ACCOUNTABILITY REPORT
OF THE LEGISLATIVE COUNCIL
OF THE SOUTH CAROLINA GENERAL ASSEMBLY
FISCAL YEAR 2012 - 2013

Accountability Report Transmittal Form

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SECTION I. EXECUTIVE SUMMARY

1. Organization's stated purpose, mission, vision, and values

(a) The Legislative Council's fourfold purpose is to:

(1) provide research, reference, and bill drafting services to the General Assembly;

(2) codify the statutory laws of this State into various publications mandated by state law;

(3) establish and implement all procedures for carrying out the provisions of the Administrative Procedures Act relating to the General Assembly review of regulations and the publication of the *State Register*; and

(4) maintain a legislative library that distributes approximately 1,100 annual supplements to the Code of Laws to various public sector subscribers, and preserves copies of the United States Code, Acts and Joint Resolutions, Senate and House Journals, and various other books, publications, and documents.

(b) The mission statement of the Legislative Council is "To provide high quality bill drafting and legal services to the General Assembly on a timely basis in compliance with the highest ethical standards and to accurately publish enactments of the General Assembly in codified form for use by government, the courts, and the general public."

(c) The vision and values of the Legislative Council include:

(1) compliance with the highest ethical standards required by rule and by law and the performance of duties with integrity and confidentiality;

(2) use of the highest degree of legal skill and professionalism combined with innovative ideas and solutions to members of the General Assembly concerning their respective requests and problems related to legislation and legislative matters;

(3) respect for all employees in our office, the members and staffs we serve, and the institutions of which we are a part;

(4) performance of our work with a pride and a commitment to continuous improvement of our work, and to provide a workplace where employees are justly rewarded for their efforts through material and nonmaterial means.

2. Major achievements from past year

Major achievements by the Legislative Council from the past year include:

(a) efficiently managing major drafting assignments involving ethics reform, the creation of a Department of Administration, cyber security, and a comprehensive revision of the Probate Code, as well as other matters that were the basis of proposals debated during the 2013 session of the General Assembly;

(b) continuing a project that began two years ago to replace each volume of the South Carolina Code of State Regulations with hardbound volumes to reduce the lengthy cumulative supplements of those volumes, resulting in a reduction in the annual code supplement cost;

(c) accomplishing a smooth transition from previous agency management to management under a new director through the institution of deliberate and concerted efforts to train and mentor younger staff by more experience staff;

(d) conducting a comprehensive review of agency operations and using the results of this review to restructure the agency to maximize the efficient use of its resources to a degree that permitted our agency to reduce its total number of FTEs from 46 to 39 while improving delivery of services to the General Assembly;

(e) engaging in joint efforts with other legislative entities serving the General Assembly in an effort to streamline procedures and maximize use of increasingly limited resources, including sharing scarce statehouse office space, and providing additional assistance of Legislative Council staff attorneys to committees not staffed by a committee attorney; and

(f) conducting joint staff training with other General Assembly staff.

3. **Key strategic goals for the present and future years**

Key strategic goals of the Legislative Council for the present and future include continuous improvement in:

(a) timely providing quality research and bill drafting services to the members of the General Assembly and its standing committees;

(b) timely compiling, publishing, and distributing the public statutes of the State of South Carolina including the South Carolina Code of Laws, annual cumulative supplements to the Code, revised volumes of the Code, annual advance sheets of statutes, and the annual Acts and Joint Resolutions of the General Assembly; and

(c) timely and accurately receiving, printing, and distributing the regulations of state agencies required to be submitted to the General Assembly for its review under the Administrative Procedures Act and incorporating them in the *State Register* and the Code of State Regulations after they are adopted or take effect.

4. **Key strategic challenges**

The seven key strategic challenges for present and future years include continuous improvement in:

(a) timely and efficient delivery of services, particularly through the expanded the use of technology;

(b) ensuring accuracy in all print publications and legislative drafting;

(c) maximizing the efficient use of our resources by refining and modernizing our human resources and finance functions;

(d) maintaining high-levels of staff competence, particularly maintaining confidentiality of work product and communications with members and staff of the General Assembly;

(e) effectively coordinating work with other parties with whom we work, especially the staffs of General Assembly committees;

(f) engaging in the comprehensive development of younger staff; and

(g) achieving sufficient funding for the mission of the agency.

5. **How the accountability report is used to improve organizational performance**

The accountability report is used to improve organizational performance in a number of ways. For example, it is distributed or made available to all employees whose input is solicited regarding all duties and functions of the agency. A number of worthwhile suggestions have resulted from this practice. Also, the accountability report and especially the strategic goals stated in it are compared by the senior leaders of the agency against actual performance to determine where the agency succeeded or did not in all cases meet stated expectations. Improvements or corrective action are then made. Finally, through the use of the Baldridge Criteria, input from our customers and stakeholders has been solicited, most recently resulting in the decision to replace the South Carolina Code of State Regulations with hardbound volumes and efforts to improve the processes for preparing acts and prefiling legislation.

SECTION II. ORGANIZATIONAL PROFILE

1. Organization's main products and services and the primary methods by which these are delivered

Pursuant to statutory mandate, Legislative Council provides:

(a) research, reference, library, and bill drafting services to the General Assembly and related public entities;

(b) codifies the statutory laws of this State into various publications mandated by state law and distributes these publications where required; and

(c) receives, prints, distributes, and publishes regulations of state agencies.

2. Key customer groups and their key requirements/expectations

The key customer groups and their key requirements and expectations include:

(a) members and staff of the General Assembly and other agencies of state government in the executive and judicial branches requiring bill drafting services upon referral by members of the General Assembly;

(b) state agencies seeking to promulgate regulations; and

(c) public sector and private sector recipients of the Code of Laws of South Carolina, South Carolina Code of State Regulations, and *State Register* publications.

3. Key stakeholder groups

None other than customers referred to in item (2).

4. Key suppliers and partners

(a) Thomson West Publishing Company;
(b) Xerox and Lanier Corporations;
(c) State Budget and Control Board; and
(d) Legislative Services Agency (LSA).

5. Operation locations

Suite 434 Dennis Building,
1000 Assembly Street
Columbia, South Carolina 29201
and
First and Second Floor, State House
Columbia, South Carolina 29201

6. Number of Employees
32 (all unclassified)

7. Regulatory environment
Not applicable

8. Performance improvement systems
Performance improvement systems of Legislative Council include:

(a) continuously improving our bill drafting procedures to allocate more responsibility to support staff including our law clerk, thereby maximizing the efficient use of staff attorneys who are increasing their legal workload;

(b) working with other legislative agencies to consolidate certain functions we perform jointly with them;

(c) replacing volumes of the South Carolina Code of State Regulations in a less costly and more user-friendly format; and

(d) conducting joint staff training and continuing education projects with the staff of the General Assembly.

9. Organizational Structure
See page 26.

10. Expenditures/Appropriations Chart
See page 27.

11. Major Program Area Chart
See page 28.

SECTION III. ELEMENTS OF MALCOM BALDRIDGE AWARD CRITERIA

Category 1. Senior Leadership, Governance, and Social Responsibility

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 organizational priorities, b) performance expectations, c) organizational values, and d) ethical behavior?

The direction of this agency is set by its governing board which consists of the Speaker of the House of Representatives, the Lieutenant Governor, the Secretary of State, and the Chairmen of the Senate and House Judiciary Committees. The Director of the Legislative Council executes the policies of the governing board in addition to supervising those functions required to be performed by state law. On a weekly basis during the legislative session, the agency rotates attorney-stenographer teams among its work stations throughout the State House complex.

The agency has adopted a number of different procedures to ensure the timeliness and accuracy of its legislative drafting work. First, they agency has begun deliberately pairing less experienced attorneys with more experienced attorneys so as to develop the general drafting skills and specialized legal knowledge of the less experienced attorneys and better position them to learn invaluable institutional knowledge imparted by experienced attorneys. Also, we use a detailed proofreading process which goes far beyond reviewing for typographical and grammatical error to include verification of the accuracy of existing code language being amended by a bill and certain legal authority cited. Finally, recognizing the increasing complexity of human resources and employee benefits, we have created the position of Human Resources Coordinator and staffed the position with an existing employee who recently completed a graduate degree in business administration.

The role of each employee in this process is distinct, unique, and made clear to the employee. Each employee functions at a high level of competence to identify and promptly respond to various matters as they arise. As a small agency, communication concerning matters of importance is achieved through e-mail and in staff meetings as necessary. At all times we emphasize the importance of maintaining the highest ethical standards, particularly with respect to client confidentiality, avoiding conflicts of interest, and the South Carolina Rules of Professional Conduct applicable to attorneys and staff supervised by attorneys.

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

Senior leaders meet routinely during the legislative session to establish goals and work requirements for that week taking into account the needs and requests of the General Assembly to date. Work and staffing adjustments are made to most effectively meet the continuously evolving needs of the General Assembly. All of this is then promptly communicated to staff in the most efficient and practical manner available.

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

Under our mandate we work only for the General Assembly and do not directly serve the general public.

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

Fiscal accountability is maintained through weekly and monthly reviews of expenditures and receipts to ensure accuracy and compliance with existing appropriations. Also, strong internal fiscal controls have been put into place to ensure proper accountability. Legal responsibility is met both by following and implementing outside communications received from the Human Resources Division of the Budget and Control Board and from other entities such as the standing committees and the Attorney General. We also develop our own procedures as required.

After extensive planning and training, Legislative Council joined the SCEIS system on September 3, 2013, to improve efficiency and effectiveness in our financial and human resources functions and improve access by employees to benefits information by use of technology. A team of five staff were assigned to assist with this transition in addition to performing their existing duties.

5. What performance measures do senior leaders regularly review to inform them on needed actions?

Senior leaders frequently review weekly bill introductions, internal work assignments for each attorney, the age of each outstanding assignment, and weekly act ratifications. In the Code codification area, senior leaders review the number of errata sheets necessary per year to correct acts or printing mistakes. We also monitor the number and length of acts forwarded to the print publisher of the code since the annual Code supplement cost is determined in part by the number of pages in the supplement.

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 the organizational values?

Senior leaders constantly encourage and regularly receive employee feedback and outside suggestions. Responses are given immediately and implemented when feasible, and then subsequently communicated throughout the agency. By their actions, senior leaders strive to embody the organization's values and promote those values throughout the organization. Every employee's unique role is valued. Senior leadership values and seriously considers their input on how to improve the agency, particularly with respect to the management of the agency and the delivery of services to the General Assembly.

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

Succession planning is not a matter for this agency but is a prerogative of the governing body of the Legislative Council consisting of five elected public officials. These officials elect the Code Commissioner, who directs the agency. Development of future organizational leaders is a prerogative of the director, who with the assistance of senior management identifies potential future leaders. These potential future leaders receive training and responsibilities both suitable for their present assignments and that will benefit them in future assignments. Pairing experienced staff with less experienced staff has proven beneficial preparation for building potential leaders and continues to be employed.

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

Through employee communications and communications to our legislative leaders through procedures outlined above, our senior leaders are able to create an environment for continuous improvement of our performance and achieve our strategic objectives.

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

Senior leaders communicate with, engage, and motivate our workforce in a number of ways. First, senior leaders lead by example. All senior leaders perform the same functions within their assigned areas as do other similarly situated employees. An example of this is senior leaders/attorneys perform daily and session bill drafting assignments as do other drafting attorneys. Secondly, through hands-on training and coordination sessions with all staff on a weekly basis during the annual sessions of the General Assembly and at other times when needed, an environment for workforce learning is achieved. Finally, because of the joint participation in training and continuing education with the staff of the General Assembly, workforce learning with our employees and for other employees is achieved.

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?

Senior leaders engage our workforce by maintaining an exemplary "open door" policy that encourages staff to approach senior leaders with thoughts and concerns related to the agency. Staff input is valued by senior leaders, and acknowledgment of this appreciation is not only communicated to staff but also demonstrated by the actions of senior leadership in response to this input. Senior leadership is committed to making active use of employee input as a means of continuously improving our agency. Consequently, every member of our staff knows he or she is empowered to make a positive change in the agency. Empowering staff in this manner and encouraging their input through an open door policy and a commitment to using this input to improve our agency motivates our staff to actively engage in the workings of our agency and take pride in its success. Employees are also empowered by being given clear direction but also considerable latitude in the performance of their duties, showing that senior leadership has confidence in the ability of the staff to help the agency achieve its mission.

Promotions and compensation are also used to recognize high performance in work responsibilities, and employee appreciation events and other similar social events are used to provide general recognition of our accomplishments as an office. Turnover in our staff is extremely low and we have many employees with lengthy tenures at Legislative Council, which serves as the best evidence of employee satisfaction. We believe satisfied employees are effective employees, and the culture we have developed here plays an enormous role in maintaining a high level of performance in providing our services to the General Assembly.

11. How do senior leaders actively support and strengthen the communities in which your organization operates?

Senior leaders encourage employees to be active in the community by allowing flexibility in work hours when an employee needs time off to provide a community service and professional service and promoting participation in such community programs as the United Way. We also participate in continuing legal education programs provided at no-charge to state government employees who are licensed attorneys.

Category 2. <u>Strategic Planning</u>

The Strategic Planning Category examines how your organization develops strategic objectives and action plans. It also examines how your strategic objectives and

action plans are deployed, changed if circumstances require, and how progress is measured.

1. What is your strategic planning process, including key participants, and how does it address:

(a) your organization's strengths, weaknesses, opportunities and threats?

Our strategic planning process is developed annually by the Director and senior staff and is submitted annually to the Chairman of the Legislative Council for his review and approval. It accounts for customer needs and expectations through oral and written interaction with members of the General Assembly and the staffs of the standing committees of the General Assembly. Our strategic planning process also addresses strengths and weaknesses identified by them.

(b) financial, regulatory, societal and other potential risks?

Financial areas are monitored through close review of the monthly reports of the Board of Economic Advisors, and any guidance from the Budget Division of the State Budget and Control Board or other applicable entities. Societal concerns are monitored by the Director and senior leaders and communicated to staff. The agency has no regulatory responsibilities.

(c) shifts in technology and customer preferences?

Shifts in technology are the responsibility of the Legislative Services Agency (LSA), which is the agency tasked with providing our computer and information technology needs. Our agency joined the SCEIS system in September 2013 after extensive preparation and training throughout the preceding year.

(d) workforce capabilities and needs?

Human resource capabilities and needs are planned by the Director and key staff within the needs of the agency and within the appropriations made to the agency by the General Assembly. We recently created a Human Resources Coordinator position to address this increasingly complex and important human resources function. We also began deliberate implementation of cross-training to provide secondary support to various staff members who hold unique positions within our agency, which is essential because we are a small agency with some employees performing functions that would be divided among multiple staff members in larger agencies.

(e) organizational continuity in emergencies?

As a staff support agency to the General Assembly our business continuity in emergencies is a part of the overall emergency planning done by the General Assembly which we follow.

(f) ability to execute the strategic plan?

Our strategic planning process affects the agency's ability to execute our strategic plan by allocating resources and management attention to the relevant data and information identified as important in the strategic plan.

2. How do your strategic objectives address the strategic challenges identified in your Executive Summary:

Our strategic objectives address our strategic challenges in a number of ways. First, we are constantly coordinating with LSA to coordinate and upgrade our technology capabilities. Document macros are constantly being reviewed and updated in conjunction with LSA to improve efficiency and capability. Significant changes were made to our bill identification and tracking macro to provide a more informative and meaningful means of identifying and locating legislative documents within our network, and these changes have increased our efficiency by reducing the amount of time needed to locate a legislative document within our network.

Accuracy in our drafting and publication work continues to be improved through constant contact with our print vendors and with colleagues in other states to identify best practices. Timely responses to drafting requests are maintained through constant modifications of our BRASS system, which is our database of all drafting requests. We maintain a high level of visibility in our areas of operation through the involvement or membership of various senior staff in organizations such as the Uniform Law Commission, the Deferred Compensation Commission, and the Constitutional Ballot Commission. Development of younger staff is continuous and proving beneficial as employees with long tenures retire.

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?

We develop plans to address our strategic objectives by using a tracking system that enables us to know at any given moment how many bill and resolution requests we have pending and then on a weekly basis we reallocate drafting assignments to meet these requests. In our code codification responsibilities, we determine on an annual basis the code subscriptions we have and our cost of providing these subscriptions and adjust our inventory accordingly and our pricing to meet this demand within the funds we have available.

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

Our strategic objectives, action plans, and related performance measures are communicated within the agency to employees in a series of meetings to review this progress and make necessary adjustments. Externally, the agency's strategic objectives and plans are available through the General Assembly's Internet homepage at www.scstatehouse.gov/council.php.

5. How do you measure progress on your action plans?

Progress is measured on the action plans by the number of days it takes to process bill requests and whether we have sufficient staff to meet these requests. If we do not have sufficient staff during a particular session or for a particular request of unusual complexity, novelty, or magnitude, we attempt internally through reallocation of funds or externally through requesting additional appropriations to generate additional resources the next session to handle these problems.

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

As stated in Question 5 above, our strategic planning process is evaluated and improved by senior leadership during and after the legislative session to meet the difficulties encountered during that session. In addition, we received valuable input concerning the process and procedures we need to follow to meet these challenges from the members of the Legislative Council and leadership and clerks of the General Assembly.

7. If the agency's strategic plan is available to the public through the agency's Internet homepage, please provide a website address for that plan.

The agency's strategic plans are not on the Internet but are shown here as follows:

Strategic Objective (1)

Provide qualify research, reference, and bill drafting services to the General Assembly.

Action Plan

(1) In November of each year, including those years in which a new General Assembly is elected in even-numbered years, prepare files for each member and solicit their bill drafting requests.

(2) Prepare and prefile if requested bill requests of members of the General Assembly until January.

(3) Begin annual legislative session on second Tuesday in January of each year.

(4) Perform research, reference, and bill drafting services for General Assembly until its sine die adjournment date.

(5) After the end of the fiscal year on June 30, determine staffing and financial needs to accomplish this strategic objective for the next annual session.

(6) Submit beginning in August next budget and other requests and reports based on needs for the next annual session and fiscal year.

(7) Perform research and bill drafting requests as required during the legislative interim until the next prefiling period beginning in November.

(8) Begin prefiling process again in November for the next session's bill requirements (the General Assembly at this point is a continuing body with no intervening elections if it is an odd-numbered year).

(9) Begin next legislative session the following January.

Strategic Objective (2)

Timely edit, publish, and distribute annual supplement to the Code of laws of South Carolina, 1976, and related publications.

Action Plan

(1) Annually negotiate and renew printing contract for code supplement with the third party publisher of the code supplement, Thomson-West Publishing Company, by December thirty-first of each year.

(2) Transmit to Thomson-West beginning in January of each year on an approximately monthly or bimonthly basis advance sheets (copies) of acts enacted by the General Assembly during that legislative session.

(3) The code supplement team of our office headed by the code codification editor coordinates with her counterpart editor at Thomson-West (also an attorney) to

resolve all editorial conflicts in the acts of the General Assembly for that session by September of each year.

(4) Receive CD in December of each year from Thomson-West containing all acts since 1976 merged into one tape from which Legislative Services Agency (LSA) prepares the computer database of the current version of the Code of Laws for placement on the legislative website and for use by the legislative branch during the next session of the General Assembly.

(5) Receive and distribute annual code supplements to public sector recipients entitled to or requesting them from the agency librarian beginning in January of the following year.

(6) Billing by librarian of those public sector recipients receiving supplements of their cost of the supplements based on contractual charges to Thomson-West required to be paid.

(7) Deposit billing receipts in special restricted account which together with appropriated state general funds will be used to pay Thomson-West the required contractual price.

(8) Begin process again for the next year's acts and code supplement.

Strategic Objective (3)

Timely and accurately prepare the monthly edition of the *State Register* and monitor and submit regulations to the General Assembly as required by the Administrative Procedures Act.

Action Plan

(1) Publish the *State Register* on a monthly basis on the fourth Friday of each month.

(2) Changes in regulations, whether by adoption, amendment, repeal or an emergency action must be published in the *State Register* pursuant to the provisions of the Administrative Procedures Act. All documents published in the *State Register* are drafted by state agencies.

(3) Publishing the *State Register* includes compiling, editing and formatting the following documents:

(a) Notices are considered by the agency to have general public interest.

(b) Notices of drafting regulations allow the public an opportunity to comment on agency proposals during the initial drafting period before regulations are submitted as proposed. These regulations must include a statutory authority, notice of drafting, and synopsis.

(c) Proposed regulations are those regulations pending permanent adoption by an agency. These regulations must include a statutory authority, preamble, notice of public hearing and opportunity for public comment, preliminary fiscal impact statement, statement of need and reasonableness, statement of rationale, summary of preliminary assessment report (only if an assessment report was requested by two members of the General Assembly during the drafting comment period), and full text.

(d) Pending regulations submitted to the General Assembly are regulations adopted by the agency pending approval by the General Assembly. These regulations must include a statutory authority, synopsis, instructions, full text, fiscal impact statement, statement of rationale, and a final assessment summary report (only if an assessment report was requested by two members of the General Assembly during the drafting comment period).

(e) Final regulations are regulations adopted by the agency and approved by the General Assembly, or by the one hundred-twenty day automatic approval process. These regulations must include the same items as the pending regulations submitted to the General Assembly.

(f) Final regulations exempt from General Assembly review are adopted by the agency to comply with federal law and are exempt from legislative review. These regulations must include a statutory authority, synopsis, instructions, and full text.

(g) Emergency regulations are adopted on an emergency basis by the agency and effective upon filing for ninety days. They are renewable for an additional ninety days if the original filing begins and ends during the legislative interim. These regulations must include a statutory authority, emergency situation and full text. If the agency refiles a regulation for an additional ninety days, it must include a statutory authority, emergency situation, final assessment report summary (only if an assessment report was requested by two members of the General Assembly), full text, and a statement of need and reasonableness.

(h) Executive Orders are actions issued and taken by the Governor.

(4) After monthly publication, *State Register* file copies must be prepared for South Carolina Department of Archives and History and South Carolina Legislative Council.

(5) During the General Assembly's legislative session, the following actions must also be taken as required:

(a) Maintaining the pending list for regulations submitted to the General Assembly and the committee list of regulations submitted to the General Assembly;

(b) Preparing joint resolutions to approve or disapprove a regulation.

(6) Preparing the billing for *State Register* subscriptions and maintaining and updating the subscription database is required to be performed as needed, generally on a quarterly basis.

Category 3. <u>Customer Focus</u>

The Customer Focus Category examines how your organization identifies its customers, their requirements and the continued relevance of these requirements. It also examines how your organization builds relationships with customers and determines the key factors that lead to their satisfaction.

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

Our customers are determined by the statutory provisions of law and our customers' key requirements are determined through daily and session interaction with them.

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

Our listening and learning methods are kept current with changing customer and business needs through a monitoring of these needs through electronic, written correspondence, and face-to-face means. With respect to members of the General Assembly, this usually happens face-to-face.

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

Our customers are members of the General Assembly and their staff. We are readily accessible to them in person at the State House, by phone, and also by means of electronic communications. The provision of information to them and feedback and occasional complaints from them is not a problem because we get this feedback daily during the legislative session and immediately respond to this feedback.

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

Customer/stakeholder satisfaction and dissatisfaction is measured through solicited comments and communications and is gauged accordingly.

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

Information to customers and stakeholders to improve services or programs is incorporated into the agency's procedures, products, or services to provide the best possible legal products and services. We communicate almost weekly with the Thomson West representative for South Carolina to go over needs, requirements, and results.

Additionally, we receive a number of inquiries from the bench, bar, and constituent groups regarding various questions about the provisions of South Carolina law. As a result, we developed and made available on the Internet the Code of Laws of South Carolina for use by the general public. Finally, we interact daily with members of the General Assembly and their staff, which helps us keep in touch with their needs.

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

Positive relationships with customers and stakeholders are built through daily and session interaction with the General Assembly, and by written and electronic correspondence with public sector and private sector publication recipients. The agency has two state customer groups broadly grouped as (a) the General Assembly and (b) public sector publication recipients.

Category 4. **<u>Measurement, Analysis, and Knowledge Management</u>**

The Measurement, Analysis, and Knowledge Management Category describes your organization's performance measurement system and how your organization selects, aggregates, analyzes, and reviews performance data and information, and how it manages its information technology. It examines how your organization reviews and uses reviews to improve its performance. It also describes how the organization manages, transfers, and maintains the accumulated knowledge possessed by its workforce in the form of information, ideas, learning and understanding, memory, insights, work skills, and capabilities.

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?

As agency operations, processes, and systems are limited to providing legal and research services for the General Assembly and the dissemination of publications, all operations, processes, and systems are measured, and it is not necessary to decide which to measure.

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

Data/information analysis is used to provide effective support for decision-making primarily in the areas of business and finance management through comparative analysis with internal and external sources. Data is generally not relevant in bill drafting other than for staffing needs. We are the lawyers for the General Assembly along with others and not basically managers of data or programs.

3. What are your key measures, how do you review them, and how do you keep them current with organizational needs and direction?

(a) Our key measures are:
- (i) number of bills drafted and introduced;
- (ii) number of resolutions drafted and introduced;
- (iii) number of amendments drafted;
- (iv) number of research requests processed;
- (v) backlog of bill requests;
- (vi) corrections required;
- (vii) staff required to produce bills;
- (viii) staff required to produce resolutions;
- (ix) ratifications enacted; and
- (x) length of publications required containing laws enacted.

(b) They are revised daily and at the end of the session to ensure timeliness.

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

Comparative data and information are selected and used essentially through the acquisition of comparative data and information from other sources in the agency's bill drafting operations (from what other states have done or model legislation) and then used to develop appropriate legislative proposals for South Carolina.

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

Data integrity, reliability, completeness, and availability for decision-making is ensured through development of trained personnel, review by supervisory personnel, and through checks against outside sources. Our computer system may only be accessed through special procedures and all our records and files are secured.

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

This is accomplished through after session or after project analysis to determine what worked and what did not.

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

This is done through systems in place to preserve and reduce to writing organizational knowledge of our staff. For example, we maintain a legislative process training and instructional manual which contains substantial institutional knowledge developed by this office over the years. We also do continuing education training sessions within and without the agency to improve employee knowledge.

Category 5. <u>Workforce Focus</u>

The Workforce Focus Category describes how your organization engages, manages and develops your workforce to utilize their full potential in alignment with your organization's mission, objectives, strategies, and action plans. It also examines your ability to assess workforce capability and capacity needs to build a workforce environment conducive to high performance.

1. How does management organize and measure work to enable employees 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?

This agency is a small agency that provides legal services and research to the General Assembly. Employees are encouraged and motivated through annual reviews and compensation increases based on individual performances and through formal and informal recognition for their performances. Drafting work is assigned by and monitored by senior leaders to ensure an even workload to be performed by employees knowledgeable in that area.

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

We do not have departments because we're a very small agency, but we do work both in the State House and the Dennis Building during the session. Because we are a small agency, our size enables us to communicate to our staff using a general email for minor matters or a meeting of all employees, which can be accomplished in our conference room. We share knowledge, skills, and best practices this way.

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

We hire and recruit both through standard means as well as word of mouth and recommendations from both within and without the agency. Retention is accomplished through training, recognition, and pay for performance.

The greatest barrier we face is twofold. First, during the legislative session the workload is heavy with a number of bill requests going on at the same time. An employee must be able to multitask intensely, so we must take great care to ascertain whether a potential employee can multitask with aplomb and accuracy. Second, as legislative branch employees, our staff members are unclassified. Because unclassified employees do not enjoy grievance rights and are at-will employees, several potential employees who we have tried to recruit declined out of preference for the protection of being classified.

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

All new employees are assigned a mentor with whom they confer about any problems throughout the day. We also assess a potential employee's technical skills very thoroughly during the interview process, and verify their personal and professional references.

With respect to staffing levels, we recently completed a comprehensive review and restructuring of our agency in an effort to maximize the efficient use of our workforce capability, resulting in the elimination of seven FTEs. We have also implemented increased cross-training to ensure our ability to maintain core administrative functions of the agency in the absence of staff primarily charged with providing those functions.

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?

We previously had one employee who functioned as a combination business manager, account and payroll clerk, and human resource coordinator. In recognition of the expansion and increased complexity of these roles, we created a Human Resources Coordinator position to which we transferred primary responsibility of human resources functions, particularly with respect to employee benefits, and have provided appropriate training for this employee.

6. How does your development and learning system for leaders address:

(a) development of personal leadership attributes?

We identify existing staff who possess leadership traits and increase their responsibilities to evaluate and develop their leadership skills.

(b) development of organizational knowledge?

With a number of very senior people still employed by our agency, we are fortunate to have a wealth of institutional and organizational knowledge on our staff. To preserve this, we have tried to reduce this information to paper through our training manual and in other ways like CLE programs to preserve and pass down this knowledge.

(c) ethical practices?

Our attorneys and other staff are subject to the rules of both houses and the laws of this State in regard to ethical conduct and our attorneys in addition must comply with the codes of professional conduct for lawyers required by the canons of ethics. We also reinforce this once a year at a joint meeting regarding such issues as sexual harassment.

(d) your core competencies, strategic challenges, and accomplishment of action plans?

Our core competency in one sentence is to be able to produce legislative drafting requests for members of the General Assembly that are acceptable to them and in addition which meet constitutional, statutory, and precedents and rules of the General Assembly. Accomplishing this requires a team of skilled lawyers and support staff and we constantly work to train, track, and fund this mission. Although the subjects of bills and their emphasis do change every year the process we follow from year to year is basically the same and we construct our action plans accordingly.

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

This agency has invested considerable resources, effort, and expense to develop a training and drafting manual for internal use. A strong effort to achieve diversity has been undertaken in hiring and new employees are given a mentor to whom they may discuss questions or problems. Lastly, safety training is accomplished through an annual review of safety inspections including procedures and routes required in the case of fire or other evacuation and attendance of related Homeland Security meetings by our Emergency Coordinator.

8. How do you encourage on the job use of new knowledge and skills?

If an employee has new knowledge or skills we try to put them in a job position to best use them. We also encourage all employees to share tips on better ideas about how to do something and we get many during each week of the legislative session. Collaboration has been critical to our progress and ultimate success in keeping pace with evolving technology.

9. How does employee training contribute to the achievement of your action plan?

Employee training contributes to the achievement of our action plan by bringing all employees information about the contents of the action plan and through training the tools to accomplish it. This employee training includes individual training to new employees each fall (this is when we bring in new employees) as well as continuing legal education training to our lawyers and other lawyers in the General Assembly at continuing education seminars to which we contribute. Secondly, our SCEIS transition team has undergone extensive training to ensure a smooth transition to the SCEIS system. Finally, an employee promoted to a newly-created position of Human Resources Coordinator has attended numerous related courses offered by the State.

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

Evaluation of the effectiveness of our workforce and leader training is done by our senior leadership together with key members of the General Assembly including those on the Legislative Council. Ultimately, our effectiveness is measured by the satisfaction of the General Assembly in the delivery of our services.

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

Our employees are motivated to develop their full potential through merit based compensation adjustments, nonmonetary recognition, and reviews done at least annually to identify the employees strengths in those areas, and those that may need improvement.

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?

Senior leadership maintains an open-door policy to encourage staff feedback. Additionally, a number of formal and informal assessments and measures are used to ensure employee well-being, satisfaction, and motivation. These include a procedure for employee suggestions as well as a procedure for appropriate supervisors to brief all employees on key activities of the agency. As part of our restructuring efforts, we have attempted to reassign employees to work responsibilities identified as more appropriate for their skills, which should increase the satisfaction of those employees by reducing frustration and stress caused by having work responsibilities that are less compatible with their skills.

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

This agency again performs legislative drafting and legal work for the General Assembly and what is required to do this is a skilled group of lawyers and support staff. We have recently established management roles for two experienced attorneys and we make a concerted effort to identify and promote employees who have shown leadership potential to supervisory positions and reward them financially for accepting added responsibilities.

14. How do you maintain a safe, secure, and healthy work environment? (Include your workplace preparedness for emergencies and disasters.)

We maintain a safe and healthy work environment through constant inspections and improvements to ensure employee safety in many areas. In regard to employee physical safety, mechanisms have been developed in consultation with House and Senate Security to ensure the safety of all employees and their property while working at any hour. A healthy work environment is ensured through similar procedures including the monitoring of radon levels in the State House in areas where employees are located in spaces with large granite blocks. Preparedness for emergencies and disasters is accomplished through such things as fire drills and emergency procedures to ensure employees are knowledgeable in these areas.

Category 6. Process Management

The Process Management Category examines how you organization determines its core competencies and work systems, and how it designs, manages, and improves its key processes for implementing those work systems to deliver customer value and achieve organizational success and sustainability.

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?

We don't determine our core competencies; rather they are determined for us by the requirements of state law setting out what we must do. See also answer to Category 5, Question (6)(d).

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?

We have designed our bill drafting procedures to ensure timeliness and accuracy. First, a staff member, often our research director, receives the request, which is then forwarded to the attorney who is most familiar with the subject matter of the proposed legislation. The staff attorney then proceeds with drafting the bill, which often involves obtaining additional information from our research department or additional consultation with relevant committee staff. Next, the attorney prepares an initial draft of the bill, which is then reviewed by another attorney who may offer suggestions concerning form, content, or both. If the reviewing attorney provides such feedback, the drafting attorney considers the feedback and may act upon it, after which the bill is submitted to our proofreading department. The proofreading department not only checks for routine grammatical and spelling errors, but it also notes where the bill fails to comply with our internal drafting standards and verifies the accuracy of existing code language being amended by a bill and certain legal authority cited.

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?

Our mission does not generally change because it is set by statute and not by policy determinations of a decision-maker. With this said, some requirements of our mission may be modified by the General Assembly by law. For example, new requirements for impact statements were recently added to the process under which state agency regulations are approved. Using our institutional knowledge, we incorporated these changes into the drafting manual for regulations that we publish and disseminated this to our subscribers electronically so that it could be used by them most effectively.

We also from time to time are required to modify some policies or processes as a result of court decisions. These decisions are incorporated into our processes as required.

All technology used by this agency is provided by LSA, so any improvements to the technology delivery system of this agency are handled by LSA.

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

The day-to-day operation of key production/delivery processes ensuring the meeting key performances requirements are essentially monitored through the bill introduction sheets of both the House and the Senate to ensure accuracy and correctness of all documents produced not only by this agency but by both the House and Senate as well. Indexing is done on a daily basis by our indexing department and provided to LSA which prints the Legislative Digest as an aid to drafting legislation.

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

The products and services this agency produces are bill drafting services for the General Assembly and related matters and these are evaluated internally and externally through peer review and by review of appropriate members of the General Assembly.

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

Key support processes to achieve and ensure better performance are updated daily and periodically through such things as constant updating of House and Senate rosters and addresses, constant updating and modification of publication recipients, and close review of applicable court decisions.

We have several key support processes in our bill drafting procedures. We developed and use a computer tracking system for all our bills keyed to the names of individual members of the General Assembly so we can access this information immediately. Secondly, we maintain cross-indexed files to provide accurate references to all work products. Also, we have at least three different checks that a bill goes through in our system to ensure accuracy and correctness.

Key supplier interactions to improve performance are managed through constant verbal, electronic, and written contact through the personnel in this agency assigned such duties and the supplier involved in the performance of those duties.

Each fall after the General Assembly has adjourned, the print publisher of the 1976 Code transmits to us computer data known which we use to make editorial decisions concerning the content of the annual cumulative supplement to be distributed that December. This also helps ensure the accuracy and correctness of our publication.

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

These needs are determined by the senior leadership annually (See Category 2(7); Strategic Objective Action Plan #1 Item (5)). Thereafter, these fiscal needs are communicated to our governing body members in the General Assembly and to the Governor and appropriate committees through the requisite procedures.

Category 7. <u>Results</u>

The Results Category examines your organization's performance and improvement in all key areas: product and service results, customer focused results, financial and market results, workforce-focused results, process effectiveness and leadership and social responsibility results. Performance levels are examined relative to those of competitors and other organizations providing similar programs and services. Information is typically displayed by the use of performance measures.

Quantitative measures may be supplemented by a discussion of qualitative measures where appropriate; however, every effort should be made to use appropriate quantitative measures that can be charted to show trends and comparisons to benchmarks.

1. What are your performance levels and trends for your key measures of mission accomplishment/product and service performance that are important to your customers? How do your results compare to those of comparable organizations?

Performance levels and trends for customer satisfaction are difficult to quantitatively measure because of the nature of what we do and whom we serve (the General Assembly and not the general public). We often receive letters of thanks from General Assembly members and staff each year and occasionally receive a complaint or concern which we handle immediately. Each year we review our operations from the previous year to determine where to make improvements, and each of our attorneys calls on their counterparts at the various standing committees for coordination of our mutual efforts. Finally, we of course each year communicate with the members of the General Assembly to solicit their work and ideas for the upcoming session.

In our code codification work, we have written the public sector recipients of the code identifying their code publication needs and this has resulted in substantial savings in code supplement costs as evidenced by chart contained in 2(B)(2) of Category 7.

There are no comparable organizations in this State but we constantly compare our systems and procedures at summer meetings and by direct contact throughout the year to ensure we are using best practices.

2. What are your performance levels and trends for your key measures on customer satisfaction and dissatisfaction (a customer is defined as an actual or potential user of your organization's products or services)? How do your results compare to those of comparable organizations?

The performance levels, trends, and results for each mission as enumerated in Section I, Item (1) are as follows: 1336

(A) Research, Reference, and Bill Drafting

(1) This office during fiscal year 2012-2013, including the 2013 Session of the General Assembly, produced several thousand documents, including bills, amendments, and resolutions, which resulted in approximately 2,144 bills and resolutions being introduced, marking an increase of approximately 60.5 percent from the previous year. Also, we ratified and enrolled 123 acts during the 2013 session, and this number is expected to increase in 2014 because it is the second year of a two-year session and due to the large number of legislation introduced in 2012 that may be acted on in 2013.

(2) During fiscal year 2012-2013, the legislative research section handled approximately 1,164 research requests from members, their staffs, agencies and other parties with whom they were working, and constituents. These requests concerned the laws of this State or what actions the General Assembly has previously taken on certain issues. These requests were responded to both verbally and in writing on a timely basis.

(3) The Index Supervisor function in the research section involves the preparation of an index of the bills and resolutions introduced during a particular session of the General Assembly. This index is updated daily during the session to reflect introductions of the previous day, and serves as the basis for the Legislative Digest prepared by LSA and all other indices reflecting the legislative actions of the General Assembly during a particular session. The index for the 2013 session of the General Assembly contained in the latest 2013 Legislative Digest consists of 533 pages. This function is performed by a staff member who also has been given additional responsibilities as our newly created position of Human Resources Coordinator.

(B) Code Codification

(1) Quantifiable performance measures of this mission include the timely meeting of all deadlines set by contract and by statute, high editorial quality of the compilation of the public statutes, and a low cost of accomplishing this objective. For example, beginning several years ago and continuing into the current fiscal year, the Council in conjunction with the print publisher of the 1976 Code began a process to provide replacement volumes for the largest volumes in the Code with a goal of reducing the cost of the annual cumulative supplements. As noted under the Legislative Library, this year 1,088 copies of the annual cumulative Code supplement are distributed to the public sector recipients.

(2) The following chart indicates the agency's expenses with regard to the preparation of the annual code supplement over the past five years. We have reduced

these expenses substantially during this period. The total Code expense for 2013 was $140,098.13. It was a drastic drop in expense because we finished replacing all of the Regulation volumes. The agreement with our publisher provides that we are charged on a per page basis for annual supplements but are not charged for when we replace an old volume of the code with a new, updated volume. Consequently, we received a considerable savings in 2011-2012 and again in 2012-2013 by replacing our lengthy supplements for the Code of State Regulations with new volumes over that period. However, we expect the code supplement to being increasing again over the next few years as the page count of the supplements increase.

Code Supplement Expense

2013	$145,035
2012	$183,016
2011	$252,128
2010	$279,096
2009	$293,341

(C) The *State Register:*

(1) (a) The *State Register* was established in 1977 when the Administrative Procedures Act was enacted.

(b) The work of this office involves the establishment and implementation of procedures for carrying out the provisions of the Administrative Procedures Act relating to the publication and distribution of the *State Register*. Twelve issues and an annual index are published each fiscal year. The total number of pages published for Fiscal Year 2012-2013 was 1,340. Electronic online subscriptions have been available free of charge since September of 2012, having previously only been available free of charge to clerks of court, county libraries, state agencies, members of the General Assembly, and state libraries. The annual subscription fee for a hardcopy subscription is $100. There are a total of thirty-three subscribers to the *State Register*, of whom two are government subscribers and thirty-one are non-government subscribers.

(c) The work of this office also involves the establishment and implementation of procedures for carrying out the provisions of the Administrative Procedures Act relating to the submission of regulations to the General Assembly. The *State Register* editor prepares indices of approved regulations of the Acts and Joint Resolutions, edits the Standards Manual for Drafting and Filing Regulations, and maintains a database.

(d) The number of documents processed by the *State Register* during fiscal year 2012-2013 is:

Proposed regulations		83
Emergency regulations		10
General Assembly review		61
Approved	37	
Disapproved	0	
Withdrawn	6	
Pending	16	
Total		154

(e) In an effort to reduce the costs of paper, printing, and postage to the State, the *State Register* is no longer available to members of the General Assembly, officers, and employees of the State or state agencies, clerks of court, and county libraries in a hardcopy format. These nonpaying subscribers are given online access by means of an access code to the *State Register* through the South Carolina Legislature Online website. In addition, paying subscribers are offered electronic subscriptions in addition to, or in lieu of, the printed format.

(2) The following chart indicates the number of state agency regulations filed and approved by the General Assembly over the past five years. Excluded from this are emergency regulations and regulations required for federal compliance which do not follow the normal approval process. The number of state agency regulations from year to year remains fairly constant.

	Regulations Introduced	**Regulations Ratified**
2013	83	37
2012	87	56
2011	37	19
2010	44	39
2009	72	55

(D) Legislative Library:

(1) The Legislative Library maintains a comprehensive legislative library for use by the General Assembly. In addition, the Acts and Joint Resolutions, the House and Senate Journals, legislative digests, and other historic and legislative publications for each session of the General Assembly dating back to the early 1800's are maintained. The United States Code Annotated as well as other state and federal publications also are maintained.

(2) This year the Legislative Library distributed 1,088 copies of the annual cumulative supplement to the public sector recipients.

(3) There are no comparable organizations in this State but we constantly compare our systems and procedures at summer meetings and by direct contact throughout the year to ensure we are using best practices.

3. What are your performance levels for your key measures on financial performance, including measures of cost containment, as appropriate?

Legislative Council achieves successful financial performance by performing its assigned mission within the funds provided by the General Assembly provides in the annual general appropriations act. The general fund appropriation level for fiscal year 2013-2014 is $3,717,781.

4. What are your performance levels and trends for the key measures of workforce engagement, workforce satisfaction, the development of your workforce, including leaders, workforce retention, workforce climate including workplace health, safety, and security?

Performance levels and trends for the key measures of workforce engagement, satisfaction, involvement and development are measured through increases in employee compensation and in employee retention. Our review of publicly available salary information of public employees in South Carolina indicates that members of our staff are comparably compensated with employees of other agencies.

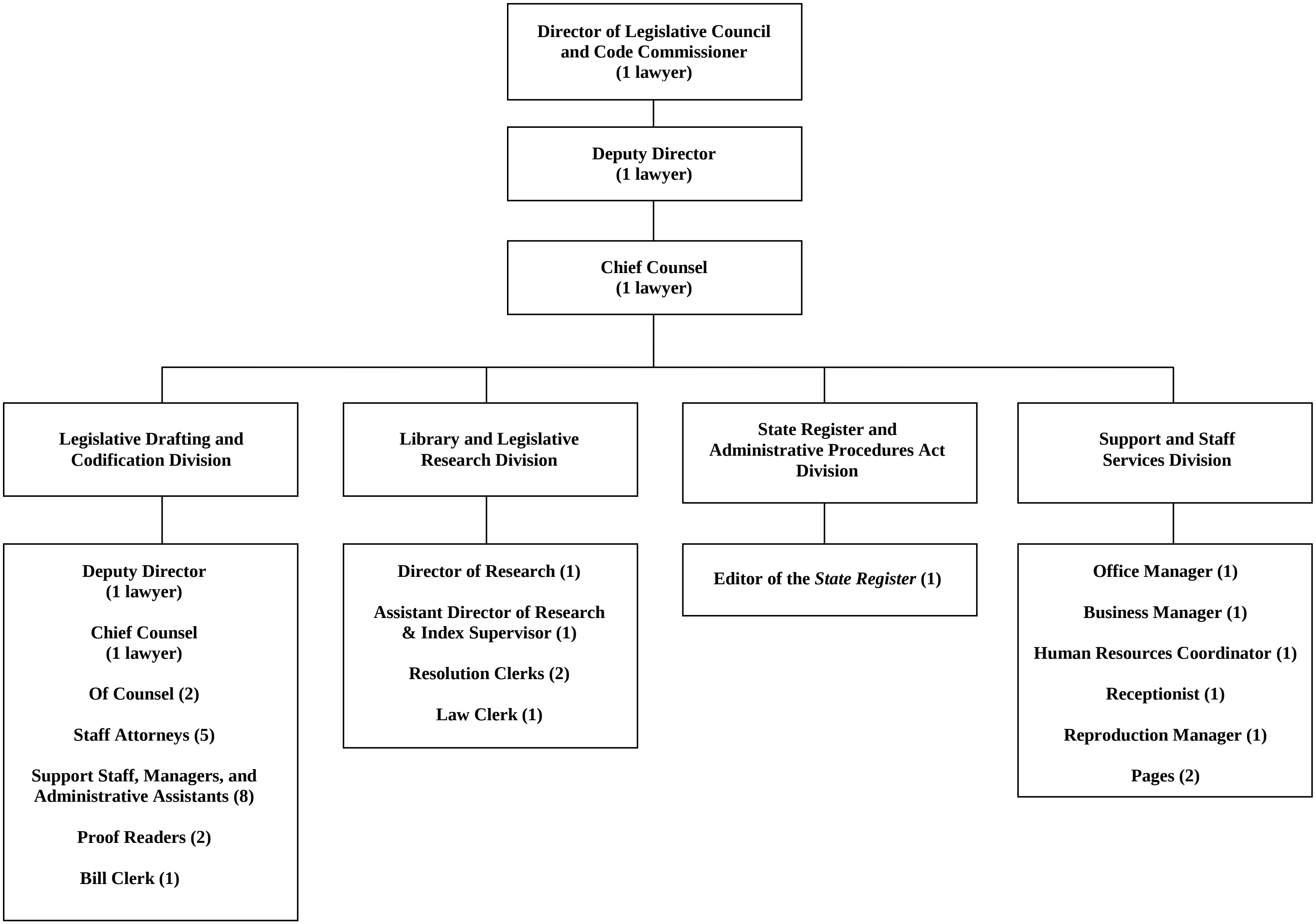
Employee retention is excellent as evidenced by the lengthy tenure of many of our employees and the fact that several retired employees continue to work for the agency after retirement. Workplace health, safety, and security are provided by the sergeant at arms, nurse's staff of the General Assembly, and an employee designated as an office emergency coordinator to coordinate efforts with the OSHA officer and Fire Marshall for our building.

5. What are your performance levels and trends for your key measures of organizational effectiveness/operational efficiency, and work system performance (these could include measures related to the following: product, service, and work system innovation rates and improvement results; improvements to cycle time; supplier and partner performance; and results related to emergency drills or exercises)?

See answers to questions in Categories 4(3), 6(6), and 7(1). However, regarding specific points of the question not otherwise covered we do have periodic fire drills where the response time has been decreased, our supplier performance in the area of copying requirements has been reduced to a period not exceeding twenty-four hours but our legislative and publication outputs each year remain fairly constant because the timeframes and services are set by the General Assembly or by law which we are expected to comply with.

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

This agency has little regulatory or legal compliance issues. Community support is at a good performance level and is rising as previously explained in Category 5.



All positions in the above organization chart are unclassified, so no salary ranges apply because the salary for each position is shown as a line item in our section of the appropriations bill. The source of funding for each of these positions is from state appropriated funds.

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 11-12 Budget Expenditures		FY 12-13 Budget Expenditures		Key Cross References for Financial Results*
1	Legislative Bill Drafting	**State:**	2,486,416.00	**State:**	3,040,245.00	Category 7(3)
		Federal:		**Federal:**		
		Other:		**Other:**		
		Total:	2,486,416.00	**Total:**	3,040,245.00	
		87% of Total Budget:		**92% of Total Budget:**		
		State:		**State:**		
		Federal:		**Federal:**		
		Other:		**Other:**		
		Total:		**Total:**		
		% of Total Budget:		**% of Total Budget:**		
		State:		**State:**		
		Federal:		**Federal:**		
		Other:		**Other:**		
		Total:		**Total:**		
		% of Total Budget:		**% of Total Budget:**		
		State:		**State:**		
		Federal:		**Federal:**		
		Other:		**Other:**		
		Total:		**Total:**		
		% of Total Budget:		**% of Total Budget:**		
		State:		**State:**		
		Federal:		**Federal:**		
		Other:		**Other:**		
		Total:		**Total:**		
		% of Total Budget:		**% of Total Budget:**		

Below: List any programs not included above and show the remainder of expenditures by source of funds.

Remainder of Expenditures: Code Codification #2	**State:**	72,000.00	**State:**	
	Federal:		**Federal:**	
	Other:	183,015.00	**Other:**	145,035.00
	Total:	255,015.00	**Total:**	145,035.00
	9% of Total Budget:		**4 % of Total Budget:**	

Remainder of Expenditures: State Register #3	**State:**	123,432.00	**State:**	123,432.00
	Federal:		**Federal:**	
	Other:		**Other:**	
	Total:	123,432.00	**Total:**	123,432.00
	4% of Total Budget:		**4 % of Total Budget:**	

* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.

Strategic Planning

Program Number and Title	**Supported Agency Strategic Planning Goal/Objective**	**<u>Related FY 10-11 and beyond</u> Key Agency Action Plan/ Plan/Initiative(s) and Timeline for Accomplishing the Plan (s)**	**Key Cross References for Performance Measures**
1	Legislative Bill Drafting	Action Plan/Initiative(s) (a) employ additional proofreaders during session to improve accuracy and speed of completing bills and acts; (b) use technology improvement developed by agency and LSA to increase speed of drafting process; (c) share duties of preparing conference and free conference reports with committee staffs.	Category 7(2)(A)
2	Code Codification	Action Plan/Initiative(s) (a) renegotiate code supplement printing contract with third party vendor to reduce cost; (b) use proofreaders during interim to proofread galleys and replacement volumes.	Category 7(2)(B)
3	*State Register*	. Action Plan/Initiative(s) (a) prepare new *State Register* manual and train agency representatives on requirements of new Administrative Procedures Act legislation; (b) promote distribution of *State Register* by electronic means only to reduce costs	Category 7(2)(C)