Fiscal Year 2013-14
Accountability Report

SUBMISSION FORM

AGENCY MISSION	The Department of Consumer Affairs' mission is to protect consumers from inequities in the marketplace through advocacy, mediation, enforcement and education.

Please identify your agency's preferred contacts for this year's accountability report.

	Name	*Phone*	*Email*
PRIMARY CONTACT:	Carri Grube Lybarker	803-734-4297	CLybarker@scconsumer.gov
SECONDARY CONTACT:	Juliana Harris	803-734-4296	JHarris@scconsumer.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):	*[signature]* 9/15/14
(TYPE/PRINT NAME):	Carri Grube Lybarker

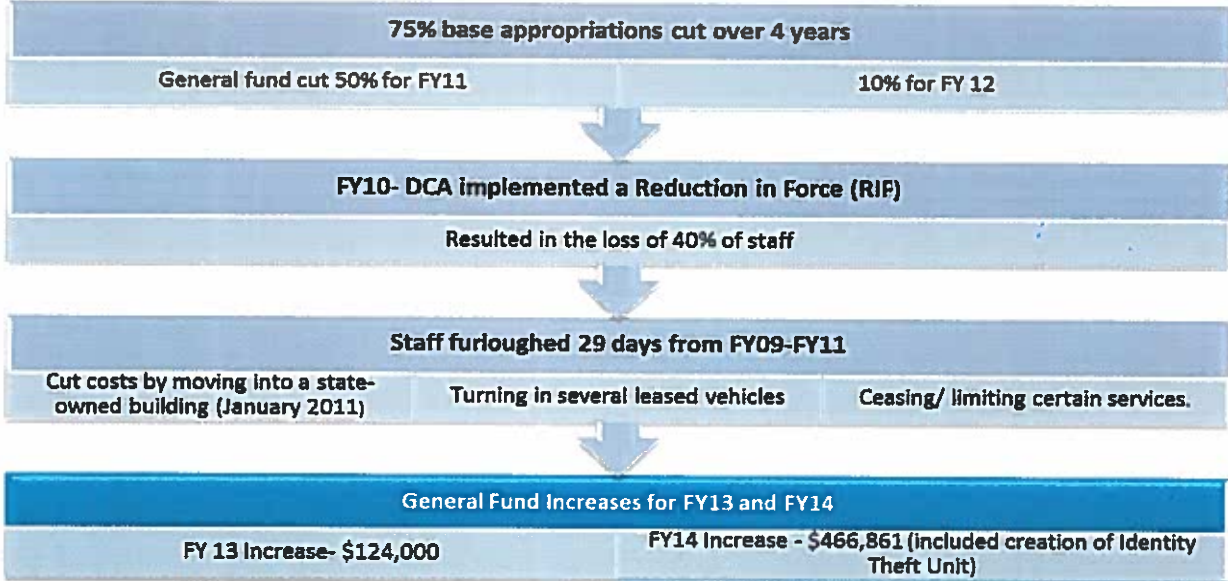| BOARD/CMSN CHAIR (SIGN/DATE):	*[signature]* 9/15/14
(TYPE/PRINT NAME):	David Campbell, Chair, Commission on Consumer Affairs

AGENCY'S DISCUSSION AND ANALYSIS

The South Carolina Department of Consumer Affairs ("DCA"/ "Department") is the state's consumer protection agency. Established in 1974, DCA has over **forty years** of experience in protecting South Carolina consumers while recognizing those businesses that act honestly and fairly.

The Department accomplishes its mission through our diverse divisions by: 1.) acting as an effective regulator, 2.) providing complaint mediation services that are unmatched at both state and federal levels, 3.) saving millions for both consumers and small businesses through insurance rate filing intervention, 4.) serving as an educational portal for consumers and businesses alike, and 5) informing the public on effective ways of preventing and mitigating identity theft situations.

Several external factors affect DCA's ability to accomplish is mission and meet set goals. The financial condition of the industries regulated directly affects the number of filings received and processed, thus revenue collected. Further, the climate of the insurance industry impacts the number of rate filings falling within the agency's jurisdiction for review and corresponding savings resulting from our intervention. Historically, these factors coupled with general fund budgetary restraints have resulted in decreased resources, including overall agency funding, human capital and technological enhancements. Positive movements on all these fronts, however, have been made in FY14.

DCA has seen an abundant amount of change in recent years. The Department experienced severe budget cuts between FY09 and FY12. The budget reductions not only occurred at the General Fund level, with the agency receiving a more than $1.6 million base appropriations cut from FY09-FY12, but other funds decreased as well. The industries regulated by the Department were affected by the economic downturn; thus certain licensee numbers sharply declined. While the Legislature sets the amount of Other Funds the agency can maintain, there is no guarantee such funds will actually be received.

BUDGET BACKGROUND

75% base appropriations cut over 4 years	
General fund cut 50% for FY11	10% for FY 12

⬇

FY10- DCA implemented a Reduction in Force (RIF)		
Resulted in the loss of 40% of staff		

⬇

Staff furloughed 29 days from FY09-FY11		
Cut costs by moving into a state-owned building (January 2011)	Turning in several leased vehicles	Ceasing/ limiting certain services.

⬇

General Fund Increases for FY13 and FY14	
FY 13 Increase- $124,000	FY14 Increase - $466,861 (included creation of Identity Theft Unit)

These budgetary constraints contributed to the agency's inability to hire needed staff, retain qualified personnel or appropriately compensate those whose job responsibilities had grown and who continued to provide superior service. After the implementation of a reduction in force in FY10, DCA went from 68 filled FTE positions to a low of 27 filled FTEs in 2011.The FY14 budget, however, provided DCA with seven new FTE positions. This addition of resources impacted DCA's performance in a positive manner and has increased the agency's focus on providing internal and external training opportunities to ensure the most professional, expert staff. DCA held 14 internal trainings in FY14, almost a 50% increase from the year prior.
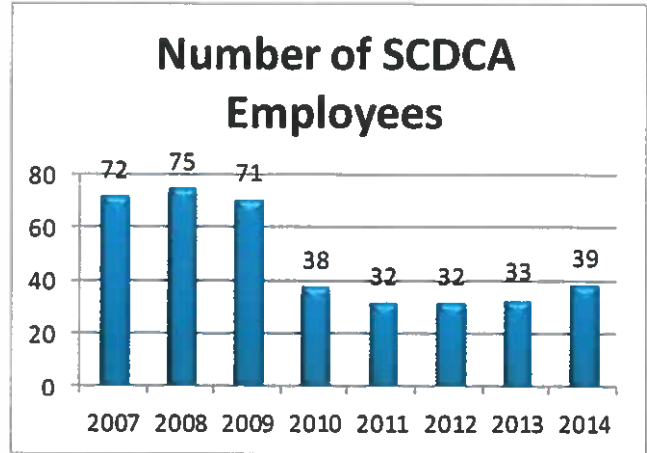
The agency also received funding for the creation of a new Division, the Identity Theft Unit. Four of the seven FTE positions granted in FY14 are in this Unit. Staff spent numerous hours in the hiring, training, and performance of other activities in the development of the Unit to meet a launch date of October 1, 2013. In the first eight months of operation, the Unit answered more than 3,000 phone calls and assisted in securing nearly $100,000 for consumers through identity theft remediation.

The budget trend has also improved from the regulatory, Other Funds perspective. DCA processed approximately 4,000 more regulatory filings than the year prior resulting in an additional $110,000 collected and processed. This is the largest number of filings processed since 2008. The additional applications coupled with changing federal laws incorporated into the Consumer Protection Code made for a challenging environment in FY14 for our Legal Division. DCA prioritized investigator training, with our three road investigators participating in nearly 250 continuing professional education hours in FY14. Further, exams of regulated industries increased 10%.

In FY14, DCA has continued to focus on the utilization of technology to assist in streamlining our statutory duties. The main goal is to arm DCA staff with the tools necessary to enable them to provide efficient and effective services to stakeholders and customers. After years of development, the Department launched an online Complaint System on January 1, 2014. Consumers can now submit, and businesses can respond, to complaints electronically. The System allows for quick and easy submission, tracking and searching of complaints. Users can attach supporting documentation, submit comments to DCA complaint analysts, monitor a complaint status 24 / 7 and research complaints. In the first six months of operation, we have seen a user adoption rate of 60%, resulting in a reduction of copier use by employees. Further, complaint resolution times have been cut in half.

The agency also focused energies on educating businesses on the current licensing programs available online to increase user adoption. Such efforts resulted in the total number of regulatory filing made online jumping from 8% in FY13 to 16% in FY14. Further, the FY14 budget included funding for DCA to secure a new, backend licensing database with web deployment capabilities. An RFI was issued in FY14, and DCA has set a goal for project implementation during FY15.

Also, on the technology front, the agency has continued to leverage social media resources and webinars in the education of consumers and businesses on their rights and responsibilities under the laws within DCA's jurisdiction. These cost effective methods have also permitted agency resources to spend time focused on the quality of our outreach product versus the quantity, as well as partnership building. In FY14, DCA received an Award of Excellence from the International Association of Business Communicators for the agency's Identity Theft outreach campaign.

As a whole, the Department performed in an excellent manner during FY14. Enforcement actions increased, DCA secured nearly $1.8 million dollars in credits, refunds and adjustments for consumers, and several efficiency measures were implemented.   While budgetary constraints have lessened, and great strides made, DCA still identifies gaps in resources that prevent the Department from reaching its full potential. Agency leaders will continue to seek appropriate funding to address such deficiencies, leverage resources in areas of enforcement and education and continue to implement programs to enhance staff expertise and morale.

Agency Name:	Department of Consumer Affairs		
Agency Code:	R28	Section:	080

Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I. Administration	Provides support and planning services to the agency. Consists of four areas: Administrator's Office, Procurement and Accounting, Human Resources, and Information Technology .	$ 101,295	$ 283,345		$ 384,640	$ 191,762	$ 389,539		$ 581,301	1.1.1, 1.1.3, 1.2.1, 1.2.2, 1.3.1-3, 1.4.1, 2.1.4, 2.2.1-4, 2.3.1-3, 3.3.3, 4.1.1, 4.1.3, 4.1.4, 4.2.1-4, 4.3.1-4, 4.4.1-4
II. Legal	Administer, interpret & enforce the S.C. Consumer Protection Code. License, register, and regulate mortgage brokers, pawnbrokers, physical fitness centers, motor clubs, credit counseling organizations, prepaid legal services, athlete agents, the sale of preneed funeral contracts, registered consumer credit grantor, maximum rate filing and motor vehicle disclosure programs.	$ 86,966	$ 731,360		$ 818,326	$ 174,787	$ 896,580		$ 1,071,367	1.1.1-4, 1.2.1-3, 1.4.1, 1.4.4, 2.1.1-3, 2.2.2, 2.3.1-3, 3.1.2-4, 3.2.1-3, 3.3.1, 3.3.3, 4.1.1-4, .2.2-4, 4.3.2, 4.3.3, 4.4.1, 4.4.4
III. Consumer Services and Ed.	Receive and process consumer complaints filed against businesses and provide a voluntary mediation program to resolve the complaint. Educate and inform consumers, making them savvier in the marketplace.	$ 3,296	$ 349,265		$ 352,561	$ 39,305	$ 327,861		$ 367,166	1.1.1, 1.2.1, 1.2.2, 1.2.3, 1.4.1, 1.4.2, 2.1.3, 2.1.4, 2.2.2, 2.3.1-3, 3.1.2, 3.1.3, 3.2.1-3, 3.3.1-3, 4.1.1, 4.1.3, 4.2.2-4, 4.3.2-4, 4.4.1, 4.4.4
IV. Advocacy	To provide legal representation for the consumer interest in matters involving property and casualty insurance and worker's compensation insurance. Regulates professional employer organizations, discount medical plan organizations and continuing care retirement communities.	$ 273,000	$ 122,890		$ 395,890	$ 285,731	$ 94,431		$ 380,162	1.1.1-4, 1.2.1, 1.2.2, 1.1.4, 1.4.1, 1.4.3, 2.1.1, 2.1.4, 2.2.2, 2.3.1-3, 3.1.4, 3.2.2, 3.3.1-3, 4.1.1, 4.1.2, 4.1.4, 4.2.2-4, 4.3.2-4, 4.4.1, 4.4.4
V. Public Information	Inform consumers and businesses on their rights and responsibilities in the marketplace. Increase consumer engagement and business compliance through social media, presentations, media coverage and publications in an effort to raise awareness of the agency and it's available services.	$ 51,000			$ 51,000	$ 51,000			$ 51,000	1.1.3, 1.2.1, 1.2.2, 1.4.1, 2.1.2-4, 2.2.2, 2.3.2, 2.3.3, 3.1.1-3, 3.2.1-4, 3.3.1-3, 4.1.1, 4.1.4, 4.2.2-4, 4.3.1, 4.3.2, 4.3.4, 4.4.1, 4.4.4
VI. ID Theft Unit	Provide education and outreach to consumers on how to deter, detect and defend against identity theft. Assist consumers in mitigating instances of identity theft. Provide education to businesses and agencies on complying with state identity theft laws and otherwise enforces such statutes.	$ -	$ -		$ -	$ 233,250			$ 233,250	1.1.2-4, 1.2.1-3, 1.4.1, 2.1.1, 2.1.3, 2.2.2, 2.3.1-3, 3.1.2-4, 3.2.1-3, 3.3.1-3, 4.1.1, 4.1.2, 4.1.4, 4.2.2-4, 4.3.2-4, 4.4.1, 4.4.4

Type	Item # Goal	Strat	Object	Description
G	**1**			**OBTAIN THE NECESSARY FUNDING & PERSONNEL TO EFFECTIVELY ADMINISTER & ENFORCE THE LAWS ASSIGNED TO THE DEPARTMENT**
S		**1.1**		**Secure sufficient "other funds" for agency operations through licensing and enforcement**
O			*1.1.1*	*Collect and process revenue pursuant to statutes within DCA's jurisdiction*
O			*1.1.2*	*Process required regulatory filings*
O			*1.1.3*	*Secure needed "other fund" FTE positions*
O			*1.1.4*	*Bring necessary enforcement actions*
S		**1.2**		**Secure sufficient "general funds" for agency operations**
O			*1.2.1*	*Obtain general funds sufficient to cover agency expenses not paid for with other funds*
O			*1.2.2*	*Secure needed "general fund" FTE positions*
O			*1.2.3*	*Obtain credits, refunds and adjustments for consumers equal to amount of general funds received*
S		**1.3**		**Assess cost effectiveness of agency contracts and leases**
O			*1.3.1*	*Review contracts and leases annually for cost/ benefit analysis*
O			*1.3.2*	*Maintain telephone cost per employee to $25 or less per month*
O			*1.3.3*	*Keep building rent cost below $400 per employee per month*
S		**1.4**		**Perform statutory duties in an efficient manner**
O			*1.4.1*	*Receive minimal deficiencies in external audits*
O			*1.4.2*	*Track and anlayze complaints and resolutions obtained*
O			*1.4.3*	*Represent the consumer interest in certain insurance matters*
O			*1.4.4*	*Lessen ratio between compliance reviews performed and total investigator mileage*
G	**2**			**DEVELOP & ENHANCE TECHNOLOGY SYSTEMS TO INCREASE THE DEPARTMENT'S EFFICIENCY**
S		**2.1**		**Utilize technology to assist in increasing efficiency in (performance of statutory duties/ or processing filings)**
O			*2.1.1*	*Increase availability of online filing systems*
O			*2.1.2*	*Increase usage of available online regulatory filing systems*
O			*2.1.3*	*Increase usage of online complaint system and processing times*
O			*2.1.4*	*Explore new technologies to assist in performing statutory duties*
S		**2.2**		**Implement technology updates to assist staff in performing job functions**
O			*2.2.1*	*Move agency computer administration and data hosting to DTO by FY16*
O			*2.2.2*	*Increase efficiencies in document management through implementation of scanning system*
O			*2.2.3*	*Update software programs by FY16*
O			*2.2.4*	*Maintain agency network "up-time" of at least 95%*
S		**2.3**		**Ensure staff trainings of new/ updated software and security measures**
O			*2.3.1*	*Staff maintain average security training score of 90%*
O			*2.3.2*	*Review agency security policies annually and provide annual staff training*
O			*2.3.3*	*Provide internal software trainings*
G	**3**			**INCREASE PUBLIC AWARENESS OF THE DEPARTMENT, ITS SERVICES AND ACCOMPLISHMENTS**
S		**3.1**		**Foster existing partnerships and seek out new ones**
O			*3.1.1*	*Conduct at least 20 recalls in conjunction with CPSC*
O			*3.1.2*	*Serve as partner agency in Palmetto Affordable Housing Forum*

Agency Name:	Department of Consumer Affairs		
Agency Code:	R28	Section:	080

Type	Goal	Item # Strat	Object	Description
O			3.1.3	*Participate in joint educational outreach with federal, state and local agencies*
O			3.1.4	*Participate in joint enforcement actions with federal, state and local agencies*
S		3.2		**Engage in traditional educational efforts to decrease consumer risks and increase industry compliance**
O			3.2.1	*Increase presentations by 10%*
O			3.2.2	*Produce consumer and business educational materials*
O			3.2.3	*Publicize agency toll-free telephone number to encourage consumers to take an active role in ensuring equity in the marketplace*
O			3.2.4	*Actively seek out media attention and cultivate relationships with media stakeholders*
S		3.3		**Increase public awareness through digital media and alternative cost-effective methods**
O			3.3.1	*Conduct presentations utilizing webinar software*
O			3.3.2	*Publicize website to encourage consumers to take an active role in ensuring equity in the marketplace*
O			3.3.3	*Ensure website and social media content is up to date and contains compelling content*
O			3.3.4	*Increase social media reach*
G	4			**ENHANCE INTERNAL COMMUNICATIONS TO BUILD KNOWLEDGE, BOLSTER MORALE AND ENABLE STAFF TO PERFORM AT THE HIGHEST LEVEL**
S		4.1		**Provide staff with quality, cost-effective training opportunities**
O			4.1.1	*Coordinate internal training opportunities*
O			4.1.2	*Ensure staff meets professional training requirements*
O			4.1.3	*Identify staff to participate in Budget and Control Board training and development programs*
O			4.1.4	*Maintain memberships and participation in state regulator/trade associations*
S		4.2		**Provide an environment that supports staff development and retention**
O			4.2.1	*Hold employee appreciation luncheon and services recognition event annually*
O			4.2.2	*Ensure supervisors perform annual mid-year employee reviews and annual employee reviews in timely manner*
O			4.2.3	*Maintain employee satisfaction rating of 75% or above*
O			4.2.4	*Keep employee turnover to below 10%*
S		4.3		**Enhance communication within Divisions and Agency-wide**
O			4.3.1	*Hold agency-wide events to increase interaction and communication*
O			4.3.2	*Ensure each Division holds bi-monthly meetings*
O			4.3.3	*Obtain 100% participation in annual employee survey*
O			4.3.4	*Publish internal, weekly newsletter detailing weekly staff calendar of events and agency items of interest*
S		4.4		**Engage in socially responsible activities to bolster morale**
O			4.4.1	*Increase recycling activities 50% annually*
O			4.4.2	*Maintain Equal Employment Opportunity Goal Attainment of at least 70%*
O			4.4.3	*Coordinate Employee Wellness Committee and Activities*
O			4.4.4	*Achieve an employee per capita gift of $50 - $99 in United Way campaign*

	Agency Name:	Department of Consumer Affairs		

	Agency Code:	R28	Section:	080

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1	Amount of other fund revenue collected & processed	$1,639,000	$1,750,000	$1,850,000	July 1- June 30	SCEIS Reports, updated daily	Monthly		1.1.1
2	Number of regulatory filings processed	23,005	26,790	27,000	July 1- June 30	Licensing Databases, updated daily	Monthly		1.1.2
3	Amount of "other fund" FTEs	26/33	25/39	26/40	July 1- June 30	Budget, revised annually	Annually		1.1.3
4	Number of enforcement actions	30	43	50	July 1- June 30	Progress Reports & Attorney Logs, updated monthly or as needed	Monthly		1.1.4
5	Amount of general funds secured	$697,382	$1,164,243	$1,250,970	July 1- June 30	Budget, revised annually	Annually		1.2.1
6	Amount of "general fund" FTEs	7/33	14/ 39	14/40	July 1- June 30	Budget, revised annually	Annually		1.2.2
7	Amount of consumer credits, refunds and adjustments arising from complaints	$1,315,220	$1,013,183	$1,000,000	July 1- June 30	Complaint Database, updated daily	Monthly		1.2.3
8	Amount of consumer credits, refunds and adjustments arising from idenity theft remediation	n/a	$99,713	$55,000	October 1-June 30	Employee Logs, updated as needed	Monthly		1.2.3
9	Amount of consumer credits, refunds and adjustments from enforcement actions	$52,505	$53, 736	$75,000	July 1- June 30	Employee logs, updated as needed	Monthly		1.2.3
10	Maintain at least 50% ROI in complaint mediation programs	315%	176%	>100%	July 1- June 30	Progress Reports, updated monthly	Monthly	Subtract amount of credits from Services budget, then divide by the Services budget.	1.2.3
11	Cost of telephone service per employee per month	$23	$18.50	<$25	July 1- June 30	Phone bill, updated monthly	Monthly	Divide annual cost of phones by # of employees, then divide by 12.	1.3.2
12	Cost of rent per employee per month	$314	$319.00	<$400	July 1- June 30	Rent Invoice, updated monthly	Monthly	Divide annual cost of rent by # of employees, then divide by 12.	1.3.3
13	Number of annual audit deficiencies	9 deficiencies	4 deficiencies	0	July 1- June 30	State Auditor Report, updated as performed	Sporadic		1.4.1
14	Number of complaints filed	4,156	3,722	4,000	July 1- June 30	Complaint Database, updated daily	Monthly		1.4.2
15	Number of complaints closed	4,027	3,919	> complaints filed	July 1- June 30	Complaint Database, updated daily	Monthly		1.4.2
16	Percentage of complaints closed satisfied	85.3%	86.3%	>75%	July 1- June 30	Complaint Database, updated daily	Monthly		1.4.2
17	Number of insurance rate notices reviewed	800	594		July 1- June 30	Progress Reports, updated monthly	Monthly		1.4.3
18	Number of insurance cases intervened in	39	27		July 1- June 30	Progress Reports, updated monthly	Monthly		1.4.3

	Agency Name:	**Department of Consumer Affairs**							
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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)
19	Amount saved resulting from DCA insurance rate filing intervention	$28,550,471	$627,000		July 1- June 30	Progress Reports, updated monthly	Monthly		1.4.3
20	Compliance Reviews completed	313	347	350	July 1- June 30	Progress Reports, updated monthly	Monthly		1.4.4
21	Miles driven per compliance review	228	193	173	July 1- June 30	Vehicle Lease Reports, updated monthly	Monthly	Add total miles drives and divide by total number of compliance reviews completed.	1.4.4
22	Number of programs available online	5	6	8	July 1- June 30	Agency Records, updated monthly	Annually		2.1.1
23	Number of DCA-SCBOS filings	1297	2289	3,000	July 1- June 30	SCBOS Report, updated monthly	Annually		2.1.2
24	Total percentage of online filings	8%	16%	25%	July 1- June 30	SCBOS Report, updated daily; Licensing Database, updated daily	Annually	Divide number of online filings by total number of paper and online filings.	2.1.2
25	Percentage of complaints filed online	n/a	60%	70%	Jan 1-June 30	SC.Gov system reports, updated daily	Quarterly		2.1.3
26	Average days to resolve a complaint	45	25	25	July 1- June 30	SC.Gov system reports, updated daily	Monthly		2.1.3
27	Number of copies made	32,248	19,704	18,000	January - May	Copier invoice, updated monthly	Monthly	Compared number of copies made during January-May 2013 with number of copies made January - March 2014, first 5 months new online Complaint System in use.	2.2.2
28	Median agency network up-time	98%	93%	>95%	July 1- June 30	IT analyst report, updated daily	Annually		2.2.4
29	Average staff security training score	n/a	97%	>90%	July 1- June 30	IT analyst report from BCB, updated as needed	Sporadic		2.3.1
30	Number of CPSC recalls performed	23	20	20	July 1- June 30	Investigator logs, updated monthly	Monthly		3.1.1
31	Number of presentations given at Palmetto Affordable Housing Forum	5	4	4	July 1- June 30	Progress Report, April	Annually		3.1.2
32	Number of attendees at the Palmetto Affordable Housing Forum	500	560	550	July 1- June 30	SC Housing data collection, April	Annually		3.1.2
33	Average number of participants per call in AARP Tele-town hall partnership with SCDCA and the Federal Trade Commission	19,633	13,500	15,000	July 1- June 30	AARP Tele-Town Hall report, as held	Sporadic		3.1.3
34	Number of mortgage help brochures distributed	n/a	4100	4,000	July 1- June 30	Internal Tracking Sheet, as needed	Monthly		3.1.3

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Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
35	Number of presentations given	40	63	69	July 1- June 30	Progress report, updated monthly	Monthly		3.2.1
36	Number of presentation attendees	32,000	14,908	15,000	July 1- June 30	Progress report, updated monthly	Monthly		3.2.1
37	Number of consumer publications created and released	10	5	5	July 1- June 30	Progress report, updated monthly	Monthly		3.2.2
38	Number of business publications created and released	1	2	2	July 1- June 30	Progress report and internal tracking, updated monthly	Monthly		3.2.2
39	Number of calls received through toll-free line	46,806	22,794	25,000	July 1- June 30	Billing Statement, updated monthly	Monthly		3.2.3
40	Number of minutes spent on the phone assisting toll-free callers	105,410	41,755		July 1- June 30	Billing Statement, updated monthly	Monthly		3.2.3
41	Number of media requests fulfilled	51	50	50	July 1- June 30	Progress report, updated monthly	Monthly		3.2.4
42	Number of press releases issued	40	32	35	July 1- June 30	Progress report, updated monthly	Monthly		3.2.4
43	Number of press conferences held	0	2 (ID Theft Unit and Online Complaint System)		July 1- June 30	Progress report, updated monthly	Monthly		3.2.4
44	Number of webinars offered	4	5	5	July 1- June 30	Progress reports, updated monthly	Monthly		3.3.1
45	Number of webinar attendees	280	274	300	July 1- June 30	Progress reports, updated monthly	Monthly		3.3.1
46	Number of website visitors	109,449	113,232	110,000	July 1- June 30	Progress reports, updated monthly	Monthly		3.3.2
47	Number of consumer messages submitted through website	1,328	1,027	1,000	July 1- June 30	Progress reports, updated monthly	Monthly		3.3.2
48	Percentage of new website visitors	71.2%	69.9%	70%	July 1- June 30	Google Analytics, updated daily	Monthly		3.3.2
49	Number of Twitter posts	375	341	350	July 1- June 30	Twitter reports, updated daily	Monthly		3.3.3
50	Number of Facebook posts	44	199	200	July 1- June 30	Progress reports, updated monthly	Monthly		3.3.3
51	Number of new Twitter followers	341	178	200	July 1- June 30	Twitter reports, updated daily	Monthly		3.3.4
52	Number of new Facebook fans	42	48	50	July 1- June 30	Progress reports, updated monthly	Monthly		3.3.4
53	Number of YouTube video views	19,569	7,530	10,000	July 1- June 30	YouTube reports, updated daily	Monthly		3.3.4

	Agency Name:	**Department of Consumer Affairs**					Fiscal Year 2013-14
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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)
54	Number of internal trainings held	8	14	10	July 1- June 30	HR Reports, updated as needed	Monthly		4.1.1
55	Number of continuing legal education hours staff completed	81	138	112	July 1- June 30	Employee Logs, updated as needed; Accounting records, updated monthly	Annually		4.1.2
56	Number of continuing professional education hours maintained by investigators	n/a	246	200	July 1- June 30	Investigator Logs, updated as needed; Accounting records, updated monthly	Annually		4.1.2
57	Percentage of investigators certified as limited duty officers	50%	50%	75%	July 1- June 30	Sled reports, updated as needed	Annually		4.1.2
58	Number of employees enrolled in the Certified Public Manager Program	2	1	1	July 1- June 30	Invoices, sporadic	Annually		4.1.3
59	Number of State Regulator Association memberships maintained by SCDCA	4	4	4	July 1- June 30	Invoices, sporadic	Annually		4.1.4
60	Percentage of Mid year reviews completed on time	100%	100%	100%	July 1- June 30	HR Reports, updated annually	Annually		4.2.2
61	Percentage of EPMS evaluations submitted on time	75%	100%	100%	July 1- June 30	HR Reports, updated annually	Annually		4.2.2
62	Percentage of employee satisfied with working at DCA	96%	80%	>75%	July 1- June 30	HR Reports,updated annually	Annually		4.2.3
63	Employee turnover rate (percentage)	0	0	<10%	July 1- June 30	SCEIS reports, updated daily	Annually		4.2.4
64	Average years worked at SCDCA by staff	12.8	10	10	July 1- June 30	SCEIS reprots,updated daily	Annually		4.2.4
65	Percentage of employee participation in Annual Employee Survey	100%	90%	100%	July 1- June 30	HR Reports, updated annually	Annually		4.3.3
66	Number of weekly newsletters disseminated	51	52	52	July 1- June 30	Employee Log, updated weekly	Annually		4.3.4
67	Percentage increase in recycled items compared to prior year	89%	78%	>50%	July 1- June 30	Department of Corrections report, updated monthly	Annually	Divide prior year recycling weight by current year recycling weight	4.4.1
68	Pounds of paper and other items recycled	3,482	4,456	5,000	July 1- June 30	Department of Corrections report, updated monthly	Annually		4.4.1
69	Equal Opportunity Employment Rating	92%	75.80%	70%	July 1- June 30	Human Affairs Commission reports, updated annually	Annually		4.4.2
70	Employee per capita United Way gift	$50-$99	$50-$99	$50-$99	July 1- June 30	United Way report, annually	Annually		4.4.4