Legal education for parents/guardians, agencies, and the general public	Respond to requests to present continuing legal education provided on our websites Continue to create and update legal education provided on our websites Use social media and community partnerships to increase exposure	Increase the amount of legal education provided Assist the public in identifying legal issues and making the appropriate referrals when needed
Reinforce the need for local offices to focus on providing outreach targeted to increase	Continue to identify staff to provide targeted outreach for existing and new partners	Increase the amount of legal education provided

the number of applications for education cases	Provide quarterly reminders in unit meetings to staff to staff to work on their outreach goals and record outreach activities in Legal Server Continue developing local partnerships	Assist the public in identifying legal issues and making the appropriate referrals when needed
Provide free legal information	Continue to create and distribute brochures and provide presentations	Ensure our materials are updated and that we have brochures to provide to the public on the most common topics
Provide an online classroom for pro se or self-represented	Unit Head/Lead Attorney work on TIG online classroom for education law for pro se	Met the TIG grant deadline to crease an online classroom for pro se litigants

Elder Law Unit Work Plan

Goals	Project Activities for Goals	Anticipated Outcomes
Increase number of cases accepted in rural counties for elder law issues including wills, advanced directives	Identify an attorney or staff member in each office and task that individual with the responsibility to identify and organize outreach in rural counties with community partners Pilot Advance Directive & Wills Clinics in rural counties with goal of providing at least 2 annually in each office	The number of cases accepted in rural counties for seniors will increase
Expand representation in the Elder Law Unit to include representation of victims of elder abuse	Identify and contact victim's advocates in service areas to provide information on SCLS and its services Train attorneys and staff members of SCLS and our partners on the signs of elder abuse and how to effectively respond to the needs of those individuals Provide educational outreach to seniors on identifying and seeking assistance in an abusive situation	The number of cases involving elder abuse will increase
Increase community education and outreach concerning the prevention of	Provide educational clinics to community members on guardianship and guardianship alternatives	The number of outreach events on guardianship and

guardianships and alternatives to guardianships	Develop written materials for the community on alternatives to guardianship	conservatorship will increase
Develop materials for new attorneys or attorneys who are not familiar with practice area to assist them in evaluating a guardianship case, identifying potential alternatives to filing an action, in addition to filing an action in probate court	Create a guide for attorneys to use when vetting a new case regarding a guardianship action Create templates and how to documents to assist attorneys in filing and navigating a case	Advocates will be familiar with the subject matter and better able to advise potential clients on their options as well as the court process
Identify, support and train attorneys	Develop training materials for new and experienced attorneys Develop model pleadings, practice guides, and training materials to be made available through SharePoint Unit head will provide guidance on individual cases and assist in providing legal representation when needed	Increase the number of advocates at SCLS that are equipped to address need of older clients Provide a high degree of representation to elderly clients

Employment Law Unit Work Plan

Goals	Project Activities for Goals	Anticipated Outcomes
Increase the number of employment-related cases we close from the previous reporting period	Conduct employment focused outreach events and clinics focused on high-demand areas such as expungements and driver's license restoration. Compile statewide database of potential partner organizations. Reach out to potential partners serving clients with potential employment issues such as homeless shelters, reentry programs and community centers and develop direct referral processes for those partners	There will be a net increase in the number of employment-related cases closed during the next reporting period

Train new and existing SCLS attorneys in employment law	Conduct an in-person training on expungement and driver's license reinstatement law and process. Develop guide to employment law for SCLS staff specifically directed at new attorneys to assist in the onboarding process. Conduct unit meetings focused on issue spotting potential employment-related issues. Record how-to videos on handling employment-related cases and make them available on SharePoint site.	There will be an increase in the number of employment related cases closed. There will be an increase in the number of attorneys at SCLS handling employment cases
Increase awareness and education in the community, particularly in rural areas, concerning employees' rights, unemployment benefits, wage claims, and barriers to employment	Review and update existing brochures on expungements, unemployment benefits and wage claims. Create how-to videos addressing unemployment benefits claims and appeals.	Increase education regarding employee rights and responsibilities so that employees can protect their interests and are able to better identify questionable practices of their employers

Family Law Unit Work Plan

Goals	Project Activities for Goals	Anticipated Outcomes
Increase the legal representation provided to low-income South Carolinians in the Family Courts	Community education and outreach regarding family law issues Training and retention of SCLS attorneys	Increase the number of cases accepted by SCLS
Support and train attorneys, paralegals, and support staff	Provide quarterly unit meetings to include training Develop training materials for new attorneys and paralegals Continue to develop sample pleadings	Retain competent attorneys that feel comfortable in the area of family law while providing top quality legal representation

	Continue to move sample pleadings and documents to SharePoint Provide guidance to new attorneys on individual cases	
Support and train attorneys, paralegals, and support staff	Provide quarterly unit meetings to include training Develop training materials for new attorneys and paralegals Continue to develop sample pleadings Provide guidance to new attorneys on individual cases	Retain competent attorneys that feel comfortable in the area of family law while providing top quality legal representation
Continue to promote self-represented litigant resources like www.scorderofprotection.com which helps domestic violence victims fill out the forms they need to file for an Order of Protection	Continue distributing the posters and brochures to the various family courts, libraries, and other public entities Meet with solicitors, shelters, and victim's advocates Promote online classrooms Continue to hold pro se divorce clinics	Increase access to the courts for victims of domestic violence

Housing Law Unit Work Plan

Goals	Project Activities for Goals	Anticipated Outcomes
Increase the legal representation provided to low-income South Carolinians in housing cases	Community education and outreach regarding housing rights Training SCLS advocates (see below)	More low-income families will: Receive legal advice and representation Avoid improper loss of housing subsidies Obtain needed repairs Avoid eviction, foreclosure, or other loss of decent and affordable housing

Train advocates to engage in effective housing retention litigation strategies and monitor their needs and progress	Develop training materials for new and experienced advocates Continue to add model pleadings and practice guides as needed to our comprehensive store of documents	Increase advocates' competence and confidence in bringing and defending housing cases as demonstrated through case numbers and positive outcomes
Challenge affordable housing providers that improperly seek to evict residents or improperly seek to terminate housing subsidies	Utilize the experience of SCLS advocates as well as information from community partners and other sources to identify housing providers in this category Offer training and collaboration to housing providers Identify and litigate improper evictions and subsidy terminations (affirmatively where possible) where that strategy is appropriate	Increase legal actions, affirmative and defensive, challenging evictions and subsidy terminations. Where possible, collaborate with SC housing authorities to address issues without litigation
Provide legal education to community partners and other agencies/organizations where doing so will have a positive impact on our clients	Offer and provide training to housing authorities and other housing providers Offer and provide training to other community partners Co-Counsel and collaborate on a case by case basis with other legal service providers where possible	Increase the capacity of community partners and other agencies/organizations to protect the housing rights of low-income South Carolinians
Leverage SCLS' resources through collaboration with housing providers where possible	Offer and provide training to housing providers as indicated above Seek out opportunities to collaborate with housing providers where doing so has the potential to benefit many residents of affordable housing communities	SCLS will be able to protect the rights of low-income South Carolinians proactively and more efficiently utilize its limited resources
Identify and address systemic barriers which impair low-income South Carolinians (both pro se and represented) ability to assert their rights in housing disputes	Utilize SCLS advocates' experience and reports from other organizations including courts and community partners to identify systemic barriers Develop and implement strategies to minimize or eliminate these barriers	Enable low-income South Carolinians to better assert their rights in housing disputes whether they are represented by counsel or not
Community education and outreach concerning housing rights	Provide education and outreach to community members regarding housing rights	Increase knowledge of housing consumers and providers so that

		consumers are more able to self-advocate and providers are less likely to engage in improper conduct

Probate and Heirs' Property Unit Work Plan

Goals	Project Activities for Goals	Anticipated Outcomes
Increase the legal representation provided to low-income South Carolinians in Probate and Heirs' property cases	Community education and outreach regarding Probate and Heirs' property prevention Training SCLS attorneys (see below)	Increase the number of Probate and Heirs property law cases accepted
Identify, support, and train attorneys	Provide quarterly trainings, access to free webinars, and identify other training opportunities Develop training materials for new and experienced advocates Continue to develop model pleadings, practice guides, and explore best practices Unit Head and lead attorney will provide guidance on individual cases and assist in providing legal representation when needed	Increase the number of attorneys that feel comfortable practicing Probate and Heirs' property law Ensure that we continue to provide the highest quality of legal representation possible Broaden scope of SCLS Probate and Heirs' property law practice
Develop an outreach plan targeted at rural counties designed to increase awareness about Probate and Heirs property issues	Identify staff to provide targeted outreach Continue introductions and meet with rural Probate Judges and their staff to provide information on how to refer low-income individual Begin to develop partnerships with community economic development organizations to provide education and referrals Identify organizations to approach and offer legal seminars and training	Increase community awareness of the services that we provide in Probate and Heirs' property law Increase the number of referrals that we receive from rural Probate courts Increase partnerships and case referrals in rural counties designed to protect and preserve home ownership

		Develop online classroom targeted at Heirs Property Preservation
Community education and outreach concerning Probate and Heirs' property prevention	Provide education and outreach to community members to help prevent future Heirs' property issues	Help low-income South Carolinians be better informed on how to prevent Heirs' property through end of life planning

Public Benefits Unit Work Plan

Goals	Project Activities for Goals	Anticipated Outcomes
Increase access to food, income, and healthcare for low income families while safeguarding their individual rights	Continue to build relationships with agencies and organizations that serve low income populations to help us better reach the target community and the agency partners that serve them. Conduct presentations to the target community at various events. Provide brochures to agency partners and continue to distribute brochures to the low income community. Represent or advise individuals who need access to food, income, and healthcare.	Increased awareness among low income individuals and our partner agencies who serve them about the individual's rights when needing to access food, income, and healthcare. Increased benefits for low income individuals and families
Increase representation in SNAP cases including those involving the termination, denial, and reduction of benefits as well as cases where there has been an overpayment of benefits	Continue working with agency partners and other organizations including local food banks to distribute brochures on SNAP benefits and SCLS services to low income community members who may be experiencing problems obtaining sufficient food. Working to educate community partners about the availability of representation SNAP benefit cases.	Increasing number of individuals represented regarding SNAP benefit termination, denial, reduction, and overpayments. Educating low income individuals to increase their knowledge of their rights regarding SNAP termination, denial, reduction, and overpayments.
Increase awareness about entitlement to benefits, increase access to benefits, and better educate benefit	Continue developing legal education materials on public benefits issues for posting on SCLS's websites and for community education events.	Increased and improved awareness of rights as to access to and retention of benefits among low

recipients to prevent loss of benefits	Quickly relay vital information through SCLS Social Media platforms and community partners. Provide legal representation when benefits are not provided in compliance with the law. Continue partnerships with agencies and organizations to help clients who have been denied disability benefits, SNAP benefits, Medicaid, etc. Community education events to help prevent SSI cessation cases due to income and asset limits.	income individuals and families
Increase total number of veterans served across all areas of civil legal issues, and increase total number of veteran's benefits cases handled statewide	Assist veterans with a variety of legal programs Participate in Operation Stand Down events and other outreach events that targets veterans across the state Continue partnering with agencies, organizations, and other law firms who serve veterans to expand outreach and our staff's knowledge of veteran's issues Have at least one attorney in each office that is certified to handle veteran's cases	More veterans will be educated on civil legal issues. SCLS will represent more veterans on a variety of civil legal problems
Ensure that Medicaid denials, cuts, and terminations are done in accordance with the law	Work with community partners to increase knowledge as to availability of SCLS services in denial and termination of Medicaid benefit cases as well as other areas regarding access to Medicaid Distribute information to the low income community through brochures and presentations Provide legal representation when denials, cuts, and terminations are not done in accordance with the law	More individuals will receive Medicaid benefits. Increased knowledge of legal rights and safeguards as to termination and denial of Medicaid benefits

SOUTH CAROLINA LEGAL SERVICES
Statement of Support, Revenue and Expenses
For the Month End July, 2020

	Year To Date		fav(unfav)	Annual Budget
	Actual	Budget	Variance	
Grants and contracts				
LSC	4,311,276	3,564,403	746,873	6,110,405
LSC Migrant	111,048	91,810	19,238	157,389
LSC Technology Initiatives	26,678	22,604	4,074	38,750
LSC COVID 19 - Bfield	710,106	414,229	295,877	710,106
LSC COVID 19 - Migrant	18,291	10,670	7,621	18,291
LSC COVID 19 -TIG	24,549	14,320	10,229	24,549
United Way	28,413	30,197	(1,784)	51,767
Title IIIB	302,196	285,833	16,363	490,000
SC Bar Foundation - IOLTA	661,379	628,860	32,519	1,078,046
SC Bar Foundation - BOA	175,727	175,726	1	301,244
VOCA	690,386	669,667	20,719	1,148,000
Filing Fees	1,254,534	1,262,335	(7,801)	1,262,335
Contract Services	7,500	23,333	(15,833)	40,000
Resource Development	9,891	23,333	(13,442)	40,000
Low-Income Taxpayer	59,631	58,333	1,298	100,000
AARP Disaster Relief	0	0	0	0
University of SC	15,662	9,917	5,745	17,000
MLP	43,371	105,000	(61,629)	180,000
Equal Justice Works	0	0	0	0
Miscellaneous Grants	15,779	33,244	(17,465)	56,990
Total grants and contracts	8,466,417	7,423,814	1,042,603	11,824,872
Interest income	59,310	58,333	977	100,000
Attorney Fees	11,217	9,342	1,875	16,015
Miscellaneous	5,632	2,917	2,715	5,000
Other - Miscellaneous	76,159	70,592	5,567	121,015
Total support and revenue	8,542,576	7,494,406	1,048,170	11,945,887

	Year To Date		(fav)unfav	Annual Budget
	Actual	Budget	Variance	
Salaries and wages				
Lawyers	2,245,913	2,479,167	(233,254)	4,250,000
Paralegals	510,047	612,896	(102,849)	1,050,678
Administration	332,246	389,355	(57,109)	667,465
Other Staff	653,805	660,899	(7,094)	1,132,969
Total salaries and wages	3,742,011	4,142,317	(400,306)	7,101,112
Total payroll taxes	280,440	332,054	(51,614)	569,235
Indirect VOCA cost	11,629	0	11,629	0
Benefits				
Pension	192,004	211,258	(19,254)	362,157
Medical & Dental Insurance	495,665	590,597	(94,932)	1,012,452
Vision Insurance	5,786	6,417	(631)	11,000
Life Insurance	55,429	40,250	15,179	69,000
Unemployment Insurance	17,140	14,583	2,557	25,000
Workers' Compensation	8,600	11,667	(3,067)	20,000
Student Loan Repayment	28,519	46,667	(18,148)	80,000
Total Benefits	803,143	921,439	(118,296)	1,579,609
Total personnel	4,837,223	5,395,810	(558,587)	9,249,956

SOUTH CAROLINA LEGAL SERVICES
Statement of Support, Revenue and Expenses
For the Month End July, 2020

	Year To Date			(fav)unfav Annual Budget
	Actual	Budget	Variance	
Occupancy				
Rent	63,229	62,300	929	106,800
Gas and Electric	31,545	39,667	(8,122)	68,000
Janitorial Expense	41,172	37,333	3,839	64,000
Security	3,107	4,667	(1,560)	8,000
Repairs & Maintenance-Building	64,636	35,000	29,636	60,000
Total Occupancy	203,689	178,967	24,722	306,800
Professional Fees				
Prof Fees-Audit	44,215	49,583	(5,368)	85,000
Prof Fees-Computer	88,308	145,833	(57,525)	250,000
Temporary Help	233	8,750	(8,517)	15,000
Prof Fees- PAI	198,863	347,083	(148,220)	595,000
Other Prof Fees/Contract Services, Legal	74,676	58,333	16,343	100,000
Total Professional Fees	406,295	609,582	(203,287)	1,045,000
Travel & Training				
Parking	4,014	5,833	(1,819)	10,000
Travel - Staff	6,314	17,500	(11,186)	30,000
Travel - Board	103	2,917	(2,814)	5,000
Training - Staff	16,716	58,333	(41,617)	100,000
Training - Board	125	14,583	(14,458)	25,000
Vehicle Lease & Maint	25,255	26,250	(995)	45,000
Total Travel & Training	52,527	125,416	(72,889)	215,000
Office Expenses				
Office Expense	6,719	7,292	(573)	12,500
Office Supplies	42,116	53,667	(11,551)	92,000
Postage & Delivery	29,778	32,083	(2,305)	55,000
Printing	3,343	35,000	(31,657)	60,000
Sml Equipment & Furniture<5000	9,333	31,675	(22,342)	54,300
Computer Equipment	83,081	87,500	(4,419)	150,000
Total Office Expenses	174,370	247,217	(72,847)	423,800
Library				
Law Library Subscriptions	35,294	23,333	11,961	40,000
Other Subscriptions	7,569	17,500	(9,931)	30,000
Total Library	42,863	40,833	2,030	70,000
Equipment				
Equipment Rental	10,038	17,500	(7,462)	30,000
Equipment Maint. Contracts	18,709	23,333	(4,624)	40,000
Repairs & Maint.-Equipment	433	875	(442)	1,500
Total Equipment	29,180	41,708	(12,528)	71,500
Telephone				
Telephone	56,175	52,500	3,675	90,000
Video Equipment Exp	0	875	(875)	1,500
Internet Expense	46,802	51,917	(5,115)	89,000
Repairs & Maint-Telephone	8,750	10,500	(1,750)	18,000
Total Telephone	111,727	115,792	(4,065)	198,500
Insurance				
Insurance-Malpractice	10,777	22,692	(11,915)	38,900
Insurance-General Liability	7,695	21,583	(13,888)	37,000
Insurance-Cyber	0	1,167	(1,167)	2,000
Insurance-Bonding	3,493	1,925	1,568	3,300
Total Insurance	21,965	47,367	(25,402)	81,200
Other Expenses				
Administrative Fees	4,621	4,667	(46)	8,000
Litigation	26,484	39,083	(12,599)	67,000
Dues & Memberships	37,206	25,667	11,539	44,000
Advertising - Employment	0	583	(583)	1,000
Advertising - Other	2,999	5,848	(2,849)	10,025
Staff Relations	1,620	14,583	(12,963)	25,000
Staff Outreach & Human Relations	12,966	19,542	(6,576)	33,500
Fundraising Expense	0	2,917	(2,917)	5,000
Total Other Expenses	85,896	112,890	(26,994)	193,525
Capital Additions				
Principal Payments	32,154	42,870	(10,716)	73,492
Computer Equipment>5000	0	0	0	0
Furniture & Equipment >5000	0	29,167	(29,167)	50,000
Building Improvements>5000	0	64,167	(64,167)	110,000
Total Capital	32,154	136,204	(104,050)	233,492
Total non-personnel	1,160,666	1,655,976	(495,310)	2,838,817
Total expenses	5,997,889	7,051,786	(1,053,897)	12,088,773
SUPPORT AND REVENUE OVER (UNDER) EXPENSES	2,544,687	442,620	2,102,067	(142,886)
Net Assets-Unrestricted	9,294,259			
Net Assets-Restricted	2,133,268			
FUND BALANCES, beginning of year	11,427,527			800,000
Ending Net Assets	13,972,214			657,114

SOUTH CAROLINA LEGAL SERVICES
2020 Budget - September

REVENUE	
LSC Income	6,110,405
LSC Migrant	157,389
LSC Technology	38,750
LSC COVID -19	752,946
United Way	51,767
Title IIIB	535,000
SC Bar Foundation - IOLTA	1,078,046
SC Bar Foundation - BOA	301,244
VOCA	1,148,000
Filing Fees	1,254,534
Contract Services	40,000
Resource Development	40,000
Taxpayer Grant	98,000
USC	27,000
Medical Legal Partnerhip	180,000
Hollingsworth	50,000
Spartanburg City/Charleston County	6,990
Total Grants and Contracts	11,870,071
Interest Income	80,000
Attorney Fees	16,015
Miscellaneous	7,500
Total Support and Revenue	**11,973,586**
Personnel Expenses:	
Lawyers	4,250,000
Paralegals	1,050,678
Administration	1,132,969
Other Staff	667,465
Total Salaries	7,101,112
Payroll Taxes	569,235
Pension	362,157
Medical & Dental Insurance	1,012,452
Vision Insurance	11,000
Disability & Life Insurance	69,000
Unemployment Insurance	25,000
Worker's Compensation	20,000
Student Loan Repayment	80,000
Total Benefits	2,148,844
Total Personnel	**9,249,956**

Non Personnel Expenses	
Occupancy	
Rent	109,300
Gas and Electric	68,000
Janitorial Expense	64,000
Security	8,000
Repairs & Maintenance-Building	75,000
Total Occupancy	**324,300**
Professional Fees	
Prof Fess-Audit	85,000
Prof Fees-Computer	250,000
Temporary Help	10,000
Prof Fees- PAI	595,000
Other Prof Fees/Contract Services	100,000
Total Professional Fees	**1,040,000**
Travel & Training	
Parking	10,000
Vehicle Lease & Maint	45,000
Travel - Staff	20,000
Travel - Board	5,000
Training - Staff	100,000
Training - Board	25,000
Total Travel & Training	**205,000**
Office Expenses	
Office Expense	12,500
Office Supplies	92,000
Postage & Delivery	55,000
Printing	60,000
Sml Equipment & Furniture<5000	54,300
Computer Equipment<5000	150,000
Total Office Expenses	**423,800**
Library	
Law Library Subscriptions	40,000
Other Subscriptions	30,000
Total Library	**70,000**
Equipment	
Equipment Rental	30,000
Equipment Maint. Contracts	40,000
Repairs & Maint.-Equipment	1,500
Total Equipment	**71,500**

Telephone	
Telephone	90,000
Video Equipment exp	1,500
Internet Expense	89,000
Repairs & Maint-Telephone	18,000
Total Telephone	**198,500**
Insurance	
Insurance-Malpractice	38,900
Insurance-General Liability	39,000
Insurance-Bonding	3,300
Total Insurance	**81,200**
Other Expenses	
Administrative Fees	8,000
Litigation	67,000
Dues & Memberships	44,000
Advertising - Employment	1,000
Advertising - Other	10,025
Staff Relations	110,000
Human Relations	5,000
Outreach	28,500
Fundraising Expense & PAI recognitions	**5,000**
Total Other Expenses	**278,525**
Capital Additions	
Principal Payments	73,492
Computer Equipment >5000	0
Building Improvement	110,000
Furniture & Equipment >5000	130,000
Total Capital	**313,492**
Total non-personnel	**3,006,317**
Total expenses	**12,256,273**
Support and Revenue over exp	**(282,687)**
Fund balance beg of year	**600,000**
Ending net Assets	**317,313**