

Agency Name: GOVERNOR'S OFFICE EXECUTIVE POLICY & PROGRAMS

Agency Code: D17 Section: 92B



Fiscal Year 2013-14
Accountability Report

Program Template

Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I. Administrative Services	Leadership and Direction for the agency, including administration, finance, information technology, and human resources. This section also provides correspondence services for the Governor's office.	\$ 655,932	\$ 16,853	\$ 127,973	\$ 800,758	\$ 732,156	\$ 12,635		\$ 744,791	1.1.1 through 3.1.3
II.A Children's Services	Provides various children's services including Guardian Ad Litem, Foster Care Review Board, Heart Gallery, Children's Affairs, and Continuum of Care	\$ 2,977,499	\$ 5,222,911	\$ 84,077	\$ 8,284,487	\$ 3,811,141	\$ 5,145,593		\$ 8,956,734	1.1.1, 1.1.2, 1.2.1, 1.2.2, 1.3.1, 1.3.2, 1.3.3, 1.4.1, 1.4.2
III.A Constituent Services	Provides general assistance to constituents, as well as specialized assistance to crime victims, veterans, persons with developmental disabilities, small and minority business owners, and those citizens in need of economic assistance	\$ 944,783	\$ 9,819,303	\$ 48,825,790	\$ 59,589,876	\$ 1,091,392	\$ 7,957,125	\$ 53,164,879	\$ 62,213,396	2.1.1, 2.2.1, 3.1.1, 3.1.2, 3.1.3
IV. Employee Benefits		\$ 1,443,290	\$ 1,506,849	\$ 393,823	\$ 3,343,962	\$ 1,324,181	\$ 1,722,587	\$ 352,156	\$ 3,398,924	1.1.1 through 3.1.3
All Other Items	Special Appropriations for Veterans Cemetery		\$ 338,898		\$ 338,898		\$ (105,661)	\$ 2,403,247	\$ 2,297,586	3.1
		\$ 6,021,504	\$ 16,904,814	\$ 49,431,663	\$ 72,357,981	\$ 6,958,870	\$ 14,732,279	\$ 55,920,282	\$ 77,611,431	

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SUBMISSION FORM

AGENCY MISSION	<p>The Office of Executive Policy and Programs (OEPP) provide administrative and financial services for the Governor's Office, including the Governor's Mansion and Grounds. OEPP also administers programs statutorily assigned to the Governor's Office. These programs serve the residents of South Carolina by providing a wide variety of essential services including assistance to abused and neglected children, children with emotional and behavioral issues, victims of crime, people with disabilities, veterans, small and minority-owned businesses, and those in need of help with home utility expenses. Regardless of the assistance provided, OEPP consistently strives to meet and exceed the needs of every one of its clients. Our motto is:</p> <p style="text-align: center;"><i>...it's about serving people!</i></p>
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Please identify your agency's preferred contacts for this year's accountability report.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
PRIMARY CONTACT:	Carol M. Smoak	(803) 734-0432	csmoak@oepp.sc.gov
SECONDARY CONTACT:	Gary M. Anderson	(803) 734-0560	ganderson@oepp.sc.gov

I have reviewed and approved the enclosed FY 2013-14 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN/DATE):	
(TYPE/PRINT NAME):	Gary M. Anderson

BOARD/CMSN CHAIR (SIGN/DATE):	
(TYPE/PRINT NAME):	

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AGENCY'S DISCUSSION AND ANALYSIS

There have been more family court cases caused by an increase in the number of reported cases of children being neglected and abused. With the increased number of cases comes a requirement of needing more volunteer guardians. There is also a larger number of full-time staff needed to recruit, train, and supervise the increased number of volunteers.

We have experienced a large number of children being placed out of county and volunteers are not willing to accept these cases since they are on a non-reimbursable status. When volunteers turn down these cases we have had no choice but to assign them to a full-time staff member. The purpose of our staff is not to be a paid court appointed guardian. Volunteers are our lifeline to being able to support both the number of cases and children.

With the shortfall of volunteers our recruiting strategy has changed, we started focusing on the counties needing the most volunteer guardians. We have hired a temporary recruiting team which goes into the communities daily providing information, flyers, conducting presentations, briefings, and one-on-one education. Our online inquiries have increased with people requesting information about becoming a volunteer. We now offer numerous training options to meet the needs of our volunteers. The required 30 hour training is being met through several different types of training formats. While recruiting the necessary volunteers we are also focusing on increasing the number of minority and male volunteers to better reflect the population we serve. To increase our volunteer retention rate we are offering more continuing education training opportunities.

Due to the changes in our environment, additional staff are needed to adequately represent the children assigned to us by court order and to maintain the ratio of staff to cases as guided by the National Court Appointed Special Advocate(CASA) for Children network.

The variance in reported crimes affects the State Office of Victims' Assistance (SOVA) workload and total funds paid out. This year SOVA received over 4,000 new claims from victims applying for crime victim's compensation and other benefits with more than \$7.9 million being paid to both the victim and providers. In order to increase our productivity and services provided a new software program is required to manage all case files.

SOVA provided 40 training events and trained over 1,000 participants on victims' rights. There is a maximum payout per crime victim of \$15,000. The leadership and staff will continue to ensure the limited compensation funds are used to maximize services of crime victims. The staff works with various service providers to "forgive" the subsequent "debt" that the crime victim may still owe the provider. Through this process the staff was able to negotiate a total reduction of outstanding debt assigned to crime victims by \$13,167,580.

The South Carolina State Office of Victims' Assistance is well-respected nationally and their staff is in demand. An additional duty has been to assist other states in their programs with the sharing of our expertise. One of our staff members is the 2nd Vice President of the Executive Board of Directors of the National Crime Victims Compensation Association. Several staff members have been requested to speak at national victim service conferences outlining the innovative changes in providing payment for psychological services to victims of crime.

In an ongoing measure to improve the quality of the staff several members participated in the Certified Public Manager (CPM) course, Associate Public Manager (APM) course, and Supervisory Training course, skills for success and high impact presentation courses. The program continues to move forward with their scanning project so we become a paperless operation. Through cross-training and reorganization, we have streamlined the processes time improving responsiveness and the expedition of services. These actions improve community relations and the efficacy of the program.

The South Carolina Veterans Affairs Office operates the only State Veterans' Cemetery located in Anderson, SC. A \$2.4 million cemetery expansion project was completed in June 2014. A project to track all veterans

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located in South Carolina is being reviewed along with being able to track all reservist activated in support of the Global War on Terrorism.

To provide an efficient response time while serving the needs of the constituents this office works very closely with the federal Veteran Affairs office and various veteran groups and organizations. These actions establish a better community relationship and produce the desired outcome of the program. Some of our community relationship events included: Emcee for the Fallen Warrior Luncheon sponsored by Senator Shealy; coordinated with Veteran's Advocacy Council in holding the 5th "Rally for our Veterans" in Columbia, SC; and participated in holding the 60th Anniversary of the Korean War ceasefire. We presented awards to over 1000 veterans in local celebrations; assisted in coordinating a ceremony where the French Consulate recognized seven WWII veterans and the daughter of a deceased WWII veteran with the presentation of France's highest honor; and worked on Operation Palmetto Employment to decrease veteran's unemployment.

The Office of Economic Opportunity (OEO) works closely with 14 Community Action Agencies to support low-income constituents with various services. OEO provides federal funds to these organizations along with oversight of their programs.

OEO had fallen behind on their mandated monitoring visits of the 14 Community Action Agencies. During monitoring visits of specific Community Action Agencies the findings required OEO to spend more focused time investigating and training personnel at those agencies which took away from other Community Action Agencies. This created a requirement to hire an independent CPA Firm to provide monitoring to sub-grantees throughout the state.

The federal government is in the process of implementing a new Omni Circular and OEO must ensure compliance with all the community action agencies. The new circular is requiring training for the OEO staff and all community action agency staff to ensure compliance with the new federal guidelines.

OEO will continue to provide training to community action agency staff and board members. It is through this partnership we build relationships. The most difficult aspect of this relationship building is for all parties to maintain a spirit of cooperation and partnership with the sub-grantees while potentially imposing sanctions for non-compliance. This endeavor will take time, but it can and will be accomplished through continuity of leadership and a trained professional staff. Community relationship is a key to the success of this program.

The Crime Victims' Ombudsman (CVO) office investigated complex complaints and responded to requests for assistance from 570 constituents during FY13-14. The Director conducted continuing education to her employees which resulted in providing an efficient and timely response to the constituents while establishing a positive community relationship.

A new online complaint form was added to the CVO website resulting in an increase in the number of formal complaints the office received. Each formal complaint may require an individual investigation involving multiple agencies, such as law enforcement, prosecutors, courts and detention centers.

CVO continues to improve on the response time by providing liaison services and assistance to constituents. A new software program has increased the accuracy to track data on all cases. With this software program comes an additional expense. Going forward, CVO will utilize this data to target regions and groups in need of training and resources. The goal is to increase their effectiveness to serve their crime victim population and decrease the incidences of victims' rights violations.

CVO conducted site visits and participated in other agencies' victim service events and meetings to foster better community relationships. Twenty-two training classes were conducted for approximately 1,200 individuals. CVO leveraged these relationships by enhancing all parties' ability to serve crime victims in accordance with victims' constitutional and statutory rights. Going forward, CVO will establish new relationships with local, state and national victim service organizations to access resources for crime victims and to publicize our program's unique and progressive process of enforcing victims' rights. CVO is increasing their presence in

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the counties throughout the state and working to provide additional resources in an effect to reduce incidences of victims' right violations.

The Foster Care Review Board continues to build community relationships with every meeting and community project. The 42 Foster Care Review Boards conducted 403 review board meetings and conducted 5,876 reviews for 3,475 children during FY13-14. Thirty-four review boards participated in quarterly county-based partner meetings with representatives from the Department of Social Services, the Foster Parent Association and the Guardian ad Litem program to discuss county specific issues and needs. Ten local review boards facilitated the presentation of the Foster Care Review Board Annual Report to their county legislative delegations. Twenty-two local review boards implemented procedures to communicate regularly with their county legislative delegations about children in foster care in their county. Thirty-five service projects supporting children and the system that serves them were completed by local foster care review board members. These service projects provided many "extras" to the foster care system, and to individual children in foster care who might otherwise not receive the routine things many children take for granted. An objective is to increase both the number of volunteer hours produced by the board members and the number of court hearings they attend. The goal of the Foster Care Review Board is to utilize information obtained through independent reviews of children in foster care to eliminate barriers to permanency.

The South Carolina Heart Gallery, a partnership between the Foster Care Review Board and the South Carolina Department of Social Services continues to work with the communities to provide permanent homes for foster children. Fifty-one photographers donated their time and talents to photograph 221 children in photo shoots. There were 303 public venues featuring children in exhibits. An objective is to increase the number of photographs taken of the children this coming year. There were 109,360 unique visitors to the South Carolina Heart Gallery website that generated 1,222 inquiries from interested families. To provide a more secure computer network for the Heart Gallery web site it will be moved from a private donated space to the secured environment housed within DSIT/DTO.

The Foster Care Review Board continues to look for ways to operate more effectively and efficiently. The Board is in the process of conducting a stakeholder survey to get performance feedback that will set the future framework for goals, strategies and objectives. The Board works closely with the Department of Social Services to share data which will allow both agencies to operate more efficiently.

The Development Disabilities Council (DDC) administers federal grants to non-profit organizations. They provide leadership in planning, funding and implementing initiatives that lead to improve quality of life for people with developmental disabilities and their family through advocacy, capacity building and systemic change. A goal is to process all grant requests in a timely manner and to achieve 90% participation with the Developmental Disabilities Council in advisory meetings. This is where educating these organizations plays a major role in the success of the program. In order for people with intellectual and developmental disabilities and their family members to make informed choices, understand the changes in services, policies and procedures new efforts are being implemented to include: Employment - people with intellectual and developmental disabilities are given the education/training, knowledge, experience, accommodations and supports they need to achieve meaningful community-based employment; Community Supports – individuals with intellectual and developmental disabilities will have increased participation and choices about their community based services and support; Self-Advocacy – partner with self-advocates to strengthen advocacy statewide, provide leadership training to individuals with intellectual and developmental disabilities and increase participation in cross-disability and leadership coalitions; Health – Collaborate with partners and community providers to increase activities to promote the improved health and well-being of people with intellectual and developmental disabilities in South Carolina. Through these efforts we will establish statewide community relationships to improve the desired outcome of the program and to better serve our clients.

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The Office of Small and Minority Business' (OSMBA) supports all 46 counties with two employees. The mission of the Office of Small and Minority Business Assistance is to promote the interest of small and minority businesses as a part of the free enterprise system; thereby, enhancing economic growth and development in South Carolina. OSMBA advocates to ensure that an equitable portion of State procurement contracts be awarded to small and minority contractors. As part of the responsibilities we visit all counties to build relationships, great partnerships, and educate citizens. By visiting all counties, this office will build community relationships through constituent site visits along with training and networking events. Over 100 applications for certification eligibility and more than 100 minority contracting reports from agencies were processed. An objective is to reduce the processing time of applications to less than 30 days. A major benefit to the state has come from the annual trade fair sponsored by both the State Procurement Office and the Office of Small and Minority Business. The event connects vendors to specific procurement employees to educate the vendors on the state procurement process and to allow the vendors to network with other vendors conducting business with South Carolina. We will be conducting more outreach to our stakeholders this coming year.

The Client Assistance Program (CAP) provides persons with mental and physical disabilities information and assistance in securing services leading to employment and/or independent living. CAP has partnered with Vocational Rehabilitation and now trains their new and existing staff monthly. We also are a part of the Commission for the Blind's quarterly trainings. An objective for CAP is outreach to the unserved and underserved communities. Letting groups and individuals know about our programs and how we can assist them is crucial to this program's success. Some of the successes have come through public libraries, churches and high school contacts. Through CAP's education and support we were able to successfully represent a constituent in a fair hearing and we have petitioned Vocational Rehabilitation and Commission for the Blind on behalf of numerous constituents. All of these efforts establish a positive community relationship and improve the services provided to our constituents. In order to improve the response time to the clients served CAPs objective is to complete all cases within 60 days of the release form being signed.

The Continuum of Care (COC) Program is transitioning from Total Care Management to High-Fidelity Wraparound Care. The transition requires an extensive amount of training and the realignment of skill sets for our employees. While maneuvering through the process we have experienced some staff turnover. Wraparound Care requires more parental involvement in the services provided for their children. This concept is new to the parents and at times has been slow to be fully accepted. The data system for billing Medicaid was changed resulting in payments being received in weeks versus months. COC is transitioning to personal mobile devices to capture case notes immediately when a case worker is visiting with the client. This allows immediate and live data to be viewed in the system versus taking written notes and transcribing them into the data base system at a later date. The personal mobile devices will allow us to utilize our web based tools so we can enhance the delivery and availability of services to children and families. DSIT is working closely with us to ensure the data on each personal mobile device remains secured. To meet the goal to improve the health, safety, and welfare of South Carolina's children and families the objective is to reduce the number of days a child is referred to out of home placement. Looking forward we want to serve more children with a wraparound services to meet the clients overall needs. In turn this will increase the quality, effectiveness and efficiency of the system of care to enable children and youth with severe emotional disturbance and their families to successfully transition into less intensive and developmentally appropriate service systems.

For all our programs we strive to be efficient and responsive in serving the needs of constituents in South Carolina. The Office of Executive Policy and Programs is focused on serving people and to do it better than anyone else.

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
G	1			To improve the health, safety and welfare of South Carolina's children and families.
S		1.1		Continuum of Care will support children and youth with the most serious and complex behavioral needs and their families to achieve stability and success in their homes, schools and communities by adopting and implementing high-fidelity wraparound for the state of South Carolina.
O			1.1.1	<i>Train 43 of CoC's 57 staff members to be skilled wraparound care coordinators and achieve 2 coaching certifications for wraparound team leaders and and 8 training certifications for supervisors by 30 June 2015.</i>
O			1.1.2	<i>Through wraparound and the child and family team process, develop Plans of Care to increase family stability and reduce the total number of days for Continuum of Care referrals for out of home placements by 65% by 30 June 2015.</i>
S		1.2		Continuum of Care will adopt and implement a web based tool designed specifically to enable management of Wraparound processes to enhance delivery and availability of services to children and families.
O			1.2.1	<i>Consolidate separate data systems into a single unified, universally accessible data application by 30 June 2015.</i>
O			1.2.2	<i>A web-based tool will be 100% accessible by authorized individuals from any location with Internet access, and from desktop, laptop, or tablet devices, independent from operating systems by 30 June 2015.</i>
S		1.3		The Foster Care Review Board will utilize information obtained through independent reviews of children in foster care to eliminate barriers to permanency.
O			1.3.1	<i>Foster Care Review Board attorneys increase their attendance at court hearings on behalf of children in foster care from 15028 hours to 16500 by 30 June 2015.</i>
O			1.3.2	<i>Foster Care Review Board members will increase the number of volunteer hours donated by atleast 1400 hours by 30 June 2015</i>
O			1.3.3	<i>The South Carolina Heart Gallery will take and post 100 photographs of legally free children who need adoptive homes by 30 June 2015.</i>
S		1.4		The Cass Elias McCarter Guardian ad Litem Program will recruit, train, supervise and retain a diverse pool of volunteers to advocate for abused and neglected children involved in Family Court cases.
O			1.4.1	<i>Implement a marketing plan to attract 100 new volunteers over all. Increase the number of African American trained volunteers from 126 to 130 and increase the number of male trained volunteers from 86 to 98 by 30 June 2015</i>

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Strategic Planning Template

Type	Item #			Description
	Goal	Strat	Object	
O			1.4.2	<i>Achieve increase in volunteer retention from 57 months to 59 months by 30 June 2015</i>
G	2			To be efficient and responsive in serving the needs of constituents in South Carolina.
S		2.1		Expedite services constituents receive and be responsive to constituent inquiries
O			2.1.1	<i>Settle Client Assistance Program cases within 60 days of receipt of the Release Form</i>
S		2.2		Office of Small and Minority Business Assistance reduces wait times for processing applications, site visits and notification of certification status.
O			2.2.1	<i>Help small business owners navigate and complete the certification process in 30 days or less.</i>
G	3			To establish statewide community relationships to improve the efficacy of its programs.
S		3.1		Client Assist. Prgrm, Crime Victims' Omb, Developmental Disabilities Council, Office of Econ. Opportunity, Office of Omb, State Office of Victim Assist. and the Vet Affairs Office exchanges information with other programs and organizations
O			3.1.1	<i>Increase the number of Office of Small and Minority Business Assistance sponsored constituent site visits, training and networking events from 20 counties to 46 counties by 30 June 2015</i>
O			3.1.2	<i>Increase State Office of Victim Assistance constituent awareness and training events from 40 to 45 by 30 June 2015</i>
O			3.1.3	<i>Achieve 90% Developmental Disabilities Council's participation in advisory meetings by 30 June 2015</i>

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Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1	Number of Continuum of Care staff trained as Wraparound Care Coordinators	0	0	(75%) 43 of COC's 57 staff members completed training	July 1, 2014 - June 30, 2015	COC Training and Personnel Records; updated as changes occur	Quarterly and Annually	Compare eligible staff to completion and certification records.	1.1.1
2	Number of Certified Wraparound Trainers	0	0	2	July 1, 2014 - June 30, 2015	COC Training and Personnel Records; updated as changes occur	Quarterly and Annually	Compare eligible staff to completion and certification records.	1.1.1
3	Number of Certified Wraparound Coaches	0	0	8	July 1, 2014 - June 30, 2015	COC Training and Personnel Records; updated as changes occur	Quarterly and Annually	Compare eligible staff to completion and certification records.	1.1.1
4	Total number of days Continuum of Care referrals for out of home placements will decline by 65%	n/a	n/a	65% reduction	July 1, 2014 - June 30, 2015	Contract Database, Individuals' Plan of Care	Monthly and Annually	Progress updated by contractor	1.1.2
5	Consolidate Continuum of Care's three, core database functions into one for the initial implementation of the tool	0%	0%	100% Consolidated	July 1, 2014 - June 30, 2015	Contract Provider	On-going weekly updates to completion	Progress update by contractor	1.2.1
6	Utilize a web-based tool for Continuum of Care that will be accessible by authorized individuals from any location with internet access, and from desktop, laptop, or tablet devices, independent from operating systems.	0%	0%	100%	July 1, 2014 - June 30, 2015	Contract Provider	On-going weekly updates to completion	Progress update by contractor	1.2.2
7	Number of court hearings attended by Foster Care Review Board attorneys	8 Hearings	21 Hearings	42 Hearings	July 1, 2014 - June 30, 2015	FCRB Database, Daily report available	Quarterly, reviewed monthly	Data entered by staff after court attendance. Data aggregated for report.	1.3.1
8	Foster Care Review Board members will increase the number of volunteer hours donated by developing and implementing service projects, attending partners meetings, attending professional development, and presenting the Foster Care Review Board Annual Report to their county legislative delegations.	14173 Hours	15028 Hours	16500 Hours	July 1, 2014 - June 30, 2015	FCRB Database, Daily report available	Quarterly, reviewed monthly	Data submitted by volunteers and entered by staff weekly. Reports generated monthly.	1.3.2
9	Number of South Carolina Heart Gallery photographs taken	294 Photographs	126 Photographs	100 Photographs	July 1, 2014 - June 30, 2015	Heart Gallery Quarterly Report	Quarterly, reviewed as needed	Data submitted by volunteer photographers and entered by staff after photo shoots. Reports generated quarterly.	1.3.3
10	Number of New Volunteers Trained	477	410	511	July 1-June 30	Efforts to Outcomes Data, updated daily	Annually, reviewed monthly	Data entered into Efforts to Outcomes Database by staff members.	1.4.1
11	Number of Male Volunteers Trained	74	86	98	July 1-June 30	Efforts to Outcomes Data, updated daily	Annually, reviewed quarterly	Data entered into Efforts to Outcomes Database by staff members.	1.4.1
12	Number of African American Volunteers Trained	122	126	130	July 1-June 30	Efforts to Outcomes Data, updated daily	Annually, reviewed quarterly	Data entered into Efforts to Outcomes Database by staff members.	1.4.1
13	Increase volunteer retention through case management support and continuing education that improve volunteer performance and enhances positive outcomes for children.	55 months	57 months	59 months	July 1-June 30	Efforts to Outcomes Data, updated daily	Annually, reviewed quarterly	Data entered into Efforts to Outcomes Database by staff members.	1.4.2

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Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
14	Settle Client Assistance Program cases within 60 days of receipt of the Release Form	N/A	N/A	60 days	July 1, 2014 - June 30, 2015	Filemaker/Staff self reporting	Quarterly	Date release received to day of initial contact with appropriate entity	2.1.1
15	Reduction in wait times for processing applications, site visits and notification of certification status by the Office of Small and Minority Business Assistance	45 days	30 days	30 days	July 1, 2014 - June 30, 2015	Records updated as changes occur	Weekly, Annually	Stakeholder is certified in less than 30 days	2.2.1
16	Increase the number of Office of Small and Minority Business Assistance sponsored constituent site visits, training and networking events	N/A	20	46	July 1, 2014 - June 30, 2015	Records updated as changes occur	Weekly, Annually	Compare workshop attendees to quarterly workshop training events	3.1.1
17	Number of awareness and training events coordinated and conducted by the State Office of Victim Assistance	40	0	45	July 1, 2014 - June 30, 2015	Training conducted by SOVA staff and via reports monthly	Monthly, Quarterly and Year end Reports	Data entered into reports by staff	3.1.2
18	Number of advisory meetings Developmental Disabilities Council participates in	N/A	N/A	90%	July 1, 2014 - June 30, 2015	Track participation	Monthly, Annually	Log of meetings scheduled and attended	3.1.3