

RESTRUCTURING & SEVEN-YEAR PLAN

SC Commission for the Blind

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
Agency Director	James M. Kirby	11-2-2005	jkirby@sccb.sc.gov
Previous Agency Director	Dr. Nell Carney	11-2000	

	Name	Phone	Email
Primary Contact:	Shana Robinson	803-898-8593	srobinson@sccb.sc.gov
Secondary Contact:	Linda Johnston	803-898-8822	ljohnston@sccb.sc.gov

Is the agency vested with revenue bonding authority? (re: Section 2-2-60(E))	No
------------------------------------------------------------------------------	-----------

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):

Signature Redacted

James M. Kirby

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

(Type/Print Name):

Signature Redacted

Peter Smith 3-1-2015

EXECUTIVE SUMMARY

I. Executive Summary

A. Historical Perspective

1. See Historical Perspective Excel Chart

B. Purpose, Mission and Vision

1. See Purpose/Mission/Vision Excel Chart

C. Key Performance Measure Results

1. See Key Performance Measure Results Excel Chart

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. See Key Deliverables Excel Chart
2. See Key Customers Excel Chart
3. See Key Stakeholders Excel Chart
4. See Key Partner Agency Excel Chart
5. See Key Performance Improvement System(s) Excel Chart
6. See Organizational Structure Flow Chart Excel Chart
7. See Overseeing Body Excel Chart
8. See Major Program Areas Excel Chart
9. Please identify any emerging issues the agency anticipates may have an impact on its operations in the upcoming five years.

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. See Legal Standards Excel Chart

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. See Agency Reporting Requirements Excel Chart
2. See Internal Audit Excel Chart

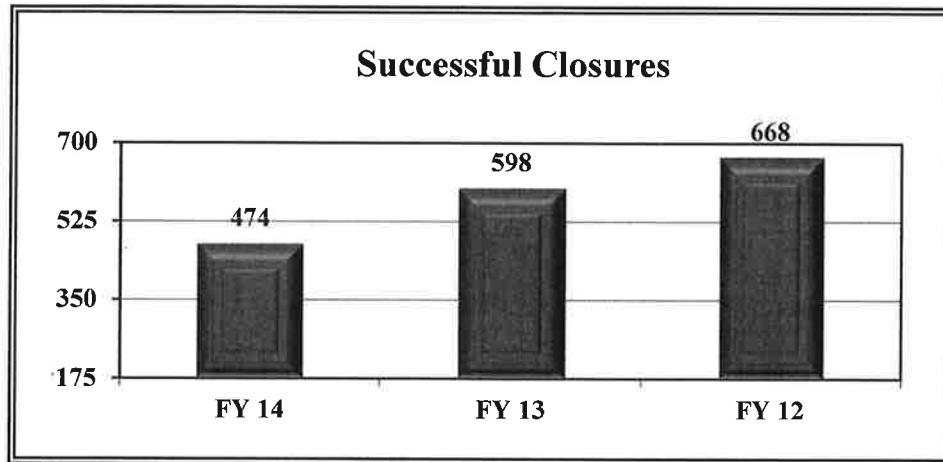
RESTRUCTURING REPORT

V. Key Performance Measurement Processes

A. Results of Agency's Key Performance Measurements

1. Mission Effectiveness

Chart 5.1-1



A. Successful closures is the first of two benchmarks that is used by SCCB to determine mission effectiveness.

- i. SCCB does not use successful closure results from any other agency or government entity as a performance goal/benchmark. Other than for the purpose of a comparison of its rank to other vocational rehabilitation agencies for the blind and visually impaired, comparative data from other vocational rehabilitation agencies does not have any substantive impact on the SCCB business process.
- ii. Successful closures is the benchmark which represents the overall goal of the SCCB Mission.
- iii. SCCB considers the State Liaisons of the Rehabilitation Services Administration (RSA) as experts on the process of successfully rehabilitating individuals with disabilities. The contact information for SCCB's State Liaison within RSA is as follows:

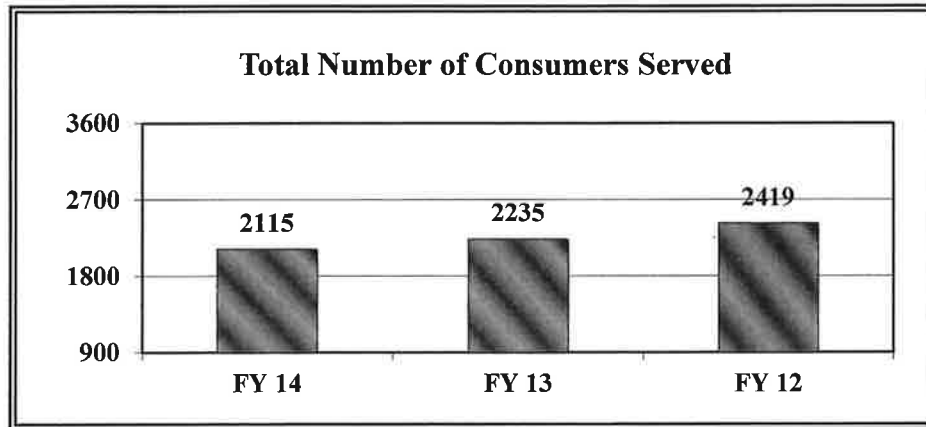
Joseph Doney
Joseph.Doney@ed.gov
(202) 245-7526

- B. The senior leaders who review the successful closure performance measurement are as follows:

Senior Leader	Job Title	Monitoring Frequency
Felisa Massey	Interim Director of Vocational Rehabilitation	Monthly
Rhonda Thompson	Director of Older Blind and Children's Services	Monthly
Shana Robinson	Director of Quality Assurance	Monthly

- C. Trends in performance measures are analyzed with data which is collected from the SCCB AWARE case management system. Since FY 2012, the total number of successful closures has been declining. A 64% counselor turnover rate in the Vocational Rehabilitation Program was a significant factor which contributed to the reduction of successful closures. Despite proactive recruiting efforts, several counselor caseloads remained vacant for extended periods of time.
- D. Although an individual's participation in any SCCB program is strictly voluntary, SCCB does have reasonable control over the service delivery process which is expected to produce the results which will ultimately determine its mission effectiveness. Once an individual has a plan for services, SCCB has direct control over the service delivery process as it relates to allocation of resources such as staff availability, office accessibility and timeliness of service delivery.

Chart 5.1-2



- A. The total number of consumers served is the second of two benchmarks that is used by SCCB to determine mission effectiveness.
- i. SCCB does not use results from any other agency or government entity as a performance goal/benchmark for total number of consumers served. Other than for the purpose of a comparison of its rank to other vocational rehabilitation agencies for the blind and visually, comparative data from other vocational rehabilitation agencies does not have any substantive impact on the SCCB business process.
 - ii. The benchmark of total number of consumers served reflects SCCB's progress in reaching as many blind and visually impaired individuals as possible. The number of consumers served is also reflective of overall consumer expenditures.
 - iii. SCCB considers the State Liaisons of the Rehabilitation Services Administration (RSA) as experts on the process of serving all individuals with disabilities. The contact information for SCCB's State Liaison within RSA is as follows:

Joseph Doney
Joseph.Doney@ed.gov
(202) 245-7526

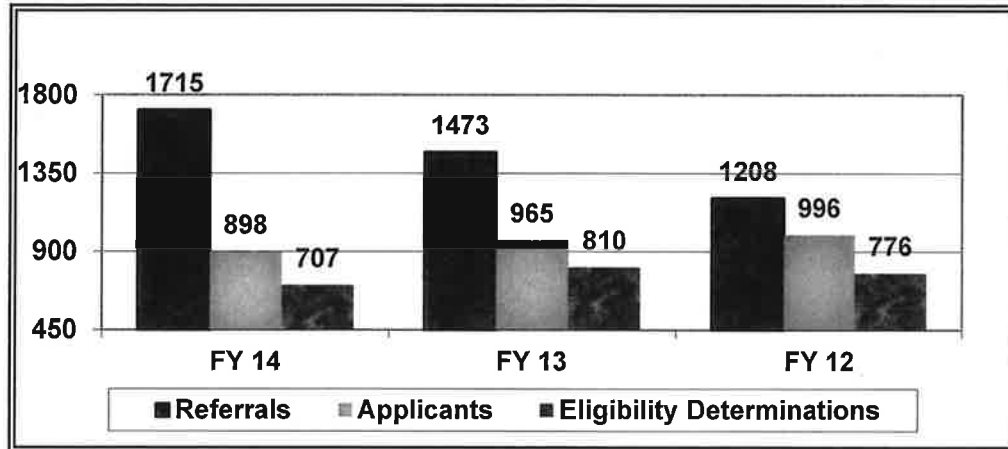
- B. The senior leaders who review the performance measurement for consumer served are as follows:

Senior Leader	Job Title	Monitoring Frequency
Felisa Massey	Interim Director of Vocational Rehabilitation	Monthly
Rhonda Thompson	Director of Older Blind and Children's Services Programs	Monthly
Shana Robinson	Director of Quality Assurance	Monthly

- C. Trends in all performance measures are analyzed with data which is collected from the SCCB's AWARE case management system. Since FY 2012, the total number of consumers served has been declining. A 64% counselor turnover rate in the Vocational Rehabilitation Program was a significant factor which contributed to the reduction in total served.
- D. Although an individual's participation in any SCCB program is strictly voluntary, SCCB has reasonable control over the service delivery process which is expected to produce the results which will ultimately determine its mission effectiveness. Once an individual applies for services, SCCB has direct control over the service delivery process as it relates to allocation of resources such as staff availability, office accessibility and timeliness of service delivery.

2. Mission Efficiency

Chart 5.2-1



A. SCCB's actual performance levels for mission efficiency are reflected in the number of referrals, applicants and eligibility determinations for SCCB services. Each performance measure is listed in a single chart to reflect the relationship of each measure as consumer participation progresses.

- i. SCCB does not use referrals, applicants and eligibility determination results from any other agency or government entity as a performance goal/benchmark. Other than for the purpose of a comparison of its rank to other vocational rehabilitation agencies for the blind and visually, comparative data from other vocational rehabilitation agencies does not have any substantive impact on the SCCB business process.
- ii. SCCB uses referrals, applicants and eligibility determinations to track the rate of growth for its consumer base.
- iii. SCCB considers the State Liaisons of the Rehabilitation Services Administration (RSA) as experts on the most efficient process of obtaining referrals, applicants and rendering eligibility determinations. The contact information for SCCB's State Liaison within RSA is as follows:

Joseph Doney
Joseph.Doney@ed.gov
(202) 245-7526

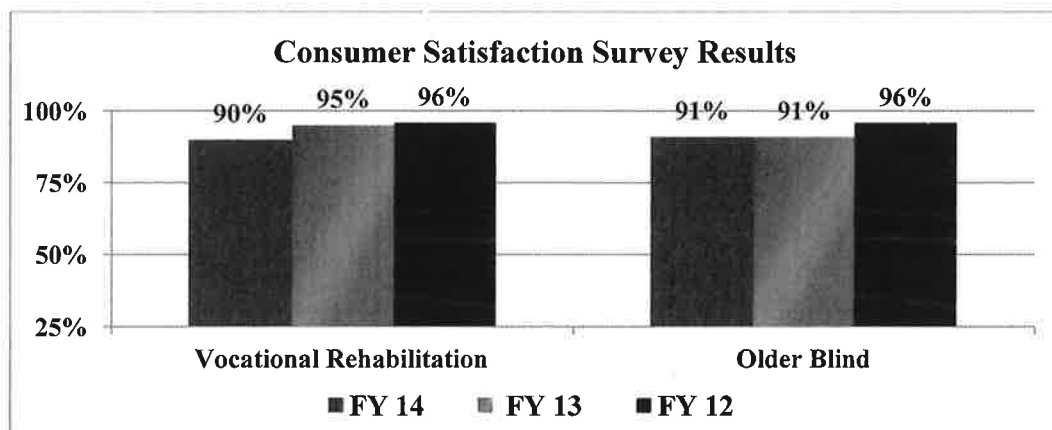
- B. The senior leaders who review the referrals, applicants and eligibility determination performance measurements are as follows:

Senior Leader	Job Title	Monitoring Frequency
Felisa Massey	Interim Director of Vocational Rehabilitation	Quarterly
Rhonda Thompson	Director of Older Blind and Children's Services Programs	Quarterly
Shana Robinson	Director of Quality Assurance	Quarterly

- B. Trends in all performance measures are analyzed with data which is collected from the SCCB AWARE case management system. Analysis of the results include referral count by county as well as the rate of conversion from referral to applicant to eligibility/ineligibility determination. Since FY 2012, the total number of referrals, applicants and eligibility determinations have been declining. A 64% counselor turnover rate in the Vocational Rehabilitation Program was a significant factor which contributed to the reduction in each of these performance measures.
- D. While SCCB has direct control over its efforts to promote public awareness of programs and services, an individual's referral and participation in the application and eligibility determination process is strictly voluntary.

3. Quality (Customer Satisfaction)

Chart 5.3-1



- A. SCCB uses Consumer Satisfaction Surveys to measure the quality of and satisfaction with SCCB services. Other than counselor observation and a consumer's self report, SCCB does not currently use any other tool or process to measure consumer satisfaction.

- i. SCCB does not use consumer satisfaction results from any other agency or government entity as a performance goal/benchmark.
- ii. The results of the consumer satisfaction surveys – which includes recommendations for improvement - are used to monitor timeliness and quality of service delivery as well as staff responsiveness. As a part of continuous quality improvement, consumer satisfaction survey results are also used to make changes to strategic objectives and action plans.
- iii. SCCB considers the State Liaisons of the Rehabilitation Services Administration (RSA) as experts on the process of measuring consumer satisfaction. The contact information for SCCB's State Liaison within RSA is as follows:

Joseph Doney
Joseph.Doney@ed.gov
(202) 245-7526

- B. The senior leaders who review the consumer satisfaction survey results are as follows:

Senior Leader	Job Title	Monitoring Frequency
Felisa Massey	Interim Director of Vocational Rehabilitation	Semi-Annually
Rhonda Thompson	Director of Older Blind and Children's Services Programs	Semi-Annually
Shana Robinson	Director of Quality Assurance	Semi-Annually

- C. Vacancies on several counselor caseloads have adversely affected timeliness of service delivery and staff responsiveness, the result of which has been a decline in consumer satisfaction in all programs. Analysis of the data trend is based on consumer response to consumer satisfaction surveys.
- D. Regarding consumer satisfaction, SCCB's role is to ensure that products and services are delivered in an efficient and timely manner in order for consumers to obtain, maintain or regain competitive employment and/or independence. In instances of dissatisfaction with SCCB services, consumers are informed of the availability of the Client Assistance Program to resolve disputes.

4. Workforce Engagement

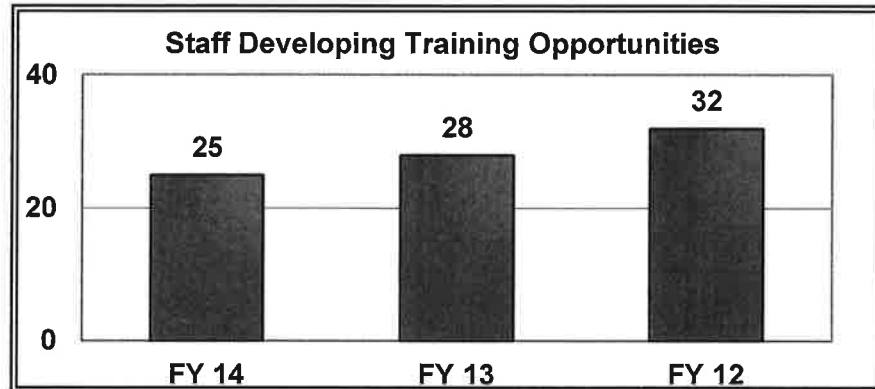
SCCB's workforce engagement involves strategic planning to keep employees committed to our mission, vision and values. In order to do that, the agency has to first recruit and employ individuals whose backgrounds are as diverse as the population. SCCB has established goals to achieve a diverse workforce and lessen the impact of underutilized backgrounds.

- A. SCCB is seeking to obtain at least 70% in specific categories of individuals identified from the South Carolina Labor Pool. This is done by implementing new recruiting techniques and tapping into new talent sources.
- i. The agencies considered overall to be the best are: Arts Commission, Department of Commerce, Commission on Higher Education, Lieutenant Governor's Office, and Santee Cooper. Each of these agencies has reached the highest level of diversity in the state.
 - ii. SCCB tracks Equal Employment Opportunity performance measure to monitor compliance with maintaining a diversified workforce.
 - iii. Dan Koon and staff members at the Human Affairs Commission are considered experts in this process. The address is 1026 Sumter Street 101, Columbia, South Carolina 29201.
- B. Staff diversity is reviewed by the following senior leaders:

Senior Leader	Position Title	Monitoring Frequency
James Kirby	Commissioner	Semi-Annually
Juan Sims	Director of Finance and Accounting	Semi-Annually
James Swindler	Director of IT	Semi-Annually
Shana Robinson	Director of Quality Assurance	Semi-Annually
Ed Bible	Director of Training and Employment	Semi-Annually
Wanda Miller	Director of Human Resources	Semi-Annually
Otis Stevenson	Director of Business Enterprise Program	Semi-Annually
Felisa Massey	Interim Director of Vocational Rehabilitation	Semi-Annually
Rhonda Thompson	Director of Older Blind and Children's Services	Semi-Annually

- C. Trends in diversity are based on agency employment and separation. Senior Managers analyze changes to diversity at least semi-annually. The data on employment selection is collected by the Human Resources Division and then sent to the Human Affairs Commission on a yearly basis.
- D. The agency has reasonable control over the results.

Chart 5.4-1



- A. The purpose of staff development training is to ensure that staff are provided with the knowledge and skills necessary to successfully perform their job duties.
- i. SCCB does not use a staff development training process from any other agency or government entity as a performance goal/benchmark.
 - ii. Staff development training benchmarks are used to assess the progress of training initiatives and its impact on the improvement of employee skills, job performance and the SCCB business process. Staff training needs are directly linked to the achievement of the agency's mission. As staff become more knowledgeable and skillful in performing their jobs, successful achievement of strategic objectives, action plans and performance measures is assured. The result is typically improvement in all aspects of the SCCB service delivery process.
 - iii. SCCB does not know of one individual not currently employed by SCCB who is considered to be an expert in the process of staff development training.

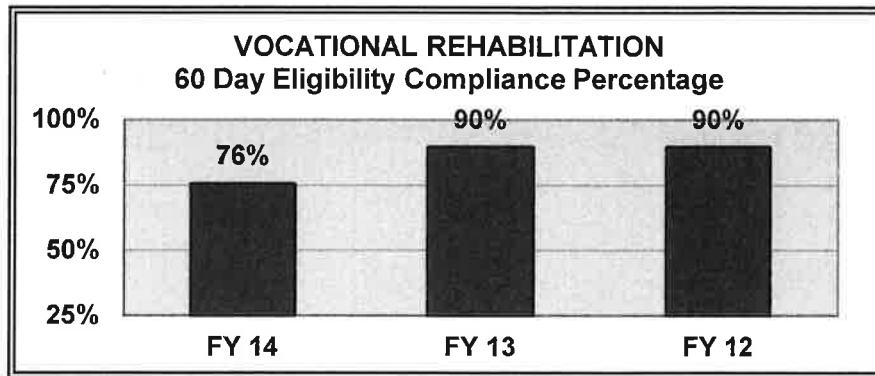
- B. The progress of staff development training is reviewed by the following senior leaders:

Senior Leader	Position Title	Monitoring Frequency
Juan Sims	Director of Finance and Accounting	Semi-Annually
James Swindler	Director of IT	Semi-Annually
Shana Robinson	Director of Quality Assurance	Semi-Annually
Ed Bible	Director of Training and Employment	Semi-Annually
Wanda Miller	Director of Human Resources	Semi-Annually
Otis Stevenson	Director of Business Enterprise Program	Semi-Annually
Felisa Massey	Interim Director of Vocational Rehabilitation	Semi-Annually
Rhonda Thompson	Director of Older Blind and Children's Services	Semi-Annually

- C. There has been a slight decline in the overall number of staff development training opportunities since FY 2012. All data pertaining to staff development training are maintained by the SCCB Training Coordinator and senior management.
- D. SCCB has reasonable control over the staff development training opportunities which are provided to staff.

5. Operational/Work System Performance

Chart 5.5-1



A. Unless there are extenuating circumstances, eligibility for vocational rehabilitation services must be determined within 60 days after an individual has applied for vocational rehabilitation services.

- i. SCCB does not use eligibility determination results from any other agency or government entity as a performance goal/benchmark. Other than for the purpose of a comparison of its rank to other vocational rehabilitation agencies for the blind and visually impaired, comparative data from other vocational rehabilitation agencies does not have any substantive impact on the SCCB business process.
- ii. Eligibility determinations are used as a benchmark to determine compliance with the federal statute for timelines of determination of eligibility or ineligibility.
- iii. SCCB considers the State Liaisons of the Rehabilitation Services Administration (RSA) as experts on eligibility determination for individuals with disabilities. The contact information for SCCB's State Liaison within RSA is as follows:

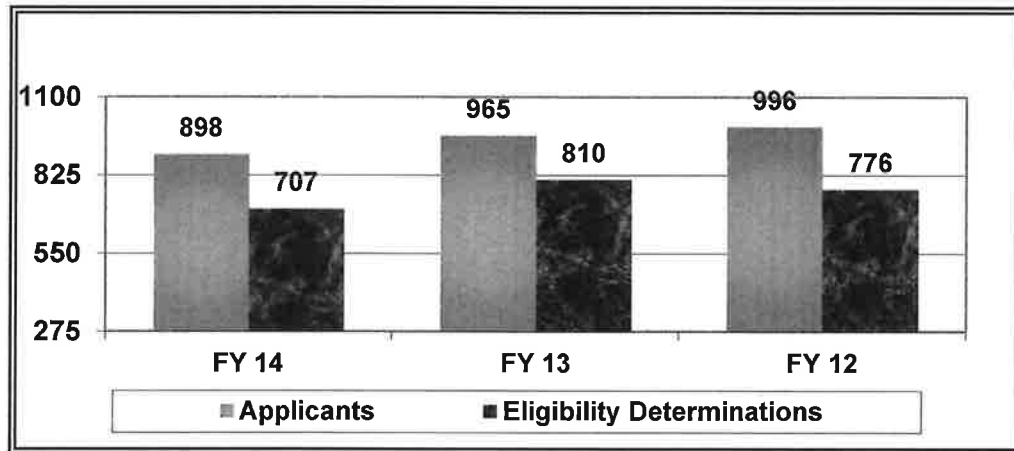
Joseph Doney
Joseph.Doney@ed.gov
(202) 245-7526

- B. The senior leaders who review the timeliness of eligibility determination in the Vocational Rehabilitation (VR) Program are as follows:

Senior Leader	Job Title	Monitoring Frequency
Felisa Massey	Interim Director of VR	Quarterly
Melissa Young	Interim Region I VR Director	Quarterly
Jerry Francis	Region II VR Director	Quarterly
Shana Robinson	Director of Quality Assurance	Quarterly

- C. Vacancies on several counselor caseloads have adversely affected staff responsiveness. As a consequence, there has been a considerable decrease in the 60 day eligibility determination compliance rate in the Vocational Rehabilitation Program. Trend analysis of the eligibility determination compliance rate is obtained from the SCCB AWARE case management system.
- D. SCCB has reasonable control over the eligibility determination process. This is primarily accomplished through the purchase of the necessary medical services on behalf of consumers to facilitate and expedite eligibility determination.

Chart 5.5-2



1. SCCB's actual performance levels for mission efficiency is also reflected in the number of applicants who are determined eligible for SCCB services.

- i. SCCB does not use applicant and eligibility determination results from any other agency or government entity as a performance goal/benchmark. Other than for the purpose of a comparison of its rank to other vocational rehabilitation agencies for the blind and visually impaired, comparative data from other vocational rehabilitation agencies does not have any substantive impact on the SCCB business process.
- ii. SCCB uses applicants and eligibility determinations to track the number of consumers who can be potentially served.
- iii. SCCB considers the State Liaisons of the Rehabilitation Services Administration (RSA) as experts on eligibility determination for individuals with disabilities. The contact information for SCCB's State Liaison within RSA is as follows:
 Joseph Doney
 Joseph.Doney@ed.gov
 (202) 245-7526

- B. The senior leaders who review the applicant and eligibility determination performance measurements are as follows:

Senior Leader	Job Title	Monitoring Frequency
Felisa Massey	Interim Director of Vocational Rehabilitation	Quarterly
Rhonda Thompson	Director of Older Blind and Children's Services Programs	Quarterly
Shana Robinson	Director of Quality Assurance	Quarterly

- C. The actual performance measures for applicants and eligibility determinations are obtained from the SCCB's case management system. Analysis of the results include the frequency and timeliness of eligibility/ineligibility determinations.
- D. While SCCB has direct control over its efforts to promote public awareness of programs and services, an individual's participation in the application and eligibility determination process is strictly voluntary.

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?

SCCB Response: The three most critical performance measurements to achieving the overall mission of the SCCB are referrals, successful closures and total served.

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.

SCCB uses the following electronic databases and programs:

1. **AWARE Case Management System - (Accessible Web-based Activity and Reporting Environment for Vocational Rehabilitation) for all SCCB consumer service programs**
2. **SCEIS (South Carolina Enterprise Information System) for the purchase of goods and services**
3. **LIBERA Report Management System to track vendor operations**
4. **SharePoint for document management and sharing among SCCB staff**

D. Recommended Restructuring

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?
 - a. If yes, please provide the agency's suggestions.

SCCB does not have any recommendations for restructuring.

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?

If yes, go to Current/Recommended Actions Section.

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

SCCB does not have a plan that provides for any additional initiatives and/or planned actions that will be taken during the next seven fiscal years. The cost savings actions that are currently in place and will continue to be executed are as follows:

1. **Three (3) of the nine (9) SCCB District Offices are in colocations which has resulted in savings on operating lease expenditures.**
2. **Case Managers in all consumer service programs are proactive in the use of comparable benefits as it relates to purchased services. Comparable benefits include – but are not limited to – insurance, Medicaid, Medicare and social security.**
3. **Staff development training expenditures are reduced with the utilization of the Train-the-Trainer technique.**
4. **Staff proactively seek vendors who can provide quality independent living products, assistive technology products and services and office supplies for staff at the lowest possible cost.**

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.
2. What are the anticipated cost savings and/or efficiencies that would be achieved by each action?

3. Is legislative action required to allow the department/agency to implement the current or recommended actions?
4. If legislative action is required, please explain the constitutional, statutory or regulatory changes needed.
5. Describe the agency actions that will be implemented to generate the desired outcomes for each recommendation.
6. What is the timeline for implementation of the change and realization of the anticipated benefits for each recommended action/change?

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?

The top three strategic objectives which will have the biggest impact on the SCCB's effectiveness in accomplishing its mission are as follows:

1.1.1 – Expand outreach services to the unserved and underserved rural counties

1.1.8 – Increase the number of successful closures by 10% in FY 2015

1.1.9 – Maintain 80% of competitive employment placements at or above minimum wage

2. What are the fundamentals required to accomplish the objectives?

Adequate funding and staff are required to accomplish the top three strategic objectives.

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?

Information about SCCB programs and services can be found on the following website:

<http://www.sccb.state.sc.us>

4. Is there any additional information the agency would like to provide the Committee or public?

Since 1966, the South Carolina Commission for the Blind has proudly served a distinct group of individuals with service needs requiring expertise in training blind and visually impaired consumers to become productive, independent, and gainfully employed citizens of the state. While the main focus of the SCCB service delivery process is on training and assisting with obtaining, maintaining or regaining competitive employment, we also specialize in rehabilitation services for children and seniors.

Service delivery would be significantly compromised if the unique services for the blind and visually impaired were merged into an agency which addresses multiple disabilities. SCCB currently coordinates resources with other human service agencies, as well as a variety of organizations when necessary for meeting consumers' needs. However, the primary focus (adjustment to blindness) could not be meaningfully integrated with another agency. Furthermore, when services for the blind and visually impaired are placed within a larger department of state government, this diverts the talents of administrators and human service specialists whose training, experience, and primary professional concerns should be strictly focused on services for the blind and visually impaired. Those who administer rehabilitation and other services for the blind and visually impaired have the knowledge and skills to achieve the best results. Moreover, the characteristics and distinctive needs of the blind and visually impaired become lost amid much larger issues and varied disabled populations, as specialized services are overshadowed by diverse, unrelated goals.

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 (Seven-Year Plan) – **N/A. SCCB does not have a seven year plan for additional cost savings other than what is currently being implemented (see current cost savings initiatives in section VI. Seven-Year Plan, part A. General)**
 - b. Complete this Report – **It took approximately four weeks to complete this Restructuring Report.**
6. See Personnel Involved Excel Chart

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	22
Historical Perspective Chart	23
Purpose, Mission Chart	24
Key Performance Measures Chart	25
Key Deliverables Chart	26
Key Customer Chart	27
Key Stakeholders Chart	28
Key Partner Agency Chart	29
Performance Improvement Systems Chart	30
Organizational Flow Chart	31
Overseeing Body Chart (General and Individual Member)	32-33
Major Program Areas Chart	34
Legal Standards Chart	35
Agency Reporting Requirements Chart	36
Internal Audits Chart	37
Personnel Involved Chart	38

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

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
SCCB	N/A	N/A - There have been no changes in the SCCB purpose or mission within the past 10 years	N/A

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 parenthesis. 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
SCCB	May of 1966	To provide rehabilitation services to the blind and visually impaired	To provide vocational rehabilitation services, independent living services and prevention of blindness services to blind and visually impaired individuals leading to competitive employment and social and economic independence	The vision of the South Carolina Commission for the Blind is to become a national model separate vocational rehabilitation Agency for the blind demonstrating quality consumer services, accountability, innovation, effectiveness and efficiency.	Purpose: Mission: Vision:

Performance Measure	FY 2014	FY 2013	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Strategic Objective(s)
Vocational Rehabilitation Referrals	880	938	AWARE Case Management System	Monthly	AWARE Case Management System Reports	1.1.1, 1.1.2, 1.1.6
Competitive Employment Closures	174	263	AWARE Case Management System	Quarterly	AWARE Case Management System Reports	1.1.2, 1.1.4, 1.1.5, 1.1.7, 1.1.8
Competitive Employment Closure Quality Rate	79%	81%	AWARE Case Management System	Quarterly	AWARE Case Management System Reports	1.1.2, 1.1.4, 1.1.5, 1.1.7, 1.1.8, 1.1.9
Independent Living Referrals	421	377	AWARE Case Management System	Monthly	AWARE Case Management System Reports	2.1.1, 2.1.3
Independent Living Successful Closures	337	387	AWARE Case Management System	Quarterly	AWARE Case Management System Reports	2.1.2
Total Number of Consumers Served	2115	2235	AWARE Case Management System	Quarterly	AWARE Case Management System Reports	1.1.1, 1.1.2, 1.1.6, 2.1.1, 2.1.3, 3.1.3, 3.1.4

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
SCCB	1	Vocational Rehabilitation Services	#1	Services are coordinated by Vocational Rehabilitation Counselors.	The need for this deliverable cannot be reduced. There are no comparable agencies that offer services that comprehensively address the specific employment needs of the blind and visually impaired.	An individual's need to return for vocational rehabilitation services cannot be reduced. There are many factors which are beyond the agencies control which can contribute to reasons as to why a blind or visually impaired individual would need additional services. These include - but are not limited to - changes in vision, environment and circumstances.	N/A - The provision of vocational rehabilitation services is the exclusive focus of all staff in the Vocational Rehabilitation Program.	Program II - Rehabilitation Services
SCCB	2	Older Blind Services	#2	Services are coordinated by Older Blind Counselors.	Eliminating the Older Blind Program would impact our ability to fulfill the independent living component of the SCCB Mission. There are no comparable agencies that offer services that are specifically tailored to eliminate or reduce the independent living barriers that are unique to the blind and visually impaired senior population.	An individual's need to return for older blind services cannot be reduced. There are many factors which are beyond the agencies control which can contribute to reasons as to why a blind or visually impaired individual would need additional services. These include - but are not limited to - changes in vision, environment and circumstances.	N/A - The provision of older blind services is the exclusive focus of all staff in the Older Blind Program.	Program II - Rehabilitation Services
SCCB	3	Children's Services	#3	Services are coordinated by Children's Services Counselors.	The Children's Services Program uniquely intervenes to assist with adjustment to blindness and assistive technology needs at an early age, which is essential for ensuring educational continuity.	There are many factors which are beyond the agencies control which can contribute to reasons as to why blind or visually impaired children would need additional services. These include - but are not limited to - changes in vision, environment and circumstances.	N/A - The provision of adjustment to blindness services is the exclusive focus of all staff in the Children's Services Program.	Program II - Rehabilitation Services

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
SCCB	1	Blind and Visually Impaired individuals	To be eligible for SCCB services, an individual must have a visual impairment which constitutes or results in a substantial impediment to employment or independent living. Additionally, individuals applying for vocational rehabilitation services must be able to benefit from vocational rehabilitation services in terms of an employment outcome and require vocational rehabilitation services to prepare for, secure, retain or regain employment.	II. Rehabilitation Services

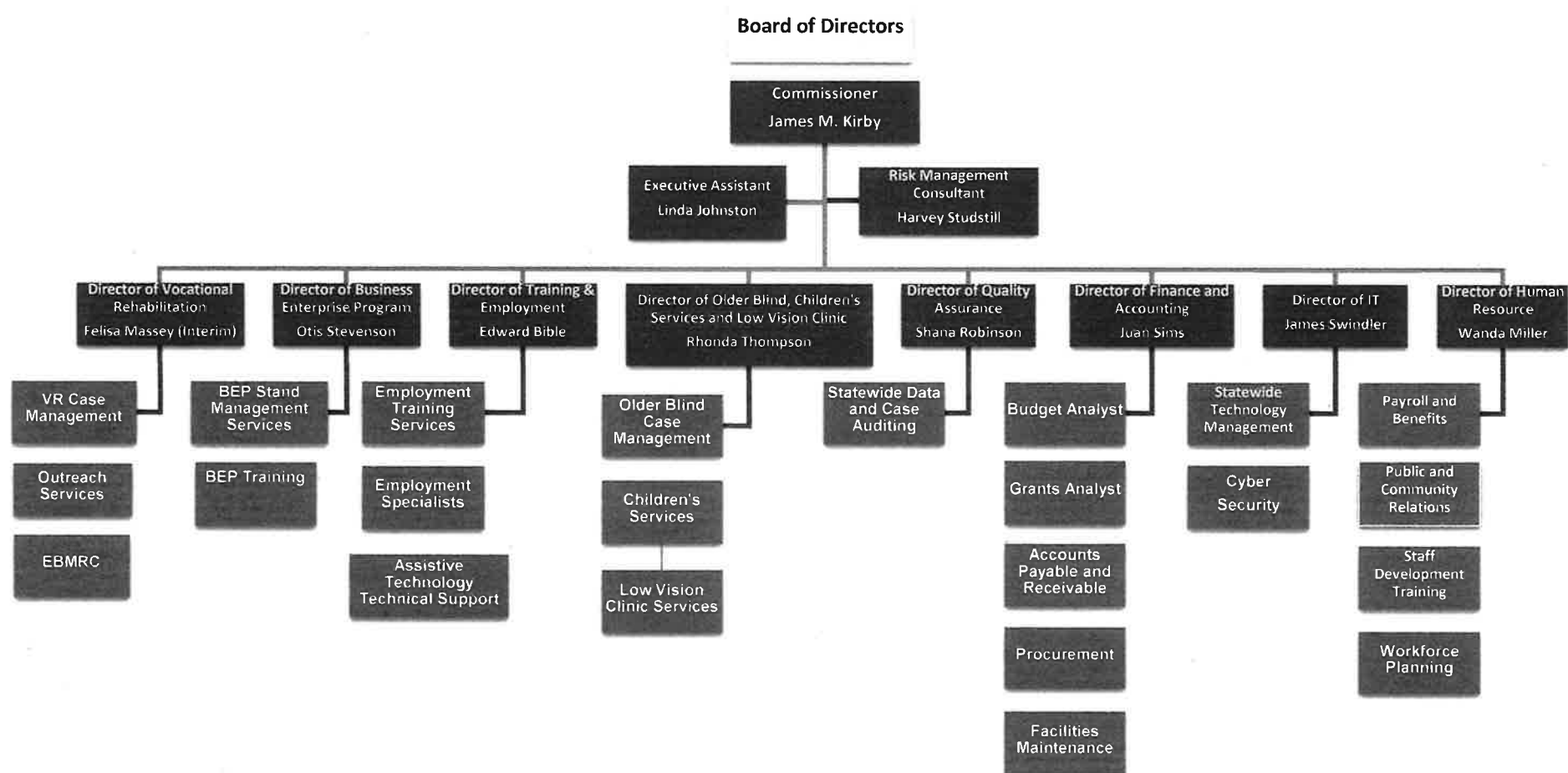
INSTRUCTIONS: Provide information about the agency's key stakeholder groups and their key requirements and expectations. A stakeholder is defined as a person, group or organization that has interest or concern in an agency. Stakeholders can affect or be affected by the agency's actions, objectives and 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/Expectations	Deliverables Cross References
SCCB	1	SCCB Foundation for the Blind	Advocate for SCCB	1, 2 and 3
SCCB	2	Client Assistance Program	Resolve consumer complaints regarding SCCB programs and services	1, 2 and 3
SCCB	3	SC School for the Deaf and Blind	Individuals would be eligible to apply for SCCB services to become competitively employed	1 and 3
SCCB	4	Public Schools	Partner with SCCB to provide adjustment to blindness services to elementary, middle and high school students	1 and 3
SCCB	5	Consumer Advocacy Groups	Advocate for SCCB programs and services and partner for training	1, 2 and 3

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
SCCB	SC Department of Vocational Rehabilitation	Fee for service in instances wherein an SCCB consumer requires an evaluation or services which are unrelated to vision	None	
SCCB	SC Department of Disabilities and Special Needs	Coordination of services for SCCB consumers who have multiple disabilities and are classified as most significantly disabled	None	

Agency Submitting Report	Performance Improvement Systems
SCCB	Comprehensive Statewide Needs Assessment
SCCB	Strategic Planning Process (Management Plan)
SCCB	Quality Assurance Program
SCCB	Human Resources Staff Development Training
SCCB	Consumer Satisfaction Surveys
SCCB	Utilization of data in decision making



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 nuisances 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
SCCB	Board Commission	12	7	Appointed	Recommendations for Board members are made by the Governor and confirmed by the Senate	4 Years	None	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
SCCB	Dr. Julianne Kleckley	803-794-4444	Optometrist	9/1/2003	Still Active	12 years	No	II. Rehabilitation Services
SCCB	Rosemary Roberson	843-693-5239	Retired	5/1/2010	Still Active	5 years	No	II. Rehabilitation Services
SCCB	Peter Smith	617-755-1737	Insurance Professional and Professor	5/1/2010	Still Active	5 years	No	II. Rehabilitation Services
SCCB	Mary Sonksen	864-582-2440	Retired	5/1/2002	Still Active	13 years	No	II. Rehabilitation Services

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		
	Administration		34.84%			8.80%	37.10%	0.22%		9.79%		
SCCB	Vocational Rehabilitation Services	Provide training leading to competitive employment and social and economic independence	45.62%	49.37%	82.10%	72.49%	49.31%	24.56%	81.28%	71.51%		
SCCB	Older Blind Services	To assist blind and visually impaired individuals who are 55 years of age and older with maintaining independence within their home and community settings.	0.14%	38.26%	4.74%	-0.95%	-0.95%	34.74%	5.14%	4.23%		
SCCB	Children's Services	TO assist legally blind children and their families with adjustment to blindness, achievement of educational goals and the development of their maximum growth potential.	4.72%			4.21%	4.21%			1.11%		
Fringe Benefits			14.68%	12.37%	13.16%	10.33%	10.33%	40.48%	13.58%	13.36%		

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

5050000 Land and Buildings
3000000 Toll Operations

Remainder of Expenditures:	% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget

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
SCCB	1	361.13 (a) Title I, Part B	Federal	<p>Under the State Vocational Rehabilitation Services Program (Program), the Secretary provides grants to assist States in operating statewide comprehensive, coordinated, effective, efficient, and accountable programs, each of which is—</p> <p>(a) An integral part of a statewide workforce investment system; and</p> <p>(b) Designed to assess, plan, develop, and provide vocational rehabilitation 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.</p> <p>(Authority: Section 100(a)(2) of the Act; 29 U.S.C. 720(a)(2))</p>
SCCB	2	34 CFR Part 367	Federal	<p>This program supports projects that (a) Provide any of the independent living (IL) services to older individuals who are blind that are described in §367.3(b); (b) Conduct activities that will improve or expand services for these individuals; and (c) Conduct activities to help improve public understanding of the problems of these individuals. (Authority: 29 U.S.C. 796k(a) and (b))</p>
SCCB	3	Chapter 6.1, Section 71-296 1966)	State	<p>Provides services to legally blind children between the ages of three and thirteen. The goal of the Children's Services Program is to assist legally blind children and their families with adjustment to blindness, achievement of educational goals and the development of their maximum personal growth.</p>

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; receive notice that it	Format in which Report Template Is Sent to Agency	Method in which Agency Submits Completed Report (i.e. click submit on web based	Format in which Agency Submits Completed Report (word, excel; web based form; 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.)					
SCCB	1	Restructuring Report	House Legislative Oversight Committee	1-30-10(G)(1)	Increased Efficiency	2015	Annually	30	February	March	5	4 weeks	\$6,641	TBD	Email and Hardcopy	Word and Excel	Email and Hardcopy	Word and Excel
SCCB	2	Accountability Report	Executive Budget Office	SC Code of Laws, Chapter 1, Section 1-1-820	Measure progress toward the completion of the SCCB Mission and strategic planning objectives	2000	Annually	7	May	September	7	60 days	\$6,641	Revisions to strategic objectives for process improvement	Email	Excel	Email and Hardcopy	Excel

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)
SCCB	Y	July 1st	SCCB Commissioner	SCCB Commissioner	Shana Robinson - srobinson@sccb.sc.gov and Harvey Studstill - hstudstill@sccb.sc.gov	Financial and consumer services data	SCCB Commissioner	Results from AUP (Agreed Upon Procedures), SWSA (Statewide Single Audit) and Annual Audit; Consumer Services Data Integrity Issues	N	Y	480*	1	3	1.5	SCCB has not had any peer reviews of self-assessment by SC SIAA or any other entity

*480 internal audits of consumer services cases were conducted between FY 2010 and FY 2011. During that time, consumer services cases were audited for compliance with federal and agency established policy and procedures. Beginning in FY 2012, the internal case file audit process was changed to accommodate the SCCB's conversion to a new case management system (AWARE). Since SCCB has gone live with the new case management system, electronic consumer services data audits are now being conducted on a weekly basis to resolve data integrity issues. However, the consumer services data audits have not been singularly counted since 2012. Recent changes to federal reporting requirements have delayed a return to cyclical case reviews. Once the new reporting requirements have been fully implemented and the case management process stabilizes, targeted internal consumer services data audits will be resumed and counted accordingly.

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
SCCB	Shana Robinson	803-898-8593	srobinson@sccb.sc.gov	Quality Assurance	Director of Quality Assurance	Input was provided on all questions and charts except the Overseeing Body - General and Overseeing Body - Individual Members Excel Charts	Primary and secondary
SCCB	Juan Sims	803-898-7701	jsims@sccb.sc.gov	Finance and Accounting	Director of Finance and Accounting	Major Programs Areas Excel Chart	Primary
SCCB	Linda Johnston	803-898-8822	ljohnston@sccb.sc.gov	Commissioner's Office	Administrative Coordinator	Overseeing Body - General and Overseeing Body - Individual Members Excel Charts	Primary
SCCB	Wanda Miller	803-898-8823	wmiller@sccb.sc.gov	Human Resources	Director of Human Resources	Workforce Engagement Key Performance Measurement	Primary