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# South Carolina Commission for the Blind

P. O. BOX 79 • 1430 CONFEDERATE AVENUE • COLUMBIA, SOUTH CAROLINA 29202 • PHONE 898-8700 • FAX 898-8800

October 15, 1999

RECEIVED

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Mr. Ken Brown  
State Budget and Control Board  
Office of State Budget  
1122 Lady Street, 12<sup>th</sup> Floor  
Columbia, South Carolina 29201

Budget & Control Board  
OFFICE OF STATE BUDGET

Dear Mr. Brown:

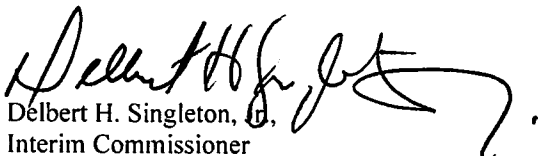
We have enclosed the FY 1998-99 Annual Accountability Report for the South Carolina Commission for the Blind (SCCB). The agency's mission is to provide quality, individualized services to blind and severely visually impaired residents. These services are designed to enhance independence and monitor causes of blindness and strategies for its prevention. A staff task force led by Dr. Jim Stephens of Georgia State University drafted the mission statement. Task force members represent a cross-section of management, administrative support and direct service providers. Prior to finalizing their proposed mission statement, the group solicited feedback from each SCCB employee. The board gave final approval.

The Commission for the Blind, as mandated by state and federal legislation, provides vocational rehabilitation, prevention of blindness and other special services to individuals who have legal blindness. The SC Code of Laws, Section 43-15-10 authorizes the services of the Commission. The Rehabilitation Services Act of 1973 and its 1992 and 1998 Amendments govern the agency's activities as well. Using federal and state laws as a foundation, SCCB executive management team delineated the program objectives. Other factors considered when determining the objectives included evaluating activities through staff observation, customer satisfaction surveys, client participation and program costs.

The Commission staff referred to numerous resources to determine performance measures. The Measurement Development Guide published by the SC State Government Quality Network Association proved helpful. To a large extent, performance measures for vocational rehabilitation services are determined by federal law. In particular, a successful rehabilitation of a client must evidence certain criteria such as earnings at or above minimum wages, an integrated work environment, etc. The Commission's ability to provide assistance to **all individuals** requiring its services -- prevention of blindness and vocational rehabilitation services -- represents another measure of performance. Consideration of the lowest cost option is also applied as a performance indicator.

Please direct questions pertaining to this report to Ms. Ruby Plateau, Controller, at (803) 898-8736. This package includes three printed copies and a 3.5" diskette.

Sincerely,

  
Delbert H. Singleton, Jr.,  
Interim Commissioner

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STATE DOCUMENTS

# South Carolina Commission for the Blind 1998-99 Annual Accountability Report

## Executive Summary

The strategic vision of the South Carolina Commission for the Blind is to be the service organization of choice for South Carolinians who are blind or severely visually impaired and who seek greater independence, including employment. These services are designed to enhance independence and to monitor causes of blindness and strategies for its prevention. To address these challenges, the Commission has established several goals that reflect a common theme of independence.

### Major Program Goals and Outcomes

Our Vocational Rehabilitation program goals are to assist eligible South Carolinians who are blind or severely visually impaired in achieving equality of opportunity, full inclusion and integration in society, employment, independent living and economic and social self-sufficiency. In fiscal year 1998-99 the agency assisted 165 individuals in attaining an employment outcome. Seventy-one percent of these individuals were placed in employment at or above minimum wage. Combined, these employment opportunities represent \$1.6 million in gross income. The Vocational Rehabilitation Program maintained 113 vending facilities (cafeterias, snack bars, and full line vending locations) and developed three new facilities under its Business Enterprise program.

The Prevention of Blindness goals involve preventing the loss of sight through the provision of eye-related medical services to residents of South Carolina who do not have the resources to pay for such services. The second goal of this program is to provide training and counseling for the older blind population (55 years of age and older) so that they may remain independent in their home environment. In fiscal year 1998-99, the Prevention of Blindness program provided 1,616 individuals with eye treatments; 85 percent of these were for the most sight-threatening eye conditions. The program also provided adjustment to blindness training to 656 older blind individuals. This is significant because adjustment to blindness training can avert or significantly delay the need for institutionalized care. Significant savings are realized by providing the older blind individuals with training to remain at home. The cost for nursing or residential care is \$31,755 per year (based on Medicaid rates of \$87 per day); however, the average cost of providing adjustment to blindness training so that the older blind individual may remain at home is \$539.

The Commission's Community Services program's goals are to afford children (birth to age 16) with blindness or severe visual impairments the opportunity to develop maximum personal growth and to obtain skills necessary for optimal independent functioning. In fiscal year 1998-99 this program served 477 children, provided 35 youth with transition services into the agency's Vocational Rehabilitation program, received 134 new referrals and provided brailers to 20 youngsters so that they could complete school assignments at home.

Another goal of the Community Services program is to provide individuals with blindness or severe visual impairments with 24-hour-per-day access to conventionally printed material through the South Carolina Educational Radio for the Blind. This is accomplished with the use of an average 75 volunteer readers to produce 105 hours of local information each week. The remaining programming is done via satellite links to the Public Radio Satellite System and the Minnesota Radio Talking Book Network. Educational Radio for the Blind met its 24-hour-per-day programming goal despite staffing shortages in fiscal year 1998-99. It continues to be the most cost-effective and efficient means of providing current, up-to-date information to individuals with blindness or severe visual impairments.

### Customer Focus

Individuals who are determined eligible for Vocational Rehabilitation (VR) services along with a qualified VR counselor participate in the development, monitoring, implementation and evaluation of an Individualized Plan for Employment (IPE). The development of an IPE further emphasizes the focus of the VR program on employment. A Prevention of Blindness customer whose family/household income is within 100 percent of the Federal Poverty Guidelines effective at the time of application is service-eligible for the program. Title VII, Chapter 2 of the Rehabilitation Act of 1973 requires the older blind customers

be at least 55 years of age. In Community Services legal blindness is the eligibility criterion. Children's Services customers range from birth to age 16 and have severe visual impairments, blindness or multiple disabilities. Educational Radio for the Blind serves individuals of all ages, and programming can be accessed only through special radio receivers on loan from the agency.

#### **Cooperative Efforts**

The agency engages in cooperative efforts with other sister agencies to meet the needs of its clients. One example of a cooperative effort with another state agency is the contractual agreement with the South Carolina School for the Deaf and Blind. This arrangement allows the Commission to offer a satellite vocational rehabilitation training center to meet the needs of customers in the Upstate. Through cooperative efforts with the State Department of Education, youth are transitioned into the Commission's vocational rehabilitation process. The Department of Mental Health and the Department of Disabilities and Special Needs support the agency in job coach development. Through development of memorandums of agreement the SCCB and local Workforce Investment Councils provide a seamless service delivery system for individuals who are blind.

#### **Ranking of Programs**

The Commission's program ranking is based on agency goals as defined by state and federal statutes, availability of funding and input from customers and staff. In addition, the federal regulation that mandates informed choice by the VR customer plays a major role in the priority ranking.

#### **Challenges, Barriers and Opportunities**

One of the agency's greatest challenges is serving individuals who have been defined as being the most severely disabled. Also, the agency has made every effort to avoid implementing an order of selection process for serving individuals. The public's attitude toward blindness remains a barrier to successful job placement opportunities. Meeting the mandates as outlined by the Rehabilitation Act (Comprehensive System of Personnel Development) has resulted in challenges to the recruitment and retention of qualified rehabilitation personnel. Lastly, the rising costs of health care make it difficult to serve all eligible individuals seeking Prevention of Blindness services.

## **South Carolina Commission for the Blind**

### **Mission Statement**

#### **STRATEGIC VISION**

The strategic vision of the South Carolina Commission for the Blind is to be the service organization of choice for South Carolinians who are blind and severely visually impaired who seek greater independence including employment.

#### **MISSION**

**The mission of the SC Commission for the Blind is to provide quality individualized services to blind and severely visually impaired citizens of South Carolina that result in increased independence and to monitor causes of blindness and strategies for its prevention.**

#### **VALUES**

- I. We value the dignity, independence and worth of persons with disabilities.
- II. We value competent, caring, innovative and responsive leadership by all staff.
- III. We value a competent, productive staff.
- IV. We value having the resources necessary to meet client needs.
- V. We value support from the public.

# South Carolina Commission for the Blind

## Leadership System

### Leadership Philosophy

We must develop leaders at all levels of the organization to be truly mission oriented, value driven and customer service focused. Our leadership is an evolving, participatory and continuous improvement management practice modeled after quality improvement systems by renowned leaders such as Dr. W. Edwards Deming and Stephen Covey.

In response to the KPMG Performance audit, SCCB revised its mission statement for clarity and focus. During fiscal year 99, the mission statement was revised, a strategic vision statement was added and the values were attached. A committee of diverse employees and consumers coordinated the mission statement revision process. The process included input from employees statewide and the SCCB Board of Commissioners.

### Strategic Vision

The strategic vision of the South Carolina Commission for the Blind is to be the service organization of choice for South Carolinians who are blind and severely visually impaired and who seek greater independence including employment.

### Values

- We value the dignity, independence and worth of persons with disabilities.
- We value competent, caring, innovative and responsive leadership by all staff.
- We value a competent, productive staff.
- We value having the resources necessary to meet client needs.
- We value support from the public.

### Strategic Planning and Decision Making

Senior managers strive to create an environment for continuous improvement, open communications and decision making influenced by from internal and external customers. Strategic planning is guided by direction from the US Department of Education's Rehabilitation Services Administration, the Governor, the General Assembly, the SCCB Board of Commissioners and the customers. Managers meet regularly to identify issues and develop plans to address issues affecting the administration and management of programs and customer concerns. Managers set the tone for high performance by regularly meeting and communicating performance standards with their department staff on a regular basis and through the Employee Performance Management System. Employees participate in the strategic planning process through involvement in departmental and agency staff meetings, teams, agency newsletters, the budget process and through serving on consumer and advisory committees.

### Quality Improvement and Leader Development

- The SCCB Leader/Quality Skills Development Program, implemented during FY 97-98, encourages supervisory participation in leader/quality skills development training offered by the SC Budget & Control Board's Center for Education, Quality & Assessment (CEQA.)
- The SCCB Human Resources Development Policy encourages employee learning and skill development at all levels and supervisory participation in the Associate Public Manager (APM) and Certified Public Manager (CPM) programs.
- A three-year leader development plan (FY 98-2000) was implemented to instruct managers and supervisors in leader/quality practices using a two-pronged approach: (1) raise the supervisory skill level of mid-managers and supervisors and (2) develop senior managers in leader/quality management

practices following a quality/continuous improvement track. Funding was secured through a three-year Vocational Rehabilitation In-Service Training grant and a State Quality Proviso appropriation.

- Teams - There is a greater move throughout the agency toward team building, process improvement teams, and measurement.
- Leader Progress - Our leader development program is progressing as managers implement leadership skills that are principle-centered, mission-oriented, and value driven. Although limited during FY 98-99 because of administrative changes, leader development and training continue. Leader training targeted and completed since implementation of the program consists of:

<u>Courses</u>	<b>SeniorManagers (9) MidManagers (21)</b>	
<u>Seven Habits of Highly Effective People</u>	67%	
<u>First Things First</u>	89%	81%
<u>Personnel Practices</u>	34%	72%
<u>Supervisory Skills</u>	34%	23%
APM's	12%	9%
CPM Candidates	12%	9%

### **Measures**

Staff feedback on leader development has been excellent, and the training objectives were met. According to approximately 100% of the surveys completed on leader training courses listed above, leader training is positively impacting performance.

### **Training and Quality**

The Office of Training & Quality coordinated approximately 175 training and development opportunities for 87 employees in the areas of leader, technical, communication, and organizational skills. Training objectives were evaluated through employee surveys and were met. Approximately 100 participants and their supervisors were surveyed in an effort to determine the impact of training on job performance. The survey results are: 63% responded to the poll; 96% stated that training had a positive impact on their performance; 4% indicated that they had not had the opportunity to utilize training learned and 2% indicated no impact on performance due to recertification of current skills.

## South Carolina Commission for the Blind

### Customer Focus and Satisfaction

#### CUSTOMER FOCUS

##### **Vocational Rehabilitation (VR)**

Based on the Rehabilitation Act of 1973 as amended in 1998, the South Carolina Commission for the Blind provides vocational rehabilitation services to individuals who have been determined eligible. The criteria for eligibility are based on the following: an individual with a disability who requires VR services to prepare for, engage in or retain employment. Blindness or severe visual impairment is the determinant for eligibility and is based on the legal definition.

“Blindness is defined as that level of central visual acuity, 20/200 or less in the better eye with correcting glasses, or a field defect in which the peripheral field is twenty degrees or less, or an eighty percent loss of visual efficiency resulting from visual impairment in more than one function of the eye, including visual acuity for distance and near, visual fields, ocular mobility, and other ocular functions and disturbances. A severe visual disability is defined as any progressive pathological condition of the eye or eyes supported by acceptable eye examination, which in the opinion of the examiner may or will result in legal blindness with twenty-four months.”

The 1998 Amendments established presumptive eligibility for disabled individuals who are recipients of Supplemental Security Income (SSI) or beneficiaries of Social Security Disability Insurance (SSDI) and who intend to achieve an employment outcome. These individuals are not entitled to VR services but have already passed stringent criteria applied by the Social Security Administration to be among the most severely disabled.

Individuals who are determined eligible for VR services along with a qualified VR Counselor participate in the development, monitoring, implementation and evaluation of an Individualized Plan for Employment (IPE). The development of an IPE further emphasizes the focus of the VR program on employment.

##### **Prevention of Blindness/Older Blind**

Prevention of Blindness customers are residents of the State of South Carolina and citizens of the US or permanent alien citizens (who must have green cards). They must have an address within the State of South Carolina to receive correspondence or to make contact. A customer whose family/household income is within the program guidelines effective at the time of application is service-eligible for the program. The program utilizes 100% of the Federal Poverty Guidelines as the upper limit of eligibility.

Older Blind customers must be at least 55 years of age, a requirement outlined in the Title VII, Chapter 2 of the Rehabilitation Act of 1973 as amended. In addition, they must meet the same eligibility requirements as VR clients with the exception of an employment outcome goal. Instead, “independence” is substituted. An individual with a disability (blindness or severe visual impairment) who requires independent living services to prepare for, enter in, or retain independence.

##### **Community Services**

Legal blindness is the eligibility criterion for Children’s Services and the South Carolina Educational Radio for the Blind. Both programs operate statewide and provide services at no charge to customers. Children’s Services customers range from birth to age 16 and have severe visual impairments, blindness or multiple disabilities. Family input continues at all levels of the service process: assessment, counseling, case management and development of Individualized Service Plans (ISP). The ISP details goals and services to be provided. Children’s Services counselors also attend Individualized Education Plan (IEP) meetings on behalf of the children and their families and provide adaptive material or equipment needed for the children to complete assignments. Families avail themselves of the numerous opportunities to inform counselors of their satisfaction with services.

Educational Radio for the Blind serves individuals of all ages; however, persons 55 years and older comprise the bulk of the listening audience. Programming can be accessed only through special radio receivers on loan from the Agency. Receivers are provided once applications for service verify legal blindness. Listener surveys, demographic characteristics and the availability of publications determine programming.

There are no eligibility certifications, age limits or financial restrictions associated with services through the Media Center. Services are customer driven, originating from customer requests or textbook schedules established by the SC Department of Education. The Center consistently meets 100 percent of the requests for services, and the Librarian mails forms soliciting customer comments on the materials they receive through the Media Center.

Volunteer Services supports Educational Radio for the Blind, the Media Center and other programs within the Commission. Volunteers who read for radio must pass an audition, complete a training session on the operation of recording equipment and commit a minimum of one hour per week for at least a six-week period. Those who transcribe braille for the Media Center must be certified transcriptionists, thereby ensuring the accuracy and quality of the work. Other volunteers do not have to possess specialized skills other than having a caring spirit and a desire to help.

## **CONSUMER SATISFACTION**

### **Vocational Rehabilitation (VR)**

Under Section 105 of the Rehabilitation Act as amended in 1998, the South Carolina Commission for the Blind (SCCB) is required to conduct consumer satisfaction surveys to determine the functions performed by the designated State agency, vocational rehabilitation services provided by the State agency, and employment outcomes achieved by eligible individuals receiving services under the Vocational Rehabilitation program. As a result of these requirements, the South Carolina Commission for the Blind's program of Vocational Rehabilitation conducts annual client satisfaction surveys among those individuals who have received services resulting in an employment outcome.

The scope of the survey addresses 1) whether or not the individual is satisfied with the way in which SCCB worked with the individual in developing and providing a plan of rehabilitation services, and 2) whether or not, based on those services provided, they would refer a family member or friend to the VR program. Other questions pertain to whether or not the individual was satisfied with the VR Counselor's performance and if they believe the VR Counselor helped them to make an informed choice with regard to his/her vocational goal and the types of services provided.

The results of the consumer satisfaction survey appear in Agency's State Plan for vocational rehabilitation and are forwarded to the Rehabilitation Services Administration for review and approval.

### **Prevention of Blindness/Older Blind**

In fiscal year 1998, customer satisfaction of the Older Blind Program was evaluated through a survey conducted by the Rehabilitation, Research and Training Center (RRTC) on Blindness and Low Vision at Mississippi State University. This survey was underwritten by the Rehabilitation Services Administration of the US Department of Education. A random sample of successfully closed Older Blind cases was conducted. South Carolina received a 94% satisfaction rate among customers interviewed by phone. The national average level of satisfaction was 82%. For future years, the Older Blind program will continue the customer satisfaction survey. Customers will be asked the same questions which measure their satisfaction with training in activities of daily living, participation in the life of their communities, and control of their decision making. Detailed instructions for conducting the survey have been provided by a senior research scientist at Mississippi State and will be utilized in conducting the survey in South Carolina.



## South Carolina Commission for the Blind

### Description of Programs

**Program Title:** Vocational Rehabilitation

**Program Rank:** Priority Number One

**Program Cost:** State: \$1,201,088; Federal: \$4,101,248; Other: \$ 151,481; Total: \$5,453,818

**Program Goals:** To assist eligible South Carolinians who are blind or severely visually impaired in achieving equality of opportunity, full inclusion and integration in society, employment, independent living and economic and social self-sufficiency.

**Program Objectives:**

1. To provide Vocational Rehabilitation training and services which specifically allow eligible individuals the ability to achieve an employment outcome.
2. To place individuals in employment, 70% of which will be placed in jobs earning at or above the minimum wage.
3. To provide on the job training, stand development, consulting services, job placement and stand maintenance as mandated by the Randolph Sheppard Act.

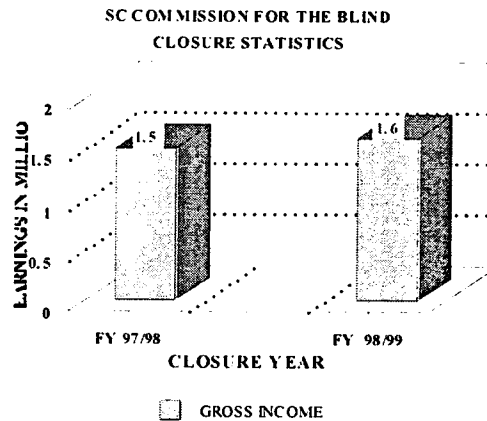
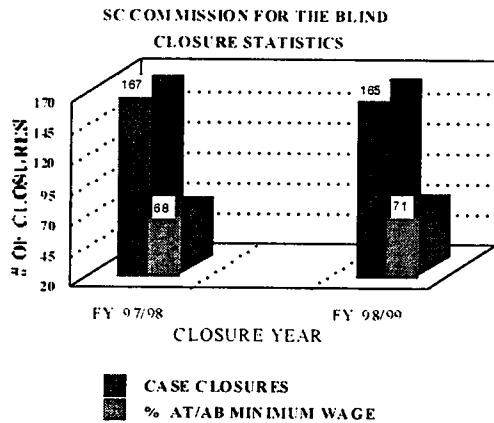
**Program Results:**

**Business Driver:** Responsible for providing specialized training and services to eligible individuals.

- Provided room and board for 147 students at Ellen Beach Mack Rehabilitation Center
- Provided security services for the dormitory
- Provided recreational/leisure activities for students
- Provided training to 57 students at the Spartanburg Mini Rehabilitation Training Center
- Provided braille training to 60 students in Braille Literacy Center
- Provided on-site outreach services to 186 individuals
- Conducted three mobile outreach programs, serving 22 individuals
- Provided training to 21 blind high school students
- Provided four educational and/or training enhancement trips and 4 recreational field trips
- Provided low vision screenings, aids and consultations to 390 individuals
- Conducted 39 Low Vision Clinics
- Provided transportation services to 12,456 individuals<sup>1</sup>
- Transported 4,272 individuals to training programs
- Provided 323,278 miles of transportation
- Provided 22 on-the-job training opportunities
- Provided 21 individuals with training in assistive technology
- Provided 22 individuals with training in the Projects with Industry Program

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<sup>1</sup> Individuals counted per round trip.



### Program Results:

**Business Driver:** Responsible for securing employment.

- 165 individuals reached an employment outcome
- 71% individuals placed in employment earning at or above the minimum wage
- 94% client satisfaction
- \$1.6 million gross income
- 321 new employer contacts
- 223 company tours and job analyses
- 70% placement rate of individuals completing the Projects with Industry program
- 96 employment related demonstrations/evaluations
- 241 consultations on assistive technology
- 62 requests for braille services
- 1,526 pages of braille production
- 2,608 thermoform copies

### Program Results:

**Business Driver:** Responsible for developing and maintaining vending facilities.

- 113 vending facilities (cafeterias, snack bars, and full line vending locations)
- Three new vending facilities
- Five blind individuals provided on-the-job training
- 14 blind vendors transferred or promoted

**Business Driver:** Responsible for providing food service in public and private buildings.

- 28 (100%) cafeterias and snack bars received Health Department rating of A.
- 93 (82%) snack bars, cafeterias and full-time vending locations received no customer complaints
- \$23,980 average earnings per vending facility
- \$4,590 average additional payroll per vending facility
- \$299,618 total sales tax paid by blind licensed vendors
- \$3,808,515 reinvested in merchandise purchases
- \$7,299,994 in total sales generated by vending facilities

## South Carolina Commission for the Blind

**Program Name:** Prevention of Blindness

**Program Rank:** Priority Number Two

**Program Cost:** State: \$ 979,693; Federal: \$ 220,949; Other: \$1,480; Total: \$1,202,122

**Program Goal:** To prevent the loss of sight through the provision of eye medical services to indigent residents of South Carolina. To provide training and counseling to older individuals (defined as 55 years of age and older) with blindness or severe visual impairments to enable this population to remain independent in their homes.

### **Program Objectives:**

1. To provide diagnostic eye examinations and follow-up exams to detect eye diseases in their early stages.
2. To provide ocular surgeries and treatments with priority given to the most sight-threatening procedures.
3. To provide adjustment to blindness skills to older persons with blindness and visual impairments according to individual needs and expressed desires.
4. To provide information and resources to families of older persons experiencing vision loss.
5. To cooperate, coordinate with, and serve as a resource to all federal, state, and local and private entities providing services for older persons.
6. To provide educational and public awareness activities to impart knowledge to the public concerning eye diseases and treatments as they effect the older population.

### **Program Results:**

#### **Business Drivers:**

1. Number of eye exams, re-exams, ocular surgeries and ocular treatments provided to indigent residents of South Carolina with priority given to the most sight-threatening procedures.
2. Number of older persons provided with adjustment to blindness skills and information and referral services.
3. Collaborative partnerships established with federal, state, local and private entities providing services to older persons.
4. Educational and public awareness activities conducted through presentations, health fairs, and meetings.

### **Current Level of Performance**

1. 1,616 individuals were provided eye medical services; 574 eye exams and follow-ups and 482 ocular surgeries and treatments were sponsored.
2. 656 older individuals were provided adjustment to blindness training and information and referral services.
3. Two Senior Camps co-sponsored with the South Carolina Affiliate of the National Federation of the Blind at Rocky Bottom Camp of the Blind with 50 older blind participants.
4. Letters of support were received for continued funding of older blind services through a grant application from the state, regional, local entities on aging, and older consumers.
5. Sponsored a course concerning aging and vision loss at State Office on Aging's Summer School of Gerontology at Winthrop University.
6. Presented by staff 25 educational and public awareness activities through presentations, health fairs, and meetings.

### **Trends Over Time**

1. The average cost for providing adjustment to blindness training to enable an older blind individual to remain in his home instead of the possibility of residential or nursing care is \$539. The cost for nursing or residential care is \$31,755 (based on Medicaid rates of \$87.00 per day).
2. A survey revealed a 94% satisfaction rate of older blind consumers. The national average for consumer satisfaction surveys used in older blind programs is 82%.
3. 85% (408 out of 478) of the ocular treatments were provided to the most sight-threatening eye diseases or pathologies.

## South Carolina Commission for the Blind

**Program Name:** Community Services

**Program Rank:** Priority Number Three

**Program Cost:** State: \$ 314,741; Federal: \$ 526; Other: \$ 1,986; Total: \$ 317,253

**Program Goals:** To afford children (birth to age 16) with blindness or severe visual impairments the opportunity to develop maximum personal growth, to develop competencies for mainstreaming children with blindness or visual impairments effectively within community programs, and to obtain skills necessary for optimal independent functioning.

To provide 24-hour-per-day access to conventionally printed material necessary to daily living. To utilize an average 75 volunteer readers to produce 105 hours of local information. The remaining 63 hours per week originate from satellite links to the Public Radio Satellite System and the Minnesota Radio Talking Book Network.

**Program Objectives:**

1. Provide transitional services to the Vocational Rehabilitation program of youths at 16 years of age.
2. Identify and serve eligible children who were not served or those recently diagnosed with a severe visual impairment.
3. Provide brailers to students in grades 5K-12.
4. Provide immediate access to information from the three major daily newspapers in South Carolina seven days a week. Two other SC newspapers and one national newspaper are aired five days per week. Emphasis is given to items not available through commercial broadcast media such as the obituaries, editorials, feature columns and news analysis pieces.
5. Provide a wide variety of information from nine South Carolina and two national newspapers organized by topic so listeners can easily find information.
6. Provide readings from weekly and monthly periodicals, those published nationally and those specifically for South Carolinians.
7. Provide serial readings of national best selling books and books by local authors.
8. Provide specially tuned radio receivers to eligible customers for access to programming.

**Program Results:**

**Business Driver:** Respond to the developmental and educational needs of children with blindness and visual impairments.

1. 35 youths were provided with transition services into our Vocational Rehabilitation program. The previous year 29 individuals received transition services.
2. 134 new referrals were received for children who are severely visually impaired. The goal of 123 new referrals was exceeded for this year.
3. 20 brailers have been provided to the students from the braille loan closet.

**Business Driver:** Provide current information and programming based on listener surveys, demographic characteristics and availability of publications to more than 4,200 listeners with blindness and visual impairments.

1. Educational Radio for the Blind provided 8,760 hours of programming in the following manner:

Daily newspapers.....2,548 hours    News.....1,092 hours                    Magazines...802 hours

Topical programs.....3,434 hours Books.....780 hours Music/Specialty... 104 hours

2. Locally produced programming accounts for 6,647 hours per year. Satellite feeds from the Public Radio Satellite System make up 1,368 hours, and recordings from the Minnesota Radio Talking Book Network provide 745 hours each year.

**Business Driver: Efficiency**

1. \$683 cost per child for case management services. A total of 477 children were served.
2. Cost of producing programming with volunteer readers is \$5.12 per customer per year.
  - Projected cost of producing programming using paid readers is \$10.10 per customer per year.
  - Projected cost of providing individual readers to 4,015 people for 90 hrs/week is \$36,135 per customer per year.
  - One-time cost of adding 496 new customers in 1996-1997 fiscal year was \$28.22 per customer.