



SOUTH CAROLINA
State Ethics Commission

INVESTIGATIONS

LEGISLATIVE OVERSIGHT HEARING

*Who must
comply with
the Ethics Act?*

Public Officials – Candidates

- Seek appointment, nomination, or election, etc.

Public Officials – Elected/Appointed

- Elected or appointed to state, county, municipality or political subdivision
- Appointed to position that pays more than per diem or expense reimbursement

Public Members – Appointed

- Appointed to part-time position on a board, commission, or council that pays no more than per diem or expense reimbursement

Public Employees

- Employed by state, county, municipality, or political subdivision

*Who must
comply with
the Ethics Act?*

Lobbyists

- Seek to influence action or vote, with or without compensation

Lobbyists Principals

- Employ, appoint, or retain lobbyist

Committees

- Association, club, organization, or group of persons which seek to influence the outcome of an elective office or ballot measure by receiving, contributing, or expending certain levels of money. Also includes a person who makes certain contributions or independent expenditures to influence the outcome of an elective office

What filings are required?

	Public Officials - Candidates	Public Officials – Elected / Appointed	Public Members - Appointed	Public Employees	Lobbyists	Lobbyists Principals	Committee
Campaign Disclosure Reports	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>
Statements of Economic Interests	<input checked="" type="checkbox"/> ^	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> *	<input checked="" type="checkbox"/> *			
Lobbyist and Lobbyist Principal Registration					<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Lobbyist and Lobbyist Principal Disclosures					<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Statement of Organization							<input checked="" type="checkbox"/>

* Statements of Economic Interests are filed annually by public members appointed to a state board, commission, or council and DOT District Engineering Administrators. Public employees who serve in the capacity of chief administrative officer or chief financial for their governmental entity as well as school district superintendents, county administrators, and city managers. Chief administrative officials for political subdivisions included in Section 8-13-1110(b) of the SC Code of Laws.

^Only partisan candidates



What does the Ethics Act prohibit?

- Use of official position or office for financial gain.
- Receiving, offering, or giving anything of value to influence action of a public employee, member or official.
- Receiving anything of value for speaking in an official capacity.
- Disclosure of confidential information for financial gain.
- Receiving additional money for public assistance.
- Representation of another by a public official, member or employee before certain governmental entities.
- Use of governmental resources to influence the outcome of an election.
- Future employment of public employees.



What steps are taken to ensure compliance?

Required Filings

Reviews
(Daily Portal Review and Audits)

Noncompliance Letter

Complaint*

Investigation and Hearing*

Order

Appeal

Other Required Actions/Prohibitions

Complaint*

Investigation and Hearing*

Order

Appeal

*More detailed flow chart will be discussed later in the presentation

Reviews of Required Filings

What initial steps are taken to ensure compliance with required filings?

	Daily Portal Reviews	Random Audits
 Daily Portal Review - Review entries flagged the previous day by the Public Disclosure Accountability Reporting System	<input checked="" type="checkbox"/>	
Zip Code Audit - randomly pull and audit all filings for individuals, within a certain zip code, who are required to file		
Request for Information Letter – Send letter requesting additional information from individuals with questionable filings		
Noncompliance Letter – Send letter directing individual to amend or file something and pay penalty fee		



Daily Portal Review

- Disclosures staff monitor daily, weekly, monthly and quarterly reports. Items flagged include:
 - Negative balances, excessive campaign contributions, questionable expenditures, missing or late reports and missing contribution information.
- Challenge: The Reporting System flags suspicious and/or late filings which has resulted in far more reports being flagged than were flagged manually during paper filing. The increased flagging has resulted in a backlog for penalizing late filers. The Commission has increased staffing in an effort to reduce the backlog and provide timelier accountability for late filers.

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Audits

(Deliverable #18 in agency PER)

Purpose (as understood by agency): An audit of reports filed with the Commission.

Law: Required by S.C. Code Sections 8-13-1120; 8-13-1308 (F); 8-13-1310 (D); 8-13-1312; 8-13-1314; 8-13-1318; 8-13-1319; 8-13-1320; 8-13-1324; 8-13-1328; 8-13-1340; 8-13-1348; 8-13-1370; 8-13-1372

Customers: Candidates, public officials, public employees, and public officials.

Customer satisfaction evaluated: No

Service unit: An audit of reports filed with the Commission.

	Units provided	Cost per unit	Customers served
'16-17	8	\$630.04	8
'17-18	7	\$872.06	7
'18-19	556	\$115.92	556
'19-20	327	\$405.69	327

Cost to provide

EE means employee equivalents required (37.5 hour per week units)

	EE	Total Cost	% of total agency costs
'16-17	.05	\$5,040.30	0.48%
'17-18	.05	\$6,104.41	0.46%
'18-19	.63	\$64,453.64	3.81%
'19-20	1.50	\$132,660.10	7.41%

Random Audits

Why are they performed?

- To ensure all required reports are being filed and there is compliance with the Ethics Act.



- Source documents include late filing penalty letters, flagged reports or random selection via zip code generator.
- PDARS is the Public Disclosure and Accountability Reporting System.
- SEI letters are sent to, among other things, verify unreported income.
- Campaign Disclosure letters include, among other things, notifications of missing contributor information, improper expenditures and excessive contributions.
- Communication(s) with required filer is stored in the Commission's case managements software.



SOUTH CAROLINA
State Ethics Commission

Assoc. Performance Measure: Average length of days elapsed per case from assignment to presentation

Responsible: Noncompliance (2 employees in division at end of '19-20)

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Noncompliance Letters

(Deliverable #17 in agency PER)

Purpose (as understood by agency): Letters assessing late filing penalties are sent to those under the Ethics Commission's jurisdiction who have failed to timely file required reports.

Law: Required by S.C. Code Section 2-17-50; Section 2-17-65; Section 8-13-320 (7); Section 8-13-1510

Customers: Candidates, public officials, public employees, public officials, political parties, lobbyists, and lobbyist's principals.

Customer satisfaction evaluated: No

Service unit: Noncompliance letters sent by

	Units provided	Cost per unit	Customers served
'16-17	863	\$125.71	Unknown
'17-18	223	\$459.88	Unknown
'18-19	1,503	\$131.21	Unknown
'19-20	1,189	\$131.53	Unknown

Cost to provide

EE means employee equivalents required (37.5 hour per week units)

	EE	Total Cost	% of total agency costs
'16-17	1.28	\$108,487.46	10.44%
'17-18	.84	\$102,554.14	7.72%
'18-19	1.79	\$197,207.25	11.66%
'19-20	1.46	\$156,388.27	8.73%

Noncompliance Letters

- Letters notifying required filers of issues including, but not limited to, excessive campaign contributions, improper campaign expenditures, and undisclosed income on Statements of Economic Interests.
- Letters assessing late filing penalties to those who have failed to timely file required reports including:
 - Statement of Economic Interests, Campaign Disclosure, Lobbyist or Lobbyist's Principal Registrations, and Lobbyist or Lobbyist's Principal Disclosure Statements
- Noncompliance staff create non-compliance files and maintain accounting records for individuals who fail to file the required forms.



SOUTH CAROLINA
State Ethics Commission

Assoc. Performance Measure: Average length of days elapsed per case from assignment to presentation

Responsible: Noncompliance (2 employees in division at end of '19-20)

Example Noncompliance Letter

As a candidate for Orangeburg County Auditor, the Ethics Reform Act requires you to file certain reports with the State Ethics Commission. An audit of your account indicates the following missing or late reports:

The 2018 Statement of Economic Interests as a candidate, which was due on March 30, 2018, has not been filed.

In accordance with Section 8-13-1510, South Carolina Code Ann., 1976, as amended, a late filing penalty of \$100.00 is hereby levied. If the required Statement of Economic Interests is not filed electronically within ten calendar days of receipt of this letter, additional penalties will be levied at \$10 per day for the first ten days and \$100 per day for each additional day until the penalty reaches \$5,000, and a complaint will be filed against you. If extenuating circumstances prevented you from filing the reports as required, you may file a written appeal of this late filing penalty. To file an appeal, you must do the following within ten (10) days of the date you receive this letter:

- Send a personal check or money order made payable to the State Ethics Commission
- File all missing reports online at <http://ethics.sc.gov>
- Provide a written statement describing any extenuating circumstances. If you have closed your campaign account, please provide a copy of your last bank statement to consider a reduction in the late filing penalty.

Please be advised that all appeals must be in writing and must follow the above directions. **NO** phone or e-mail appeals will be accepted. Failure to file is a misdemeanor. After the maximum civil penalty has been levied, this matter will be referred to Magistrate's Court for criminal prosecution. This matter will also be referred to the South Carolina Department of Revenue for collection, and the penalty amount and your name, address (city) and position will be posted on the State Ethics Commission's website. Please contact this office if we can provide further information.



Different scenarios after noncompliance letter is sent

Individual required to file...	Noncompliance letter directs individual to...	Option 1		Option 2		Option 3	
		<i>Offender response</i>	<i>Agency response</i>	<i>Offender response</i>	<i>Agency response</i>	<i>Offender response</i>	<i>Agency response</i>
Files report late	Pay penalty fee	Pays fee	No further action	Does not pay fee	Debt sent to DOR* + Added to Debtor's List [^]	No	Option 3
Does not file report completely or at all	Correct deficiency + pay penalty fee	Corrects deficiency + pays fee		Corrects deficiency, but does not pay fee		No response	
				Does not correct deficiency, but pays fee	Moves to complaint process ^{^^}		

*Late filing penalties that are not paid are submitted to the Department of Revenue for collection through Governmental Enterprise Account Receivable (GEAR) and Setoff Debt.

[^]Debtor's List will be discussed later in presentation.

^{^^}Commission noncompliance staff create non-compliance complaints and submit them to the Executive Director for approval.



*What happens
when a debt is
sent to the
Department of
Revenue?*

Unpaid late filing penalties are submitted to the Department of Revenue for collection through the Governmental Enterprise Account Receivable (GEAR) and Setoff Debt programs

Governmental Enterprise Accounts Receivable (GEAR)	Setoff Debt
<ul style="list-style-type: none"> • Garnishment of <ul style="list-style-type: none"> • wages, and • state individual income tax refunds • Use of tax liens and levy of bank accounts • Allows debtors to set up payment plans 	<ul style="list-style-type: none"> • Garnishment of <ul style="list-style-type: none"> • state individual income tax refunds
<p><u>Other Details</u></p> <ul style="list-style-type: none"> • Debt limitation: \$50 and above • Cost to claimant (i.e. Commission): <ul style="list-style-type: none"> • 22% of the liability collected • Cost to debtor (individual required to file report): <ul style="list-style-type: none"> • \$25 (SCDOR administrative fee) 	<p>\$25 and above</p> <p>\$0</p> <p>\$25 (SCDOR administrative fee)</p>

What happens
when a debt is
sent to the
Department of
Revenue?

Manual Reentry Situation

- Department of Revenue provides monthly information related to amounts collected on behalf of the Commission which the agency *manually enters into its data system*.
- Amounts collected are individually deducted from each person's debt.
 - The Debtors List is updated.
 - The Control Sheet is updated.

State Ethics Commission Debtors List

NAME	CITY	POSITION	AMOUNT	DEFAULT YEAR
Abercrombie, John C.	Conway	Candidate - Horry County Council	\$8,875.98	2012
Adams, John H.	Columbia	Candidate - City of Columbia Council	\$100.00	2019
Advance Technology Institute Corporation Contact Person: Ambrose L. Schwallie	Greenwood	Lobbyist's Principal	\$100.00	2011
American College of Obstetricians and Gynecologists, SC Section Contact Person: Aaron J. Kozloski	Lexington	Lobbyist's Principal	\$1,800.00	2014

STATE ETHICS COMMISSION					
DEPOSITS - LATE FILING					
FY2020-2021					
COMPLAINT FINES					
NAME	AMOUNT	DATE DEPOSITED	TOTAL	RECEIPT NUMBER	INCOME TO DATE
Linda Blackmon	2,000.00	7/9/20	\$2,000.00	13603	
				13604	\$2,000.00
Walter Jones	1,800.00	1/6/20	\$1,800.00	13844	\$3,800.00
Peter Bierce	200.00	2/22/21	\$200.00	13913	\$4,000.00



Complaints

Process for alleging an individual violated the Ethics Act

Complaints

(Deliverable #2 in agency PER)

Purpose (as understood by agency): Receiving and investigating possible violations of the Ethics Act.

Law: Required by S.C. Code §§ 8-13-320 (10)(a)(d); Section 8-13-1510; Section 8-13-1372

Customers: Complainants and Respondents.

“Complainant” means any person, including the Commission, who files a formal complaint alleging a violation of the Act. Pursuant to Regulation 52-203(14), “Respondent” means a person charged in a complaint with a violation of the Act.

Customer satisfaction evaluated: No

Service unit: Complaints received or initiated by the Commission

	Units provided	Cost per unit	Customers served
'16-17	166	\$1,543.29	129
'17-18	112	\$3,579.13	97
'18-19	72	\$6,004.32	104
'19-20	154	\$3,567.64	197

Cost to provide

EE means employee equivalents required (37.5 hour per week units)

	EE	Total Cost	% of total agency costs
'16-17	2.92	\$256,186.56	24.65%
'17-18	3.12	\$392,076.55	29.51%
'18-19	3.47	\$431,935.34	25.54%
'19-20	4.45	\$549,416.97	30.68%

Complaints

Who can file a complaint:

- Commission
 - These typically arise from an individual not curing deficiencies in required filings (e.g., statements of economic interests, etc.). Complaints also filed after preliminary investigations based upon information provided by a member of the public who is fearful of retaliation if a formal complaint is filed.
- Citizen
 - Individual, on their personal behalf
 - Individual, on behalf of an organization
 - Individual, on behalf of a governmental body
- House Ethics Committee
- Senate Ethics Committee



SOUTH CAROLINA
State Ethics Commission

Assoc. Performance Measure: Average length of days elapsed per case from assignment to presentation

Responsible: Enforcement and Operations – WHAT DIVISION IS THIS?

Complaints

(Deliverable #2 in agency PER)

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Complaints

What must it include:

- Name, address and telephone number of a person alleged to have committed a violation.
- Name, address and telephone number of the person making the complaint.
- Particulars of the alleged violation of the Ethics Reform Act or other provision of state law within the Commission’s jurisdiction.

Where is it available:

- The blank form is available on the Commission’s website. Verified complaints are sent to the Respondent and, when appropriate, the House of Representatives or Senate Ethics Committees. If probable cause is found, the complaint is made available to the public upon request.



SOUTH CAROLINA
State Ethics Commission

Assoc. Performance Measure: Average length of days elapsed per case from assignment to presentation

Responsible: Investigations and Legal

STATE OF SOUTH CAROLINA
STATE ETHICS COMMISSION

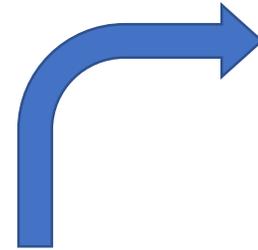
COMPLAINT FORM

FOR COMMISSION USE ONLY:
CASE NUMBER
C _____

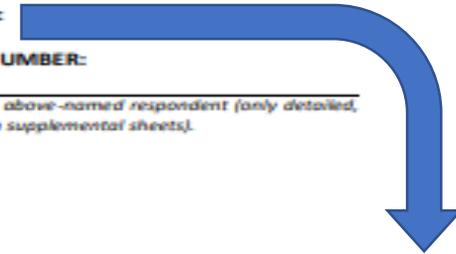
COMPLAINANT:
ADDRESS:
TELEPHONE NUMBER:
TITLE:

RESPONDENT:
ADDRESS:
TELEPHONE NUMBER:
TITLE:

Set forth in detail specific facts upon which you based your complaint against above-named respondent (only detailed, clear factual allegations will be considered. If additional space is needed, attach supplemental sheets).



“Complainant” means any person, including the Commission, who files a formal complaint alleging a violation of the Act.



“Respondent” means a person charged in a complaint with a violation of the Act.

Example
Complaint
Form

All investigations, inquiries, hearings, and accompanying documents must remain confidential unless respondent waives the right to confidentiality. If there is a finding of probable cause, the following documents become public record: the complaint, the response (if any) by respondent, and the notice of hearing. If a hearing is to be held, the final order and all exhibits become public record. If no hearing is held following a finding of probable cause, the final disposition of the matter becomes public record. The willful release of confidential information is a misdemeanor, and any person releasing such confidential information, upon conviction, must be fined not more than one thousand dollars (\$1,000) or imprisoned not more than one year. Section 8-13-320(10)(g).

STATE OF SOUTH CAROLINA
COUNTY OF Richland

Personally appeared before me _____ who, first being duly sworn, says that he/she has read and knows the contents of the above complaint and that the allegations contained therein, are true and correct to the best of his/her own knowledge, except for those matters therein based upon information and belief, and as to those he/she believes them to be true.

Sworn to and subscribed before me this
_____ day of _____, _____

Complainant Signature

Notary Public for South Carolina
My Commission expires _____

SEC-7 (Revised 8/2019)

REPLY TO: 201 Executive Center Drive, Suite 150, Columbia, South Carolina 29210 (803)253-4192
FAXED COPIES WILL NOT BE ACCEPTED

C102form



SOUTH CAROLINA
State Ethics Commission

Assoc. Performance Measure: Average length of days elapsed per case from assignment to presentation
Responsible: Enforcement and Operations – WHAT DIVISION IS THIS?

*Examples of
violation
allegations*

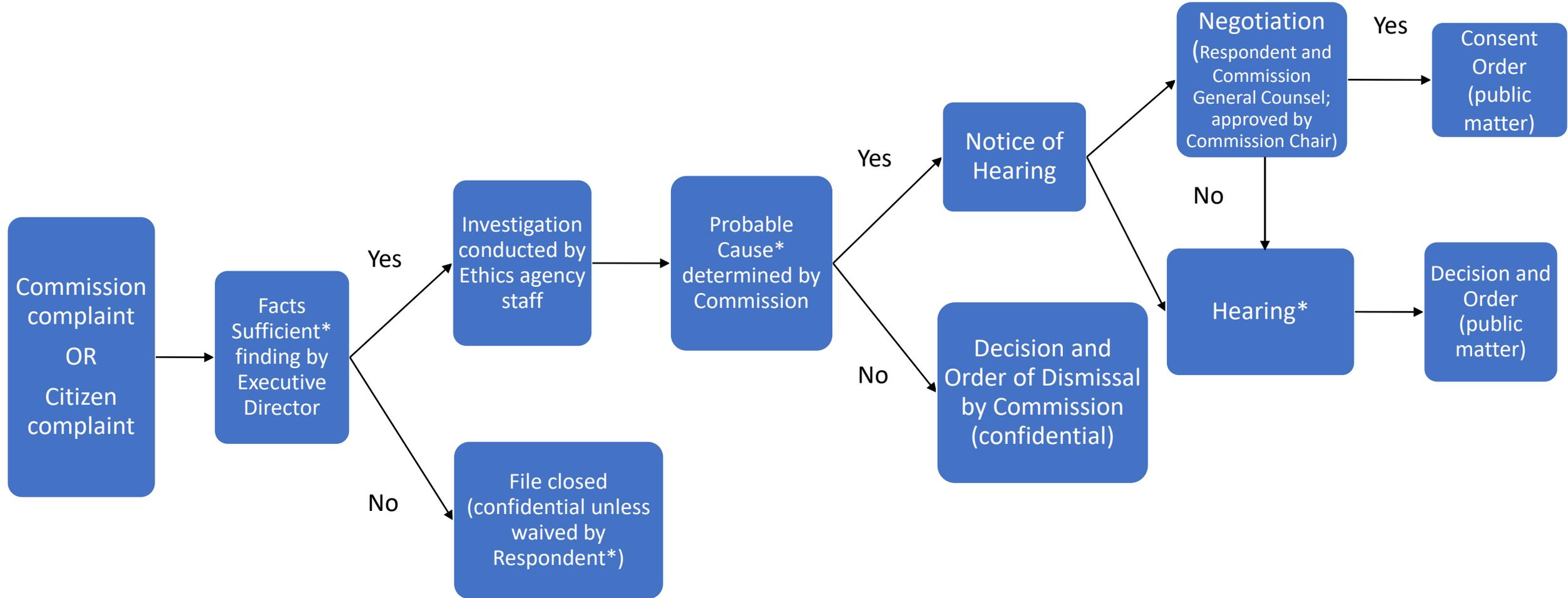
Complaints

- Individual not curing deficiencies in required filings (e.g., statements of economic interests, etc.).
- Individuals using campaign funds for personal expenses.
- Individuals using his or her official position to provide an economic benefit to themselves, a business member, a person with whom they are associated or a business with which they are associated.
- Individuals receiving excessive campaign contributions.
- Individuals using government resources to influence the outcome of an election.
- Judicial Canons as applied to Workers' Compensation Commissioners.
- Judicial Canons as applied to Public Service Commissioner Commissioners.
- Provisions of the South Carolina Lottery Education Act.



Complaint Process

Note: This applies to all complaints, except those made about elected or staff members of the General Assembly



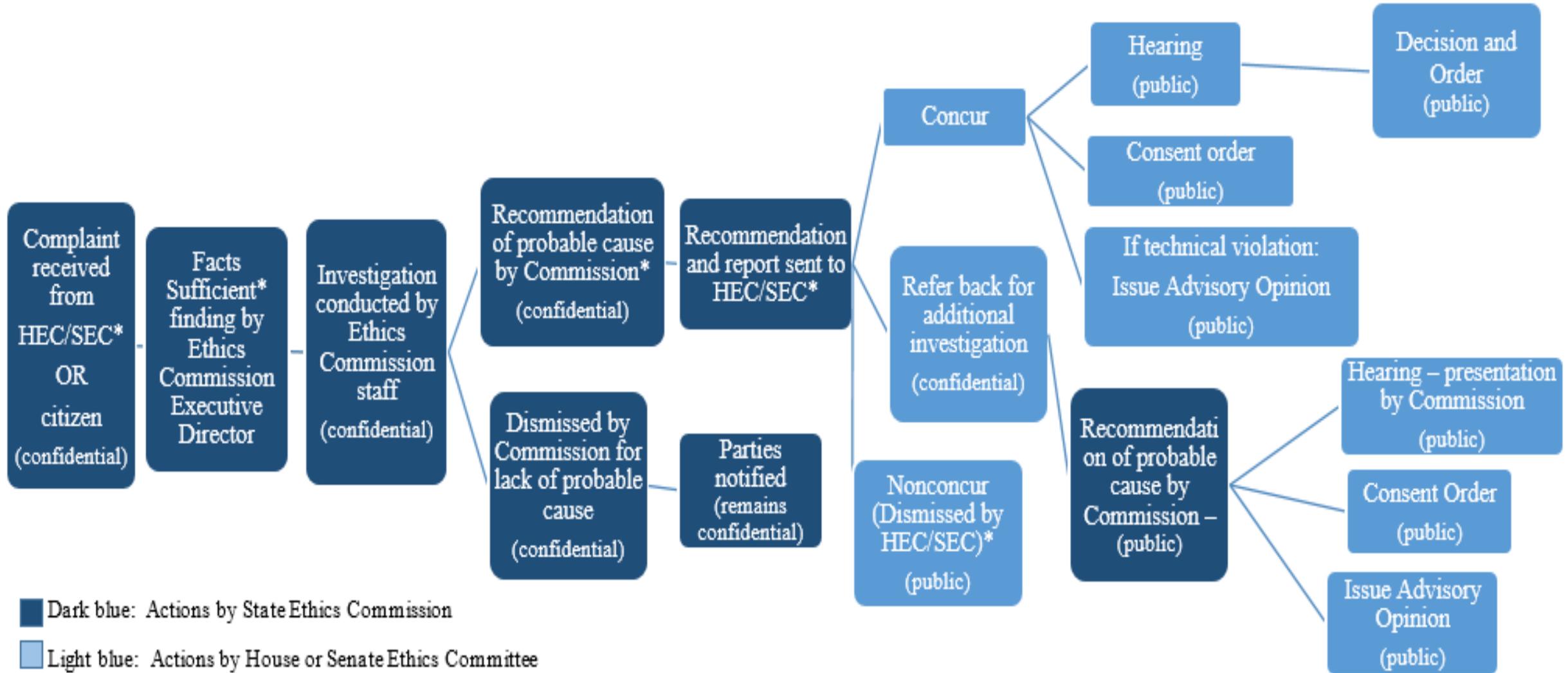
**Facts Sufficient* means a preliminary determination based on the face of the complaint of jurisdiction over the Respondent and whether the facts plead, if true, would constitute a violation of the Act.

**Respondent* means a person charged in a complaint with a violation of the Act.

**Probable Cause* means a determination that it is more likely than not that a violation of the Act will be found.

**Hearing Panel* consists of three Commissioners selected at random to hear contested matters.

Process for complaints about elected or staff member of General Assembly



*Probable Cause means a determination that it is more likely than not that a violation of the Act will be found.

*Hearing Panel consists of three Commissioners selected at random to hear contested matters.

*HEC means House of Representatives Ethics Committee, which is the supervisory authority for House members or staff, including staff elected to serve as officers of or candidates for the office of State Representative.

*SEC means Senate Ethics Committee, which is the supervisory authority for Senators or staff, including staff elected to serve as officers of or candidates for the office of State Senator.

Investigations

What occurs during the investigation?

- Witness interviews.
- Interview of Respondent.
- Collection of evidence including meeting minutes, bank records, audio and video recordings and social media postings.
- Review of collected evidence.
- Investigator provides a written summary of the investigation including a recommendation as to whether probable cause is present.



Hearing

What occurs during a hearing?

- Parties are permitted to make opening statements.
- Parties are permitted to call witnesses who are sworn and subject to cross-examination.
- Parties are permitted to introduce exhibits.
- Parties are permitted to make closing arguments.
- Hearing panel deliberates and issues a decision and order.

*Commission
findings and
orders*

What can the Commission Order?

- Enforcement/administrative fee, to include costs related to (1) investigator's time, (2) mileage, meals, and lodging, (3) prosecutor's time, (4) hearing panel travel, per diem, and meals, (5) administrative time, (6) subpoena costs/witness fees, (7) miscellaneous costs such as postage and supplies. Section 8-13-130.
- Civil penalty of up to \$2,000 for each violation. Section 8-13-320(10)(I).
- Forfeiture of gifts, receipts, or profits, or the value thereof, obtained in violation of the Ethics Act. Section 8-13-320(10)(I) and 8-13-780.
- Voiding non-legislative state action obtained in violation of the Ethics Act. Section 8-13-320(10)(I).
- Late-filing penalties of up to \$5,000 per report, provided notification requirements are met. Section 8-13-1510.
- Oral or written warning or reprimand. Section 8-13-780.



Appellate Panel

Right to Appeal

- Respondent may request a review of the panel's decision and order within ten days of the date of service of the decision and order. The request must be made in writing.
- The appellant must provide a written brief within ten days of date of service of the Appellate Hearing notice.
- Group of Commissioners, not including the original hearing panel Commissioners review the hearing panel's decision and order, reconsider the evidence, receive further evidence, rehear the parties, and enter an order amending, affirming or modifying the panel's decision.

Debtors List

*Online list of all
individuals
owing debt to
the Commission*

- First published online in 2002
- Created to inform the public of fines owed by public officials, public members and public employees.
- Lists all individuals with debts to the Commission including:
 - Debt the Department of Revenue is collecting for the Commission through GEAR or Setoff debt program.
 - Debt filed as judgments with the county court.

Commission Meetings

Commission Meetings

(Deliverable #1 in agency PER)

Purpose (as understood by agency): Please see information provided on the body of the slide.

Law: 8-13-320 (10)(i)(j)(m); Section 8-13-1510; Section 8-13-1372; Section 8-13-1170

Customers: Complainants and Respondents.

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Customer satisfaction evaluated: No

Service unit: Complaints received/initiated by the Commission.

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'17-18	.90	\$94,895.18	7.14%
'18-19	.90	\$127,391.57	7.53%
'19-20	.95	\$125,888.65	7.03%

Commission Meetings

- File a verified written complaint against a person alleged to have committed a Violation of the Ethics Act.
- Review investigations and determine whether probable cause exists concerning alleged violation(s) of the Ethics Act.
- Conduct hearings to consider all evidence presented and determine whether a violation of the Ethics Act occurred.



SOUTH CAROLINA
State Ethics Commission

Assoc. Performance Measure: Average length of days elapsed per case from assignment to presentation

Responsible: All divisions

Commission Meetings

(Deliverable #1 in agency PER)

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Commission Meetings

- Review office operations and meeting minutes.
- Receive legal updates.
- Issue Formal Advisory Opinions.
- Make determinations of probable cause.
- Resolve Commission complaints via hearings.



SOUTH CAROLINA
State Ethics Commission

Assoc. Performance Measure: Average length of days elapsed per case from assignment to presentation

Responsible: All divisions

Case Management System

Case Management System

- Prior to 2021, the Commission never had case management software
 - Instead, case files have historically been stored on a shared network resulting in confusion and redundancy.
- In 2021, Commission contracted with Spartan Technology Solutions, Inc. (a vendor of other state agencies) to secure case management software.
- Other agencies that have utilized Spartan Technology include:
 - Circuit Solicitor Offices
 - SC Departments of Social Services
- Commission secured Spartan case management software and began utilizing the software in March 2020.

Case Management System

- Tracks data related to the following:
 - Advisory Opinions (informal and formal)
 - Annual Average = 201.5
 - Non-compliance letters
 - Annual Average = 1,085.5
 - Verified Complaints
 - Annual Average = 126
- Benefits it provides include:
 - Searchable database of cases.
 - Secured database of cases accessible by staff from any location.
 - Digital backup of case files.

Case Management System

- Associated costs include:

Item	Cost
Purchase of Case Management Software	\$36,081.00
Conversion From Shared Drive*	\$11,400.00
Annual Maintenance and Support Costs	\$0.00
Total	\$47,481.00

* Denotes one-time expense

Contract Period: May 30, 2019 – May 30, 2024



Administration Services

Administration Services

(Deliverable #19 in agency PER)

Purpose (as understood by agency):
Commission's administrative services.

Law: None.
Customers: Agency personnel.

Customer satisfaction evaluated: No

Service unit: Administrative services.

	Units provided	Cost per unit	Customers served
'16-17	1	\$241,798.85	12.01
'17-18	1	\$246,610.34	11.65
'18-19	1	\$258,340.15	14.75
'19-20	1	\$192,812.77	17.5

Cost to provide

EE means employee equivalents required (37.5 hour per week units)

	EE	Total Cost	% of total agency costs
'16-17	1.88	\$208,266.10	20.04%
'17-18	1.96	\$245,131.14	18.45%
'18-19	1.96	\$258,127.80	15.27%
'19-20	1.27	\$192,812.77	10.77%

Administration Services

The Commission's administrative services include, but are not limited to, the following:

- *Finance and Budget:* Writing the annual budget, submitting Fiscal Impact Statements and accepting payments for fines and fees.
- *Human Resources:* Partnering with Department of Administration and Public Employee Benefit Authority to provide services to Commission employees.
- *Information Technology:* Partnering with S.C. Division of Technology Office, S.C. Data Information Services and SCI to ensure the Commission's technological needs are met.
- *Interagency Compliance:* Ensuring Commission complies with other agency's reporting mandates.
- *Procurement:* Partnering with the State Office of Procurement to ensure the agency follows procurement guidelines.



SOUTH CAROLINA
State Ethics Commission

Assoc. Performance Measure: None

Responsible: Administration (3 employees in division at end of '19-20)

Associated Performance Measures

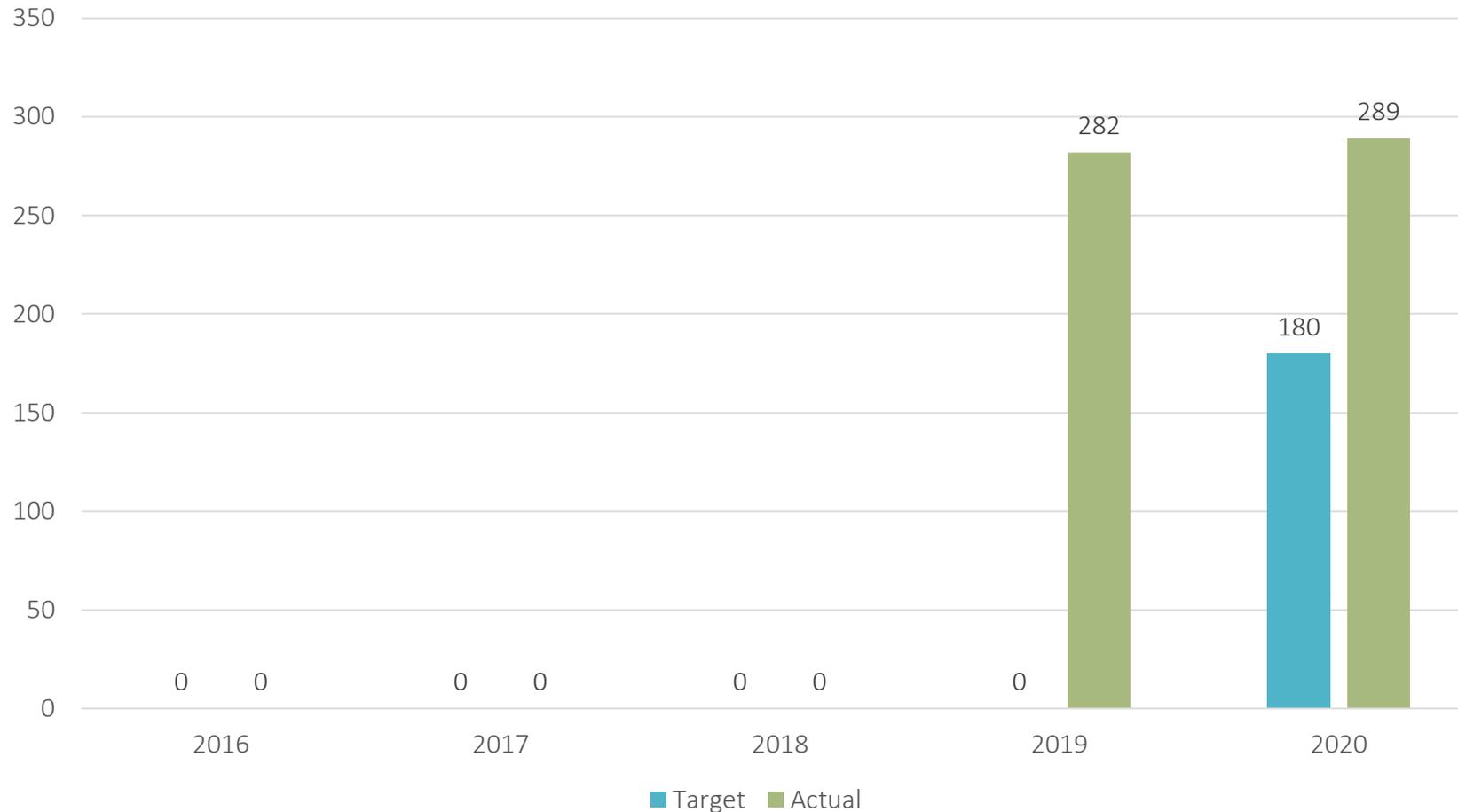
The next slides only contain information on performance measures that are associated with services covered earlier in this presentation.

Performance Measure #3

Note: Data not tracked until 2018



Average length of days elapsed per case from assignment to presentation



Deliverables Associated with Performance Measure:

- Commission Meetings
- Complaints
- Audits



Instances of workplace violence and/or disruption

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Target	0	0	0	0	0	0
Actual	0	0	0	0	0	0

Security measures in place at the Commission include:

- Metal Detector
- Buzz in to get to offices
- Armed Class One Officers
- Confidential structural security measures

Deliverables Associated with
Performance Measure:

- None