

# RESTRUCTURING & SEVEN-YEAR PLAN

## *S.C. Vocational Rehabilitation Department*

Date of Submission: *March 31, 2015*

Please provide the following for this year's Restructuring and Seven-Year Plan Report.

	Name	Date of Hire	Email
<b>Agency Director</b>	Barbara Hollis	March 28, 1988	bhollis@scvrd.state.sc.us
<b>Previous Agency Director</b>	Larry C. Bryant	June 1, 1973	Lbryant60@att.net

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<b>Primary Contact:</b>	Mark Wade	803-896-6503	mwade@scvrd.state.sc.us
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Is the agency vested with revenue bonding authority? (re: Section 2-2-60(E))	No
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I have reviewed and approved the enclosed 2015 Restructuring and Seven-Year Plan Report, which are complete and accurate to the extent of my knowledge.

**Current Agency Director**  
(Sign/Date):

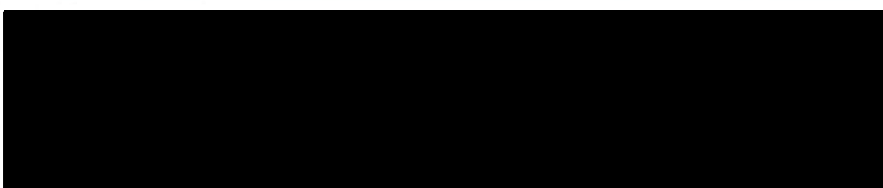
(Type/Print Name):



Barbara G. Hollis

**If applicable, Board/Commission Chair**  
(Sign/Date):

(Type/Print Name):



Roxzanne B. Breland, DC

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# EXECUTIVE SUMMARY

## *I. Executive Summary*

### A. Historical Perspective

1. Please complete the **Historical Perspective Chart**. In the Excel document attached, there is a template to complete under the tab labeled, “Historical Perspective.” In this chart the Committee is asking the agency to provide a bullet style list of any major changes in the agency’s purpose or mission and any restructuring that occurred (i.e., combining with or taking on other agency responsibilities, etc.) during the last ten years.

### B. Purpose, Mission and Vision

1. Please complete the **Purpose/Mission/Vision Chart**. In the Excel document attached, there is a template to complete under the tab labeled, “Purpose, Mission.” The other specifics are included in the template.

### C. Key Performance Measure Results

1. After completing the Key Performance Measurement Processes Section of this Report, please come back to this question and provide a summary of the results (bullet style results only, explanations should be included in the Key Performance Measurement Processes Section).
  - SCVRD’s primary indicator of mission accomplishment—successful employment outcomes for its clients—showed an 18% increase in 2014, to 6,382.
  - The agency had 114 rehabilitations per 100,000 population, sixth highest in the nation.
  - Sixty-four percent of SCVRD’s successfully employed clients worked 35 or more hours per week, a significantly higher rate than regional or national averages.
  - SCVRD’s average total cost per client rehabilitated was the seventh lowest in the nation and its total cost per person served was 13<sup>th</sup> lowest.
  - The agency’s successfully rehabilitated clients will pay back \$4.83 in taxes for every dollar spent on their rehabilitation services and will repay the cost of their rehabilitation in only 4.4 years on average.
  - The agency’s customer satisfaction rate for all survey groups in 2014 was 92.6%.
  - Complaints to the agency’s client relations department increased slightly in 2014 but continue to represent a low percentage of all persons served.
  - SCVRD’s rehabilitation rate exceeded the required federal standard.
  - The 2014 well-being surveys showed an agency-wide job satisfaction rate of 3.95 on a scale of 5, with 5 being the highest level of satisfaction possible.
  - Staff turnover rates compared favorably with the average for South Carolina state government and national averages for state governments.

- The Professional Development and Leadership program, after a year's suspension during budget constraints, has resumed a heavy level of participation in preparing future leaders for the agency.
- SCVRD's experience modifier (EMOD) demonstrated the success of the agency's safety programs for clients and staff. As a result its workers' compensation premiums decreased by \$114,857 last year.
- Work training center sales, which support job readiness training for clients and outsource partner needs, were \$19.4 million in 2014, an increase from the previous year.
- Increased focus on collaboration with education and local school district officials helped the agency increase its number of successful employment outcomes for transition-age clients by 38 percent in 2014, with a high rate of those clients working full-time hours.
- The Disability Determination Services (DDS), which is funded totally through the Social Security Administration, had a documentation accuracy rate of 98.1%, which bettered regional and national averages for processing of initial claims for SSA disability benefits.
- DDS costs per case were lower than national averages, but slightly higher than regional averages.
- DDS decreased its processing time for initial claims; overall processing time (that included SSA field office activity) was longer than regional and national averages.
- DDS customer service survey results continued to improve, reaching a 94.1% satisfaction level for claimants at various stages of the claims process and from "mystery shopper" results.

# ORGANIZATIONAL PROFILE

## *II. Organizational Profile*

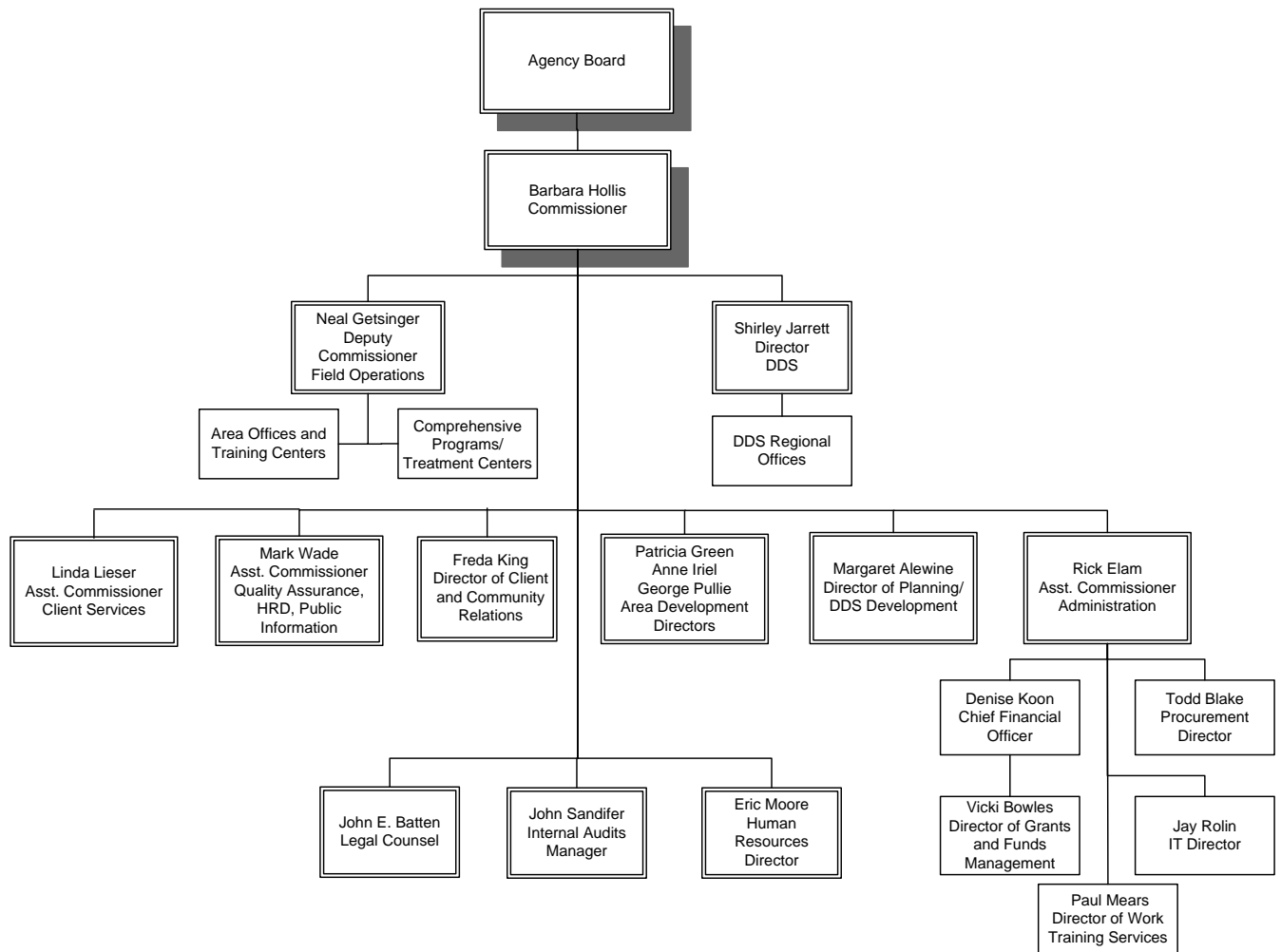
This section asks for a fact based description of the agency. Please provide information in the stated Excel template. If an Excel template is not referenced, provide the information in bullet style.

1. The agency's main deliverables (i.e., products or services) and the primary methods by which these are provided;
  - a. Complete the **Key Deliverables Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Key Deliverables."
2. The agency's key customers and their requirements and expectations;
  - a. Complete the **Key Customers Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Key Customers;"
3. The agency's key stakeholders (other than customers);
  - a. Complete the **Key Stakeholders Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Key Stakeholders;"
4. Other state agencies which have the biggest impact on the agency's mission success;
  - a. Complete the **Key Partner Agency Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Key Partner Agencies."
5. The agency's performance improvement system(s);
  - The department uses its Program Integrity model to maintain an organizational focus on performance improvement and to guide a systematic evaluation and improvement of key processes. The Program Integrity model features a defined set of balanced standards to be achieved in the pursuit and attainment of the department's mission. Its components are compliance assurance, customer service, and productivity. Each of those components has measurable results and can be used to evaluate the agency at levels ranging from specific caseload or work unit up to an agency-wide level. Program Integrity is one of the agency's Standards of Excellence, which are key areas of emphasis that drive continuous improvement efforts and strategic planning. The department also uses state and federally mandated processes to assess performance and drive improvement.
  - The Commissioner provides leadership in the performance assessment and improvement process through regular executive and senior staff meetings, topical individual or small group discussions, analysis of performance measures and other data, and by direct workforce feedback through focus groups that she personally conducts with cross sections of staff and through frequent visits to field offices.
  - The Committee on Rehabilitation Excellence (CORE) is a group of senior leaders charged with analyzing, formulating and assessing action plans and evaluating the agency's key performance measures. CORE communicates at regular intervals with field supervisors

through individual discussions, videoconferences and site visits to foster two-way communication. CORE collects and analyzes data, formulates and assesses plans for corrective actions, and assures implementation and follow-up.

- Each quarter, area and comprehensive supervisors and area client services managers are brought together for a one- or two-day meeting with senior managers. Local area feedback and best practices are shared. The communication cycle is further enhanced by area development director visits to field offices, where feedback is gathered and shared with CORE. Also, all area and comprehensive supervisors gather on their own for self-directed workgroup meetings, usually quarterly, to discuss issues and provide feedback and recommendations to CORE.
- The agency often conducts demonstration projects at strategically selected pilot sites to test new approaches for improvements prior to statewide implementation.
- SCVRD implemented an initiative known as “Quality One” (or “Q1”), which has a theme of “Quality happens one person at a time.” This has included the establishment of workgroups to address quality measures and provide recommendations for a cohesive system that supports the provision of quality client services and metrics to gauge success and to realize results in increased successful employment outcomes for clients. Areas of current focus in the quality initiative include referral development, vocational assessment, individualized plans for employment, placement/employment retention, and employer relationships. These efforts reflect the continuing evolution of the agency’s strategic planning and performance measurement process that has been a focus for more than 20 years. SCVRD was recognized by the South Carolina Quality Forum with Silver Achiever recognition in 2001 and Gold Achiever recognition in 2004 and 2008 for demonstrating excellent performance through its quality management system.

6. The agency's organizational structure in flow chart format;



7. Details about the body to whom the Agency Head reports;

- a. Complete the **Overseeing Body Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Overseeing Body-General" and "Overseeing Body-Individual Member."

8. Please complete the **Major Program Areas Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Major Program Areas."

9. Please identify any emerging issues the agency anticipates may have an impact on its operations in the upcoming five years.
- A key occurrence during past fiscal year came at the national level. SCVRD's enabling federal legislation, the Rehabilitation Act, was reauthorized for the first time since 1998. It is part of the Workforce Innovation and Opportunity Act (WIOA). The WIOA affects numerous workforce-related programs, including the public vocational rehabilitation program. It brings significant changes in several key areas, most notably in school-to-work transition services for young people with disabilities, and in its increased emphasis on partnerships with and supports for employers in enhancing employment opportunities for people with disabilities. While both of those areas of WIOA emphasis are generally aligned with initiatives that SCVRD already had in place, the new law will require higher levels of commitment of resources and intensity in fulfilling the goals of the legislation.
  - Facility maintenance is an ongoing challenge for SCVRD. Many of the agency-owned and operated facilities are more than 30 years old and in need of repairs to continue to safely serve agency clients, business partners, and staff. Numerous projects were delayed for several years when resources were more limited. SCVRD has begun to address the needed repairs or other facility improvements but it will be a long-term challenge to meet the many deferred maintenance needs throughout the state and to address opportunities for strengthening the agency's presence in the communities it serves.
  - As is the case for all state agencies, data security is a high priority. The SCVRD IT staff has continued its efforts to ensure the protection of data and client confidentiality. Network protections have been continually reviewed and upgraded in compliance with the state's Cyber Security Action Plan.
  - Retirements of persons in leadership and direct service positions in the coming years will require the development of experienced and trained professionals to assume these key roles.



# ORGANIZATIONAL PROFILE

## *III. Laws (Statutes, Regulations, Provisos)*

This section asks for state and federal statutes, regulations and provisos (“Laws”) which apply to the agency.

1. Please complete the **Legal Standards Chart**. In the Excel document attached, there is a template to complete under the tab labeled, “Legal Standards.” In this Chart, please list all state and federal statutes, regulations and provisos that apply to the agency (“Laws”). The other specifics are included in the template.

## *IV. Reports and Reviews*

This section asks for information about reports the agency is required to submit to a legislative entity and the agency’s internal review process.

1. Please complete the **Agency Reporting Requirements Chart**. In the Excel document attached, there is a template to complete under the tab labeled, “Agency Reporting Requirements.” In this Chart, please list all reports, if any, the agency is required to make to a legislative entity. The specifics as to each report are included in the template.
2. Please complete the **Internal Audit Chart**. In the Excel document attached, there is a template to complete under the tab labeled, “Internal Audits.”

# RESTRUCTURING REPORT

## *V. Key Performance Measurement Processes*

This category examines the agency's performance and improvement in key areas. 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.

Address only top-level results showing aggregate measures of agency-wide performance that are reflective of the value added to customers. Please include comparative data as applicable. These results are typically captured in performance goals and planning documents. When determining which processes are "key processes" consider the business impacts, and select those processes that are most important to the customer (both internal and external) to satisfy their requirements and/or those processes with problem areas identified by management.

Note: Results information (i.e., each chart, graph, table) reported for this category should be referenced to the specific question number (Ex. Chart 5.1-1, Graph 5.1-2, Table 5.1-3). The third digit identifies the sequential position of the specific chart, graph or table included in the agency's responses to each questions.

**For each performance measurement included in response to the questions on the next page under Subsection A, please provide the following information:**

- a. The performance goal(s)/benchmark(s) for the overall process output, and/or critical activities that produce the output.
  - i. Three agency/government entities in other states or non-government entities the agency considers the best in the country in this process or similar process and why.
  - ii. If the agency did not use results from an entity the agency listed in response to "i" as a performance goal/benchmark, why not and why did the agency choose the goal/benchmark it did?
  - iii. Individual(s) who are not employed by the agency (government or non-government, located anywhere in the country) whom the agency considers an expert in the process or similar process and their contact information, or if deceased, name of books authored.
- b. List the senior leaders who review the performance measure, their title and frequency with which they monitor it.
- c. Trends the agency has seen and the method by which it analyzes trends in these results.
- d. Whether the agency has reasonable control over this result (i.e., more than 50% or enough to be able to influence and accurately measure the result).
  - i. If the agency does not have reasonable control over this result, the other one or more agencies, who when combined with the agency, together have reasonable control over the result and names of those other agencies.

# RESTRUCTURING REPORT

## V. Key Performance Measurement Processes (cont.)

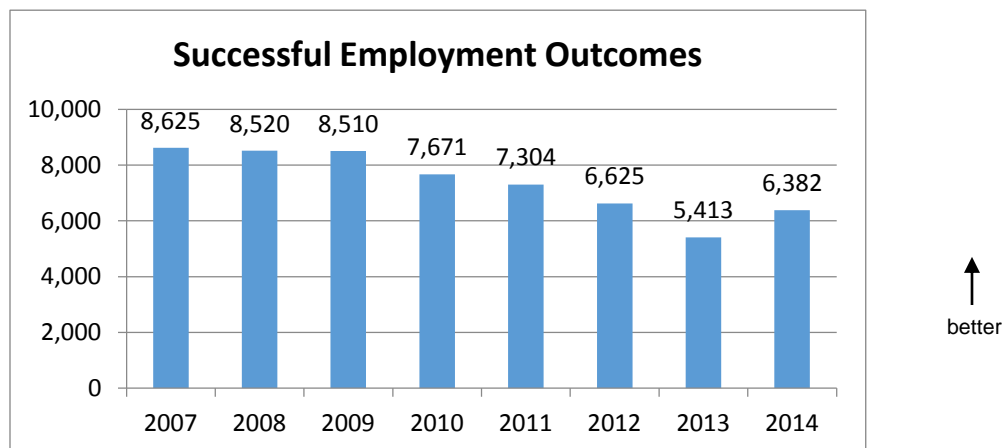
### A. Results of Agency's Key Performance Measurements

#### Mission Effectiveness

1. What are the agency's actual performance levels for two to four of the agency's key performance measurements for mission effectiveness (i.e., a process characteristic indicating the degree to which the process output (work product) conforms to statutory requirements (i.e., is the agency doing the right things?))?

#### 5.1-1 SUCCESSFUL EMPLOYMENT OUTCOMES

A key performance effectiveness result is the number of people with disabilities that have successful employment outcomes after receiving SCVRD services. In FY2014 the number of successful rehabilitations increased as the agency filled staff positions that had been vacant during times of budget constraints and unemployment rates began to improve.



a. i. States with the highest number included Texas, California and New York. Circumstances differ significantly among state vocational rehabilitation programs related to size of state, whether the state VR program is in order-of-selection status, resources, demographic factors, economic environment, etc., making it difficult to identify the best. However, SCVRD engages in best practice sharing with other VR programs in the region and nation through CSAVR, technical assistance/continuing education entities, etc.

a.ii. N/A.

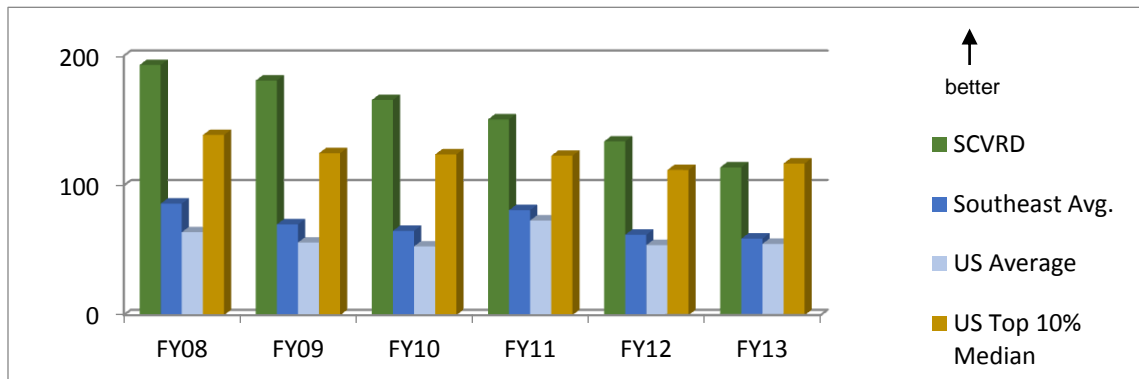
a.iii. Steven Wooderson, Council of State Administrators of Vocational Rehabilitation, [swooderson@rehabnetwork.org](mailto:swooderson@rehabnetwork.org); Dr. Kerry Lachance, University of South Carolina School of Medicine- Rehabilitation Counseling Program, (803) 434-4296.

b. Barbara Hollis, Commissioner; Linda Lieser, Assistant Commissioner; Neal Getsinger, Deputy Commissioner; Mark Wade, Assistant Commissioner; Patricia Green, Anne Iriel, George Pullie, Area Development Directors; Margaret Alewine, Director of Planning. Additional members of Committee on Rehabilitation Excellence. Weekly.

- c. Trend was downward during period of reduced base state funding/federal matching funding access and general economic downturn in S.C. As these conditions have improved and staffing began being restored, improved results are becoming evident.
- d. Yes.

### 5.1-2 REHABILITATIONS PER 100,000 POPULATION

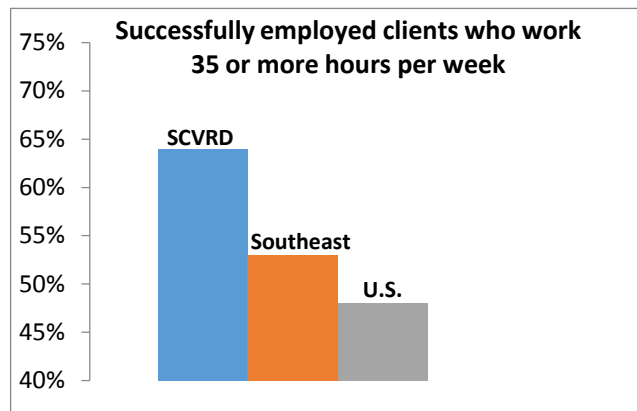
For many years SCVRD has consistently ranked at or near the top among the nation's public vocational rehabilitation programs in the number of people rehabilitated per 100,000 population. The latest national figures from federal FY2013 show SCVRD at **114** people rehabilitated per 100,000, **sixth highest in the nation** (Vermont led with 291). SCVRD was second in the Southeast region. The Southeast average was **59**, the national average was **55**. ***SCVRD projects higher totals for FFY2014 when that comparative data is released due to increases in employment outcomes the past year.***



- a. i. Vermont, West Virginia and Mississippi had the highest totals in this measure.
- a.ii. SCVRD used it as a benchmark.
- a.iii. There is no identified expert specific to this measure.
- b. Barbara Hollis, Commissioner; Linda Lieser, Assistant Commissioner; Mark Wade, Assistant Commissioner; Margaret Alewine, Director of Planning. Annually.
- c. For many years SCVRD has ranked at or near the top in this measure. Results analyzed with consideration to performance, resources, economic indicators, general employment rates.
- d. Yes.

### 5.1-3 FULL-TIME EMPLOYMENT OF CLIENTS

While the extent of work schedules vary for people with disabilities based on their own circumstances, working longer hours enhances the independence and employment success for many, and increases the state's return on investment. A higher percentage of rehabilitated SCVRD clients work 35 or more hours per week than clients in most other states. SCVRD's rate of 64% for FFY2013 far exceeded regional and national averages for VR agencies.



a. i. West Virginia, Arkansas and District of Columbia had the highest percentages. SCVRD had the 5<sup>th</sup> highest nationally.

a.ii Was used as benchmark.

a.iii. There is no identified expert specific to this measure.

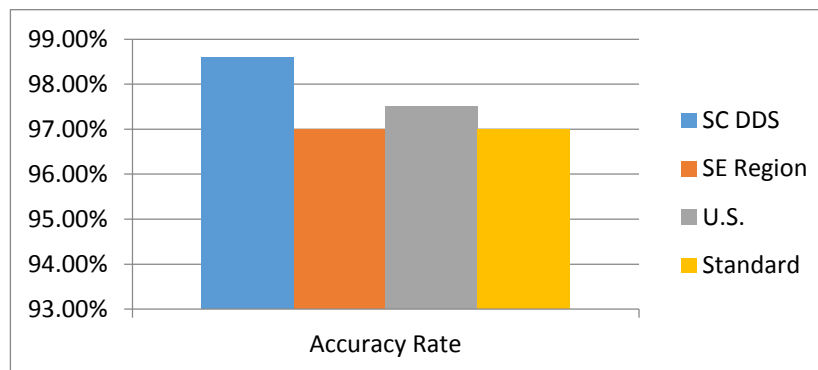
b. Barbara Hollis, Commissioner; Linda Lieser, Assistant Commissioner; Neal Getsinger, Deputy Commissioner; Mark Wade, Assistant Commissioner; Margaret Alewine, Director of Planning; Patricia Green, Anne Iriel, George Pullie, Area Development Directors. Additional members of Committee on Rehabilitation Excellence. Semi-annually.

c. Steady performance. Analyze with an emphasis on highest level of ability of clients, ability to be more independent, opportunities for careers with benefits.

d. Yes.

#### 5.1-4 DISABILITY DETERMINATION SERVICES DOCUMENTATION ACCURACY

The Disability Determination Services (DDS) program, which is entirely federally funded through the Social Security Administration, demonstrated very high accuracy levels in adjudication of initial claims for SSI and SSDI benefits, bettering regional and national averages as well as the national standard.



a. i. This data is released through the Social Security Administration.

a.ii N/A

a.iii. Patty Patterson, Regional Communications Director, Social Security Administration, 22T64, 61 Forsyth Street NW, Atlanta GA 30303.

b. Barbara Hollis, Commissioner; Margaret Alewine, Director of Planning; quarterly. Shirley Jarrett, DDS Director and Anne Mayo, Operations Manager, DDS; weekly or more frequently.

c. Improvement.

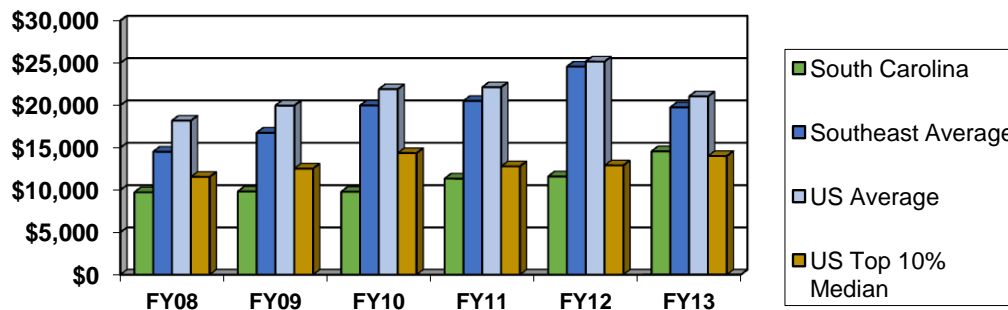
d. Yes.

## Mission Efficiency

2. What are the agency's actual performance levels for two to four of the agency's key performance measurements for mission efficiency (i.e., a process characteristic indicating the degree to which the process produces the required output at minimum resource cost (i.e., is the agency doing things right?)) including measures of cost containment, as appropriate?

### 5.2-1 AVERAGE TOTAL COST PER CLIENT REHABILITATED

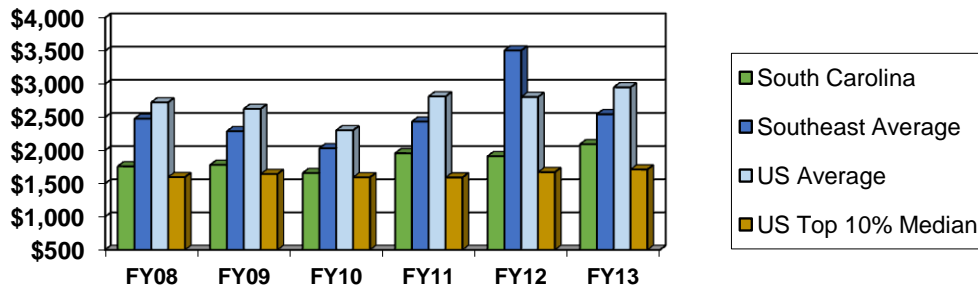
The department's efficiency and effectiveness is reflected in its national prominence among VR agencies in cost per rehabilitation based on agencies' total expenditures. For each successfully employed client in federal FY2013, the department's average cost was **\$14,465, the seventh lowest in the entire nation and lowest in the Southeast**. Idaho was the lowest at \$9,317. Mississippi had the second lowest cost in the Southeast region at \$14,935.



- a. i. Idaho, Nebraska and Vermont had the lowest averages nationally. SCVRD was 7<sup>th</sup> lowest.
- a.ii Was used as benchmark.
- a.iii. There is no identified expert specific to this measure.
- b. Barbara Hollis, Commissioner; Linda Lieser, Assistant Commissioner; Richard Elam, Assistant Commissioner; Vicki Bowles, Grants and Funds Manager; Mark Wade, Assistant Commissioner; Margaret Alewine, Director of Planning; annually for comparative data, internal data on regular ongoing basis.
- c. Rise in recent years but still among best nationally. Analyzed by consideration of budget/economic trends and employment outcomes/environment.
- d. Yes.

## 5.2-2 TOTAL COST PER CLIENT SERVED

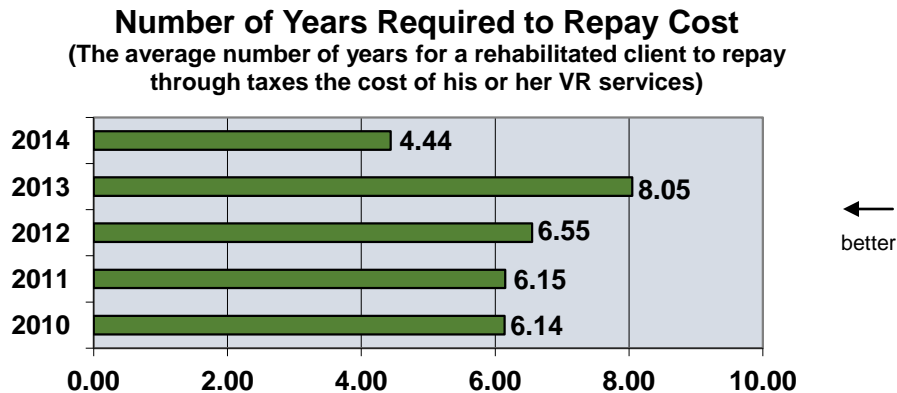
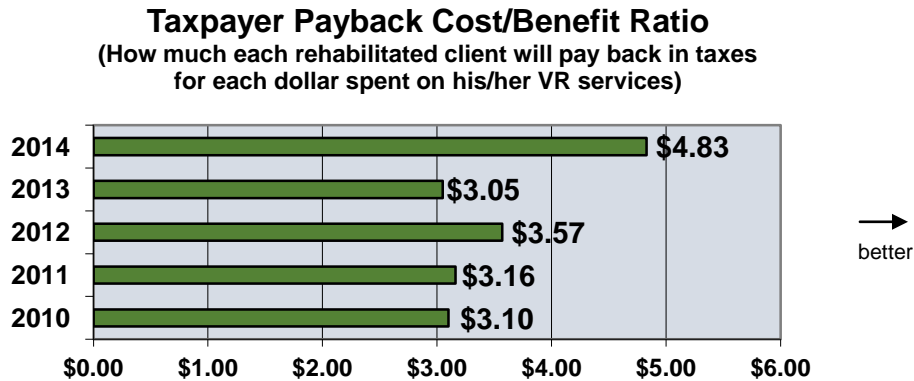
SCVRD has consistently ranked among the nation's best programs in the average cost per client served based on the agencies' total expenditures. In federal FY2013 (most recent comparative data), the department had the **13<sup>th</sup> lowest** cost per client served (**\$2,093**) among state VR programs in the U.S. SCVRD also had the third-lowest average cost among the eight Southeastern regional states (Kentucky led at \$1,547).



- a. i. Idaho, Iowa and Kentucky had the lowest averages nationally. SCVRD was 13<sup>th</sup> lowest.
- a.ii Was used as benchmark.
- a.iii. There is no identified expert specific to this measure.
- b. Barbara Hollis, Commissioner; Linda Lieser, Assistant Commissioner; Richard Elam, Assistant Commissioner; Vicki Bowles, Grants and Funds Manager; Mark Wade, Assistant Commissioner; annually for comparative measure; internal data on regular ongoing basis.
- c. Has varied, but has remained clearly lower than regional and national peers. Analyzed by consideration of budget/economic trends and employment outcomes/environment.
- d. Yes.

### 5.2-3 RETURN ON INVESTMENT

People with disabilities who exit the program with a successful employment outcome enhance the quality of their lives and their families' lives by earning paychecks, lessening their reliance on government assistance, and stimulating the state's economy by paying taxes, making purchases, and meeting the business community's workplace needs. Based on a cost benefit analysis.



a. I Comparative data not available as there is no uniform formula for this measure nationally.

a.ii N/A.

a.iii. Steven Wooderson, Council of State Administrators of Vocational Rehabilitation;  
swooderson@rehabnetwork.org.

b. Barbara Hollis, Commissioner; Richard Elam, Assistant Commissioner; Denise Koon, Chief Financial Officer; Mark Wade, Assistant Commissioner; Margaret Alewine, Director of Planning; annually.

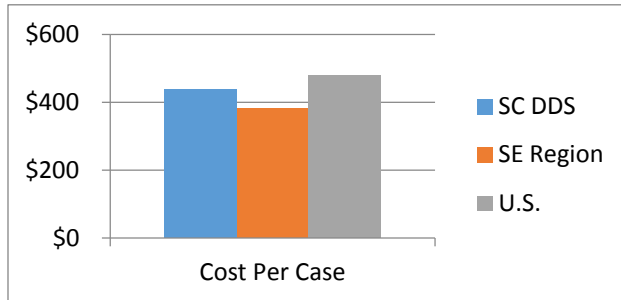
c. Improvement in 2014. Analyzed by consideration of budget/economic trends and employment outcomes/environment.

d. Yes.



#### 5.2-4 DISABILITY DETERMINATION SERVICES COST PER CASE

The Disability Determination Services (DDS) program, which is entirely federally funded through the Social Security Administration, conducted its claims adjudications at a lower cost per case (\$437) than the national average, but higher than the regional average. There is no national standard established by SSA due to differences among states in cost of living, medical costs, etc.



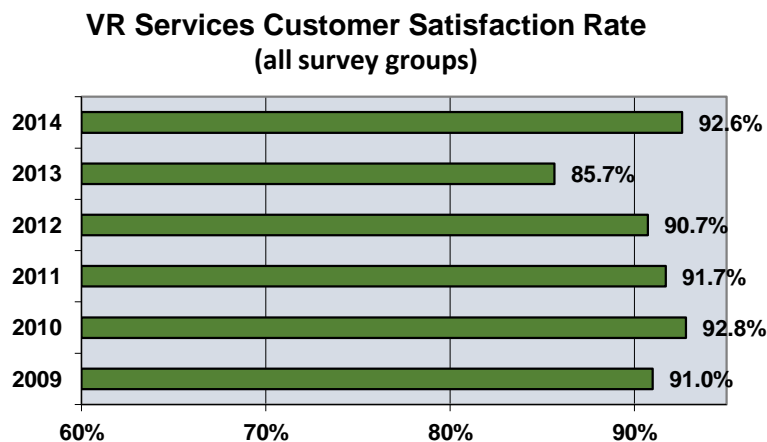
- a. i. This data is released through the Social Security Administration.
- a.ii N/A
- a.iii. Patty Patterson, Regional Communications Director, Social Security Administration, 22T64, 61 Forsyth Street NW, Atlanta GA 30303.
- b. Barbara Hollis, Commissioner; Margaret Alewine, Director of Planning, quarterly; Shirley Jarrett, DDS Director and Anne Mayo, Operations Manager, DDS;; weekly or more frequently.
- c. Improvement from previous year (\$454).
- d. Yes.

#### Quality (Customer Satisfaction)

- 3. What are the agency's actual performance levels for two to four of the agency's key performance measurements for quality (i.e., degree to which a deliverable (product or service) meets customer requirements and expectations (a customer is defined as an actual or potential user of the agency's products or services)) for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

#### 5.3-1 PROGRAM INTEGRITY CUSTOMER SURVEYS

As part of the Program Integrity balanced scorecard, a variety of customer groups are surveyed each quarter to measure their satisfaction with the agency's services, staff and effectiveness in meeting their needs. Customers were randomly selected from case files in all SCVRD area offices.

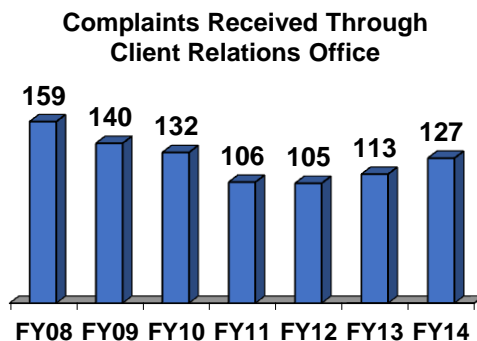


- a. I This is an internally-developed measure unique to SCVRD.
- a.ii N/A.
- a.iii. N/A
- b. Barbara Hollis, Commissioner; Linda Lieser, Assistant Commissioner; Neal Getsinger, Deputy Commissioner; Richard Elam, Assistant Commissioner; Margaret Alewine, Director of Planning; Mark Wade, Assistant Commissioner; Patricia Green, Anne Iriel, George Pullie, Area Development Directors, additional members of Senior Staff. Quarterly.
- c. Improvement in 2014. Analyzed by consideration of local scores as well as aggregate to identify areas of success or concerns.
- d. Yes.

### 5.3-2 CLIENT RELATIONS COMPLAINTS

In its “Annual Report on Appeals Process” to the RSA, U.S. Department of Education, the department reported no new requests for mediation with SCVRD clients during the year and only one complaint was not resolved through the informal administrative review process. The client relations specialist, staff attorney, human resources department, commissioner’s office and the Client Assistance Program (CAP) in the Governor’s office work closely together to ensure ethical and fair treatment of agency clients before extreme measures would become necessary.

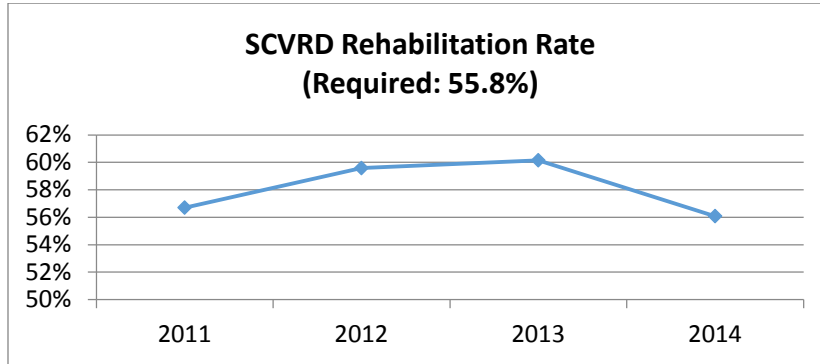
Despite the large number of clients served (about 37,000) the number of complaints registered through the agency’s Client Relations office remains relatively small—totaling 127 during FY2014.



- a. i. Internal data.
- a.ii N/A.
- a.iii. N/A
- b. Barbara Hollis, Commissioner; Alfreda King, Client Relations Specialist; Linda Lieser, Assistant Commissioner; additional members of senior staff. Quarterly.
- c. Slight increase in past two years but improved from years prior to 2011. Analyzed by examination of trends pertaining to the locations generating complaints and the nature of complaints.
- d. Yes.

### 5.3-3 REHABILITATION RATE

The primary expectation for agency clients is achieving competitive employment after receiving SCVRD services. The percentage of vocational rehabilitation clients who achieve a successful employment outcome is also a key standard of the Rehabilitation Services Administration, U.S. Department of Education. The national standard is a percentage of at least 55.8%. SCVRD's rate for FFY14 was 56.08%.



- a. i Highest rates were reported by West Virginia (75%), Mississippi (73%) and Colorado (67%).
- a.ii N/A.
- a.iii. Steven Wooderson, Council of State Administrators of Vocational Rehabilitation; [swooderson@rehabnetwork.org](mailto:swooderson@rehabnetwork.org); Dr. Kerry Lachance, University of South Carolina School of Medicine- Rehabilitation Counseling Program, (803) 434-4296.
- b. Barbara Hollis, Commissioner; Linda Lieser, Assistant Commissioner; Neal Getsinger, Assistant Commissioner, Committee on Rehabilitation Excellence. Monthly.
- c. Between 56.08 and 60.15 in past 4 years; review of individual caseloads and status of clients, assessment in effectiveness of services leading to employment outcomes.
- d. Yes.

### 5.3-4 DISABILITY DETERMINATION SERVICES CUSTOMER SURVEYS

As part of the Program Integrity balanced scorecard for DDS, claimants in various stages of the disability claims process are surveyed to measure their satisfaction. The results also include "mystery shopper" data.



- a. i. This is a customized measure for internal Program Integrity data.
- a.ii N/A
- a.iii. N/A
- b. Barbara Hollis, Commissioner, quarterly; Shirley Jarrett, DDS Director and Anne Mayo, Operations Manager, DDS, quarterly; Margaret Alewine, Director of Planning, quarterly; additional DDS senior leaders.

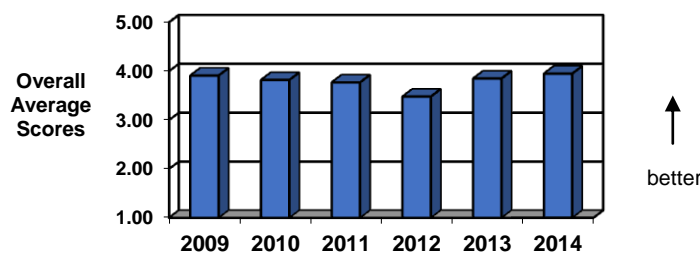
- c. Improvement; analyzed by senior leaders to target specific customer concerns and drive corrective action.
- d. Yes.

## Workforce Engagement

4. What are the agency's actual performance levels for two to four of the agency's key performance measurements for workforce engagement, satisfaction, retention and development of the agency's workforce, including leaders, for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

### 5.4-1 EMPLOYEE WELL-BEING SURVEY

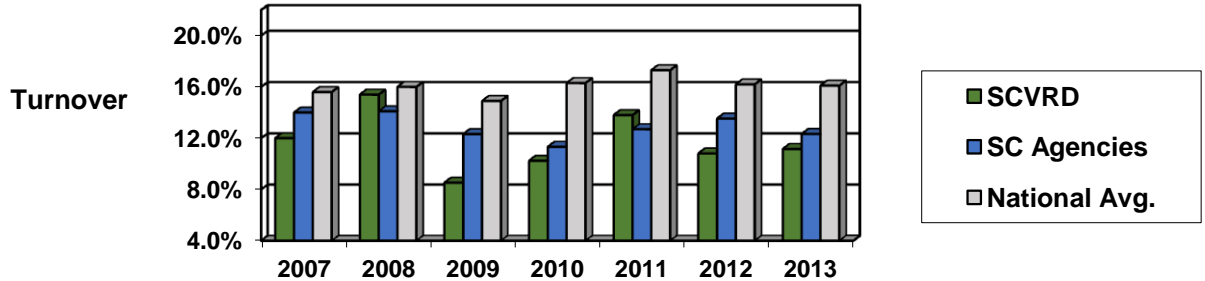
SCVRD has implemented a well-being survey that tracks employee job satisfaction rates. The survey includes 16 questions and is tracked by location and by position type. Results showed continued improvement in 2014, measuring at 3.95 on a scale of 5 for agency employees statewide.



- a. i. Customized survey; SCVRD does not have data from other states.
- a.ii. N/A
- a.iii. The Gallup Organization's Marcus Buckingham and Curt Coffman, authors of *First, Let's Break All the Rules: What the World's Greatest Managers Do Differently*.
- b. Barbara Hollis, Commissioner, semi-annually; Shirley Jarrett, DDS Director, semi-annually; Eric Moore, Human Resources Director, semi-annually; Committee on Rehabilitation Excellence and DDS QWEST team, semi-annually.
- c. Improved past two years and at the highest level since this survey began in 2007; analyzed by senior leaders by position and location to identify trends of a strong sense of satisfaction or if there is less satisfaction among staff that might be addressed; the 16 questions cover a range of topics, allowing for specific issues to be analyzed and addressed if necessary.
- d. Yes.

### 5.4-2 STAFF RETENTION

SCVRD has typically retained employees at a better rate than other S.C. state agencies and the national average for state and local governments. SCVRD had a 11.2% turnover rate in FY2012, compared with a 12.3% average for S.C. state government and 16.1% national average for state governments.



a. i. SCVRD does not have data specific to other states, only aggregate data.

a.ii N/A

a.iii. Nathan Strong, Director of Organizational and Professional Development, University of South Carolina Division of Human Resources; [strongn@mailbox.sc.edu](mailto:strongn@mailbox.sc.edu)

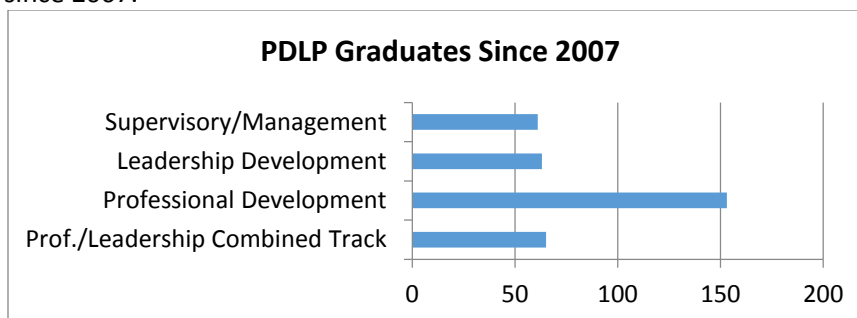
b. Barbara Hollis, Commissioner; Shirley Jarrett, DDS Director; Eric Moore, Human Resources Director; Neal Getsinger, Deputy Commissioner; ongoing for agency data and annually for comparative data;.

c. Has consistently bettered state and national averages; analyzed by senior leaders to analyze trends and root causes.

d. Yes.

### 5.4-3 PROFESSIONAL DEVELOPMENT AND LEADERSHIP PROGRAM (PDLP)

The Professional Development and Leadership Program (PDLP) continues to develop staff for future opportunities within the department. This program is designed to prepare staff for future agency needs while providing them with opportunities for professional growth, development, and career enhancement. These employees participate in this program voluntarily while still maintaining their current job responsibilities. Participants manage work projects as part of the program which serve as on-the-job leadership opportunities for the participants while at the same time assisting the department with some aspects of organizational performance enhancement or process improvement. More than 125 participants have received promotions since 2007.



a. i. SCVRD does not have data on other state governments or entities. This was considered an innovative program for VR agencies when SCVRD implemented the program and the agency was asked to present on it as a best practice.

a.ii N/A

a.iii. Stephanie Duncan, State Office of Human Resources Certified Public Manager program, 8301 Parklane Road, Suite A220 Columbia, SC 29223 (803) 896-5300

b. Barbara Hollis, Commissioner; Shirley Jarrett, DDS Director; Neal Getsinger, Deputy Commissioner; Belinda Langton, Human Resources Development Director; Eric Moore, Human Resources Director; all semi-annually.

c. Consistent interest in participation; however, due to budget constraints the program has not been offered each year, or in some years only one of the two programs was offered (either Leadership Development or Professional Development). Analyzed by breadth of participation and by review of quality and usefulness of projects that participants undertake that are designed to be used by the agency to improve its processes.

d. Yes.

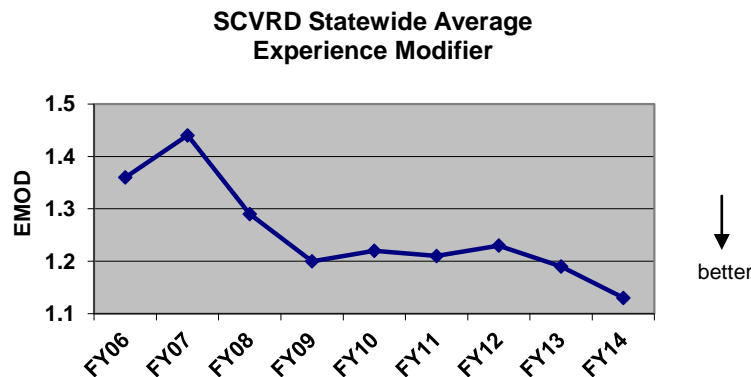
## Operational/Work System Performance

5. What are the agency's actual performance levels for two to four of the agency's key performance measurements for operational efficiency and work system performance (includes measures related to the following: innovation and improvement results; improvements to cycle or wait times; supplier and partner performance; and results related to emergency drills or exercises) for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

### 5.5-1 EXPERIENCE MODIFIER

A key business result for safety and risk management is the Experience Modifier (EMOD) measurement. SCVRD seeks to enhance the environment for its employees and clients by reducing accidents in its facilities, which in turn accomplishes a cost savings in workers' compensation premiums.

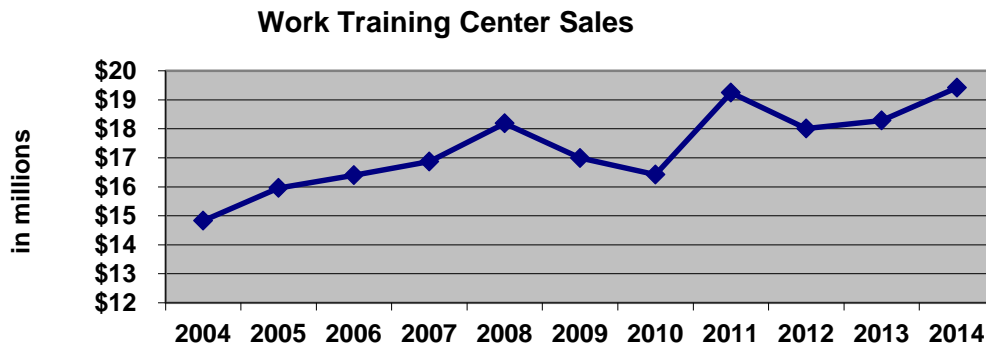
SCVRD's recent safety performance has resulted in an average EMOD of 1.13 for FY2014. ***SCVRD's workers' compensation premium decreased by \$114,857 this year, resulting in the agency's lowest premium since FY2002 despite continued increases in medical costs nationwide.***



- a. i. Comparative data from other state agencies is not published.
- a.ii 1.0 EMOD is used by SCVRD as an industry standard for benchmarking.
- a.iii. Kirk Adair, SC State Accident Fund, PO Box 102100, Columbia, SC 29221-5000, (803) 896-5856.
- b. Barbara Hollis, Commissioner, annually; John Batten, Attorney; Neil Lown, Safety and Risk Management Coordinator; Eric Moore, Human Resources Director; ongoing basis..
- c. Client and employee injury rates have declined since 2011. EMOD trends have been extremely positive, resulting in significant reductions in workers' compensation premiums. Analyzed to identify common causes of injuries and recommendations for corrective preventative actions.
- d. Yes.

### 5.5-2 WORK TRAINING CENTER SALES

Partnerships with South Carolina's businesses and industries through more than 450 outsource agreements provide job readiness training opportunities for clients. More than 4,700 clients learned job skills, developed good work habits and honed interviewing skills to prepare them for employment. The agreements generate income for SCVRD's 24 work training centers. Some of this income is used as stipends for the clients who work on the contracts. The remainder is used for raw materials, supplies and other operating expenses. Training center sales for FY2014 were \$19.4 million.

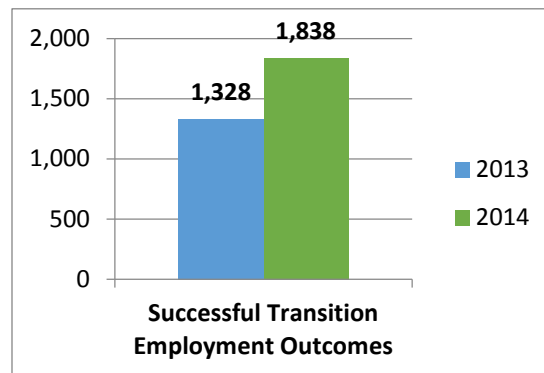


- a. i. SCVRD work training center program is unique among state vocational rehabilitation agencies.
- a.ii. N/A
- a.iii. N/A
- b. Barbara Hollis, Commissioner, quarterly or more often; Richard Elam, Assistant Commissioner, ongoing; Paul Mears, Director of Work Training Center Services, ongoing; Vicki Bowles, Grant and Funds Management Director, ongoing; Committee on Rehabilitation Excellence, quarterly or more often.
- c. Generally upward trends over past decade. Analyzed to assess impact on client training opportunities, variety of skills offered, rehabilitation rates and other factors.
- d. Yes, barring economic or unusual external circumstances.



### 5.5-3 COLLABORATION FOR TRANSITION SERVICES/SUCCESSFUL OUTCOMES

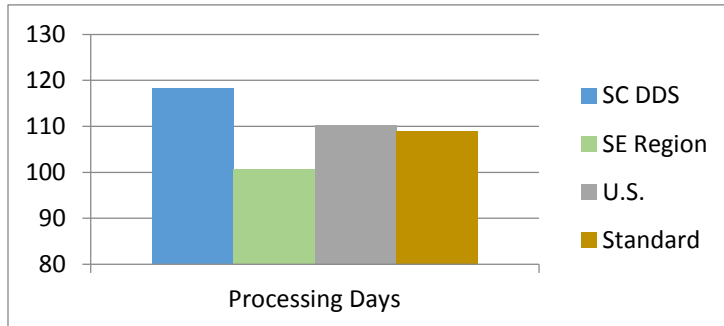
School-to-work transition services are a primary focus of SCVRD. Students with disabilities in South Carolina have significant needs in preparation for moving into employment or post-secondary education or training and avoiding a cycle of poverty and reliance on government assistance. To address this underserved population SCVRD has bolstered its partnerships with local school districts and other educational entities. This collaboration has led to increases in the number of clients ages 14 to 24 with successful employment outcomes (38% increase in 2014). SCVRD also has a higher percentage of transition clients working full-time hours (57%) than regional (44%) and national (42%) averages.



- a. i. States with the highest number included New York, California, and Pennsylvania. Circumstances differ significantly among state vocational rehabilitation programs related to size of state, whether the state VR program is in order-of-selection status, resources, demographic factors, economic environment, etc., making it difficult to identify the best. However, SCVRD engages in best practice sharing with other VR programs in the region and nation through CSAVR, technical assistance/continuing education entities, etc. SCVRD engages in best practice sharing with other VR programs in the region and nation through CSAVR, conferences, technical assistance/continuing education entities, etc.
- a.ii. N/A
- a.iii. N/A
- b. Barbara Hollis, Commissioner, ongoing basis; Margaret Alewine, Director of Planning, ongoing basis; Linda Lieser, Assistant Commissioner, ongoing basis; Committee on Rehabilitation Excellence, quarterly.
- c. Improvement; local office data analyzed to assess strengths of school partnerships, staff performance, and progress in transition age client movement from high school to employment or post-secondary training.
- d. Yes.

#### 5.5-4 DISABILITY DETERMINATION SERVICES PROCESSING TIME

The Disability Determination Services (DDS) program, which is entirely federally funded through the Social Security Administration, decreased its processing time for initial claims from 100 days to 94 days. *However, the performance measure combines DDS time with Social Security field office time, which was higher than the national standard of 109 days.*



a. i. This data is released through the Social Security Administration.

a.ii N/A

a.iii. Patty Patterson, Regional Communications Director, Social Security Administration, 22T64, 61 Forsyth Street NW, Atlanta GA 30303.

b. Barbara Hollis, Commissioner; Margaret Alewine, Director of Planning; quarterly. Shirley Jarrett, DDS Director and Anne Mayo, Operations Manager, DDS, weekly or more frequently. DDS QWEST team also reviews on ongoing basis.

c. Higher than recent years. Analyzed to identify circumstances of processing time, including staff performance, number of claims, individual workloads, SSA field office work time, and other factors.

d. Yes.

# RESTRUCTURING REPORT

## V. Key Performance Measurement Processes (cont.)

### B. Most Critical Performance Measures

1. Of the key performance measurement processes listed in Subsection A., which are the three most critical to achieving the overall mission of the agency?
  - Successful Employment Outcomes (5.1-1)
  - Employee Well-Being Survey (5.4-2)
  - Disability Determination Services Documentation Accuracy (5.2-4)

### C. Databases/Document Management

1. List all electronic databases/document management/business intelligence systems or programs utilized by the agency, including, but not limited to all relational database management systems.

Information Technology Department - Application & Database Management Report		
System	Database	Description
Client Services	Client Services Database	Management of case (Includes Case Management System, Career Connect, Universal Business System, SSA reimbursement)
Client Services Procurement\Revolving Fund	Procurement Database	Applications to manage the distribution of funds for services provided to SCVRD clients
Work Training Centers	Training Center Database	Applications to manage client progress for work training, My Action Plan, Job Readiness Certificates
Human Resources	HR Database	EPMS, EEO, HR ACTION, user accounts, legal and safety procedures
SCVRD Administration	Administration	Administration applications - Email, vehicle maintenance, staff menu, policies, help desk request system
Document Management	Xerox DocuShare Database/SRV	Client electronic document storage and access
SCVRD Intranet	Intranet Server	Forms, staff information/directory, cover sheets, training documents
RSA Reporting	Client Services Database	Reporting of Client information for RSA federal year reporting (RSA911 and RSA2).
Active Directory	Microsoft AD	Controls network access and permissions
Exchange Server	Exchange DB	Mail server, Calender server, and contact manager
SQL Database Management	Microsoft SQL	Agency uses Microsoft SQL for database system

#### D. Recommended Restructuring

Consider the process taken to review the agency's divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report ("Process").

1. Yes or No, based on the information obtained and analysis performed during the Process, does the agency have any recommendations for restructuring (either that it could do internally or that would need the assistance of revised or new legislation) that would merge or eliminate duplicative or unnecessary divisions, programs, or personnel within each department of the agency to provide a more efficient administration of government services? No.
  - a. If yes, please provide the agency's suggestions.

# SEVEN-YEAR PLAN

## VI. Seven-Year Plan

### A. General

1. Yes or No, does the agency have a plan that provides initiatives and/or planned actions the agency will take during the next seven fiscal years that implement cost savings and increased efficiencies of services and responsibilities in order to continually improve its ability to respond to the needs of the state's citizens? Yes.

If yes, go to Current/Recommended Actions Section.

If no, skip Current/Recommended Actions Section and go to Additional Questions.

### B. Current/Recommended Actions

1. Describe all of the actions the agency is currently taking and plans it has for initiatives and actions during the next seven fiscal years to work to achieve greater efficiency in its operations in order to continually improve its ability to respond to the needs of the state's citizens? In this description, provide the names of all personnel who are responsible for overseeing the actions and plans.
  - a) *Current Action:* Implementation of the reauthorized Rehabilitation Act, which is part of the Workforce Innovation and Opportunity Act (WIOA), enacted in 2014. WIOA regulations have not been finalized but will include many new requirements and guidelines for service provision. Cost efficiencies are and will be critical in achieving the program's mission at a high level of quality and accomplishment. (Barbara Hollis and Senior Staff)
  - b) *Current Action:* Quality One (Q1) initiative to enhance service delivery and maximize the agency's positive impact for people with disabilities through employment outcomes leading to long-term success and in meeting the personnel/skills demands of the state's labor market. (Barbara Hollis and Margaret Alewine)
  - c) *Current Action:* Continued safety emphasis for clients and staff to further lower workers' compensation premiums. (John Batten and Neil Lown)
  - d) *Plan:* Purchase of virtual servers for the agency's I.T. network. The 25 virtual servers would operate from three physical servers, eliminating 22 physical servers and bringing about significant cost savings in several ways. (Richard Elam and Jay Rolin)
  - e) *Plan:* Better utilization of state cars to achieve cost savings when serving clients and other customers at the local level. (Richard Elam)

2. What are the anticipated cost savings and/or efficiencies that would be achieved by each action?
  - a) This action will require great emphasis on cost efficiencies to meet the requirements of WIOA; it is not expected to generate cost savings due to the increased services that will be required.
  - b) More efficient and effective, client-centered use of resources in accomplishing the agency mission.
  - c) Goals of reductions in injuries to clients and staff and decrease in the agency's worker's compensation premiums.
  - d) Front-end reduction of \$158,000 in equipment costs by purchasing virtual servers rather than all physical servers. Additional electrical power cost savings through fewer heat-producing servers requiring air conditioning. More efficiency in performing maintenance and upgrades by IT staff which will be possible during normal business hours instead of weekends and nights. Shorter downtime during physical server outages due to flexibility in shifting virtual servers to a different physical server. Less physical space required for servers.
  - e) Undetermined until completion of pilot.
3. Is legislative action required to allow the department/agency to implement the current or recommended actions? No.
4. If legislative action is required, please explain the constitutional, statutory or regulatory changes needed. N/A
5. Describe the agency actions that will be implemented to generate the desired outcomes for each recommendation.
  - a) Analysis of still-to-be released final regulations, organizational assessment of needs in meeting the requirements of the act, further development of relationships and agreements with WIOA core partner agencies and local workforce boards. The department is positioning itself through partnerships with other agencies, advocacy groups, community partners and the business and industry community to foster positive outcomes in WIOA's areas of emphasis. The agency will further develop its Career Connect database for matching job-ready agency clients with available career opportunities. The department's executive leadership team is undertaking a strategic budgeting process to plan for the challenges of the next several years. This team meets on a regular basis to review financial resources, current and future human resource needs, and to assess current and future programmatic initiatives to link the agency's strategic planning with its financial resources in preparing for the upcoming years, including WIOA implementation.
  - b) Development of recommendations from workgroups; communication and implementation of resulting plans.
  - c) Monitoring of trends in work-related injuries in our offices and work training centers (which have industrial settings) with provision of training and equipment to prevent similar injuries. This will build on current safety practices, procedures and training that have led to the reduction of annual workers' compensation premiums
  - d) Finalization of proposal and approval, implementation of plan.
  - e) Implementation of four pilot sites. Determination on next steps to be made upon conclusion of pilot.

6. What is the timeline for implementation of the change and realization of the anticipated benefits for each recommended action/change?
- a) Implementation timeline varies for different aspects of WIOA but will be phased in by the end of FY2016 and further development/adaptations will follow.
  - b) Will be ongoing for undetermined length of time, multiple years.
  - c) The end of FY2015 and annually thereafter.
  - d) FY2016.
  - e) Implementation of pilot sites by end of FY2015. Determination on next steps and identification of long-term benefits to be made upon conclusion of pilot.

Now go to Additional Questions.

# SEVEN-YEAR PLAN

## *VI. Seven-Year Plan (cont.)*

### *C. Additional Questions*

1. What top three strategic objectives of the agency will have the biggest impact on the agency's effectiveness in accomplishing its mission?
  - a) Improve the quality of employment outcomes for eligible individuals with disabilities.
  - b) Enhance school-to-work transition services.
  - c) Mutually beneficial partnerships with business and industry that provide employment/training opportunities for clients.
2. What are the fundamentals required to accomplish the objectives?
  - a) Client-focused service provision utilizing Program Integrity model: productivity, compliance assurance, customer service; expand outreach efforts to underserved and emerging disability populations through increased collaboration with other agencies and community organizations; identify opportunities for matching client strengths and abilities with community employment needs through Career Connect application; equip clients for job search through resume development, interviewing skills, other "soft skills" and disability related classes.
  - b) Maximize relationships with education officials in all school districts; enhance pre-employment training services for transition-age clients; improve services to individuals with autism spectrum disorders and intellectual/developmental disabilities; enhance services for at-risk youth with disabilities; expose students with disabilities to careers in science, technology; engineering and math through High School/High Tech programs; sponsorship of post-secondary training.
  - c) Enhance business demand-driven training program by developing job-readiness skills through work training center activities, advanced skills training and on-the-job supports; build and maintain VR Business Partnership Network and collaborate with business and industry associations; advanced solutions for job matching through Career Connect; provide outsource opportunities that provide variety in skills development while meeting local business and industry needs.
3. What links on the agency website, if any, would the agency like listed in the report so the public can find more information about the agency?



The website is currently undergoing a redesign and key links will change, so at this point it is recommended to go to the home page, which will continue to be [www.scvrd.net](http://www.scvrd.net)

4. Is there any additional information the agency would like to provide the Committee or public? No.
5. Consider the process taken to review the agency's divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report and Seven-Year Plan ("Process"). State the total amount of time taken to do the following:
  - a. Complete the Process : 52 hours
  - b. Complete this Report: 21 hours
6. Please complete the **Personnel Involved Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Personnel Involved." Please list the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in the Restructuring and Seven-Year Plan Report and their title and their specific role in answering the question (i.e., searched the agency documents, asked for information because they are in charge of the department, etc.).

# CHARTS APPENDIX

## *VII. Excel Charts*

Please send an electronic copy of the entire Excel Workbook and print hard copies of each of the Charts to attach here. Please print the charts in a format so that all the columns fit on one page. Please insert the page number each chart begins on below.

Similar Information Requested Chart _____	C-1
Historical Perspective Chart _____	C-2
Purpose, Mission Chart _____	C-3
Key Products Chart _____	C-4
Key Customers Chart _____	C-5
Key Stakeholders Chart _____	C-6
Key Partner Agency Chart _____	C-7
Overseeing Body Chart (General and Individual Member) _____	C-8 & C-9
Major Program Areas Chart _____	C-10
Legal Standards Chart _____	C-11
Agency Reporting Requirements Chart _____	C-12
Internal Audits Chart _____	C-13
Personnel Involved Chart _____	C-14

## Similar Information Requested Chart

INSTRUCTIONS: Please provide details about other reports which investigate the information requested in the Restructuring Report. This information is sought in an effort to avoid duplication in the future. In the columns below, please list the question number in this report, name of the other report in which the same or similar information is requested, section of the other report in which the information is requested, name of the entity that requests the other report and frequency the other report is required. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Restructuring Report Question #	Name of Other Report	Section of Other Report	Entity Requesting Report	Freq. Other Report is Required
Vocational Rehabilitation	I.C.1	Agency Accountability Report	Performance Measures Template	Executive Budget Office	Annually
Vocational Rehabilitation	V.A.1 through V.A.5	Agency Accountability Report	Performance Measures Template	Executive Budget Office	Annually
Vocational Rehabilitation	II.6	Budget Presentation Notebook	N/A	Ways and Means Healthcare Subcommittee	Annually
Vocational Rehabilitation	II.8	Budget Presentation Notebook	N/A	Ways and Means Healthcare Subcommittee	Annually
Vocational Rehabilitation	I.C.1	Budget Presentation Notebook	N/A	Ways and Means Healthcare Subcommittee	Annually

Agency Name: S.C. Vocational Rehabilitation Department  
Agency Code: H73  
Agency Section: 32

## Historical Perspective Chart

**INSTRUCTIONS:** Please provide information about any restructuring or major changes in the agency's purpose or mission **during the last ten years**. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Year	Description of Restructuring that Occurred	Description of Major Change in Agency's Purpose or Mission
Vocational Rehabilitation	N/A	N/A	No major changes in this time period

## Purpose/Mission/Vision Chart

INSTRUCTIONS: Provide information about the date the agency, in its current form, was initially created and the present purpose, mission and vision of the agency, with the date each were established in paranethesis. The Legal Standards Cross Reference column should link the purpose, mission and vision to the statutes, regulations and provisos listed in the Legal Standards Chart, which they satisfy.

Agency Submitting Report	Date Agency created	Purpose	Mission	Vision	Legal Standards Cross References
Vocational Rehabilitation	1957	To prepare and assist eligible South Carolinians with disabilities to achieve and maintain competitive employment.	To prepare and assist eligible South Carolinians with disabilities to achieve and maintain competitive employment.	We will be the leader in quality employment outcomes for our clients and business partners through our people, partnerships and performance. <b>People:</b> we will be a team of highly qualified professionals who have the passion, commitment and opportunity to excel. <b>Partnerships:</b> we will maintain a dynamic network of partnerships to shape a better future for all stakeholders. <b>Performance:</b> our clients will achieve successful employment outcomes through provision of the services they need, when they need them.	Purpose:1,2,3 Mission:1,2,3 Vision:1,2,3

INSTRUCTIONS: Provide information about the agency's key deliverables (i.e. products or services); primary methods by which these are delivered; and, as applicable, actions that may reduce the general public and/or other agencies initial or repetitive need for the deliverable. List each deliverable on a separate line. If there are multiple ways in which the deliverable is provided, list the deliverable multiple times with each delivery method on a separate line. In the "Three Greatest" column, indicate and rank the three most significant deliverables the agency brings to the people of South Carolina with #1 being the most significant. For the deliverables which are not one of three most significant, do not put anything in this column. The Major Program Areas Cross References Column should link the deliverable to the major program area, in the Major Program Areas Chart, within which that product or service is provided. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Deliverable (i.e. product or service)	Three Most Significant (#1, #2, #3)	Primary Method of Delivery	What can be done to reduce the general public and/or other agencies initial need for this deliverable? (i.e. preventive measures before the citizen or agency needs to come to the agency)	What can be done to reduce the general public and/or other agencies need to return for this deliverable? (i.e. preventive measures to ensure they do not need to come back to the agency for this service or product after already receiving it once)	If deliverable is identified as one of the three most significant, what would allow the agency to focus on it more?	Major Program Areas Cross Reference
Vocational Rehabilitation	1	Basic Vocational Rehabilitation Services	#2	counseling and guidance	This is a service needed by all clients, regardless of their level of disability. If they are eligible for VR services, this service is required. This need could be reduced only by fewer citizens having disabling conditions and/or a desire to work.	Success in meeting clients' needs with effective services and an appropriate employment outcome.	Additional resources for training and retention of qualified staff	Basic Service Program
Vocational Rehabilitation	2	Vocational Assessment and Career Exploration Services		vocational assessment	This is a service needed by all clients, regardless of their level of disability. If they are eligible for VR services, this service is required. This need could be reduced only by fewer citizens having disabling conditions and/or a desire to work.	Success in meeting clients' needs with effective services and an appropriate employment outcome.		Basic Service Program
Vocational Rehabilitation	3	Job Preparedness Instruction		Classroom and individual instruction	N/A	Success in meeting clients' needs with effective services and an appropriate employment outcome.		Basic Service Program
Vocational Rehabilitation	4	Job Coaching/Supported Employment		Direct 1:1 job coaching and supported employment services.	N/A	Success in meeting clients' and employers' needs with effective services and an appropriate employment outcome.		Basic Service Program
Vocational Rehabilitation	5	Job Placement	#1	Connection to existing job opportunities through contact with employer partners.	N/A	Success in meeting clients' and employers' needs with effective services and an appropriate employment outcome.	Additional resources for labor market demand-driven training and business development specialists	Basic Service Program
Vocational Rehabilitation	6	Job Retention Services		counseling, guidance, assessment and on the job supports to assist clients in maintaining employment	N/A	Success in meeting clients' and employers' needs with effective services and an appropriate employment outcome.		Basic Service Program
Vocational Rehabilitation	7	Comprehensive Services		physical, occupational, aquatic therapies	N/A	Success in meeting clients' needs with effective services and an appropriate employment outcome.		Basic Service Program
				rehabilitation technology	N/A	Success in meeting clients' and employers' needs with effective services and an appropriate employment outcome.		Basic Service Program
				substance abuse treatment		Effective services at SCVRD's substance abuse treatment centers and appropriate follow-up as clients return to their local communities and into employment.		Basic Service Program
Vocational Rehabilitation	8	Job Readiness Training		provided at SCVRD's work training centers located throughout the state and through sponsorship of other specialized training aligned with the client's vocational objective.	N/A	Success in meeting clients' needs with effective services and an appropriate employment outcome.		Basic Service Program, Program Income from Work Training Centers
Vocational Rehabilitation	9	School-to-work Transition	#3	highly qualified vocational rehabilitation counselors and other staff provide through face-to-face meetings with students, their families, and school representatives; telephone and other electronic communication; sponsorship of post-secondary instruction; internships; paid work experiences; job coaching when needed; placement.	N/A	Success in meeting clients' needs with effective services and an appropriate employment outcome.	Resources for addition and retention of transition staff	Basic Service Program
Vocational Rehabilitation	10	Business Partnerships		job-ready candidates for employment	N/A	N/A		Basic Service Program
				specialized skills training	N/A	N/A		Basic Service Program, Program Income from Work Training Centers
				outsource agreements	N/A	N/A		Basic Service Program, Program Income from Work Training Centers
				Business Partnership Network activity	N/A	N/A		Basic Service Program
Vocational Rehabilitation	11	Disability Determinations		Initial Claims	N/A	correct initial decision based on appropriate evidence		Disability Determination Services
				Reconsiderations	N/A	correct decision based on appropriate evidence		Disability Determination Services
				Continuing Disability Reviews/Hearings	N/A	correct decision based on appropriate evidence		Disability Determination Services

				Medicaid Disability Reviews for HHS	N/A	correct decision based on appropriate evidence		Disability Determination Services
				Retirement Disability Reviews for PEBA	N/A	correct decision based on appropriate evidence		Disability Determination Services

## Key Customers Chart

**INSTRUCTIONS:** Provide information about the key customer segments identified by the agency and each segment's key requirements/expectations. A customer is defined as an actual or potential user of the agency's deliverables. Please be as specific as possible in describing the separate customer segments (i.e. do not simply put "public.") The Deliverables Cross References column should link customer groups to the deliverable listed in the Key Deliverables Chart, which they utilize. **NOTE:** Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Customer Segments	Requirements/Expectations	Deliverables Cross References
Vocational Rehabilitation	1	People with disabilities seeking employment	<i>Requirements:</i> to be eligible for services, must have a physical or mental impairment that substantially interferes with the ability to work, must require and be able to benefit from vocational rehabilitation services that would lead to permanent, competitive employment. <i>Expectations:</i> to receive appropriate services that will result in successful employment and be consistent with their strengths, resources, priorities, concerns, abilities, capabilities, interests and informed choice.	1 through 10
Vocational Rehabilitation	2	Employers	Job candidates from the VR services program who are well-qualified, have skills aligned with the employer's needs, have good work habits and are reliable; on-the-job training support through job coaching when needed; support in making worksite accommodations for people with disabilities; job retention services for employees with disabling conditions; work opportunity tax credits.	4 through 10
Vocational Rehabilitation	3	Business & Industry Outsource Partners	Provision of valuable skills training and development of good work habits through the outsourcing of job tasks needed by the company; client acquisition of market-driven skills aligned with employer needs; high quality, timely and cost-effective production.	10



Agency Name: S.C. Vocational Rehabilitation Department

Agency Code: H73

Agency Section: 32

## Key Customers Chart

Vocational Rehabilitation	4	Referral Sources	Services to assist their own customers, associates, friends, or relatives with disabilities in achieving and maintaining competitive employment.	1 through 10
Vocational Rehabilitation	5	Vendors	Efficient and timely transactions.	1,8,9,10,11
Vocational Rehabilitation	6	SSI/SSDI applicants	Provision of quality disability determination services in a responsive, timely, and cost-effective manner.	11

## Key Stakeholder Chart

**INSTRUCTIONS:** Provide information about the agency's key stakeholder groups and their key requirements and expectations. A stakeholder is defined as a person, group or organization that has interest or concern in an agency. Stakeholders can affect or be affected by the agency's actions, objectives and policies. Please be as specific as possible in describing the separate stakeholder groups (i.e. please do not simply put "the public.") The Deliverables Cross References column should link stakeholder groups to the deliverable, listed in the Key Deliverables Chart, for which they group has the most interest or concern. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Stakeholder Group	Requirements/Expecations	Deliverables Cross References
Vocational Rehabilitation	1	State and local agencies	Employment outcome component that their clientele need to round out the scope of services that bring newfound independence for people with disabilities.	1 through 10
Vocational Rehabilitation	2	Private, non-profit organizations	Employment outcome component that their clientele need to round out the scope of services that bring newfound independence for people with disabilities.	1 through 10
Vocational Rehabilitation	3	Medical Community	Employment outcome component that their clientele need to round out the scope of services that bring newfound independence for people with disabilities.	1 through 10
Vocational Rehabilitation	4	Taxpayers	Accountability in service delivery and practices; results that show efficiency and effectiveness.	1 through 11

## Key Partner Agencies Chart

**INSTRUCTIONS:** List the names of the other state agencies which have the biggest impact on the agency's mission success (list a minimum of three); partnership arrangements established and performance measures routinely reviewed with the other entity. The Major Program Areas Cross References Column should link the Partner Agency to the major program area, in the Major Program Areas Chart, on which it has the biggest impact. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable and a minimum of three.

Agency Submitting Report	Agency w/ Impact on Mission Success	Partnership Arrangement Established	Performance Measures Routinely Reviewed Together	Major Program Areas Cross Reference
Vocational Rehabilitation	Department of Mental Health	To facilitate the effective coordination of services to individuals with mental illness who are eligible for vocational rehabilitation services and to whom both departments share responsibility. Establishment of relationships and operational plans to facilitate services in an effort to coordinate and integrate these services without duplication. SCVRD job coaches are assigned to SCDMH centers. Cross training is conducted to educate staff of both agencies.	Employment of individuals with mental illness served cooperatively; referrals by each agency to the other.	Basic Service Program
Vocational Rehabilitation	Dept. of Education/School Districts	To provide a continuum of education, rehabilitation and other community services that will assist students with disabilities in pursuing competitive employment consistent with their strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choice. The intent of this agreement is to comply with the mandates for transition services as described in the Individuals with Disabilities Education Act (IDEA) and the Rehabilitation Act, as amended. SCVRD provides a range of services to eligible students with disabilities to prepare them for employment.	An annual review includes a meeting of the representatives of SCVRD and the school district to address issues, concerns, changes, and services. Referrals and successful employment outcome measures are reviewed.	Basic Service Program

Agency Name: S.C. Vocational Rehabilitation Department

Agency Code: H73

Agency Section: 32

## Key Partner Agencies Chart

Vocational Rehabilitation	Probation, Parole and Pardon Services	Provision of vocational rehabilitation services to eligible persons with disabilities as they prepare for exiting and after they exit the correctional system to assist them in transitioning back into employment. PPP identifies and provides referrals of persons who may be eligible and need SCVRD services. The agencies provide cross training for their staffs to understand and enhance the partnership.	Referrals, successful employments outcomes.	Basic Service Program
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INSTRUCTIONS: Provide information about the body that oversees the agency and to whom the agency head reports including what the overseeing body is (i.e. board, commission, etc.); total number of individuals on the body; whether the individuals are elected or appointed; who elects or appoints the individuals; the length of term for each individual; whether there are any limitations on the total number of terms an individual can serve; whether there are any limitations on the number of consecutive terms an individual can serve; and any other requirements or nuances about the body which the agency believes is relevant to understanding how the agency performs and its results.

Agency Submitting Report	Type of Body (i.e. Board, Commission, etc.)	# of Times per Year Body Meets	Total # of Individuals on the Body	Are Individuals Elected or Appointed?	Who Elects or Appoints?	Length of Term	Limitations on Total Number of Terms	Limitations on Consecutive Number of Terms	Challenges imposed or that Agency staff and the Body have faced based on the structure of the overseeing body	Other Pertinent Information
Vocational Rehabilitation	Agency Board	4	7	Appointed	Appointed by Governor and confirmed by S.C. Senate	7 years	none	none	none	

## Overseeing Body - Individual Members Chart

INSTRUCTIONS: Provide information about the individual members on the body that oversees the agency including their name, contact information, length of time on the body, profession and whether they are a Senator or House Member. The Major Program Areas Cross References Column should link the individual to the major program area, in the Major Program Areas Chart, in which the individual has a particular influence, if any, by way of serving on a subcommittee within the body, task force, etc. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name of Individual on Body	Contact Information	Profession	Date First Started Serving on the Body	Last Date Served on the Body	Length of Time on the Body (in years)	Senator or House Member? (put Senate or House)	Major Program Areas Cross Reference
Vocational Rehabilitation	Roxzanne B. Breland, DC	11 Weatherby Court Greenville SC 29615	Licensed Practicing Chiropractor	12-Jun-02	current	12	no	N/A
Vocational Rehabilitation	Rhonda J. Presha	92 Westridge Rd. Elgin SC 29045	Information Technology Analyst	26-Jun-01	current	13	no	N/A
Vocational Rehabilitation	Timothy W. Evatt	2026 Five Forks Rd. Pendleton SC 29670	Attorney	11-Jul-01	current	13	no	N/A
Vocational Rehabilitation	Joseph A. Thomas	2052 Pitch Landing Rd. Conway SC 29527		15-Mar-04	current	11	no	N/A
Vocational Rehabilitation	Billy N. Shorter	2695 Nicholson Dr. Sumter SC 29154	City Administrator	05-Mar-15	current	less than 1	no	N/A

**INSTRUCTIONS:** Provide information about the agency's Major Program Areas as those are defined in the Appropriations Act. When completing columns B - K, the agency can copy and paste the information the agency submitted in the Program Template of the FY 2013-14 Accountability Report, just make sure of the following:

a) List only the programs that comprise at least 80% of the total budget and include the % of total budget. The remainder of the programs should be "listed ONLY" in the box labeled "Remainder of Programs", with those program expenditures detailed in the box labeled "Remainder of Expenditures." If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11.

b) The "Associated Objective(s)" column in the Program Template of the FY 2-13-14 Accountability report has been changed to "Key Performance Measures Cross References." The Key Performance Measures Cross References column should link major programs to charts/graphs in the Key Performance Measurement Processes Section (ex. Chart 5.2-1 or Graph 5.2-2). If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11; and

c) An additional column, titled "Legal Standards Cross References," has been added at the end. The Legal Standards Cross Reference column should link major programs to the statutes, regulations and provisos listed in the Laws Section of this report, which they satisfy.

Included below is an example, with a partial list of past Major Program Areas from the Department of Transportation. The example does not include information in the columns under expenditures, key performance measures cross reference, legal standards cross references or remainder of expenditures, however the agency must complete these columns when submitting this chart in final form. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

**Note:**  
-Key Performance Measures Cross References Column links major programs to the charts/graphs in the Key Performance Measurement Processes Section of the Restructuring Report.  
-Legal Standards Cross References Column links major programs to the statutes, regulations and provisos they satisfy which are listed in the Laws Section of the Restructuring Report.

Agency Submitting Report	Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures				Key Performance Measures Cross Reference	Legal Standards Cross References
			General	Other	Federal	TOTAL	General	Other	Federal	TOTAL		
SC Vocational Rehabilitation Department	05100000 Basic Service Program	To prepare and assist South Carolinians with disabilities to achieve and maintain competitive employment.	8,811,015 % of Total Budget: 21.4	2,020,113 % of Total Budget: 4.9	30,376,441 % of Total Budget: 73.7	41,207,569 % of Total Budget: 34.5	9,739,104 % of Total Budget: 21.2	2,124,594 % of Total Budget: 4.6	33,973,568 % of Total Budget: 74.1	45,837,266 % of Total Budget: 36.2	5.1-1 through 5.1-3 5.2-1 through 5.2-3 5.3-1 through 5.3-3 5.4-1 through 5.5-3	1, 2, 3, 7, 8, 9, 10, 11, 12, 13
SC Vocational Rehabilitation Department	25000000 Disability Determination Services	To adjudicate disability claims for the Social Security Administration in a timely, responsive and cost-effective manner.	0.00 % of Total Budget: 0	1,729,921 % of Total Budget: 4.9	33,777,476 % of Total Budget: 95.1	35,507,397 % of Total Budget: 29.7	0.00 % of Total Budget: 0	1,849,739 % of Total Budget: 5.4	32,484,066 % of Total Budget: 94.6	34,333,805 % of Total Budget: 27.1	5.1-4, 5.2-4, 5.3-4, 5.4-1, 5.4-2, 5.5-1, 5.5-4	4, 5
SC Vocational Rehabilitation Department	95000000 Employer Contributions	Employer share of taxes and benefits payment for agency employees.	3,219,939 % of Total Budget: 19.6	1,286,718 % of Total Budget: 7.9	12,424,145 % of Total Budget: 25.8	16,930,802 % of Total Budget: 14.2	3,370,875 % of Total Budget: 18.8	1,223,796 % of Total Budget: 6.8	13,381,356 % of Total Budget: 24.4	17,976,027 % of Total Budget: 14.2	5.4-1, 5.4-2	1, 2, 3, 4
SC Vocational Rehabilitation Department	05300000 Program Income from Work Training Centers	Income from outsource agreements with business and industry utilized to help with costs in providing job readiness training at SCVRD's work training centers to prepare individuals with disabilities for competitive employment.	0.00 % of Total Budget: 0	16,621,106 % of Total Budget: 100	0.00 % of Total Budget: 0	16,621,106 % of Total Budget: 13.9	0.00 % of Total Budget: 0	17,446,532 % of Total Budget: 100	0.00 % of Total Budget: 0	17,446,532 % of Total Budget: 13.8	5.1-1, 5.1-3, 5.3-3, 5.5-2	1, 2, 3, 6

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

01000000	Administration
05250000	Special Projects
99000000	Capital Projects
98010000	Non-Recurring Proviso Funds

<b>Remainder of Expenditures:</b>	1,680,558 % of Total Budget: 18.2	1,302,283 % of Total Budget: 14.1	6,240,091 % of Total Budget: 67.7	9,222,932 % of Total Budget: 8	1,205,411 % of Total Budget: 11	2,375,444 % of Total Budget: 21.7	7,364,840 % of Total Budget: 67.3	10,945,694 % of Total Budget: 9
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**INSTRUCTIONS:** List all state and federal statutes, regulations and provisos that apply to the agency ("Laws") and a summary of the statutory requirement and/or authority granted in the particular Law listed. Included below is an example, with a partial list of Laws which apply to the Department of Juvenile Justice and Department of Transportation. The agency will see that a statute should be listed again on a separate line for each year there was an amendment to it. Please delete the example information before submitting this chart in final form. **NOTE:** Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Statute/Regulation/Provisos	State or Federal	Summary of Statutory Requirement and/or Authority Granted
S.C. Vocational Rehabilitation Department	1	South Carolina Code of Laws: Title 43, Chapter 31	State	Statutorily required to provide vocational rehabilitation services to every "eligible physically handicapped individual," except those qualifying under vocational rehabilitation for the blind, all as defined by law. The statutes, among other things, authorize SCVRD to enter into contractual arrangements with the Federal Government and other departments, agencies and institutions, both public and private, for performance of services related to vocational rehabilitation, and to conduct research and compile statistics relating to the provision of services to individuals with a disability.
S.C. Vocational Rehabilitation Department	2	The Rehabilitation Act of 1973 (PL 93-112, as amended); Federal Regulations, 34 CFR Part 361	Federal	Entitled the State Vocational Rehabilitation Program (VR program), the law and regulations establish the framework for providing grants to assist States in operating a statewide comprehensive, coordinated, effective, efficient and accountable program, as an integral part of a statewide workforce investment system designed to assess, plan, develop, and provide VR services for individuals with disabilities, consistent with their strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choice, so that they may prepare for and engage in gainful employment.
S.C. Vocational Rehabilitation Department	3	Workforce Innovation and Opportunity Act (WIOA), signed into law July 22, 2014. Federal Regulations pending	Federal	Replaces the Workforce Investment Act of 1998 and amends the Rehabilitation Act of 1973. Places significant emphasis on individuals with disabilities obtaining competitive integrated employment. The VR State plan must ensure that priority is given to individuals who are otherwise eligible for VR program services and who are at imminent risk of losing their jobs unless they receive additional necessary post-employment services. Requires the core programs of the Workforce Innovation System, including VR, to submit a Unified State Plan that includes common goals and strategies for fulfilling Federal requirements. Requires VR to make pre-employment transition services available to all students with disabilities.
S.C. Vocational Rehabilitation Department	4	20 CFR 404.1503 (for DDS)	Federal	Permits State Agencies to make disability and blindness determinations for the SSA Commissioner for most persons living in the State. These determinations are made under regulations containing performance standards and other administrative requirements relating to the disability and blindness determination function.
S.C. Vocational Rehabilitation Department	5	20 CFR 404 Subpart Q (for DDS)	Federal	Describes the standards of performance and administrative requirements and procedures for States making determinations of disability for the SSA Commissioner under the Social Security Act.



**Legal Standards Chart**

S.C. Vocational Rehabilitation Department	6	State Appropriations Act, 2014-2015 (R304, H4704) Section 32 - H73- Department of Vocational Rehabilitation; Section 32.1	State	(VR: Production Contracts Revenue) All revenues derived from production contracts earned by people with disabilities receiving job readiness training at the agency's Work Training Centers may be retained by the State Agency of Vocational Rehabilitation and used in the facilities for Client Wages and any other production costs; and further, any excess funds derived from these production contracts may be used for other operating expenses and/or permanent improvements of these facilities.
S.C. Vocational Rehabilitation Department	7	State Appropriations Act, 2014-2015 (R304, H4704) Section 32 - H73- Department of Vocational Rehabilitation; Section 32.2	State	(VR: Reallotment Funds) To maximize utilization of federal funding and prevent the loss of such funding to other states in the Basic Service Program, the State Agency of Vocational Rehabilitation be allowed to budget reallotment and other funds received in excess of original projections in following State fiscal years.
S.C. Vocational Rehabilitation Department	8	State Appropriations Act, 2014-2015 (R304, H4704) Section 32 - H73- Department of Vocational Rehabilitation; Section 32.3	State	(VR: User/Service Fees) Any revenues generated from user fees or service fees charged to the general public or other parties ineligible for the department's services may be retained to offset costs associated with the related activities so as to not affect the level of service for regular agency clients.
S.C. Vocational Rehabilitation Department	9	State Appropriations Act, 2014-2015 (R304, H4704) Section 32 - H73- Department of Vocational Rehabilitation; Section 32.4	State	(VR: Meal Ticket Revenue) All revenues generated from sale of meal tickets may be retained by the agency and expended for supplies to operate the agency's food service programs or cafeteria.
S.C. Vocational Rehabilitation Department	10	State Appropriations Act, 2014-2015 (R304, H4704) Section 32 - H73- Department of Vocational Rehabilitation; Section 32.5	State	(VR: Basic Services Program - Educational Scholarships) For those persons with disabilities who are eligible for and are receiving services under an approved plan of the South Carolina Vocational Rehabilitation Department (consistent with the 1973 Rehabilitation Act, as amended) tuition costs at state supported institutions (four year, technical, or trade schools) will not increase beyond the 1998 tuition rate, will be provided, or will be waived by the respective institution after the utilization of any other federal or state student aid for which the student is eligible. Persons eligible for this tuition reduction or sponsorship must meet all academic requirements of the particular institution and be eligible for State need-based scholarships as defined in Chapter 142, Title 59, Code of Laws of South Carolina, 1976.

S.C. Vocational Rehabilitation Department	11	State Appropriations Act, 2014-2015 (R304, H4704) Section 101 - F03- Budget and Control Board; 101.23-BCB: Sale of Surplus Real Property	State	The Department of Vocational Rehabilitation shall be authorized to retain the net proceeds from the sale of 3.205 acres located at 22861 Highway 76 East in Clinton, South Carolina to be used for capital projects and deferred maintenance. The Department of Vocational Rehabilitation shall annually submit a report, within sixty days after the close of the fiscal year, to the Senate Finance Committee and the House Ways and Means Committee on the status of the sale of the identified property and a detailed accounting on the expenditure of funds resulting from such sale.
S.C. Vocational Rehabilitation Department	12	State Appropriations Act, 2014-2015 (R304, H4704) Section 113 - E50- Revenue and Fiscal Affairs; 113.4- GP: SC Health & Human Services Data Warehouse	State	Establishes within the Revenue and Fiscal Affairs Office, the South Carolina Health and Human Services Data Warehouse. The purpose of the Warehouse is to ensure that the operation of health and human services agencies may be enhanced by coordination and integration of client information. Designates SCVRD as one of the state agencies/programs that is required to report client information to the Warehouse.
S.C. Vocational Rehabilitation Department	13	State Appropriations Act, 2014-2015 (R304, H4704) Section 117 - X90- General Provisions; 117.70 -GP: Healthcare Employee Recruitment and Retention	State	Designates the SC Vocational Rehabilitation Department as one of the agencies that is allowed to spend state, federal, and other sources of revenue to provide lump sum bonuses to aid in recruiting and retaining healthcare workers in critical needs healthcare jobs based on objective guidelines established by the Budget and Control Board. Within prescribed circumstances, allows for paid educational leave for certain FTE employees in healthcare degree programs, allows for repayment agreements for outstanding student loans associated with completion of a healthcare degree, authorizes SCVRD to allow employees working on a practicum or required clinical experience towards completion of a healthcare degree to complete these requirements at SCVRD or another state agency at the discretion of the agency head, and allows for certain tuition reimbursements or pre-payments for employees pursuing degrees in healthcare programs.

INSTRUCTIONS: List all reports, if any, the agency is required to submit to a legislative entity. Beside each include the following under the appropriate column: a) Name of the report; b) Legislative entity that requires the report; c) Law(s) that require the agency to provide the report; d) Stated legislative intent (from legislative entity, statute, regulation or other source) in providing the report; e) Frequency with which the report is required (i.e. annually, monthly, etc.); f) Approximate year the agency first started providing the report; g) Approximate cost to complete the report and any positive results from completing and submitting the report; and h) Method by which the agency receives, completes and submits the report (i.e. receive via emailed word document; log into or open program, enter data and click submit; etc.). Included below are examples of reports the agency may have to submit. The example does not include information in the columns under # of staff needed to complete the report; approx. total amount of time to complete the report and approx. total cost to complete the report, however the agency must complete these columns when submitting this chart in final form. Please delete the example figures before submitting this chart in final form, unless it applies to the agency, in which case ensure the information about those reports is complete. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Report Name	Legislative Entity Requesting Report	Law Requiring Report	Stated Intent of Report	Year First Required to Complete Report	Reporting Freq.	# of Days in which to Complete Report	Month Report Template is Received by Agency	Month Agency is Required to Submit the Report	Cost to Complete Report			Positive Results of Reporting	Method in which Report Template is Sent to Agency (i.e. via email; etc.)	Format in which Report Template is Sent to Agency	Method in which Agency Submits Completed Report (i.e. email; mail; click submit on web based form; etc.)	Format in which Agency Submits Completed Report (word, excel, etc.)
											# of Staff Members Needed to Complete Report	Approx. Total Amount of time to Complete Report	Approx. total Cost to Agency to Complete (considering staff time, etc.)					
SC Vocational Rehabilitation Department	1	Agency Budget Plan	Executive Budget Office, Governor's Office, Ways and Means, Senate Finance	11-11-30	To Submit Agency Budget Plans to Governor's Office and Legislature	2014 under new structure	Annually	30	August	October	5	Unable to Project	Unable to Project	TBD	Email and Hardcopy	Word and Excel	Email and Hardcopy; PBF System	Word and Excel, PBF System
SC Vocational Rehabilitation Department	2	Other Funds Survey	Revenue and Fiscal Affairs & Executive Budget Offices, House and Senate	2-65-40	To Provide Information on Other Funds Authorization and Amount of Other Funds Being Retained	Unknown	Varies	30	October	November	2	32 hours	\$2,300	TBD	Email	Excel	Email	Excel
SC Vocational Rehabilitation Department	3	Federal Project Review	Executive Budget Office	2-65-20	Programmatic and Financial Information on each Federal Project Included as Anticipated Revenue in Detail Budget	Ongoing	Annually	20	December	January	1	22.5 hours	\$1,018	TBD	Email and Hardcopy	Excel	Email and Hardcopy	Excel
SC Vocational Rehabilitation Department	4	Agency Accountability Report	Executive Budget Office, Governor's Office, House and Senate	1-1-820; Proviso 117.31	To Provide the Governor and General Assembly with Information that Supports their Analysis of the Budget	Ongoing	Annually	40	July	September	multiple	Unable to Project	Unable to Project	TBD	Email and Hardcopy	Word and Excel	Email and Hardcopy	Word and Excel
SC Vocational Rehabilitation Department	5	Comprehensive Permanent Improvement Plan	Executive Budget Office, Joint Bond Review Committee	2-47-55	To Provide 5-Year Plan of Agency Anticipated Permanent Improvement Activities	2014 under new law	Annually	40	January	March	multiple	Unable to Project	Unable to Project	TBD	Email	Excel	Hardcopy	Excel
SC Vocational Rehabilitation Department	6	Travel Report	SC Comptroller General's Office collects and distributes to: Senate Finance Committee, the House Ways and Means Committee, and the Statehouse Press Room	Proviso 117.28 of the Appropriation Act (FY2014-2015)	Provide a brief summary describing the type and purpose of their travel	Unknown	Annually	Less than 30	September	September	1	2 hours	\$90.00	TBD	Email	Notepad .TXT file	email	Microsoft Word or Notepad
SC Vocational Rehabilitation Department	7	Debt Collection	Executive Budget Office distributes to Chairman of the Senate Finance and House Ways and Means Committee and the Inspector General.	Proviso 117.37 of the Appropriation Act (FY2014-2015)	Details the amount of outstanding debt and all the methods used to collect the debt.	Unknown	Annually	30	January	February	2	2 hours	\$150.00	TBD	Email	Microsoft Word and PDF	email	Microsoft Word
SC Vocational Rehabilitation Department	8	Bank Account Transparency and Accountability	Budget and Control Office	Proviso 117.88 of the Appropriation Act (FY2014-2015)	A report detailing every transaction if the composite reservoir bank accounts or any other accounts containing public funds which are not included in the Comptroller General's Statewide Accounting and Reporting System or the South Carolina Enterprise Information System.	Unknown	Annually	30	January	March	2	2 hours	\$150.00	TBD	Email	Microsoft Excel	email	Microsoft Excel
SC Vocational Rehabilitation Department	9	Means Test	Senate Finance Chairman and House Ways and Means Chairman	Proviso 117.96 of the Appropriations Act (FY2014-2015)	A report detailing the agency's process for financial need/means testing for clients receiving agency services.	2014	Annually	between July 1 and January 1	N/A	01-Jan	2	less than 1 hour	minimal	successful communication of update	N/A	N/A	emailed and hard copy letter	PDF
SC Vocational Rehabilitation Department	10	Sale of Surplus Real Property	Senate Finance Chairman and House Ways and Means Chairman	Proviso 101.23 of the Appropriations Act (FY2014-2015)	A report updating the agency's progress in completing the sale of 3,205 acres of its property in Clinton, SC.	2014	Annually	60	N/A	August	2	less than 1 hour	minimal	successful communication of update	N/A	N/A	emailed and hard copy letter	PDF

**INSTRUCTIONS:** Identify the agency's internal audit system and policies during the past five fiscal years including the date the agency first started performing audits; individuals responsible for hiring the internal auditors; individuals to whom internal auditors report; the head internal auditor; general subject matters audited; the individual or body that makes decision of when internal audits are conducted; information considered when determining whether to conduct an internal audit; total number of audits performed in the last five fiscal years; # of months it took for shortest audit; # of months for longest audit; average number of months to complete an internal audit; and date of the most recent Peer Review of Self-Assessment by SC State Internal Auditors Association or other entity (if other entity, name of that entity).

**Note:** All audits are not the result of suspicious activity or alleged improper actions. Often times regular audits are required by statute regulation or an agency's standard operating procedure simply as a method of ensuring operations are staying on track.

Agency Submitting Report	Does agency have internal auditors? Y/N	Date Internal Audits Began	Individuals responsible for hiring internal auditors	Individuals to whom internal auditors report	Name and contact information for head Internal Auditor	General subject matters audited	Who makes decision of when an internal audit is conducted	Information considered when determining whether to conduct an internal audit	Do internal auditors conduct an agency wide risk assessment routinely? Y/N	Do internal auditors routinely evaluate the agency's performance measurement and improvement systems? Y/N	Total Number of Audits performed in last five fiscal years	# of months for shortest audit	# of months for longest audit	Avg. # of months needed to conduct audit	Date of most recent Peer Review of Self-Assessment by SCSIAA or other entity (if other entity, name of that entity)
SC Vocational Rehabilitation Department	Y	01/1977	Assistant Commissioner & Audits Manager	Audits Manager	John L. Sandifer 1410 Boston Avenue West Columbia, SC (803) 896-5664	Financial and Operational Information To Assure Compliance with Agency Policy and Procedures and State and Federal Laws and Requirements	Audits Manager	Period of time since last audit	N	N	141	1	2	1	N/A

## Personnel Involved Chart

INSTRUCTIONS: List the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in these reports, their title and their specific role in answering the question (i.e. searched the agency documents, asked for information because they are in charge of the department, etc.) Please delete the example information and instructions row before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name	Phone	Email	Department/Division	Title	Question	Role in Answering Question
Vocational Rehabilitation	Mark Wade	803-896-6503	<a href="mailto:mwade@scvrd.state.sc.us">mwade@scvrd.state.sc.us</a>	Special Services	Assistant Commissioner	All	Coordinated the gathering of information and compiled, wrote, and entered responses in reports.
Vocational Rehabilitation	Richard Elam	803-896-6506	<a href="mailto:relam@scvrd.state.sc.us">relam@scvrd.state.sc.us</a>	Administration	Assistant Commissioner	II.8 IV.1 IV.2 Reviewed All	Coordinated gathering of financial information. Reviewed all information and provided information related to specific department(s) supervised, including data entry in charts.
Vocational Rehabilitation	Barbara Hollis	803-896-6504	<a href="mailto:bhollis@scvrd.state.sc.us">bhollis@scvrd.state.sc.us</a>	Office of Commissioner	Commissioner	Reviewed All	Consultation on all sections
Vocational Rehabilitation	Vicki Bowles	803-896-6517	<a href="mailto:Vbowles@scvrd.state.sc.us">Vbowles@scvrd.state.sc.us</a>	Grants & Funds Management	Director of Grants & Funds Management	IV.1	Provided information related to specific department supervised
Vocational Rehabilitation	Denise Koon	803-896-0303	<a href="mailto:Dkoon@scvrd.state.sc.us">Dkoon@scvrd.state.sc.us</a>	Administration	Chief Financial Officer	IV.1	Provided information related to specific department(s) supervised
Vocational Rehabilitation	John Sandifer	803-896-5664	<a href="mailto:Jsandifer@scvrd.state.sc.us">Jsandifer@scvrd.state.sc.us</a>	Internal Audits	Audits Manager	IV.2	Provided information related to specific department supervised
Vocational Rehabilitation	Margaret Alewine	803-896-0761	<a href="mailto:malewine@scvrd.state.sc.us">malewine@scvrd.state.sc.us</a>	Planning	Director of Planning	I.B.1, II.2.a, II.4.a, V.A.1 through V.A.5	Provided input for charts and data for measures 5.3-4 and 5.5-3. Reviewed other sections.
Vocational Rehabilitation	John E. Batton IV	803-896-6632	<a href="mailto:jbatten@scvrd.state.sc.us">jbatten@scvrd.state.sc.us</a>	Legal, Safety and Risk Management	Attorney	III.1	Researched and compiled legal standard information.
Vocational Rehabilitation	Curtisha Mingo	803-896-6630	<a href="mailto:cmingo@scvrd.state.sc.us">cmingo@scvrd.state.sc.us</a>	Legal, Safety and Risk Management	Attorney	III.1	Researched and compiled legal standard information.
Vocational Rehabilitation	Claudette Moreno	803-896-6630	<a href="mailto:cmoreno@scvrd.state.sc.us">cmoreno@scvrd.state.sc.us</a>	Legal, Safety and Risk Management	Paralegal	III.1, II.4.a	Formatted and entered information into legal chart and provided MOU documents for key partner question.
Vocational Rehabilitation	Neil Lown	803-896-6630	<a href="mailto:nlown@scvrd.state.sc.us">nlown@scvrd.state.sc.us</a>	Legal, Safety and Risk Management	Safety and Risk Management Coordinator	V.A.5	Information for measure 5.5-1
Vocational Rehabilitation	Eric Moore	803-896-6500	<a href="mailto:emoore@scvrd.state.sc.us">emoore@scvrd.state.sc.us</a>	Human Resources	Human Resources Director	V.A.4	Information for measures 5.4-1, 5.4-2
Vocational Rehabilitation	Shirley Jarrett	803-896-6425	<a href="mailto:shirley.jarrett@ssa.gov">shirley.jarrett@ssa.gov</a>	Disability Determination Administrative Office	DDS Services Director	V.A.1, V.A.2, V.A.3, V.A.5	Information for measures 5.1-4, 5.2-4, 5.3-4, 5.5-4
Vocational Rehabilitation	Neal Getsinger	803-896-5941	<a href="mailto:ngetsinger@scvrd.state.sc.us">ngetsinger@scvrd.state.sc.us</a>	Field Operations	Deputy Commissioner	C.1	Information on performance measure reviews.
Vocational Rehabilitation	Belinda Langton	803-896-6530	<a href="mailto:blangton@scvrd.state.sc.us">blangton@scvrd.state.sc.us</a>	Human Resources Development	Training/Development Director	C.1	Information on performance measure reviews.
Vocational Rehabilitation	Jay Rolin	803-896-6800	<a href="mailto:jrolin@scvrd.state.sc.us">jrolin@scvrd.state.sc.us</a>	Information Technology	I.T. Director	V.C.1	Information for chart for V.C.1

Agency Name: S.C. Vocational Rehabilitation Department  
 Agency Code: H73  
 Agency Section: 32

## Personnel Involved Chart

Vocational Rehabilitation	Mia Johnson	803-896-6800	<a href="mailto:mjohnson1@scvrd.state.sc.us">mjohnson1@scvrd.state.sc.us</a>	Information Technology	Senior Applications Analyst	V.C.1	Information for chart for V.C.1
Vocational Rehabilitation	Jason Colson	803-896-6800	<a href="mailto:jcolson@scvrd.state.sc.us">jcolson@scvrd.state.sc.us</a>	Information Technology	Applications Analyst	V.C.1	Information for chart for V.C.1
Vocational Rehabilitation	Linda Lieser	803-896-6570	<a href="mailto:llieser@scvrd.state.sc.us">llieser@scvrd.state.sc.us</a>	Client Services	Assistant Commissioner	V.A.3	Information for measure 5.3-3
Vocational Rehabilitation	Alfreda King	803-896-6500	<a href="mailto:aking@scvrd.state.sc.us">aking@scvrd.state.sc.us</a>	Community and Client Relations	Director of Community Relations	V.A.3	Background information on customer satisfaction data.