Accountability Report Transmittal Form

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SC Budget and Control Board

2010-11 Annual Accountability Report

Section I – Executive Summary

I.1. Organization stated purpose, mission, vision and values

Purpose:
The primary purpose of the Budget and Control Board is to provide state and local entities with services and products to better serve the citizens of South Carolina. Through leadership, policy development, data analysis and value-added services, the Board improves the efficiency and effectiveness of government. Although the Board does not necessarily deliver direct service to the public, we maximize the effectiveness of other state agencies, partners and stakeholders.

The agency is led by the five members of the Budget and Control Board; chaired by the Governor, the other members include the Treasurer, Comptroller General, Chairman of the Senate Finance Committee and Chairman of the House Ways and Means Committee. The Board sets policy under the authority granted by the General Assembly. The Executive Director manages the duties and responsibilities of the various Board programs, which are established and governed by state law and regulations.

Mission:
The Budget and Control Board's mission is to provide cost effective, responsive services and innovative solutions to enable government to meet the needs of the citizens of South Carolina.

Vision:
The Budget and Control Board's vision is to deliver a diverse array of exceptional services to a wide variety of customers while maintaining our identity as one agency working together collaboratively. We will be a trusted partner providing innovative services and solutions in a reliable and responsive manner.

Values:

- ✓ We commit to consistently provide outstanding products and excellent customer services, as defined by our customers as we strive for continuous improvement.
- ✓ We commit to listen to and be responsive to our customers, stakeholders, employees and partners.
- ✓ We value open, reliable and timely communication with our customers, employees and stakeholders.
- ✓ We will be receptive to and flexible with the changing environment. We welcome challenges, embrace innovation and encourage creativity.
- ✓ We will strive to lead government through strategic visionary approaches that are proactive, fair and ethical.
- ✓ We will always perform our work with honesty, integrity and loyalty. We are committed to performance that is credible, thorough, competent and worthy of customer confidence.
- ✓ We will respect the individual contributions of each employee and endeavor to empower them with the needed resources for teamwork, shared pride and continuous learning.

I.2. Major Achievements from the Past Year

The following list briefly describes major achievements from the past year:

SCEIS: Continued the successful statewide implementation of the South Carolina Enterprise Information System (SCEIS), while enhancing system reporting capabilities and functionality for existing "live" agencies. System enhancements include the phased rollout of Business Objectives components designed to address management level reporting needs, new Leave Statement functionality, improved imaging and the rollout of Identity Management (IdM) capabilities. To date, a total of 70 agencies have implemented the full array of SCEIS components since its launch in 2007, with only one agency implementation remaining. Through the use of this state-of-the-art system, the business processes of nearly all state agencies has been streamlined into a single integrated system providing increased efficiency of information management, resulting in better service for citizens and for the State of South Carolina.

Reorganization and Centralization of Agency Structure: Leadership conducted a comprehensive analysis of the functions, needs and services of the Board. Upon completion of the analysis, the overall structure of the agency was flattened to improve accountability, transparency and responsiveness to our customers and the citizens of the state. Internal Board procurement, finance and human resources functions were also centralized into one office at the Board.

Redistricting: The Digital Cartography Section of the Division of Research and Statistics prepared benchmark plans for 44 counties, 14 municipalities and four school districts. Benchmark plans are the current districts updated with the 2010 Census figures to show population change over the decade. The Digital Cartography Section will continue the redistricting process for the counties, municipalities and school districts by creating proposals of new district lines that meet the criteria set by State and Federal law and providing the maps and statistics required for submission to the U.S. Department of Justice for Section 5 preclearance. The Digital Cartography Section will also produce maps and assist with voter assignment for the local voter registration and election offices. Additionally, the Section is also prepared to be assigned to the Federal Court to assist in reviewing and drafting the plans for the South Carolina House, Senate and U.S. Congressional districts if a lawsuit is filed based on the redistricting plans enacted by S.815 and H.3992 of 2011.

State Health Plan Implements Wellness Incentive Program: Beginning January 2011, the Employee Insurance Program launched the State Health Plan Wellness Incentive Program -- Generic Copay Waiver. Qualifying participants enrolled in the State Health Plan receive generic pharmaceuticals, free of charge, for drugs related to diabetes or heart disease if they participate in appropriate health management programs for these conditions. Since January 2011, more than 2,800 individuals have qualified for the program. The program encourages awareness of long-term health and the use of generic medications instead of name-brand, both of which reduce costs for the State Health Plan.

Reduced Cyber Security Threats: Assisted South Carolina's schools, libraries and governmental entities with the detection, prevention and handling of computer-related breaches and virus attacks through a cyber security monitoring program conducted by the Division of State IT's Statewide Security Office. To date, 211 sites are currently being monitored, including sites in all 85 public school districts, one charter school, six higher education institutions, 13 libraries, 38 counties, 54 state and nine local government sites.

Reduced Office Lease: The Property Division of General Services renegotiated the lease for Board offices located in the Capital Center. The renegotiation of the lease reduced the rate and space utilization of Board offices.

Administrative Cost Savings at Retirement Division: Created a Defined Contributions unit that is comprised of the South Carolina Deferred Compensation Program (SCDCP) and the State Optional Retirement Plan (State ORP). This achieved staffing efficiency by cross-training staff members to perform duties for both programs, and eliminating the need to fill two previously approved additional positions. This saved the division $187,096.

SC.gov: Continued the further development of the state's official website, SC.gov, by implementing a wide variety of new services for South Carolina's state, county and local governments. During FY 2010-2011, SC.gov implemented 103 new payment processing services, launched 74 new governmental websites, developed two new interactive applications and assisted state government with cost avoidance of more than $7 million. SC.gov is managed by a unique partnership between the SC Budget and Control Board's Division of State IT and South Carolina Interactive, LLC.

Surplus Property Increased Sales: Based upon customer needs, State Surplus increased its sales through the use of new internet services – many items are now sold on eBay. The increase of items sold online returns additional dollars to the State and entities that once owned the property.

Retirement Actuarial Study: The Retirement Division successfully completed an RFP for actuarial services to provide an experience study and parallel valuation. The purpose of the actuarial study is to provide an independent assessment of the plans' actuarial soundness, along with other analysis and tools to support the trustees' and legislators' efforts to ensure future retirement security and improve funding levels.

SCHIEx: South Carolina Health Information Exchange (SCHIEx) now has available the policy framework and technology services to support a robust exchange for the discovery, query and retrieval of clinical information by participating health care providers at the point of care. SCHIEx offers access to the Surescripts/RxHUB Pharmacy Exchange and exchanges data with the S.C. Department of Health and Environmental Control (SCDHEC) Public Health Immunization Registry. SCDHEC and SCHIEx are also working together to add electronic lab reporting (ELR) and syndromic surveillance to the SCHIEx technology platform. The *SCHIEx Pilot Adopter Program* was introduced, allowing health care providers and organizations to apply for participation in the program and receive a SCHIEx Subscription Fee Waiver for a 12 month period. Shortly after introduction, four medical practices and three hospital systems were approved for Pilot participation. In addition, the Nationwide Health Information Network (NwHIN) Coordinating Committee granted SCHIEx eligibility status as of January 2011, and SCHIEx is in the final technical validation phase of the on-boarding application.

Employee Insurance Program (EIP) Significantly Increases Enrollment: Historically, EIP enrolls 150-200 new employees a year by contracting with an average of 12-15 new employers per year. From March to July, 2011, EIP successfully enrolled approximately 4,200 new employees and dependents representing 77 governmental entities due to the Municipal Association of S.C. closing its health insurance plan July 1, 2011. This historic enrollment affected every unit of EIP from initial application to continuing services for the new customers.

Information Technology Management Office (ITMO) Awarded License Contract: ITMO is responsible for conducting and managing procurements for Information Technology to include data processing, telecommunications and office systems technologies and services. This year, ITMO was awarded the nation's first public sector statewide term contract for Software Acquisitions Management that will track all software license purchases, license renewals, software maintenance as well as identify and track existing software inventory. This will relieve agencies of the burden of tracking software licenses while reducing the possibility of buying new licenses where surplus licenses exist. This system will also facilitate the transfer of surplus licenses between agencies.

Energy Savings: The Energy Office saved significant dollars for S.C. public entities, businesses, industry and non-profits through grants, loans, training and tax credits with lifecycle savings estimates and other impacts. In total, the Energy Office projects completed in FY11 will save South Carolina $6.2 million per year and $113.2 million over the useful life of the implemented energy measures (or $91.4 million, when applying a 2 percent discount rate).

Human Resources Division Assists Agencies: The Human Resources Division worked with agencies on HR cost savings approaches, such as furloughs, buy-outs and Reduction in Force (RIF) plans. The Human Resources Division was integrally involved in the implementation of the SCEIS HR/Payroll modules, including training employees and revising regulations and policies for the new system.

New Exhibit at SC Confederate Relic Room and Military Museum: The SC Confederate Relic Room and Military Museum opened *Bold Banners: Early Civil War Battle Flags of S.C.* in 2010. This is the first major exhibit since 2007. It also promotes partnership with the Sons of the Confederate Veterans S.C. Division, which donated $50,000 to conserve the flags exhibited.

I.3. Key Strategic Goals:

Since the Board is such a diverse agency, we have dozens of measures that are specific to program areas. The Board's overall strategic plan focuses on the following three goals:

Employee Well-Being - To foster a sense of teamwork with the Board where offices and leaders offer support to each other and work together to provide quality services to state and local entities and to the citizens of South Carolina.

Customer Satisfaction – To provide excellent levels of customer service. By embracing customer service as one of our core values, we will instill a culture that focuses on our customers. We will implement best practice processes and tools to facilitate the goal of increasing our customer satisfaction.

Return on Investment – To ensure the agency and the customers we serve are receiving a return on investment; key measures are constantly reviewed and studied by front-line managers and agency senior leadership.

I.4. Key Strategic Challenges:

State and Federal Budget Cuts: Funding reductions, State and Federal, affect services and products delivered to our customers. The agency's General Fund Appropriations from FY 2008 through FY 2011 decreased from $36.9 million to $25.2 million. The number of permanent FTE positions changed from approximately 1,057 to 972 during the same period of time. Board travel spending has also been reduced significantly. Despite funding reductions, the Board continues to focus on assisting government entities in delivering key services for the citizens of South Carolina.

Restructuring the Board: The proposed restructuring of the Board requires communication to our dedicated and talented employees. Whether or not the Board is restructured, we must continue our commitment to enhance services for the people of South Carolina.

Continuity among Divisions**:** Within the Board, several challenges are changing into opportunities. Because we are such a diverse agency, the Board's divisions and offices are prone to work independently to achieve their mission and deliver services. Under new leadership, teamwork is a high priority. Teamwork is encouraged by promoting two-way communication. Divisions and offices are encouraged to work together and share information and ideas to support continuity among the divisions.

Meeting Expectations of Customers: Meeting the ever-increasing expectations of customers and stakeholders is challenging. An alignment of the Board's strategic goals and mission is required to achieve excellence in the products and services we provide to our customers. The Board must be receptive and flexible with the changing environment and the evolving world of technology. Leadership and management must continue to welcome challenges, embrace innovation and encourage creativity.

Staffing Needs: As described in the funding reductions section, the number of permanent FTE positions has been reduced significantly in recent years. The Board will need to assure the availability and sustainability of a competent work force. The Board's ability to understand and anticipate staffing needs is a core objective of the agency. Board Human Resources will need to continue offering assistance in determining staffing levels and often completes assessments for workforce planning efforts when employees are scheduled to leave through retirement.

I.5. How is the Accountability Report used to improve organizational performance?

The Accountability Report is used as a tool to highlight agency performance and achievements. The report helps senior leadership monitor and evaluate progress towards the Board's overall mission. By comparing our actual results with our projected results, the Board can continue to improve our planning and implementation activities.

The report is also used both internally and externally as a resource. Internally, the report is used for staff orientation and allows management to assess performance to determine improvement activities. Externally, the report is useful in communicating agency performance to state and local governments as well as external stakeholders.

Section II - Organizational Profile

II.1. Organization's Main Products and Services by Division

General Services

Facilities Management – Provides operational maintenance services for state-owned buildings.
State Fleet – Coordinates purchases, maintenance and rental of state vehicles.
Agency Mail Services – Operates statewide overnight mail delivery services for state and local agencies for a savings to state government.
Surplus Property – Sells surplus state and federal property.
Real Property Services – Assists agencies in negotiating lease rates and obtaining state and private sector office space.

Division of State Information Technology

Data Services – Provides customers with the data solutions and service options necessary to meet agency requirements while maximizing savings and benefits.
Print and Mail Services – Provide customers with state-of-the-art "host to post" print options, address cleansing and maximum United States Postal Service (USPS) mail savings.
Security Services – Assists in safeguarding critical information infrastructure through the detection, prevention and handling of computer-related breaches and virus attacks.
Communication/Voice Services – Provides customers with the communications/voice solutions and service options necessary to meet agency requirements while maximizing savings and benefits.

Retirement Division

The Budget and Control Board's Retirement Division administers a comprehensive program of retirement benefits for South Carolina's public workforce and performs fiduciary duties as stewards of the contributions and disbursements of the pension trust funds. The Retirement Systems currently manages five defined benefit plans and one defined contribution plan for state, city, county, school district and higher education employees. Each retirement plan has enabling legislation that governs all retirement benefits offered by the state.

Procurement Services

State Procurement – Conducts and manages procurements for the acquisition of supplies or services, other than construction or information technology.
Office of State Engineer – Oversees construction procurements conducted by state agencies, approving building codes (life-safety codes) for building construction and reviews all building designs and construction for compliance with adopted building codes.
Audit and Certification – Insures transparency and integrity in the expenditure of public money by auditing the internal procurement processes and expenditures of state agencies.
Information Technology Management Office – Conducts and manages procurements for Information Technology to include data processing, telecommunications and office systems technologies and services.

State Budget

Budget Development Unit – Prepares the Detail Budget which is the database used to develop the Appropriation Bill at each stage of the budget process.
Analysis and Reports Unit – Provides resources dedicated to budget research and policy development. The unit develops and sustains a variety of reports which support budgetary decision-making by the Governor's Office and General Assembly.

Grant Services – Serves as the state clearinghouse for the intergovernmental review process and is responsible for the review and authorization of unanticipated Federal and other funds received by state agencies and annually prepares the Statewide Cost Allocation Plan.
Capital Budgeting Unit – Responsible for the State's permanent improvement projects program. The Unit takes all permanent improvement project requests through the approval process with the Joint Bond Review Committee and the Budget and Control Board and tracks project budgets and expenditures.
Performance Assessment and Accountability Team – Maintains state-wide oversight and management responsibility for state government accountability reports including the annual development of agency reporting guidelines.

State Human Resources

The State Human Resources Division provides central human resources for state government in the areas of recruitment, executive searches, classification and compensation, employee relations consulting, policy development, employee development, organizational development, employee grievance appeals (which includes mediation and arbitration) and maintenance of human resources records and reports through South Carolina Enterprise Information System (SCEIS) and Human Resources Information System (HRIS).

Research and Statistics

Digital Cartography and Precinct Demographics – Provides graphic information system (GIS) mapping services to state and local agencies, E911 officials, the private sector and the legislature.
E-911 – Responsible for E-911 programs as defined in enabling legislation. E-911administers a program of financial support for a statewide wireless 911 emergency call system.
Economic Research – Analyzes economic and revenue data, monitors state and local government revenue trends, estimates inflation rates and evaluates the effect of State policies on revenues and the State's economy, of national policies on the State and of economic impacts of specific activities.
Geodetic Survey – Establishes horizontal and vertical geodetic control throughout the state to allow land and land-related items to be referenced to the national horizontal and vertical coordinate system, to ensure the integrity of new geodetic data and to maintain geodetic files.
Health and Demographics – Receives, processes, distributes and interprets health, demographic and census data in South Carolina.
Board of Economic Advisors – Forecasts state revenues.

Employee Insurance Program

The Employee Insurance Program is responsible for providing health insurance benefits to more than 530,000 insured lives across South Carolina. Participants are employees and former employees and their dependents from more than 670 participating employers, including all State agencies, public schools, public colleges and universities and many local subdivisions such as county and municipal governments.

Insurance Reserve Fund

The Insurance Reserve Fund provides insurance to governmental entities at the lowest possible cost. All state agencies must purchase their insurance through the fund. Participation is optional for local governments. The fund uses no agents, brokers or advertising and does not actively solicit accounts. This lack of a profit requirement and related expenses, along with the use of the investment income in rate determination, allows the IRF to maintain the lowest possible rate structure.

<u>Other Board Units</u>

Governmental Affairs:

Office of Local Government – Provides grants and low interest, long-term loans for local water and sewer projects.

State Energy Office – Creates partnerships to improve energy efficiency and renewable energy.

Internal Operations –Provides financial, accounting, procurement and human resource services to Board offices.

Internal Audit – Conducts financial audits of Board Programs.

Confederate Relic Room and Military Museum – Operates South Carolina's military history museum.

II.2. – II.4. Key Customer Groups, Stakeholders and Partners

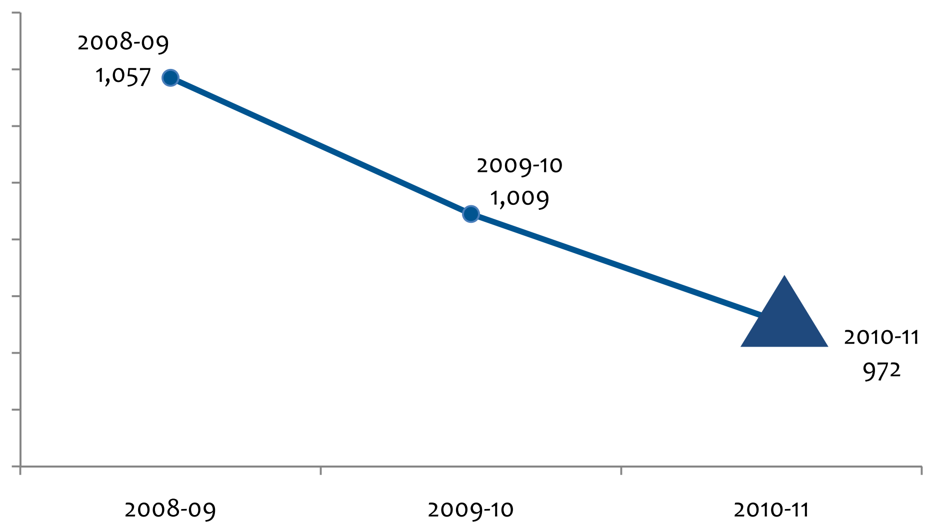
Key External Customers	State Agencies	Governor's Office	General Assembly	Local Gov./Schools	Higher Education	State/Local Employees	Judicial Branch
General Services	☑	☑	☑	☑	☑		☑
Retirement	☑	☑	☑	☑	☑	☑	☑
Human Resources	☑	☑	☑		☑	☑	
State IT	☑	☑		☑	☑	☑	☑
Employee Insurance Program	☑	☑	☑	☑	☑	☑	☑
Research and Statistics	☑	☑	☑	☑			
Internal Operations	☑	☑	☑				
Budget Office	☑	☑	☑	☑			
General Counsel				☑	☑		
Procurement	☑	☑			☑		
Insurance Reserve Fund	☑	☑	☑	☑	☑	☑	☑
Governmental Affairs	☑	☑	☑	☑	☑		

II.5. Operating Locations

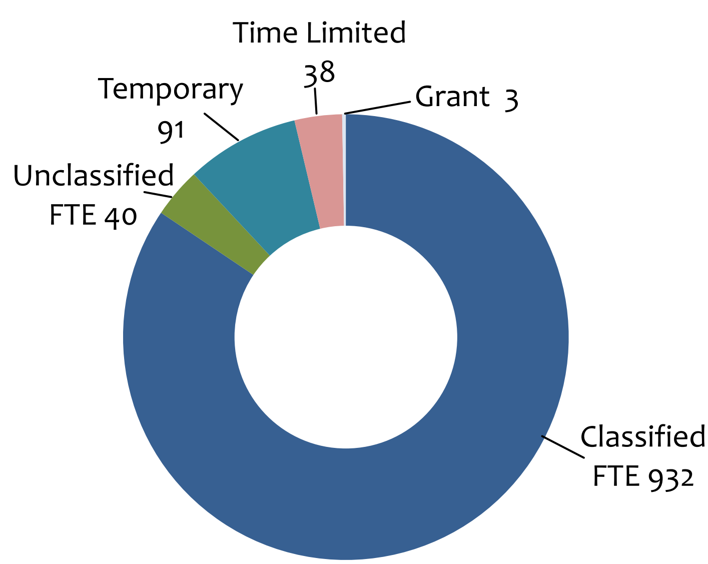
The Budget and Control Board's divisions and offices are primarily located in the Columbia area.

II.6. Number of Employees

Number of Permanent BCB Employees



Employees – All Categories



II.7. Regulatory Environment

The primary purpose of the Budget and Control Board is to help state and local entities serve the citizens of South Carolina. Through leadership, policy direction, data analysis and value-added services, the Board improves the efficiency of government. Although the Board does not necessarily deliver direct service to the public, we maximize the effectiveness of other state agencies, partners and stakeholders.

The Board was created in 1950 as the result of work by the State Reorganization Commission, which conducted a comprehensive study of the state's administrative functions. The new Budget and Control Board consolidated numerous existing entities and single-purpose boards and was designed to maximize efficiency and eliminate duplication. The first meeting of the Board was held July 24, 1950, in the office of Gov. Strom Thurmond.

The agency is led by the five members of the Budget and Control Board. Chaired by Governor Nikki Haley, the Board sets policy under the authority granted to it by the General Assembly. This includes regulatory oversight, policy development, monitoring of state finances, purchasing, personnel and real property transactions. This provides open public access to key financial decisions that affect thousands of state, local and school district employees.

The authority of the Board includes setting the annual benefits and premiums of the State Health Plan, approving the sale, purchase or leasing of state property and reducing state expenditures when economic conditions warrant. The Board also directly appoints the State Auditor and has the authority to take actions to ensure agencies stay within their authorized budgets. The Board, which meets about 10 times annually, also serves as trustee for the South Carolina Retirement Systems. The Board carries out its duties through the Executive Director and various Board programs, which are established and governed by state law and regulations.

Governor Nikki R. Haley
Chair

State Treasurer
Curtis M. Loftis, Jr.

Comptroller General
Richard Eckstrom, CPA

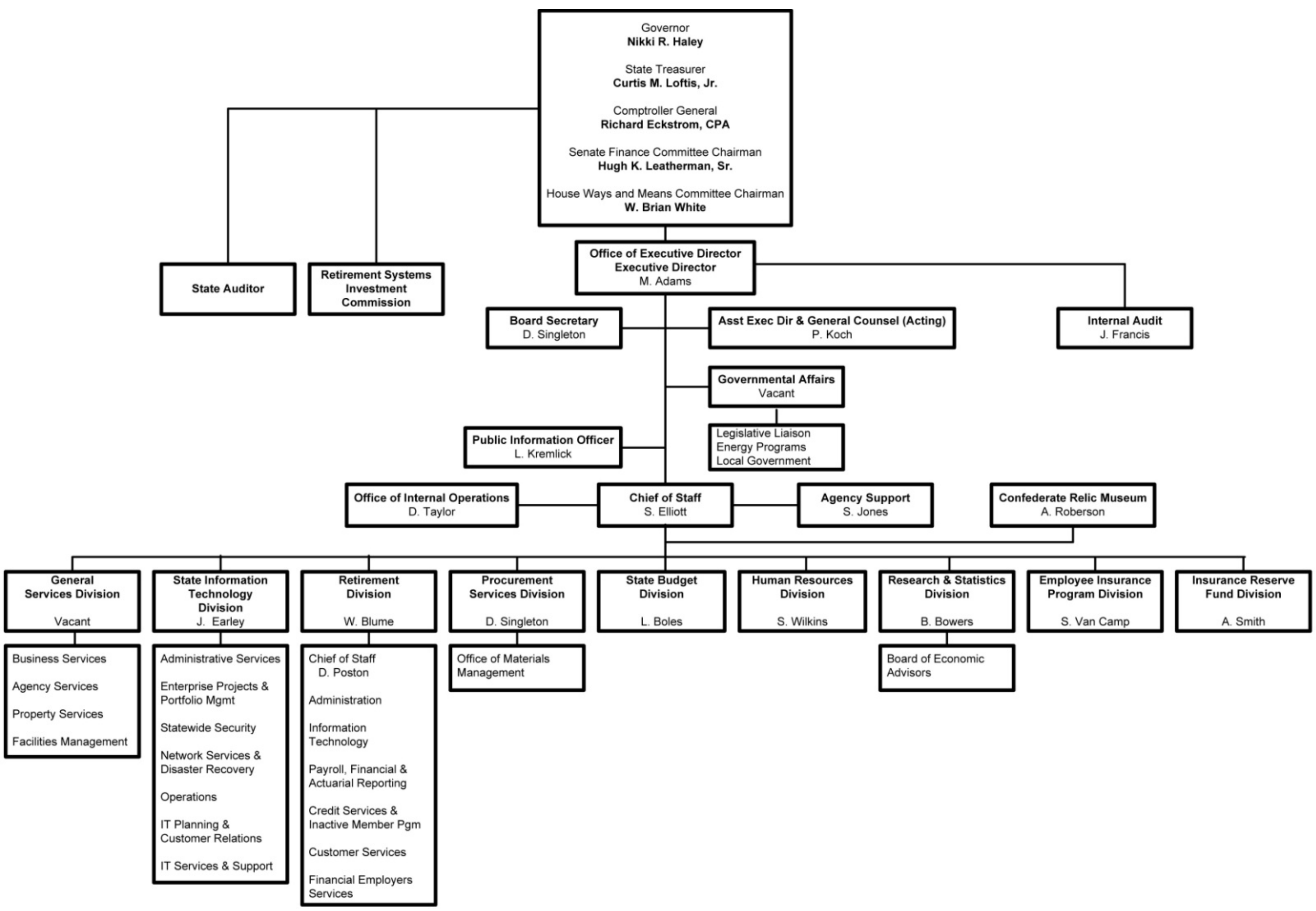
Senate Finance
Committee Chairman
Hugh K. Leatherman, Sr.

House Ways and Means
Committee Chairman
W. Brian White

II.8. Performance Improvement Systems

The Executive Director evaluates each division's performance during regularly scheduled meetings. Senior leadership sets and monitors specific strategic goals and objectives for the Board. Division and office directors, as well as program managers, also meet regularly to improve performance at every level. In addition, the Board monitors performance through several databases that track the services and products provided to our customers.

II.9. Organizational Structure



II.10. Base Budget Expenditures and Appropriations

	09-10 Actual Expenditures		10-11 Actual Expenditures		11-12 Appropriations Act	
Major Budget Categories	**Total Funds**	**General Funds**	**Total Funds**	**General Funds**	**Total Funds**	**General Funds**
Personal Services	58,063,332	11,501,750	55,170,393	10,562,804	60,367,422	10,665,717
Other Operating	111,551,198	3,027,182	90,710,745	5,775,461	94,777,711	7,153,633
Special Items	18,668,464	4,777,497	17,633,531	3,577,282	25,737,128	3,477,128
Permanent Improvements	1,943,652	-	2,062,370	-	3,000,000	-
Debt Services	5,907,110	-	5,485,570	1,306,137	2,223,840	-
Distributions to Subdivisions	8,346,183	2,410,723	29,632,786	1,396,540	13,273,385	2,253,385
Fringe Benefits	16,608,730	3,141,383	16,294,022	2,966,783	18,175,197	3,157,892
Non-recurring	11,007,344	3,005	12,707,195	173,118	-	-
Total	**$232,096,013**	**$24,861,540**	**$229,696,612**	**$25,758,125**	**$217,554,683**	**$26,707,755**

Other Expenditures

Sources of Funds	09-10 Actual Expenditures	10-11 Actual Expenditures
Supplemental Bills	$4,543,598	$18,256
Capital Reserve Funds	$0	$0
Bonds	$25,786	$55

II.11. Major Program Areas

Program Number and Title	Major Program Area Purpose	FY 09-10 Budget Expenditures	FY 10-11 Budget Expenditures
VIII.B. - DSIT Operations: Connectivity	To provide network services in the areas of voice, video and data connectivity to state agencies and local governments and to provide local and long distance telephone service, internet service and network connectivity.	**State:** 3,128,587	**State:** 1,858,570
		Federal: 5,339,357	**Federal:** 662,187
		Other: 29,955,705	**Other:** 32,314,035
		Total: 38,423,649	**Total:** 34,834,792
		% of Total Budget: 17%	**% of Total Budget:** 15%
VII.D. - Energy Office	To promote energy efficiency and cost savings through financial assistance, energy audits, technical assistance, workshops, training, publications and other activities.*	**State:** -	**State:** -
		Federal: 10,431,650	**Federal:** 30,596,877
		Other: 654,244	**Other:** 436,982
		Total: 11,085,894	**Total:** 31,033,859
		% of Total Budget: 5%	**% of Total Budget:** 14%
V.B. - Facilities Management	To provide centralized mechanical, maintenance, custodial, energy/ environmental and horticulture services for state owned buildings and grounds.	**State:** 1,563,371	**State:** 1,500,000
		Federal: -	**Federal:** -
		Other: 21,258,691	**Other:** 22,021,456
		Total: 22,822,062	**Total:** 23,521,456
		% of Total Budget: 10%	**% of Total Budget:** 10%
VIII.B. - DSIT Operations: Data Processing	To provide data processing services for state agencies to include applications development, security, disaster recovery, help desk and output management services.	**State:** -	**State:** -
		Federal: -	**Federal:** -
		Other: 25,256,931	**Other:** 22,583,299
		Total: 25,256,931	**Total:** 22,583,299
		% of Total Budget: 11%	**% of Total Budget:** 10%
VIII.C. - IT Planning and Management Services: SCEIS	As part of the SCEIS project, to promote cost efficiencies, enable data sharing and promote interoperability among state agencies.	**State:** 5,114,987	**State:** 8,749,422
		Federal: -	**Federal:** -
		Other: 29,953,489	**Other:** 13,659,990
		Total: 35,068,476	**Total:** 22,409,412
		% of Total Budget: 15%	**% of Total Budget:** 10%
V.E. - State Fleet Management	To provide motor vehicles through short-term motor pool and long-term leases for state agencies' use in performing official business.	**State:** -	**State:** -
		Federal: -	**Federal:** -
		Other: 19,762,347	**Other:** 18,192,577
		Total: 19,762,347	**Total:** 18,192,577
		% of Total Budget: 9%	**% of Total Budget:** 8%
IX. - SC Retirement Systems	To administer a comprehensive program of retirement benefits responsive to the needs of public employees and to perform fiduciary duties as stewards of the contributions and disbursements of the pension trust funds.	**State:** -	**State:** -
		Federal: -	**Federal:** -
		Other: 17,321,171	**Other:**16,648,165
		Total: 17,321,171	**Total:** 16,648,165
		% of Total Budget: 7%	**% of Total Budget:** 7%
VII.B. - Employee Insurance	To provide cost effective insurance benefits to employees and retirees of public sector employers in South Carolina to include health, dental, life, long-term disability, long-term care and flexible spending accounts.	**State:** -	**State:** -
		Federal: -	**Federal:** -
		Other: 9,786,062	**Other:** 9,499,805
		Total: 9,786,062	**Total:** 9,499,805
		% of Total Budget: 4%	**% of Total Budget:** 4%

Program Number and Title	Major Program Area Purpose	FY 09 -10 Budget Expenditures	FY 10 -11 Budget Expenditures
IV.B. - Office of Research and Statistics	To gather, analyze and publish data vital to the social, health and economic well being of South Carolina and to work with other agencies to prevent overlap and duplication of data gathering activities.	**State:** 2,646,064 **Federal:** 407,341 **Other:** 3,415,492 **Total:** 6,468,897 **% of Total Budget:** 3%	**State:** 2,479,849 **Federal:** 2,712,031 **Other:** 3,262,332 **Total:** 8,454,212 **% of Total Budget:** 4%
VII.A. - Office of Insurance Reserve Fund	To provide property and liability insurance to qualified governmental entities in the state of South Carolina, to include the underwriting of policies, reinsurance, rate development and settlement and defense of claims.	**State:** - **Federal:** - **Other:** 6,691,937 **Total:** 6,691,937 **% of Total Budget:** 3%	**State:** - **Federal:** - **Other:** 6,661,102 **Total:** 6,661,102 **% of Total Budget:** 3%
VI. - Procurement Services	To provide centralized procurement expertise and services to all public procurement officials and provide Building Code and Life Safety Reviews and expertise.	**State:** 1,553,022 **Federal:** - **Other:** 3,459,462 **Total:** 5,012,484 **% of Total Budget:** 2%	**State:** 1,482,138 **Federal:** - **Other:** 3,076,115 **Total:** 4,558,253 **% of Total Budget:** 2%
VII.C. - Office of Local Government	To provide grants, loans and technical assistance for water and sewer projects that protect public health and support economic development.	**State:** 2,609,734 **Federal:** 973,382 **Other:** 668,773 **Total:** 4,251,889 **% of Total Budget:** 2%	**State:** 1,569,226 **Federal:** 2,035,685 **Other:** 927,553 **Total:** 4,532,464 **% of Total Budget:** 2%
IV.D. - Office of Human Resources	To provide central human resources for state government in the areas of consulting, policy development, training, recruitment, grievance, mediation and state pay.	**State:** 2,494,399 **Federal:** - **Other:** 1,628,666 **Total:** 4,123,065 **% of Total Budget:** 2%	**State:** 2,372,775 **Federal:** - **Other:** 1,531,289 **Total:** 3,904,064 **% of Total Budget:** 2%
IV.D. - State Budget Office	To support the Governor, General Assembly and the Budget and Control Board in the development and implementation of the annual state budget and other fiscal matters.	**State:** 2,223,646 **Federal:** - **Other:** - **Total:** 2,223,646 **% of Total Budget:** 1%	**State:** 2,120,023 **Federal:** - **Other:** - **Total:** 2,120,023 **% of Total Budget:** 1%
Executive Director, Internal Operations, Comptroller General/State Treasurer Data Processing Pass Through, Base Closure, Southern Maritime Collection, Agency Support, Confederate Relic Room and Military Museum, Board of Economic Advisors, Internal Audit, General Counsel, Intra-Agency Mail, Surplus Property, Parking, Business Services, Adoption Assistance, Leasing and Property Services, IT Support Services, IT Planning & Project Management, ARRA Central Oversight, Non-Bonds SPIRS Projects.		**State:** 3,527,731 **Federal:** 41,235 **Other:** 20,228,537 **Total:** 23,797,503 **% of Total Budget:** 10%	**State:** 3,626,123 **Federal:** 369,425 **Other:** 16,747,583 **Total:** 20,743,131 **% of Total Budget:** 8%

*Key cross-references are a link to the Category 7 - Business Results. These references provide a chart number that is included in the seventh section of this document.

Section III – Elements of Malcolm Baldrige Criteria

Category 1 – Senior Leadership, Governance and Social Responsibility

III.1.1. How do senior leaders set, deploy, and ensure two-way communication throughout the organization and with customers and stakeholders, as appropriate for: a) short and long term organizational direction and priorities, b) performance expectations, c) organizational values, and d) ethical behavior?

The Executive Director devotes considerable time to strategic planning and performance analysis. With the recent leadership transition, the Executive Director plans to conduct a strategic planning session with all senior management. Follow-up reviews with program-level managers to evaluate performance data are also planned. The Executive Director holds meetings biweekly with division heads and key HR, IT, communications and budget staff to share information and discuss upcoming operational matters. The Executive Director is also in regular contact with liaisons for each of the five Board members to keep them informed about key issues.

Executive management meets regularly to address agency performance, critical issues and strategic direction. High level organizational goals set through the strategic plan will be evaluated in the biweekly meetings. Senior management is responsible for communicating performance expectations to program managers. The Board utilizes the state's Employee Performance Measurement System (EPMS) to set individual employee expectations during the planning stage of the EPMS cycle.

Agency personnel are expected to abide by the organizational values. Executive management holds employees accountable to these agency values. Positive reinforcement and recognition is provided to employees who routinely follow the agency's values and, where warranted, disciplinary action is taken for not following agency values.

Ethical standards for the agency are modeled by executive management and program-level managers. HR policies are communicated to employees based upon state human resources guidelines and Board policies. The Board utilizes disciplinary and performance system tools to address and take action on unethical behavior.

III.1.2. How do senior leaders establish and promote a focus on customers and other stakeholders?

The needs of customers are the agency's first priority and are the consistent focus of most written and verbal messages from the Executive Director to managers and employees. One of the three key strategic goals of the agency is measuring and improving customer satisfaction. The Executive Director and senior leaders talk frequently with agency heads and other key customers to learn about their needs and specific concerns about Board-provided services.

III.1.3. How does the organization address the current and potential impact on the public of its programs, services, facilities and operations, including associated risks?

Customer service is a top priority and core agency value. All decisions guiding the Board are influenced by the products and services that impact our customers. As part of the Board's planned strategic planning process, we will review the current and potential impact of our services. This process will allow us to develop organization objectives and goals and to allocate resources appropriately.

III.1.4. How do senior leaders maintain fiscal, legal and regulatory accountability?

The Board takes seriously all laws and regulations that it operates under and fully cooperates with any outside inquiries. The Board maintains an independent internal auditing function to conduct impartial analysis of internal controls of key fiscal issues. Management ensures compliance with federal and state laws and regulations by establishing reporting mechanisms for monitoring activities. Fiscal controls are also in place to prevent the misuse of agency financial resources. Leadership assures that the agency follows the Freedom of Information Act and the Ethics Act.

III.1.5. What performance measures do senior leaders regularly review to inform them on needed actions? (Actual results are to be reported in Category 7.)

Return on investment, customer satisfaction and employee well-being measures are regularly reviewed by senior leaders across the agency. Financial reports are reviewed to analyze central agency functions on a program-by-program basis. All program areas are encouraged to benchmark their results against the best practices in a given business area.

III.1.6. How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness, the effectiveness of management throughout the organization including the head of the organization, and the governance board/policy making body? How do their personal actions reflect a commitment to organizational values?

Each program in the Board is required to use a data-driven, systematic approach to continuously review and improve operations. The Executive Director and Chief of Staff regularly review division and office key performance initiatives and receive reports on initiatives to improve the agency's three key focus areas. The Executive Director devotes considerable time to direct leadership of major initiatives such as an improved state information technology planning process and the SCEIS project.

III.1.7. How do senior leaders promote and personally participate in succession planning and the development of future organizational leaders?

The Board utilizes diverse panels of employees to interview and select new staff. Managers are trained to ask job-specific and behavioral-based questions in order to select the best candidate. Internal promotions are encouraged whenever possible. This practice supports and encourages employees to develop their skills in preparation for opportunities within the organization. The Executive Director, Chief of Staff and Human Resources Director identify potential retirees and begin identifying and developing potential candidates for promotion. This preparation minimizes the loss of institutional knowledge. Leadership also stresses the importance of cross-training and mentoring efforts.

III.1.8. How do senior leaders create an environment for performance improvement and the accomplishment of strategic objectives?

The Executive Director meets regularly with senior management in groups and individually to discuss performance issues of concern and changing conditions related to a particular division that may affect the accomplishment of agency goals and objectives. In the group environment, senior management is encouraged to provide ideas for improvement to other team members. Under new leadership, the Executive Director plans to develop a comprehensive strategic plan to provide direction to employees in achieving the Board's goals. Executive Management also plans to routinely meet and update this strategic plan.

In addition to internal performance improvements, the Audit and Certification section of the Materials Management Audit regularly audits agencies and contractors for compliance with procurement laws and regulations.

III.1.9. How do senior leaders create an environment for organizational and workforce learning?

The Executive Director recognizes that the overall success of the Board relies on the knowledge and abilities of employees. The new Executive Director plans to visit all divisions and offices of the Board and meet with employees to foster an environment of two-way communication between management and staff at all levels. When funding is available, training and leadership courses are offered to Board employees to further encourage professional development. Recognized employees are selected for participation in the Certified Public Manager program each year.

III.1.10. How do senior leaders engage, empower and motivate the entire workforce throughout the organization? How do senior leaders take an active role in reward and recognition processes to reinforce high performance throughout the organization?

Employee morale is a major concern with the transition of leadership during the past year. During the transition, the Executive Director has communicated her commitment to listen to employees' suggestions for methods to increase efficiencies and become more effective in the day-to-day operations. Through training and guidance, management supports and encourages employees to grow and expand within the organization. Executive management is encouraged to participate in activities during Employee Appreciation Week to show appreciation to employees for the work they do.

III.1.11. How do senior leaders actively support and strengthen the communities in which your organization operates? Include how senior leaders determine areas of emphasis for organizational involvement and support, and how senior leaders, the workforce and the organization contribute to improving these communities.

Executive management is involved in activities to support and strengthen the community. Senior managers routinely serve as guest speakers at state and national trade organizations and serve on intra-agency committees and task forces. They are also active in organizations, communities, churches and schools and encourage staff to do the same.

Category 2 – Strategic Planning

III.2.1. What is your Strategic Planning process, including key participants, and how does it address: a) your organizations' strengths, weaknesses, opportunities and threats; b) financial, regulatory, societal and other potential risks; c) shifts in technology and customer preferences; d) workforce capabilities and needs; e) organizational continuity in emergencies; and f) your ability to execute the strategic plan.

Under the direction of new leadership, the agency's senior leaders will gather to review key challenges faced by the agency and to set priorities for the coming year. All operational priorities will be built around the Board's strategic goals. Priorities are influenced by estimated legislative funding, pending laws, regulations and policy directives from the state's elected leadership and feedback from employees and customers as outlined elsewhere in this report. Progress is monitored throughout the year both informally and formally by the senior leadership team and adjustments are made as warranted.

III.2.2. How do your strategic objectives address the strategic challenges you identified in your Executive Summary?

The Board's current strategic objectives – customer satisfaction, return on investment and employee well-being – encompass the elements needed to address the specific challenges we face each year. The challenges are considered mission critical and are agency priorities in the annual budget request.

Progress is tracked through the measures reported in Section 7 and also through employee and customer feedback efforts described elsewhere in this report. Individuals are measured on their success in helping to carry out action plans through their EPMS ratings.

III.2.3. How do you develop and track action plans that address your key strategic objectives, and how do you allocate resources to ensure the accomplishment of your action plans?

New executive leadership plans to meet annually to develop and review prior strategic objectives. Each program area is also responsible for developing objectives and measures that address their specific operational issues. This process will be evaluated annually by senior management and during meetings throughout the year to assess the overall progress in meeting strategic goals.

III.2.4. How do you communicate and deploy your strategic objectives, action plans and related performance measures?

Division directors are expected to align their program plans and measures with the agency's key objectives. Action plans are assigned to specific employees or areas and become a part of individual employee's goals and objectives on the Employee Performance Management System (EPMS). As part of our strategic initiatives for the coming year, we will continue to strive to improve internal communications of our strategic plan and its associated action plans and performance measures to all of our employees.

III.2.5. How do you measure progress on your action plans?

Progress is measured through the data reported in Section 7. Employee and customer feedback efforts described elsewhere in this report are also used to measure progress. Individuals are measured on their success in helping to carry out action plans through their EPMS ratings.

III.2.6. How do you evaluate and improve your strategic planning process?

The process is evaluated annually by senior management and during meetings throughout the year to assess the progress in meeting strategic goals. Employee input and feedback from customers provide valuable input to evaluate and improve our strategic planning process.

III.2.7. List key strategic objectives (goals) and your key action plans/initiatives and timelines in the Strategic Planning Chart.

As shown in the Strategic Planning Chart below and on the following page, our plan includes three key results areas: customer satisfaction, return on investment and employee well-being.

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 10-11 and Beyond Key Agency Action Plan/Initiative(s) and Timeline for Accomplishing the Plan(s)	Key Cross References for Performance Measures
VIII.B. - DSIT Operations: Connectivity	Customer satisfaction. Return on investment.	Continued further development of the state's website, SC.gov, by implementing a wide variety of new services for South Carolina's state, county and local governments.	38
VIII.C. - IT Planning and Management Services: SCEIS	Customer satisfaction. Return on investment.	Implemented payroll/human resource functions for 70 agencies. One agency remains, with final implementation scheduled prior to 9/30/2011.	SCEIS Data
V.B. - Facilities Management	Customer satisfaction. Return on investment.	Maintained state building rental rates below private sector market rates. Ensure that buildings are clean, functional and healthy work sites for citizens and employees.	34
VIII.B. - DSIT Operations: Data Processing	Customer satisfaction. Return on investment.	Continued improvements to data processing services for state agencies including applications development, security, disaster recovery, help desk and output management services.	36-38
V.E. - State Fleet Management	Customer satisfaction. Return on investment.	Maintained fleet daily motor pool rates below private sector benchmarks. Ensures vehicles are operated in a safe and reliable manner.	32
IX. - SC Retirement Systems	Customer satisfaction. Return on investment. Employee well being.	Increased stakeholder satisfaction for pension plans. Focused on responsiveness to the needs of public employees from the Call Center and Customer Intake Center in-person counseling.	41-42
VII.B. - Employee Insurance	Customer satisfaction. Return on investment. Employee well being.	Implemented Wellness Incentive Program for State Health Plan. The program encourages wellness to long-term health and the use of generic medications instead of name-brand. These incentives reduce costs of the State Health Plan. Continue to provide cost effective insurance benefits to health plan enrollees.	39-40
IV.B. - Office of Research and Statistics	Return on investment. Customer satisfaction. Provider participation.	Health and Demographics increased the functionality of SCHIEx by connecting to the state's immunization and disease registries, providing access to lab data and moving SCHIEx to a statewide hosting environment.	N/A

VII.A. - Office of Insurance Reserve Fund	Customer satisfaction. Return on investment.	Continued to provide insurance to governmental entities at the lowest possible cost. Worked with policy holders to enhance their loss control efforts.	43-45
V.C.I. – Surplus Property	Customer satisfaction. Return on investment.	Continued to increase proceeds returned to agencies from the sale of surplus properties. Utilized alternative means to sell property through internet services, i.e. Ebay. Provided cost-savings to agencies by providing property at a lower rate than buying new.	30-31
IV.D. - Office of Human Resources	Customer satisfaction. Return on investment.	Worked with agencies on HR cost savings approaches, such as furloughs, buy-outs and RIFs. OHR was integrally involved in the implementation of the SCEIS HR/Payroll modules, including training employees and revising regulations and policies for the new system.	46
VI. - Procurement Services	Customer satisfaction. Return on investment.	Continued negotiating state term contracts to offer the best prices for a good or service to all state government for a fixed period of time. In conjunction with State Fleet, issued more than 40 vehicle contracts that state and local agencies may use to purchase cars, trucks and other vehicles at substantial discounts.	33, 47-48
IV.D. - State Budget Office	Customer satisfaction.	Produced budget act in accordance with executive and legislative requirements. Provided guidance on federal stipulations regarding stimulus funds.	49
VII.D - Energy Office	Return on investment.	Saved significant dollars for South Carolina public entities, businesses, industry and non-profits through grants, loans, training and tax credits with lifecycle savings estimates and other impacts. In total, the Energy Office projects completed in FY11 will save South Carolina $6.2 million per year and $113.2 million over the useful life of the implemented energy measures (or $91.4 million, when applying a 2% discount rate).	13
V.C.2. - Intra-State Mail	Customer Satisfaction. Return on investment.	Implemented cost-saving initiatives for state agencies when they utilize Agency Mail instead of the U.S. Postal Service.	35

Category 3 – Customer Focus

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

As a public agency, our customers are largely mandated by statute and regulation. Each program is responsible for implementing customer feedback methods to meet changing customer needs.

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

Division and office directors are responsible for ensuring that service delivery employees are responsive to customer input. Customer needs are gathered through both formal and informal listening and learning techniques. Programs are also required to develop systematic stakeholder feedback instruments. Staff participation on interagency boards, membership in professional organizations and monitoring legislative activity, among many other groups, all yield valuable information about customers and their expectations. Monitoring activity among constituent groups also provides meaningful information about customer needs.

III.3.3. What are your key customer access mechanisms, and how do these access mechanisms enable customers to seek information, conduct business, and make complaints?

Each Board division has a system for collecting actionable customer feedback which helps determine the delivery of services. For example, the Division of State Information Technology (DSIT) tracks the percentage of incoming Service Center inquiries that are resolved at the first point of contact, without delay or referral. DSIT also continued to further develop the state’s official website, sc.gov, by implementing a wide variety of new services. Funds collected from services continue to increase each year.

The South Carolina Retirement Systems monitors the average in-office wait time to meet with a retirement consultant for a one-on-one counseling session. It also tracks the Call Center to determine the average time it takes for a caller to reach a retirement consultant.

These mechanisms allow the agency to access current customer service levels and help management identify improvement areas for our customers.

III.3.4. How do you measure customer/stakeholder satisfaction and dissatisfaction, and use this information to improve?

Customer satisfaction is measured through direct customer interaction, surveys, focus groups and visits by program managers to customer agencies. As mentioned in III.3.3., each division has a system for collecting customer feedback which enables leadership to improve products and services.

III.3.5. How do you use information and feedback from customers/stakeholders to keep services and programs relevant and provide for continuous improvement?

When data from various sources indicates a clear desire from customers, program changes are made where possible. Based upon customer needs, State Surplus has increased its sales through the use of the internet – many items are now sold on eBay.

The Division of Research and Statistics administers the South Carolina Health Information Exchange (SCHIEx). SCHIEx shares electronic medical information or "health facts" securely between doctors, hospitals and other health care providers for patient care. To encourage participants, the SCHIEx Pilot Adopter Program was implemented allowing health care providers and organizations to apply for participation in the program and receive a SCHIEx Subscription Fee Waiver for a 12-month period. Shortly after introduction, four medical practices and three hospital systems were approved for pilot participation.

III.3.6. How do you build positive relationships with customers and stakeholders to meet and exceed their expectations? Indicate any key distinctions between different customer and stakeholder groups.

Our customers are generally divided between two categories – those who receive mandated services from the Board and those who use certain services that are optional, such as overnight mail service. Relationships are enhanced by demonstrating our consistent willingness to seriously consider concerns or suggestions and to take positive action whenever possible.

The Employee Insurance Program began the State Health Plan Wellness Incentive Program this year. Qualifying participants enrolled in the State Health Plan receive generic pharmaceuticals, free of charge, for drugs related to diabetes or heart disease if they participate in appropriate health management programs for these conditions. Since January 2001, more than 2,800 individuals have qualified for the program. The program encourages people to take care of their long-term health, and gets them to use generic medications instead of name-brand, both which reduce costs for the State Health Plan.

Category 4 – Measurement, Analysis, and Knowledge Management

III.4.1. How do you decide which operations, processes and systems to measure for tracking financial and operational performance, including progress relative to strategic objectives and action plans?

Operations, processes and systems have been implemented to assist in attaining the Board's strategic objectives. Each program area is required to have measures that focus on the Board's three strategic objectives. Individual units typically have many additional measures that are tailored to their specific needs and are tracked for internal purposes. The Executive Director encourages programs to use customer feedback to identify matters important to customers and that need improvement.

III.4.2. How do you select, collect, align and integrate data/information for analysis to provide effective support for decision making and innovation throughout your organization?

The measures described previously are benchmarked against leaders in the appropriate line of business to serve as a high standard for which to strive. Areas in which data demonstrate opportunities for improvement become strategic priorities for the program. Stakeholders, including state and local governments, all identify the level of performance required for the services or information they receive from the Board.

III.4.3. What are your key measures, how do you review them, and how do you keep them current with organizational service needs and directions?

Our key measures are return on investment, customer satisfaction and employee well-being. Key measures are reviewed as the annual accountability report is prepared. Because we are such a diverse agency, the Board has dozens of measures that are specific to program areas. Agency-wide financial measures are reviewed monthly by senior leadership. Program area measures are reviewed constantly by front-line managers and several times per year by agency senior leadership. Measures are studied and possibly changed during status reviews conducted as part of the annual accountability reporting process.

III.4.4. How do you select and use key comparative data and information to support operational and strategic decision making and innovation?

The Board focuses on measures that reflect value generated for customer agencies rather than mere measures of output or those that simply quantify the number of times a service or event took place. Programs are expected to identify the "best in the business" for their line of work and to use that as the benchmark. Comparisons that show less than top tier results are targeted for improvement.

State Fleet Management benchmarks their daily motor pool rates against the private sector's special fleet rates for daily rentals. The Board's Fleet and Procurement offices work together to issue more than 40 vehicle contracts that state and local agencies can use to purchase cars, trucks and other vehicles at substantial discounts. By standardizing specifications and pooling the public sector's purchasing power, state contracts provide significant savings to agencies over the manufacturer's suggested retail price.

The Insurance Reserve Fund regularly compares its premiums to data collected by the Insurance Service Organization, the property and casualty insurance industry's leading supplier of statistical, actuarial, underwriting and claims data. The IRF's premiums continue to be well below industry averages.

III.4.5. How do you ensure data integrity, reliability, timeliness, accuracy, security and availability for decision making?

The Board continually looks for ways to engage all stakeholders of data and systems we maintain to ensure accurate and timely information is provided, while maximizing data integrity and security. The S.C. Enterprise Information System (SCEIS) is one the most significant changes in agency data management capability in decades. Prior to the SCEIS system, the state had over 100 disparate financial systems that were more than 20 years old. Since the implementation of SCEIS, the SCEIS Team continues to work in partnership with agencies to create specific enterprise reports. Refresher courses and training are also available to agencies. The Executive Director encourages users to become actively involved in peer groups.

The agency CIO ensures that division-level data in our automated systems meets or exceeds security standards.

III.4.6. How do you translate organizational performance review findings into priorities for continuous improvement?

Organizational performance is monitored by executive management as well as program managers. Results are analyzed and compared to expected benchmarks. If key results are negative, then future actions may involve shifting resources, priorities or changing processes. If results are positive, executive management communicates this information to the appropriate staff to motivate and empower them to continue the trend.

III.4.7. How do you collect, transfer, and maintain organizational and workforce knowledge (knowledge assets)? How do you identify, share and implement best practices, as appropriate?

Budget and Control Board policy requires managers to develop a knowledge transfer plan for any TERI employee occupying a critical position and employees who are nearing retirement.

To address immediate knowledge transfer needs as those in critical positions approach retirement, the Board requires managers to develop a knowledge transfer plan prior to the employee leaving the agency. When possible, the replacement for a key position is hired prior to the retiring employee leaving to ensure that implicit and explicit knowledge is transferred to the new employee. This transition period has proven invaluable for staff, customers and the new employee. Diversity is encouraged as the replacements are selected. Board HR provides information to the hiring manager about underutilized groups for each vacancy and assists with targeted recruiting efforts.

Category 5 – Workforce Focus

III.5. 1. How does management organize and measure work to enable your workforce to: 1) develop to their full potential, aligned with the organization's objectives, strategies and action plans; and 2) promote cooperation, initiative, empowerment, teamwork, innovation and your organizational culture?

Management uses the Employee Performance Management System (EPMS) to measure goal accomplishment. The EPMS evaluation process is used to align employees' performance and potential to the agency's goals, objectives and action plans.

We promote cooperation, initiative, empowerment, teamwork and innovation in our organization through a number of different avenues. We begin by ensuring that employees are educated about our values from the first day on the job. Cross-divisional work teams are appointed to work on the implementation of large scale projects. The teams study processes, which encourages and motivates employees to solve problems and make continuous improvements.

III.5.2. How do you achieve effective communication and knowledge/skill/best practice sharing across departments, jobs and locations?

As a diverse agency with offices that are physically dispersed around Columbia, this is a challenge. Communication and knowledge sharing is fostered by the common focus of the strategic plan. Under new leadership, the Executive Director and Chief of Staff plan to visit all divisions and meet individually with employees to communicate the agency's new goals and objectives. Weekly and bi-monthly meetings are planned with executive leadership where knowledge, skills and best practices will be shared to increase productivity and efficiency. These meetings encourage communication across all divisions and offices. Program managers also hold regular meetings with their staff to encourage communication and feedback. Several divisions within the agency also publish best practices reports and newsletters.

III.5.3. How does management recruit, hire, place and retain new employees? Describe any barriers that you may encounter.

The Board uses the www.sc.jobs.com website operated by the Board's Division of Human Resources as its main recruiting site. We conduct a New Employee Orientation for all new employees.

The Board continues to use diverse panels when interviewing candidates, and we believe these panels make better decisions and result in a more diverse workforce. During the orientation process, we educate new employees about the benefits they have with state government. Supervisors are provided with a checklist in order to ensure consistent orientation on the job. A number of flexible workplace policies are in place to retain employees such as telecommuting, flex time and the voluntary furlough program.

The barriers for recruiting and hiring range from internal equity concerns when offering salaries to attracting individuals for hard-to-fill jobs. Budget constraints make it more difficult to replace employees who leave because there are not adequate funds to fill positions.

III.5.4. How do you assess your workforce capability and capacity needs, including skills, competencies and staffing levels?

Managers are responsible for assessing the capability and capacity needs of their employees. Board Human Resources offers assistance in determining staffing levels when needed. Often assessments are carried out in conjunction with workforce planning efforts when employees are scheduled to leave through retirement.

III.5.5. How does your workforce performance management system, including feedback to and from individual members of the workforce, support high performance work and contribute to the achievement of your action plans?

The Board updated the performance appraisal system this year in order to enhance communication and feedback to employees. We began by holding focus groups throughout the agency that included all levels of employees. From the focus groups, we found that many supervisors viewed our current process as cumbersome without providing significant value. Employees reported that there was little communication about performance beyond the once-a-year review meeting. Based on that input and research on "state of the art" performance management, we decided to significantly change our approach. Our first step was to combine the Position Description and the Employee Performance Management System Form into one document. This allows supervisors to focus their efforts on a single document that clearly defines duties, responsibilities and expectations, making the process less cumbersome. However, the "trade-off" in the process is that supervisors must spend more time on communication with their subordinates. We mandated that supervisors conduct performance coaching sessions with their employees at designated intervals throughout the year. These sessions ensure that supervisors provide feedback on progress to date and employees have an opportunity to bring up questions and make suggestions for process improvements. All Board supervisors participated in training sessions to learn the process for the new form and to develop the communication skills needed for the coaching sessions.

III.5.6. How does your development and learning system for leaders address the following: a) development of personal leadership attributes; b) development of organizational knowledge; c) ethical practices; d) your core competencies, strategic challenges, and accomplishment of action plans?

Board employees participate in structured leadership opportunities throughout the year. The Certified Public Manager program offered by the Division of Human Resources provides leadership development opportunities that have resulted in having staff prepared to assume leadership positions.

The agency plans to have a formal procedure for submitting ethical concerns and reviewing the issues for action. Future plans include offering a formal course on ethics that will be available to all staff.

The critical knowledge and competencies are identified in the employee's position description and aligned with the agency strategic goals. This enables staff to be prepared to carry out the division operational plans and address strategic challenges. The alignment supports a comprehensive approach to performance improvement at the individual, division and organizational levels.

III.5.7. How do you identify and address key developmental training needs for your workforce, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation and safety training?

The Board identifies and addresses workforce developmental and training needs through periodic needs assessments. The Board's internal Human Resources Office provides developmental training on a variety of topics. Due to budget restraints, some training has been suspended. However, new leadership plans to incorporate training initiatives in the new strategic plan. Our trade workers continue to receive mandatory safety training through online and classroom formats.

III.5.8. How do you encourage on-the-job use of new knowledge and skills?

Many employees have a development plan linked to their specific job duties and the knowledge and skills needed to perform the job. Supervisors are encouraged to identify training that is available locally and to promote peer training whenever possible.

Employees are encouraged to utilize new job skills by involving them in process development and implementation. They are also encouraged to offer input based on their knowledge and skills that will improve the overall efficiency and effectiveness of a program. By improving the knowledge and skills of our employees, we can improve the services and products offered to our customers.

III.5.9. How does employee training contribute to the achievement of your action plans?

Employee training is focused on ensuring that employees have the knowledge and skills to perform their jobs. For example, employees in our information technology positions are constantly gaining new skills to enable them to remain current in the field. For other knowledge jobs, such as retirement benefit counselors, employees are educated on new laws and changes so that they can effectively communicate with our customers.

III.5.10. How do you evaluate the effectiveness of your workforce and leader training and development systems?

When training sessions are available, we conduct evaluations after each class to gauge the participant's feedback. We also follow up at later time with the supervisor to evaluate the long-term impact. Effectiveness of workforce development and training is also evaluated at the individual, division and organizational levels through performance management approaches including employee performance and development plans, competency assessments, business and customer impact and return on investment.

III.5.11. How do you motivate your workforce to develop and utilize their full potential?

The Executive Director encourages senior leadership to participate in Employee Recognition Week. Each Board division conducts an in-house reward and recognition program for their employees. Each program holds a special recognition event during Public Service Recognition Week in May. During this time, employees achieving milestones of 20, 30 and 40 or more years of state service are honored.

III.5.12. What formal and/or informal assessment methods and measures do you use to obtain information on workforce well-being, satisfaction and motivation? How do you use other measures such as employee retention and grievances?

The Board has utilized online surveys to gather information on training events, lunchtime wellness seminars and customer satisfaction levels with other HR initiatives. Response to the surveys has been helpful in determining offerings and improving processes.

The number of grievances at the Board remains low. Whenever an employee does leave the agency, Board HR conducts an exit interview. This allows for enhanced feedback to organizational units in a systematic and effective manner. If a problem is identified, Board HR staff shares the information with office managers. Options for handling the problem are generated and a solution implemented.

III.5.13. How do you manage effective career progression and effective succession planning for your entire workforce throughout the organization?

When available, courses such as supervisory training and Board 101 give employees and managers the knowledge and skills needed to improve job performance and make them candidates for advancement. We clearly communicate that time in a position is not the driver of promotions. We look for a diverse group of employees who demonstrate their knowledge and personal motivation in our goal of excellence.

In several of our divisions, including the Employee Insurance Program and Retirement, Benefit Counselors are hired as Level I counselors and are reclassified to Level II after completing extensive training and proving their abilities.

III.5.14. How do you maintain a safe, secure and healthy work environment?

The Board continues to offer CPR/First Aid training to its employees. When accidents occur, supervisors determine the cause and make recommendations to prevent a similar accident. The Board Safety Team helps divisions analyze accidents and develops remedial plans when trends are noted.

Workplace inspections are conducted routinely by the Board safety staff to identify safety and health hazards and to ensure compliance with OSHA and international building and fire codes. Recognizing and correcting hazards through regular inspections is vital to the accident prevention process of our safety and maintenance programs.

The Disaster Recovery Program at the Division of State Information Technology is designed to benefit customer agencies who store large amounts of data. The objective of the program is to restore vital operating data for end users within 72 hours of a disaster declaration. The Retirement Systems has a disaster recovery program for payments and is expanding its programs to include all other aspects of its operations.

Category 6 – Process Management

III.6.1. How do you determine and what are your organization's core competencies, and how do they relate to your mission, competitive environment and action plans?

The Board is staffed to address the services mandated by statute and regulation. Because we can bring technical, financial, legal and managerial talent to bear on a problem, the Board has long been asked to take on various administrative duties and special initiatives. All programs understand that unexpected tasks may become a priority and assets may need to be allocated for such assignments on short notice.

The Board plans to further develop a network of key design and delivery processes for the products and services we provide to our customers. The key processes will be based upon the Board's mission and the major strategic goals of management.

III.6.2. How do you determine and what are your key work processes that produce, create or add value for your customers and your organization and how do they relate to your core competencies? How do you ensure these processes are used?

The Board is guided by statutory requirements when determining the development of key processes. Throughout the Board's wide range of services, computer-based management programs are used to track work orders, customer contacts, repair histories and service requests. Generally, this broad pool of data is coupled with customer focus groups, routine customer satisfaction surveys and up-front solicitation of customer requirements to determine policy changes, budget requests, employee training needs and the provision of new services. Processes are constantly reviewed by agency management and front-line staff. The implementation of the SCEIS system will substantially enhance the ability of managers to evaluate financial and business trends.

III.6.3. How do you incorporate organizational knowledge, new technology, cost controls, and other efficiency and effectiveness factors, such as cycle time, into process design and delivery?

Each program area tracks a unique set of measures that relate to the nature of their business. This includes the expense ratio for the Insurance Reserve Fund, customer intake wait times at the Retirement Systems, State Fleet daily rental rates compared with the private sector and State Health Plan usage data. SCRS has implemented a process to review the accuracy of service credit information reported to the Retirement Systems by employers to ensure that retiring members receive the correct service credit amount.

Negative trends in these areas would result in immediate management reviews and operational changes. Technology is used where appropriate and affordable. For example, service measures such as the number of minutes it takes to answer a customer call are also monitored and are used to drive staffing assignments.

III.6.4. How does your day-to-day operation of these processes ensure meeting key performance requirements?

Managers are expected to closely track key operational measures that ultimately link with the agency's three strategic objectives. Regular reviews of top-level measures by senior management ensure that front-line managers have incentives to make operational adjustments based on close monitoring of processes.

Managers track both the performance of agency staff and key metrics for contractors and other government entities for which we may have an oversight role. For example, State Fleet closely monitors the performance of private repair shops certified to work on state vehicles via electronic systems that log all repairs.

III.6.5. How do you systematically evaluate and improve your key product and service related work processes?

Senior management regularly reviews the cost and effectiveness of all Board programs and outside experts are used to evaluate programs on an as-needed basis. Throughout the agency, programs are expected to use new technology to replace paper-based systems so that overhead costs can be reduced. Such initiatives allow the Board to periodically reduce rates whenever possible for property insurance, procurement and IT. Facilities Management has implemented a new program to ensure daily and monthly checks on all vehicles. The regular, scheduled maintenance extends the life of the vehicles and reduces down time.

Board programs constantly look to establish procedures that guarantee a quality work product. Real Property Services of the General Services Division recently renegotiated the lease for the Board at the Capital Center reducing the rate and the space, which saves the agency approximately $3 million over five years.

The Energy Office saved significant dollars for S.C. public entities, businesses, industry and non-profits through grants, loans, training and tax credits with lifecycle savings estimates and other impacts. From projects completed in fiscal year 2011, the Energy Office will save South Carolina $6.2 million per year and $113.2 million over the useful life of the implemented energy measures.

In fiscal year 2010-11, the S.C. Retirement Systems created a Defined Contributions unit that is comprised of the South Carolina Deferred Compensation Program and the State Optional Retirement Plan. This achieved staffing efficiency by cross-training staff members to perform duties for both programs. This eliminated the need to fill two previously filled positions and saved the division $187,096.

III.6.6. What are your key support processes, and how do you evaluate, improve and update these processes to achieve better performance?

The Office of Internal Operations, the Board's internal Chief Information Officer, Internal Audit Services and Board Communications are the key support units for other Board programs. Internal Operations provides HR, finance, training and related services to all Board programs. Each unit has developed key metrics that track both the quality and cost of service delivered to other Board units. The measures are evaluated by each support unit director and adjustments are made as the facts warrant. They also rely heavily on internal customer feedback and input to determine the level of service and areas needing improvement.

III.6.7. How does your organization determine the resources needed to meet current and projected budget and financial obligations?

Periodic reviews of expenditures and projected costs are performed throughout the year to ensure adequate funds are available.

Funds available from earned fees are authorized through legislation. Board funding comes primarily from the sale of services with state appropriations constituting about 10 percent of the Board's budget. Many funds can only be used for specified purposes. When data indicates new funds are needed, the Board may seek a legislative appropriation or reallocate available funds within a program area.

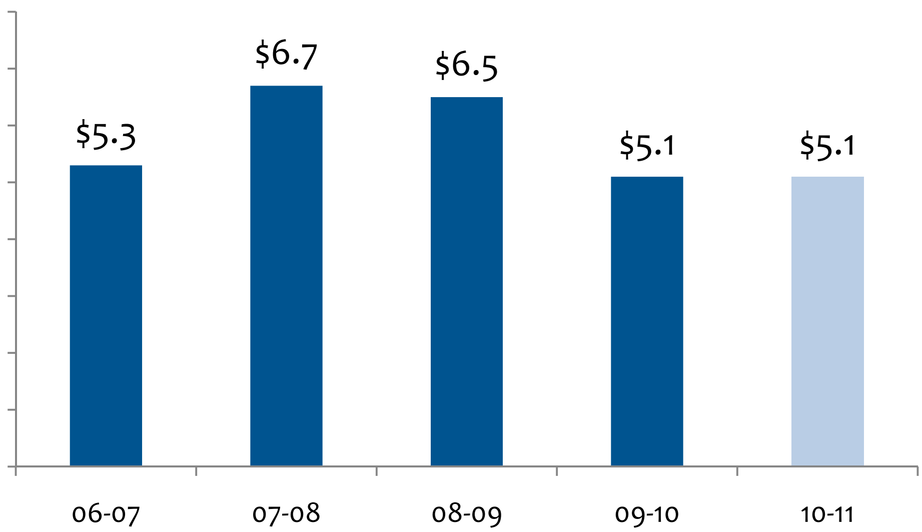
Category 7 – Results

General Services Division

Surplus Property

The Surplus Property Program allows state agencies, political subdivisions and non-profit organizations to receive state and federal surplus property at lower rates than the cost of buying new. Agencies must sell surplus items centrally to ensure objective pricing.

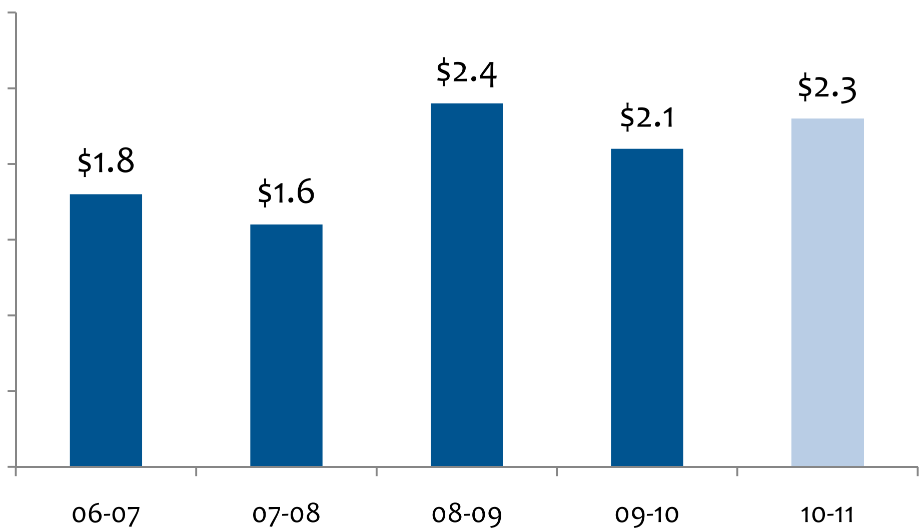
Proceeds Returned to Agencies, in Millions, by Surplus Property



$5.1 million was returned to the agencies that sold their surplus property.

General Services Division
Surplus Property

Costs Avoided by Agencies, in Millions, through Surplus Property

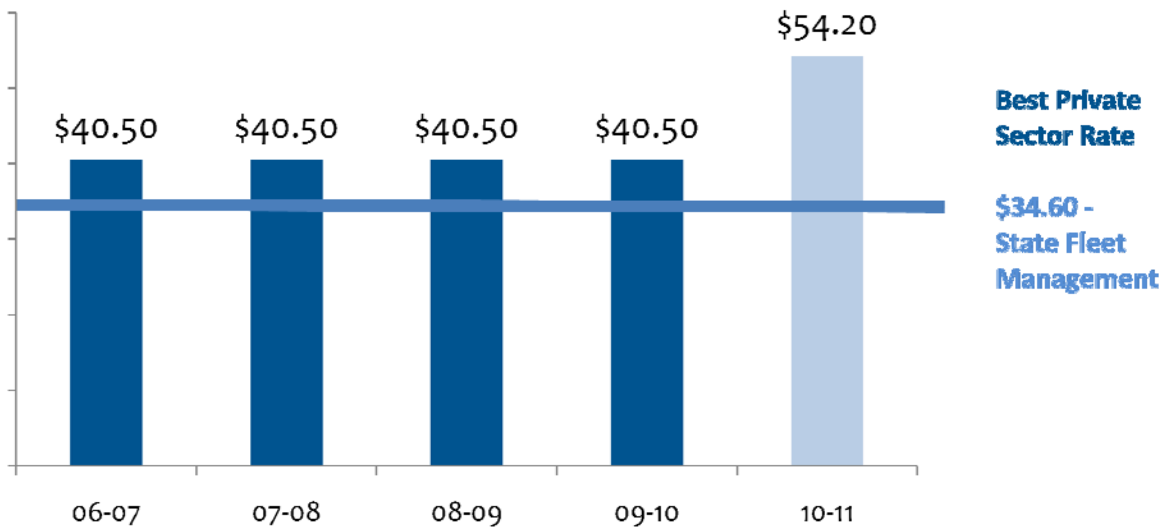


Surplus Property also saved customer agencies $2.3 million over the cost of buying new property by providing them with used equipment.

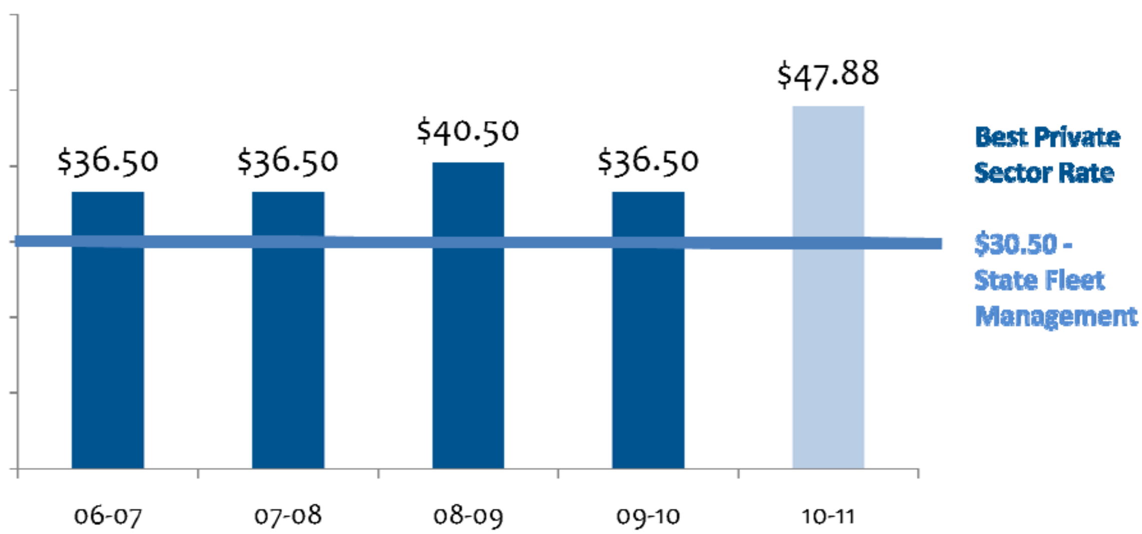
General Services Division
State Fleet Management

The Budget and Control Board's State Fleet Management section has oversight of state government's non-school bus vehicle fleet. Of the 15,976 vehicles in the state fleet as of July 2011, more than 81 percent are owned and managed directly by individual agencies. State Fleet also leases vehicles to agencies that prefer not to own their fleet. It also operates a motor pool that provides daily vehicle rental.

Cost Comparison for 110-mile trip: Full Size Sedan



Cost Comparison for 110-mile trip: Compact Sedan



State Fleet Management benchmarks their daily motor pool rates against the private sector's special fleet rates for daily rentals. Commercial rates do not include fuel, insurance or taxes. Comparisons are based on the typical 110 mile motor pool trip.

General Services Division
State Fleet Management

Largest State Fleets:
Department of Transportation: 4,400
State Fleet Management: 2,961
Department of Public Safety: 1,702
Department of Corrections: 925
Clemson University: 908

State Vehicle Contracts Compared with Manufacturer's Suggested Retail Price (MSRP)

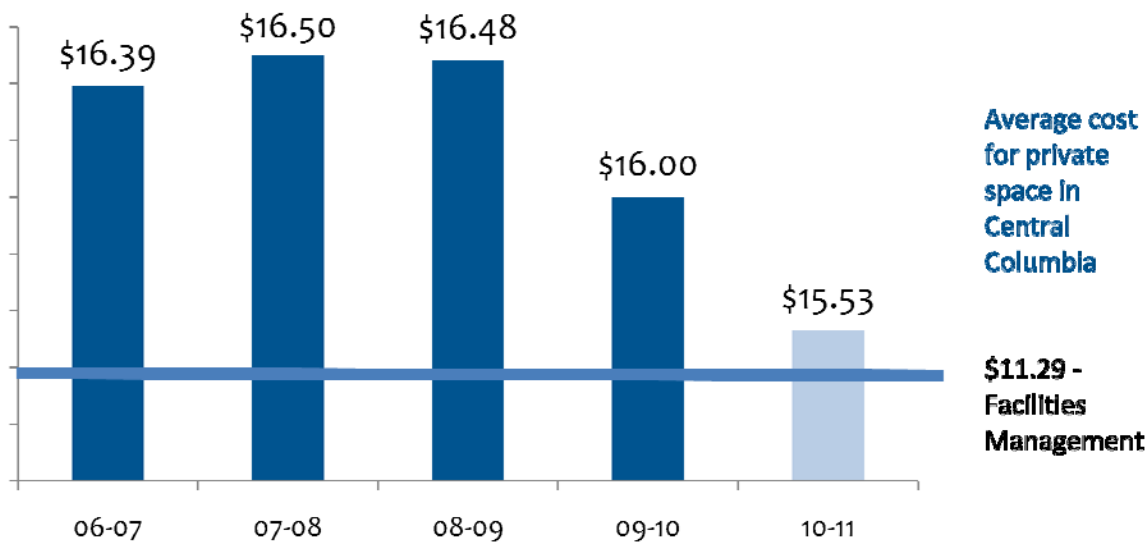
The Board's Fleet and Procurement offices work together to issue more than 40 vehicle contracts that state and local agencies can use to purchase cars, trucks and other vehicles at substantial discounts. By standardizing specifications and pooling the public sector's purchasing power, state contracts provide significant savings to agencies over the manufacturer's suggested retail price.

Vehicle	2011 Contract Price	MSRP	Percentage Below MSRP
Ford Focus, Sedan, Compact 4 Door	$ 14,113	$ 19,435	38%
Chevrolet Impala - Pursuit	$ 19,309	$ 24,930	29%
Crown Victoria - Pursuit	$ 22,160	$ 29,925	35%
Chevrolet 1500 Pick-up 1/2 Ton 4x4 Ext. Cab Flex Fuel	$ 24,262	$ 32,590	34%
Dodge Caravan Van, Mini Cargo, Flex Fuel	$ 18,797	$ 22,635	20%
Chevrolet Tahoe, Full Size Utility 4 Door Flex Fuel	$ 26,533	$ 37,980	43%
Toyota Prius - Hybrid, Gas/Electric	$ 22,617	$ 23,105	2%
Ford Escape, Compact Utility	$ 20,778	$ 27,525	32%
Dodge Dakota - Extended Cab, Flex Fuel	$ 15,102	$ 23,950	59%
Dodge Grand Caravan - Van, Mini Flex Fuel	$ 20,987	$ 25,310	21%
Ford F250 Reg. cab	$ 18,190	$ 28,715	58%
Ford F250 Extended Cab, Heavy Duty	$ 24,599	$ 36,735	49%
Dodge Durango Intermediate utility	$ 22,639	$ 30,045	33%

General Services Division
Facilities Management

Facilities Management maintains and operates 41 office buildings plus other facilities. These include the State House, the Governor's Mansion, legislative and judicial buildings, the Columbia Mills Building, the Department of Health and Environmental Control and the Department of Employment and Workforce.

General Services Lease Rates Compared with the Private Sector

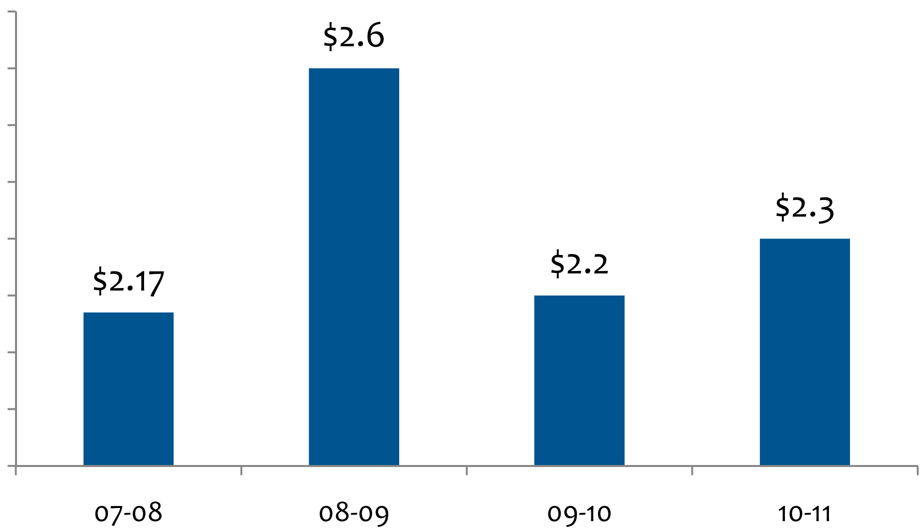


State agencies are charged a standard rent of $11.29 per square foot for office space in state buildings managed by the Board's Facilities Management section. This rate – which includes maintenance and most utilities – has not increased in 14 years. The state rate is compared here to the Columbia market average rental rate for the private sector. Maintaining these low rates creates a challenge in meeting maintenance requirements.

General Services Division
Agency Mail

With rates well below the U.S. Postal Service, Agency Mail saves millions of dollars annually for state and local agencies. In 2008, the program modified the methodology used to calculate its comparison to the private sector to account for volume discounts provided by the U.S. Postal Service.

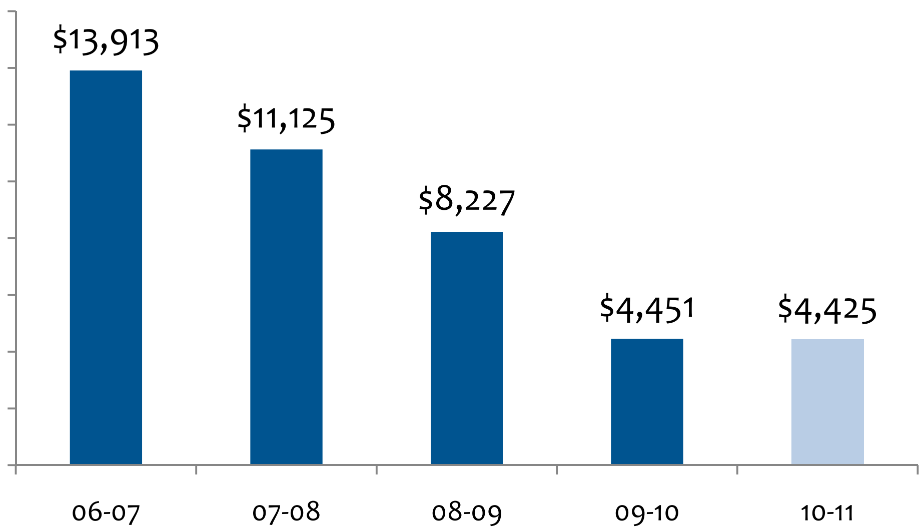
Millions Saved for Agencies Using Agency Mail Instead of U.S.P.S.



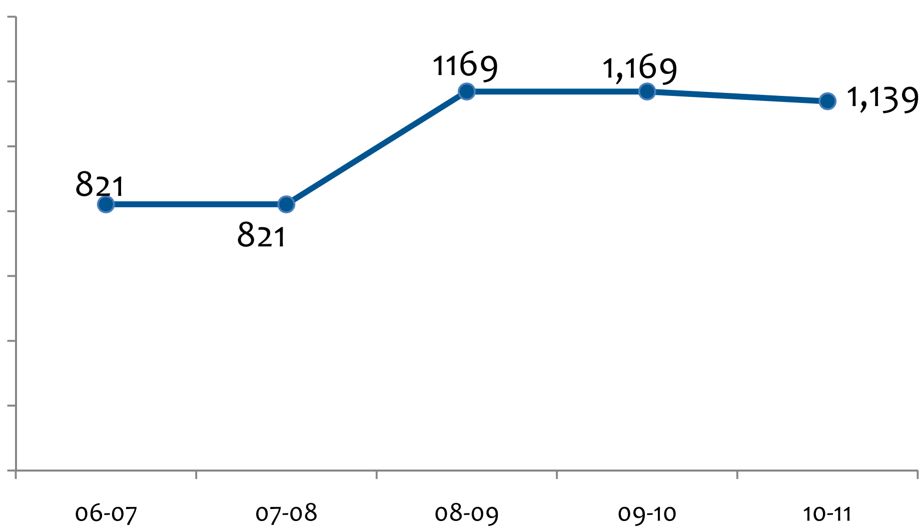
Division of State Information Technology

These charts reflect a six year span in which mainframe capacity – measured in millions of instructions per second (MIPS) – has increased over 27 percent. This period has also seen a decline in the cost per MIPS in each of the five fiscal years represented.

State Data Center Mainframe Cost

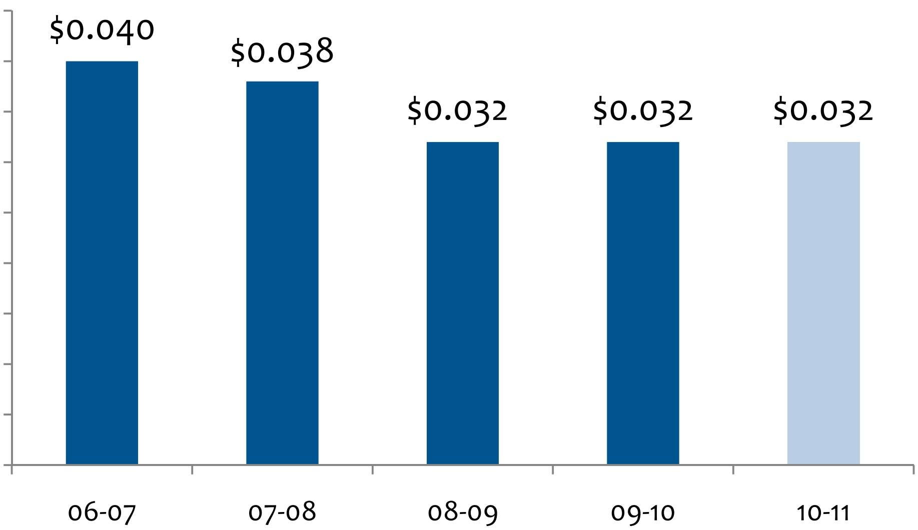


State Data Center Mainframe Capacity in MIPS



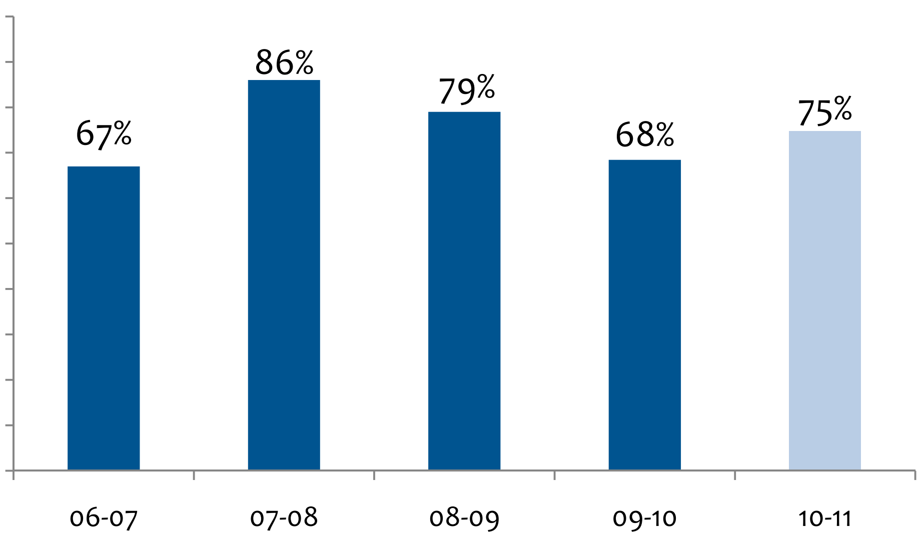
Division of State Information Technology

Average Cost per Minute for DSIT-Provided Long Distance Service



This chart reflects the average cost per minute for long distance service, a cost that has remained level or declined in each of the five fiscal years represented.

State IT Service Desk First Call Resolution

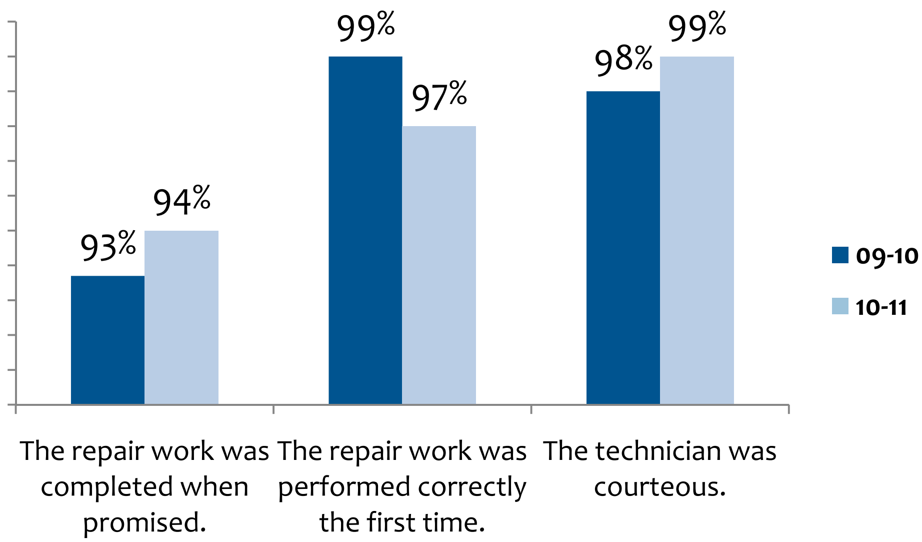


This chart reflects the percentage of incoming Service Center inquiries that are resolved at the first point of contact without delay or referral.

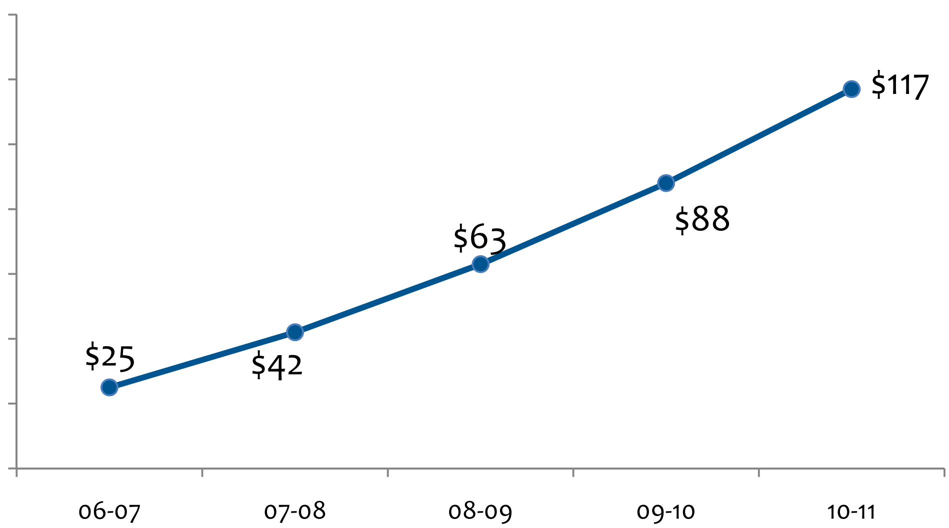
Division of State Information Technology

DSIT Phone Repair Service Customer Satisfaction

Respondents who "strongly agreed" or "agreed."



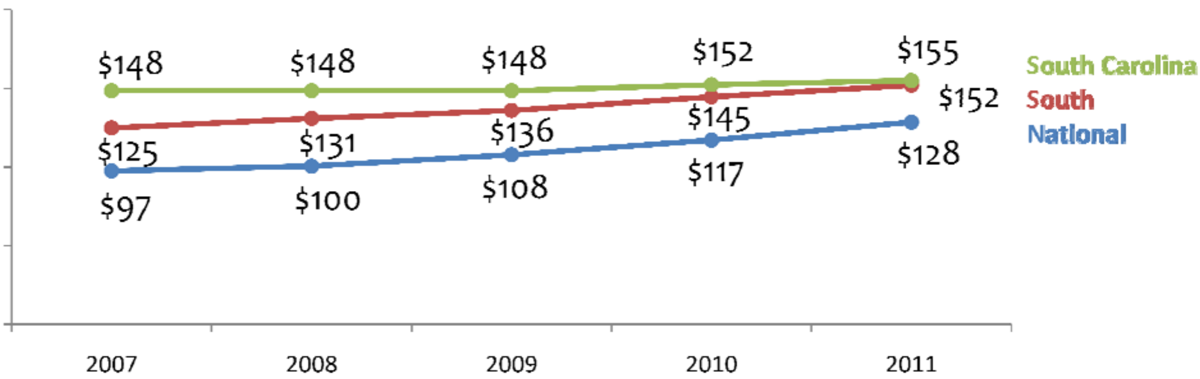
SC.gov – Millions of State Funds Collected



This chart reflects the total amount of state funds collected (in millions) by the state's official website, SC.gov, since the portals inception in 2007. During FY 2010-2011, SC.gov implemented 103 new payment processing services, launched 74 new governmental websites, developed two new interactive applications and assisted state government with cost avoidance of more than $7 million. SC.gov is managed by a unique partnership between the SC Budget and Control Board's State IT and South Carolina Interactive, LLC.

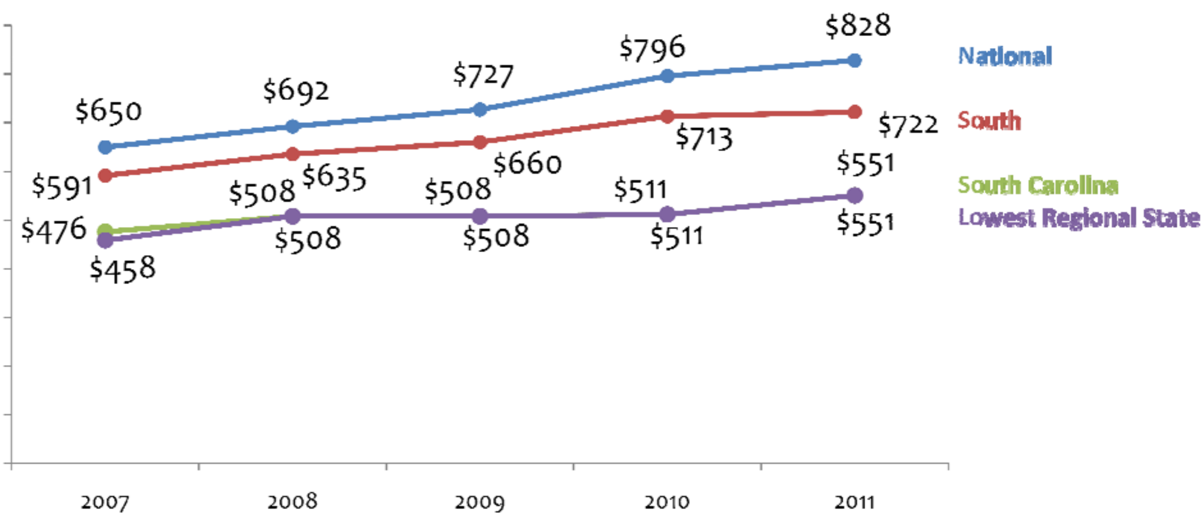
Employee Insurance Program

Average Weighted Employee Premiums Compared with other Public Employee Plans



The employee rate remained unchanged in 2011 with the exception of $40/$60 per month surcharge for tobacco users. The composite rates have been adjusted to reflect the tobacco-user surcharge.

Combined Employee and Employer Average Weighted Premiums

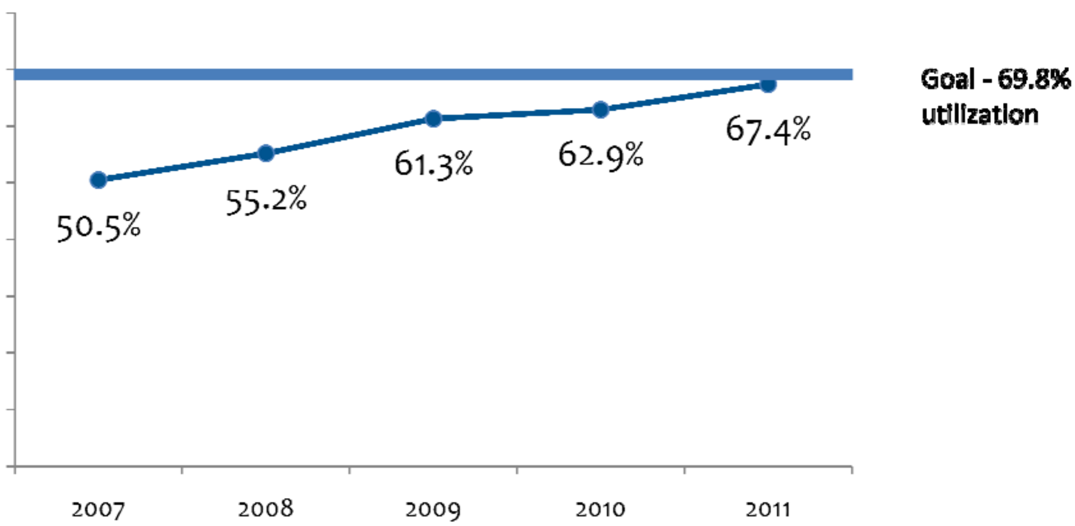


These charts demonstrate that while overall insurance premiums are lower in South Carolina than nationally, plan members here pay a larger share of those costs than do public sector workers nationally.

Employee Insurance Program

To compare rates over a span of several years, the Employee Insurance Program (EIP) applies current enrollment to the previous years to normalize for changes in contract distribution.

Prescription Drug Generic Utilization as a Percentage of all Prescriptions



Generic drugs are medically comparable to name-brand medicines but cost much less. The plan has been encouraging members to use generics whenever possible through pricing incentives and promotion of this alternative. The goal is based upon Medco's average for all government plans it operates. The benchmark is adjusted annually based on the latest market trends.

Hospitals Recognized for Process of Care Measures

Each year, the State Health Plan gives higher reimbursement payments to hospitals that perform well on at least four of the 20 important practices that experts say every hospital should do for common illnesses. Created by the federal Centers for Medicare & Medicaid Services (CMS), the Process of Care measures show whether hospitals perform essential tasks recommended for patients being treated for a heart attack, heart failure, pneumonia or other ailments. The number of incentive winners has grown from seven in 2006. The award winners for this year were:

- Aiken Regional Medical Center
- AnMed Health
- Grand Strand Regional Medical Center
- Greenville Memorial Hospital
- Lexington Medical Center
- Palmetto Health Baptist
- Palmetto Health Richland
- Roper Hospital
- Sisters of Charity Providence Hospitals
- Carolina Pines Regional Medical Center
- Loris Community Hospital
- Palmetto Health Baptist Easley
- Springs Memorial Hospital
- Upstate Carolina Medical Center
- Wallace Thomson Hospital

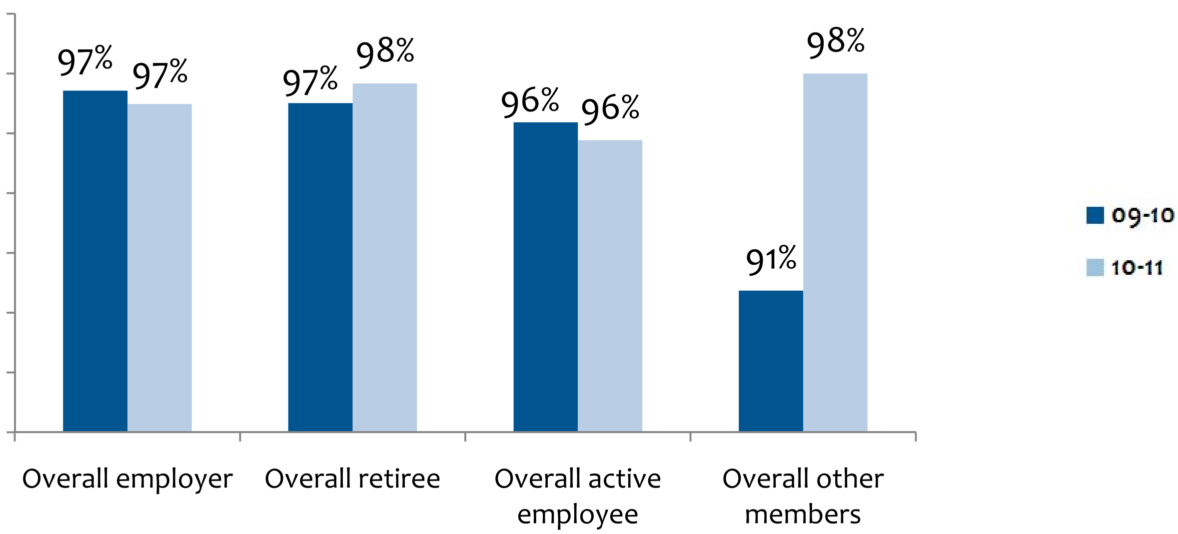
South Carolina Retirement Systems

Established in 1945, the S.C. Retirement Systems administers five defined benefit pension plans for public employees, law enforcement officers, judges and solicitors, members of the General Assembly and members of the S.C. National Guard. The Retirement Systems has a well diversified portfolio with investments ranging from fixed income instruments to international equities and real estate.

- Total number of retirees for all systems: 128,451
- Total number of active employees for all systems: 229,566
- Total annual payroll for annuitants is more than $2 billion.

Newly-hired employees of state agencies, public school districts and institutions of higher education have the choice between a defined benefit plan and a defined contribution plan (State Optional Retirement Program). Participants in the State ORP make their own investment decisions and bear all associated risk. Their retirement benefits are based solely on the balance in their account when they retire. There are approximately 30,000 State ORP participants.

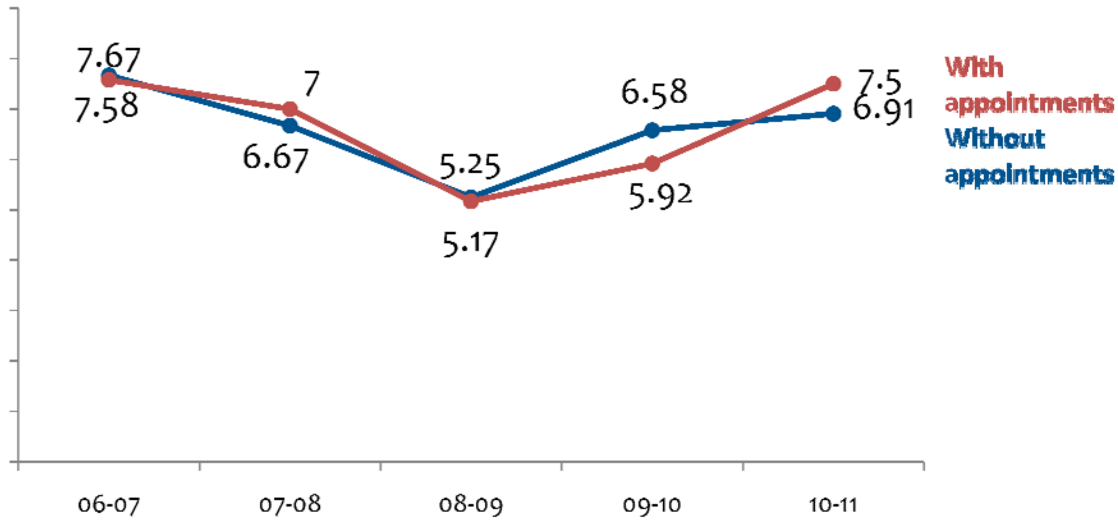
Stakeholder Satisfaction



Stakeholder satisfaction levels were very high in 2010-11 as they were in previous years. Other members include beneficiaries, inactive members and those survey participants that chose not to identify their category.

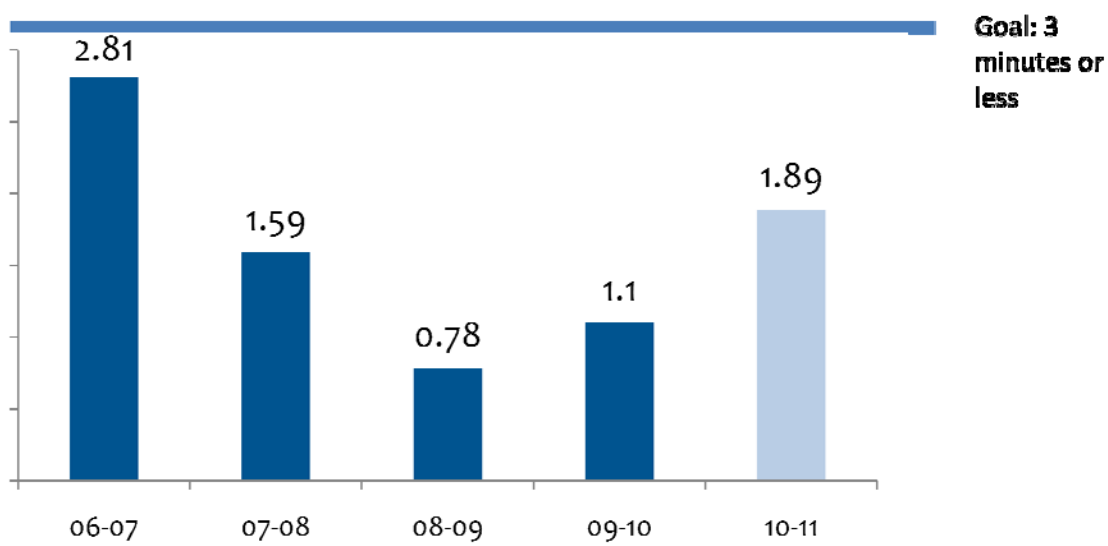
South Carolina Retirement Systems

Customer Intake Center Wait Times in Minutes



This chart shows the average in-office wait time to meet with a retirement consultant for a one-on-one counseling session.

Call Center Wait Times in Minutes

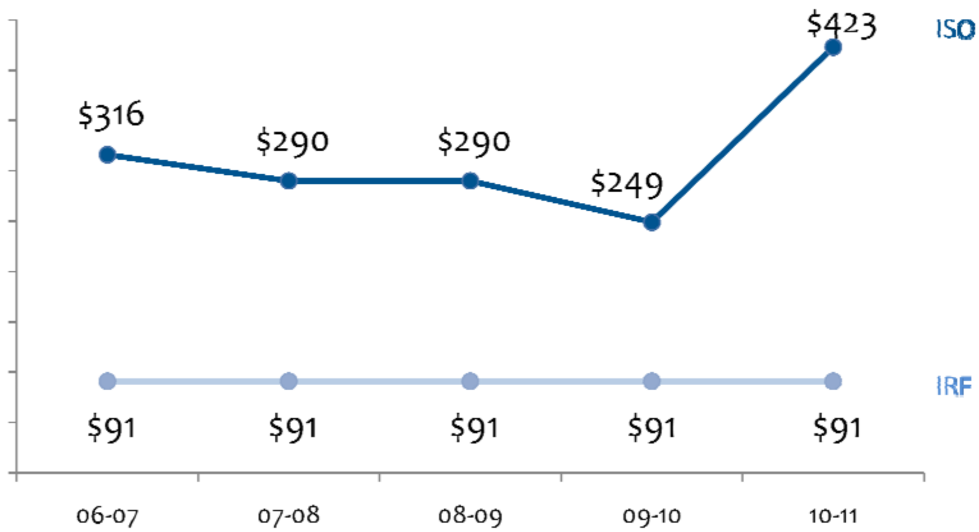


This chart shows the average time it takes for a caller to reach a retirement consultant.

Insurance Reserve Fund

The Insurance Reserve Fund provides insurance to governmental entities at the lowest possible cost. All state agencies must purchase their insurance through the fund. Participation is optional for local governments. The fund uses no agents, brokers or advertising and does not actively solicit accounts. This lack of a profit requirement and related expenses, along with the use of the investment income in rate determination, allows the IRF to maintain the lowest possible cost structure.

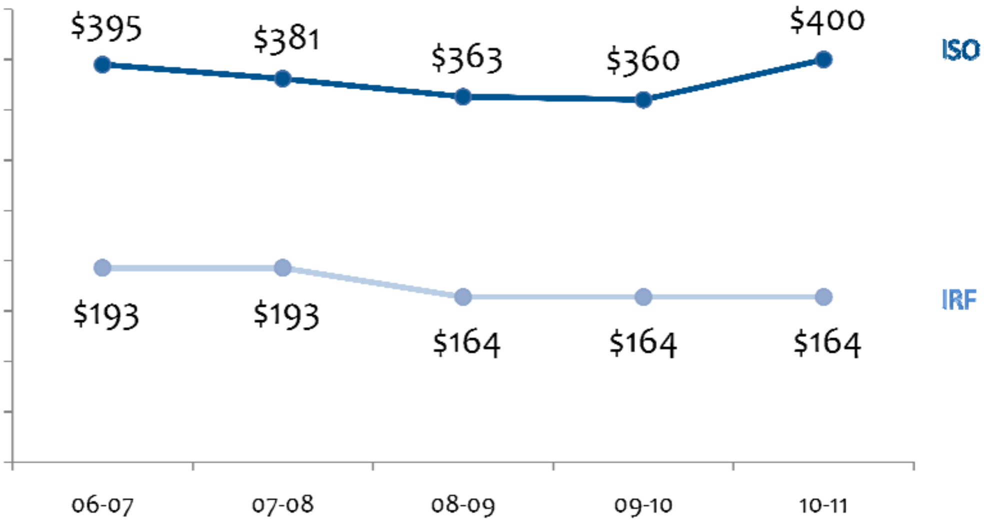
Property Insurance Five Year Rate Comparison to Insurance Service Organization (ISO)
(Rate per $100,000 of Value)



Note: Per the actuaries, this change is primarily a function of hurricane catastrophe modeling. Older models had a narrower impact area along the coast.

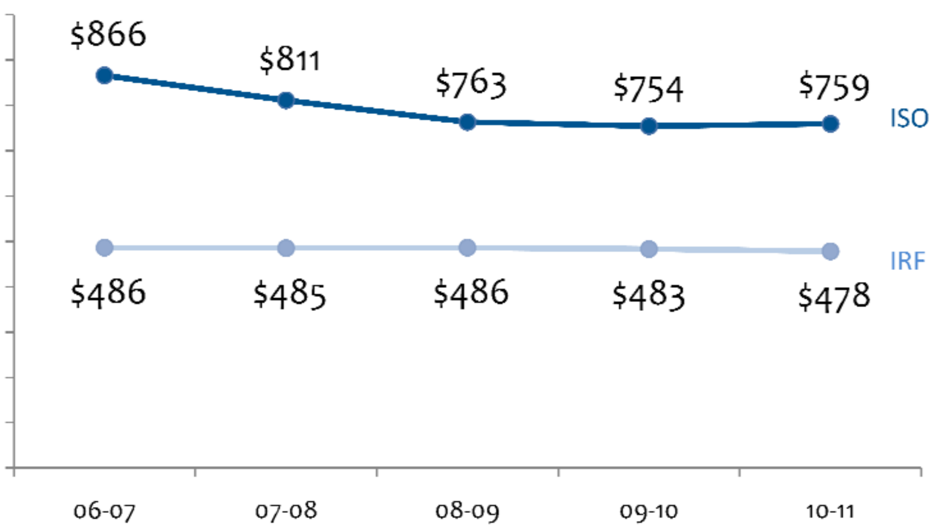
Insurance Reserve Fund

General Tort Liability Insurance Five Year Comparison to Insurance Service Organization (ISO)
(Average Rate per Person)



The Insurance Reserve Fund regularly compares its premiums to data collected by the Insurance Service Organization, the property and casualty insurance industry's leading supplier of statistical, actuarial, underwriting and claims data. The IRF's premiums continue to be well below industry averages.

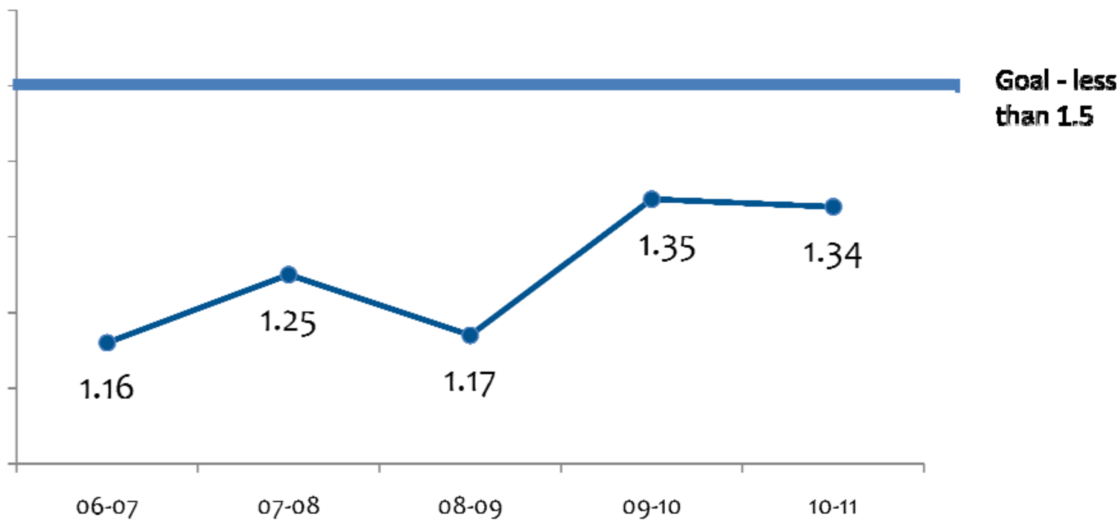
Automobile Liability Insurance Five Year Rate Comparison to Insurance Service Organization (ISO)
(Premium per Vehicle)



The IRF regularly compares its premiums to data collected by the Insurance Service Organization, the property and casualty insurance industry's leading supplier of statistical data. As shown by the chart at the right, the IRF's premiums continue to be well below industry averages.

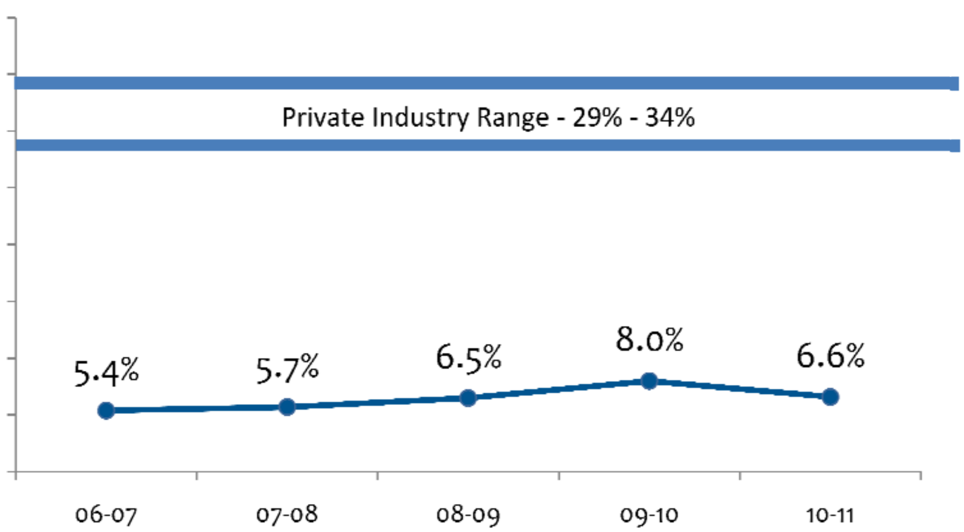
Insurance Reserve Fund

Losses and LAE Reserves to Policyholder Equity
(Ratio)



This ratio is used as a primary measure of financial strength. When the range is no higher than 1.5, assets are sufficient to pay all incurred and projected obligations. The ratio is determined by an independent actuary who considered the risk exposure specific to the IRF.

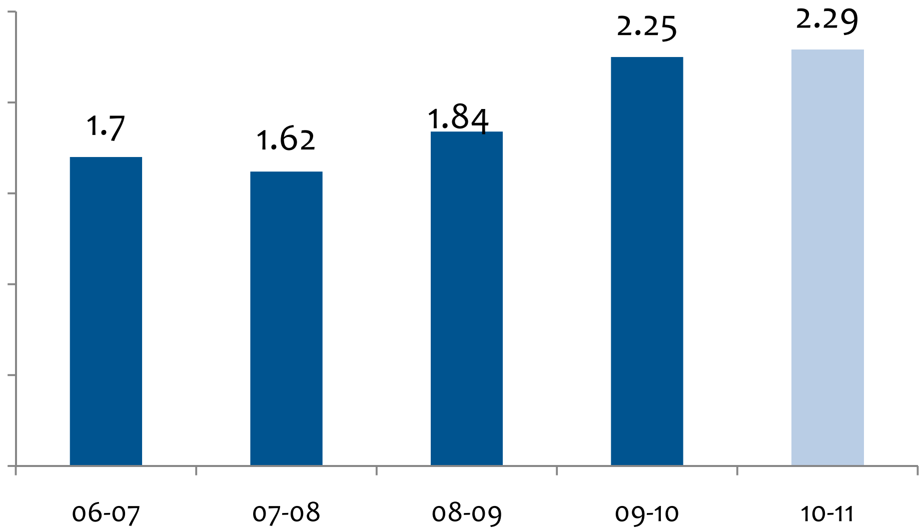
Expense Ratio



The expense ratio for an insurance operation is calculated by dividing the entity's "operating expenses" by written premium. The Insurance Reserve Fund consistently operates with much lower expense ratios than private property and casualty insurance companies because it does not have marketing or profit expenses.

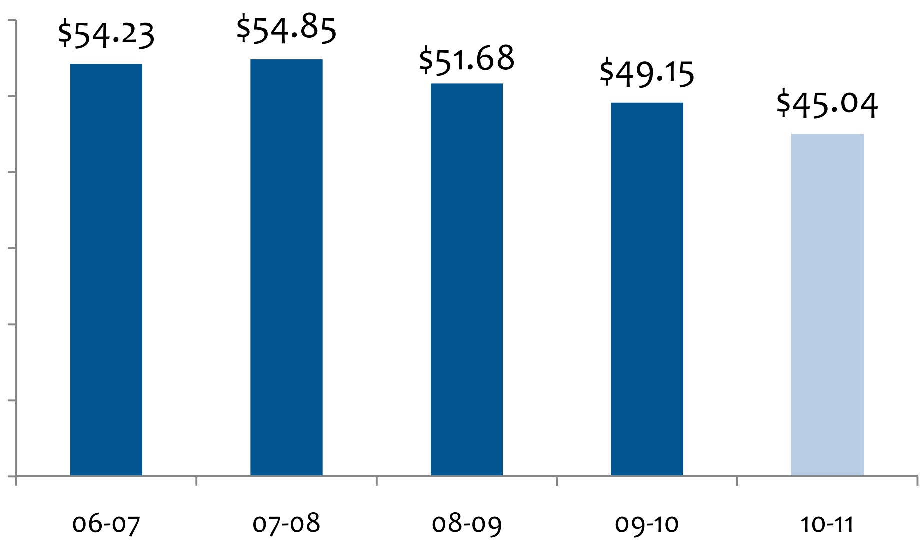
Division of Human Resources

Return on Investment



The Division of Human Resources continued to provide a very positive ROI in fiscal year 2010-11. For every dollar spent on the division's services, the organization returned $2.29. This figure is reached by comparing the cost of the division's services with the federal General Services Administration's contract with a private vendor which has data on the cost of similar services for federal agencies.

Cost Per State FTE Employee



This measure demonstrates how much it costs the Division of Human Resources to serve all of state government by spreading its costs over all the FTEs in state agencies. The cost has consistently declined. The Division of Human Resources is recognized as a model nationally and has the smallest staff in the nation.

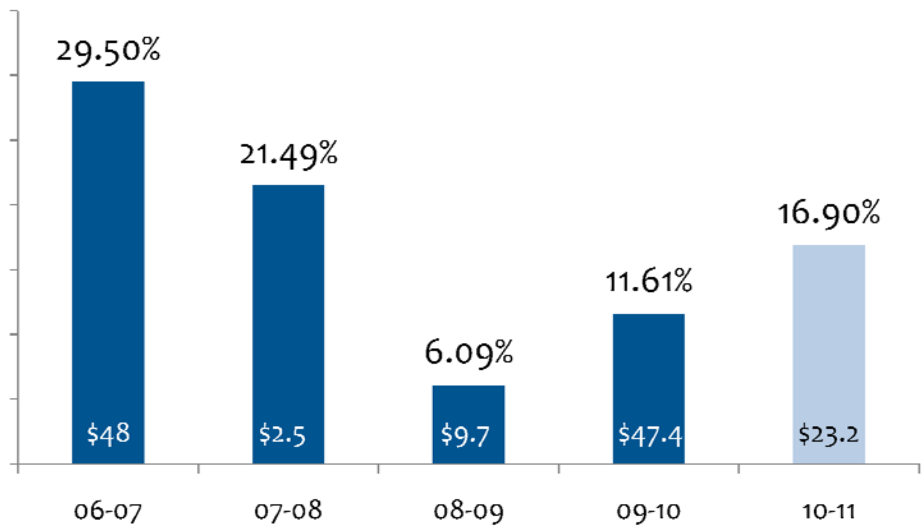
Procurement

State term contracts allow businesses to offer their best prices for a good or service to all of state government for a fixed period of time. Agencies and local governments use these contracts on an as-needed basis. This chart represents data derived two different ways:

1. Cost avoidance data measuring the difference between state term contract pricing and single-buy prices for fiscal year 2004-05 through the first half of fiscal year 2007-08, and
2. Cost avoidance data reported in accordance with the National Association of State Procurement Officials (NASPO) benchmarks adopted by the division starting with the last quarter of 2007-08.

The significant difference in both dollars and percentages you see beginning in fiscal year 2008-09 represents the change to NASPO measures.

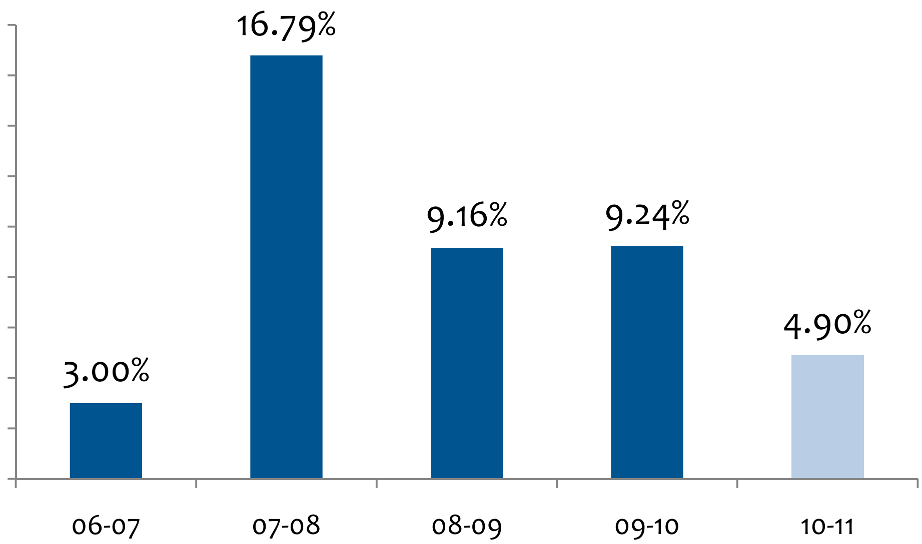
Competitive Spread of Procurements



Beginning in fiscal year 2009-10, data includes a composite of MMO/ITMO procurements.

Procurement

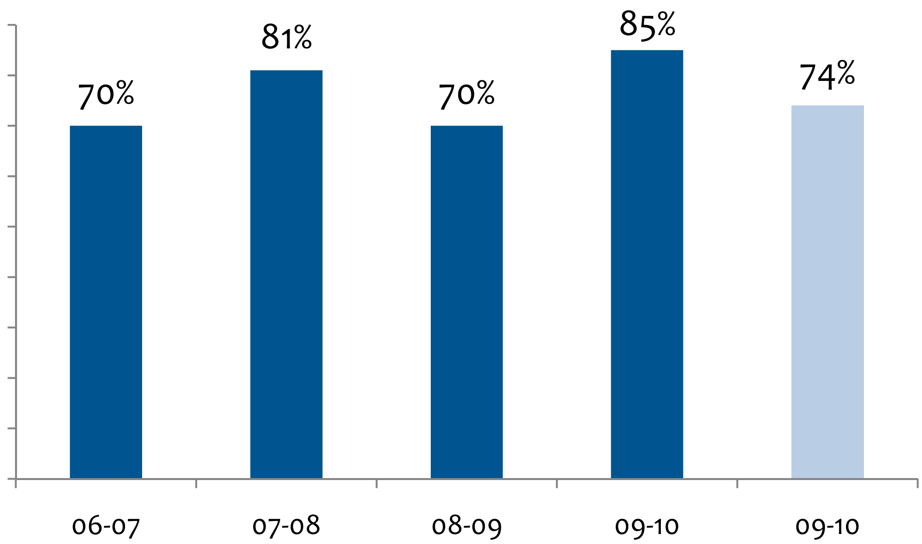
Negotiated Savings and Percent Reduction from Original Bid



The Materials Management Office frequently enters into negotiations with firms that have been initially selected as the winning firm in a state procurement. These continuous negotiations save procuring agencies millions of dollars each year. The amount saved fluctuates based on the size of individual contracts and overall state procurement activity. This function is not required by law but is determined by staff to add significant value for state agencies and local governments.

Office of State Budget

Fiscal Impact Statements Prepared in 14 Days or Less



Fiscal Impact Statements outline the costs of proposed legislation. Prompt completion of these reports ensures that lawmakers have the information they need to make public policy decisions.