

AGENCY NAME:	Department of Consumer Affairs		
AGENCY CODE:	R28	SECTION:	80



Fiscal Year 2014-15 Accountability Report

SUBMISSION FORM

AGENCY MISSION	The Department of Consumer Affairs' mission is to protect consumers from inequities in the marketplace through advocacy, mediation, enforcement and education.
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Please identify your agency's preferred contacts for this year's accountability report.

	<i>Name</i>	<i>Phone</i>	<i>Email</i>
PRIMARY CONTACT:	Carri Grube Lybarker	803-734-4297	CLybarker@scconsumer.gov
SECONDARY CONTACT:	Juliana Harris	803-734-4296	JHarris@scconsumer.gov

I have reviewed and approved the enclosed FY 2014-15 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR <i>(SIGN/DATE):</i>	9/11/15
<i>(TYPE/PRINT NAME):</i>	Carri Grube Lybarker

BOARD/CMSN CHAIR <i>(SIGN/DATE):</i>	9/11/15
<i>(TYPE/PRINT NAME):</i>	David Campbell, Chair, Commission on Consumer Affairs

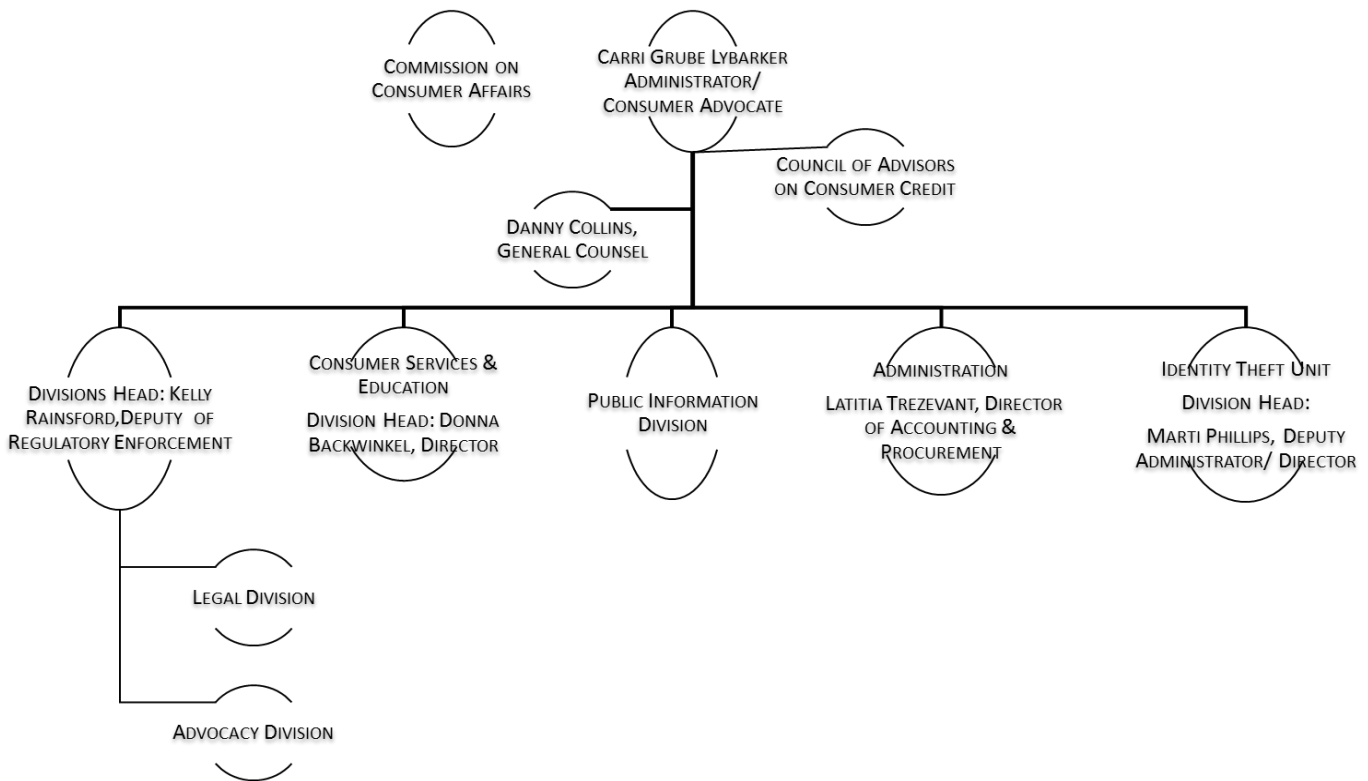
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AGENCY'S DISCUSSION AND ANALYSIS

The South Carolina Department of Consumer Affairs (“DCA”/ “Department”) is the state’s consumer protection agency. Established in 1974, DCA has over **forty years** of experience in protecting South Carolina consumers while recognizing those businesses that act honestly and fairly. The General Assembly has charged the DCA with administering, interpreting and enforcing thirty-eight statutes, including the S.C. Consumer Protection Code. Our mission is to protect consumers from inequities in the marketplace through advocacy, mediation, enforcement and education.

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

Governed by the Commission on Consumer Affairs, SCDC is organized into six divisions: Administration, Consumer Services, Consumer Advocacy, Public Information and Education, Legal Division and the Identity Theft Unit.



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The Consumer Services Division processes and mediates written consumer complaints, seeking to find equitable solutions for the consumer and the business, including refunds, adjustments and credits to consumer accounts. Staff takes consumer complaints against businesses regulated by the DCA, refers complaints that fall within another agency’s jurisdiction, and mediates those complaints against businesses that are unregulated. The Division provides SC taxpayers with a readily available, experienced, and cost-effective mediation service.

The Advocacy Division provides legal representation for the consumer interest in matters involving property and casualty insurance and worker's compensation insurance. As the state agency designated to represent the insurance interests of consumers, the Advocacy Division aims to ensure that increases in homeowner's insurance and worker's compensation insurance rates are justified, working to avoid excessive, inadequate or unwarranted rate increases. When needed, an action is filed and the Division submits evidence in hearings that demonstrate the rate request is not justified and often results in adjudications or settlements that generate savings for consumers and businesses alike.

The Public Information and Education Division serves as the main consumer education portal for consumers, business and the media. The Division informs consumers and businesses on their rights and responsibilities in the marketplace through traditional and alternative media distribution, including social media, presentations, media coverage and publications. Education is a central part of DCA’s mission. Cultivating a marketplace comprised of well-informed consumers and businesses prevents deceptive and unfair business practices, allows legitimate business activity to flourish, resulting in the promotion of competition and a healthier economy.

The General Assembly has charged the DCA with advising the Legislature and Governor on consumer issues and state of credit in this State; administer, interpret and enforce the S.C. Consumer Protection Code and license, register, or otherwise regulate fifteen industries, including mortgage brokers, pawnbrokers, physical fitness centers, motor clubs, credit counseling organizations, prepaid legal services, athlete agents, the sale of preneed funeral contracts, registered consumer credit grantor, maximum rate filing and motor vehicle disclosure programs. These activities are performed through the agency’s Legal Division.

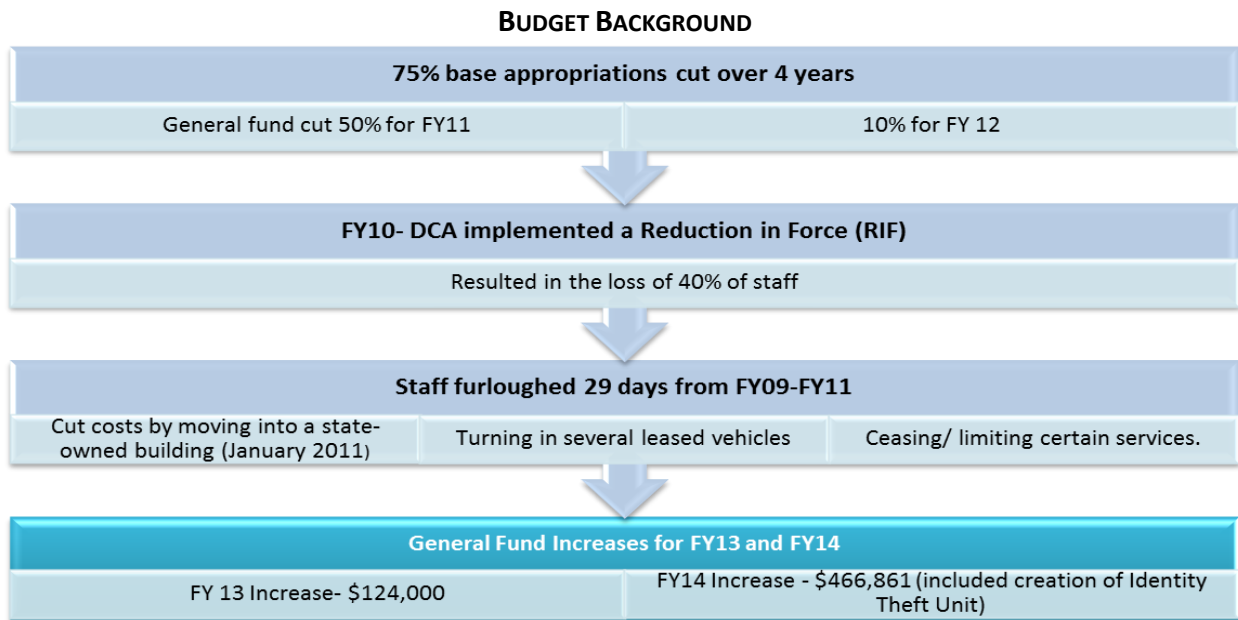
The Department’s newest division, the Identity Theft Unit provides education and outreach to South Carolina consumers across the state to increase public awareness and knowledge about what identity theft is, the steps consumers can take to protect themselves, and what consumers should do in the event of identity theft. For consumers who are identity theft victims, the Unit provides ongoing guidance throughout the process of mitigating and resolving their particular identity theft situation(s). The Unit also handles administration and enforcement of state identity theft-related consumer protection laws, including receipt of security breach notices to ensure reporting and notification requirements are met.

All of DCA’s functions are supported by the agency’s Administration Division. This Division contains the Administrator’s Office, Human Resources and Accounting and Procurement.

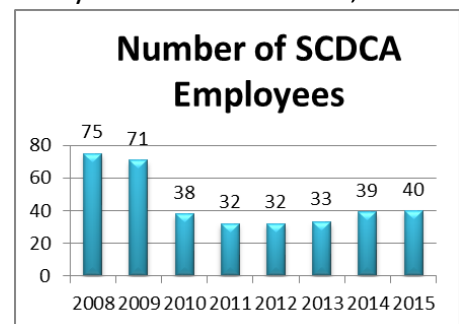
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The agency’s goals for fiscal year 2015 remained unchanged from the year prior and have held as foundational goals for several years: (1) Obtain the necessary funding and personnel to effectively administer and enforce the laws assigned to the Department, (2) Develop and enhance technology systems to increase the Department’s efficiency, (3) Increase public awareness of the Department, its services and accomplishments, (4) Enhance internal communications to build knowledge, bolster morale, and enable staff to perform at the highest level. The Department continues to actively review the goals and corresponding strategies, objectives and measurements to ensure a true reflection of agency progress and areas needing improvement. The fiscal year 2016 report will incorporate identified changes.

Several external factors affect DCA’s ability to accomplish its mission and meet set goals. The financial condition of the industries regulated directly affects the number of filings received and processed, thus revenue collected. This decline coupled with general fund budgetary restraints resulted in decreased resources, including overall agency funding, human capital and technological enhancements. The Department experienced severe budget cuts between FY09 and FY12. The budget reductions not only occurred at the General Fund level, with the agency receiving a more than \$1.6 million base appropriations cut from FY09-FY12, but other funds decreased as well. The industries regulated by the Department were affected by the economic downturn; thus certain licensee numbers sharply declined. While the Legislature sets the amount of Other Funds the agency can maintain, there is no guarantee such funds will actually be received.



These budgetary constraints contributed to the agency’s inability to hire needed staff, retain qualified personnel or appropriately compensate those whose job responsibilities had grown and who continued to provide superior service. After the implementation of a reduction in force in FY10, DCA went from 68 filled FTE positions to a low of 27 filled FTEs in 2011.



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While we have seen improvement on budgetary fronts, personnel challenges continued. DCA is an agency with above par staff retention rates. Traditionally, persons hired by the Department remain on staff for decades, often until retirement. Due to hiring fluctuations over the years, several staffers became eligible for retirement during the last fiscal year. Fifteen percent of agency staff retired in FY15, resulting in a loss of institutional knowledge as well as staff focus being turned from normal, day-to-day job duties to instead, the hiring process. The shift is reflected in some efficiency numbers not meeting the corresponding targets.

DCA, however, took this challenge, and harnessed positives from it as well. With the exit of personnel, we were able to take the opportunity to assess current job duties and overall operations and identify gaps and/or improvements. As a result, all regulatory programs were placed under the supervision of a single Deputy, as opposed to two. This move will ensure administration and enforcement of laws under the agency’s jurisdiction are performed in a fair and consistent manner. Further, with the ever-changing state of technology and security, we determined all agency information technology needs would be better met by contracting the services of the Division of Technology Operations as opposed to having a full-time internal IT person.

DCA made additional strides in the area of technology in FY15, specifically in the utilization of online systems by agency customers. In FY13, 8% of the regulatory filings made with DCA were done online. This number grew to 26% for FY15. We anticipate a larger increase for FY16 and 17 upon implementation of the agency’s new backend licensing database with online deployment capabilities. The agency entered into a contract for development of the system in FY15 and anticipate all regulatory programs will be in production by late FY16, early FY17.

In FY15, Consumers continued to file complaints via our online Complaint Filing System at a rate higher than paper. The System launched in January 2014 and received a Digital Government Achievement Award for best in class in the Government-to-Citizen category in October 2014. This award recognizes agency websites based on innovation, functionality, and efficiency. In addition to maintaining a consumer adoption rate of 60%, efficiencies in time taken to resolve a complaint as compared to the paper system were realized again in FY15. We believe the ease online filing provides for the agency, consumers and businesses contributed to the Division’s return on investment increasing from 176% in FY14 to 236% in FY15. As the System continues to be in use, the agency will be able to ascertain realistic target values and will focus on implementing measures to produce improvement in both adoption and resolution areas during FY16.

For the second year in a row, DCA realized improved revenue collections from administration and enforcement. While DCA processed slightly fewer regulatory filings than the year prior, numbers are still significantly higher than those seen from 2009-2013. With the steady flow of filings, DCA compliance reviews increased 36%. These reviews have a direct impact in enforcement actions, which increased 232%, and consumer refunds, credit and adjustments resulting from enforcement actions, which increased 224%. The agency also revitalized our advertising enforcement procedures and participated in Operation Ruse Control, a nationwide crackdown on automobile dealers. DCA issued 78 enforcement letters addressing 105 violations during the sweep.

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DCA also faces a continuing challenge of ensuring public awareness of the agency and its services/ role. We employed varying outreach efforts to improve agency recognition during FY15. DCA staff made 93 presentations around the state, a 55% increase, to nearly 16,000 South Carolinians. We fulfilled 32% more media requests than the year prior and while calls to the agency’s toll-free number declined slightly, our number of website visitors increased 39%. Staff also continued to utilize social media as a cost effective awareness platform.

Several projects which began in FY15 will carry forward into FY16 and beyond. DCA will continue to evaluate current processes to ensure they allow the agency to perform its statutory duties in the most comprehensive and efficient manner. Special focus will be given to implementing a customer survey, aligning programs in divisions and restructuring how regulated complaints are processed.

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Program Template

Program/Title	Purpose	FY 2013-14 Expenditures				FY 2014-15 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I. Administration	Provides support and planning services to the agency. Consists of four areas: Administrator's Office, Procurement and Accounting, Human Resources, and Information Technology .	\$ 174,196	\$ 287,907		\$ 462,103	\$ 340,859	\$ 375,121		\$ 715,980	1.1.1, 1.1.3, 1.2.1, 1.2.2, 1.3.1-3, 1.4.1, 2.1.4, 2.2.1-4, 2.3.1-3, 3.3.3, 4.1.1, 4.1.3, 4.1.4, 4.2.1-4, 4.3.1-4, 4.4.1-4
II. Legal	Administer, interpret & enforce the S.C. Consumer Protection Code. License, register, and regulate mortgage brokers, pawnbrokers, physical fitness centers, motor clubs, credit counseling organizations, prepaid legal services, athlete agents, the sale of preneed funeral contracts, registered consumer credit grantor, maximum rate filing and motor vehicle disclosure programs.	\$ 221,538	\$ 633,114		\$ 854,652	\$ 193,822	\$ 618,882		\$ 812,704	1.1.1-4, 1.2.1-3, 1.4.1, 1.4.4, 2.1.1-3, 2.2.2, 2.3.1-3, 3.1.2-4, 3.2.1-3, 3.3.1, 3.3.3, 4.1.1-4, 2.2-4, 4.3.2, 4.3.3, 4.4.1, 4.4.4
III. Consumer Service & Ed	Receive and process consumer complaints filed against businesses and provide a voluntary mediation program to resolve the complaint. Educate and inform consumers, making them savvy in the marketplace.	\$ 39,041	\$ 317,861		\$ 356,902	\$ 40,059	\$ 319,405		\$ 359,464	1.1.1, 1.2.1, 1.2.2, 1.2.3, 1.4.1, 1.4.2, 2.1.3, 2.1.4, 2.2.2, 2.3.1-3, 3.1.2, 3.1.3, 3.2.1-3, 3.3.1-3, 4.1.1, 4.1.3, 4.2.2-4, 4.3.2-4, 4.4.1, 4.4.4
IV. Advocacy	To provide legal representation for the consumer interest in matters involving property and casualty insurance and worker's compensation insurance. Regulates professional employer organizations, discount medical plan organizations and continuing care retirement communities.	\$ 260,505	\$ 109,431		\$ 369,936	\$ 189,749	\$ 48,653		\$ 238,402	1.1.3, 1.2.1, 1.2.2, 1.4.1, 2.1.2-4, 2.2.2, 2.3.2, 2.3.3, 3.1.1-3, 3.2.1-4, 3.3.1-3, 4.1.1, 4.1.4, 4.2.2-4, 4.3.1, 4.3.2, 4.3.4, 4.4.1, 4.4.4
V. Public Information	Inform consumers and businesses on their rights and responsibilities in the marketplace. Increase consumer engagement and business compliance through social media, presentations, media coverage and publications in an effort to raise awareness of the agency and it's available services.	\$ 51,466	\$ -		\$ 51,466	\$ 74,429	\$ -		\$ 74,429	1.1.3, 1.2.1, 1.2.2, 1.4.1, 2.1.2-4, 2.2.2, 2.3.2, 2.3.3, 3.1.1-3, 3.2.1-4, 3.3.1-3, 4.1.1, 4.1.4, 4.2.2-4, 4.3.1, 4.3.2, 4.3.4, 4.4.1, 4.4.4
VI. Identity Theft Unit	Provide education and outreach to consumers on how to deter, detect and defend against identity theft. Assist consumers in mitigating instances of identity theft. Provide education to businesses and agencies on complying with state identity theft laws and otherwise enforces such statutes.	\$ 179,806	\$ -		\$ 179,806	\$ 218,263	\$ -		\$ 218,263	1.1.2-4, 1.2.1-3, 1.4.1, 2.1.1, 2.1.3, 2.2.2, 2.3.1-3, 3.1.2-4, 3.2.1-3, 3.3.1-3, 4.1.1, 4.1.2, 4.1.4, 4.2.2-4, 4.3.2-4, 4.4.1, 4.4.4

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
G	1			OBTAIN THE NECESSARY FUNDING & PERSONNEL TO EFFECTIVELY ADMINISTER & ENFORCE THE LAWS ASSIGNED TO THE DEPARTMENT
S		1.1		Secure sufficient "other funds" for agency operations through licensing and enforcement
O		1.1.1		<i>Collect and process revenue pursuant to statutes within DCA's jurisdiction</i>
O		1.1.2		<i>Process required regulatory filings</i>
O		1.1.3		<i>Secure needed "other fund" FTE positions</i>
O		1.1.4		<i>Bring necessary enforcement actions</i>
S		1.2		Secure sufficient "general funds" for agency operations
O		1.2.1		<i>Obtain general funds sufficient to cover agency expenses not paid for with other funds</i>
O		1.2.2		<i>Secure needed "general fund" FTE positions</i>
O		1.2.3		<i>Obtain credits, refunds and adjustments for consumers equal to amount of general funds received</i>
S		1.3		Assess cost effectiveness of agency contracts and leases
O		1.3.1		<i>Review contracts and leases annually for cost/ benefit analysis</i>
O		1.3.2		<i>Maintain telephone cost per employee to \$25 or less per month</i>
O		1.3.3		<i>Keep building rent cost below \$400 per employee per month</i>
S		1.4		Perform statutory duties in an efficient manner
O		1.4.1		<i>Receive minimal deficiencies in external audits</i>
O		1.4.2		<i>Track and analyze complaints and resolutions obtained</i>
O		1.4.3		<i>Represent the consumer interest in certain insurance matters</i>
O		1.4.4		<i>Lessen ratio between compliance reviews performed and total investigator mileage</i>
G	2			DEVELOP & ENHANCE TECHNOLOGY SYSTEMS TO INCREASE THE DEPARTMENT'S EFFICIENCY
S		2.1		Utilize technology to assist in increasing efficiency in (performance of statutory duties/ or processing filings)
O		2.1.1		<i>Increase availability of online filing systems</i>
O		2.1.2		<i>Increase usage of available online regulatory filing systems</i>
O		2.1.3		<i>Increase usage of online complaint system and processing times</i>
O		2.1.4		<i>Explore new technologies to assist in performing statutory duties</i>
S		2.2		Implement technology updates to assist staff in performing job functions
O		2.2.1		<i>Move agency computer administration and data hosting to DTO by FY16</i>
O		2.2.2		<i>Increase efficiencies in document management through implementation of scanning system</i>
O		2.2.3		<i>Update software programs by FY16</i>
S		2.3		Ensure staff trainings of new/ updated software and security measures
O		2.3.2		<i>Review agency security policies annually and provide annual staff training</i>
O		2.3.3		<i>Provide internal software trainings</i>
G	3			INCREASE PUBLIC AWARENESS OF THE DEPARTMENT, ITS SERVICES AND ACCOMPLISHMENTS
S		3.1		Foster existing partnerships and seek out new ones
O		3.1.2		<i>Serve as partner agency in Palmetto Affordable Housing Forum</i>
O		3.1.3		<i>Participate in joint educational outreach with federal, state and local agencies</i>
O		3.1.4		<i>Participate in joint enforcement actions with federal, state and local agencies</i>
S		3.2		Engage in traditional educational efforts to decrease consumer risks and increase industry compliance
O		3.2.1		<i>Increase presentations by 10%</i>
O		3.2.2		<i>Produce consumer and business educational materials</i>
O		3.2.3		<i>Publicize agency toll-free telephone number to encourage consumers to take an active role in ensuring equity in the marketplace</i>
O		3.2.4		<i>Actively seek out media attention and cultivate relationships with media stakeholders</i>

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

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Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1	Amount of other fund revenue collected & processed	\$1,750,000	\$1,879,248	\$1,850,000	July 1- June 30	SCEIS Reports, updated daily	Monthly		1.1.1
2	Number of regulatory filings processed	26,790	25,931	27,000	July 1- June 30	Licensing Databases, updated daily	Monthly		1.1.2
3	Amount of "other fund" FTEs	25/39	26/40	26/40	July 1- June 30	Budget, revised annually	Annually		1.1.3
4	Number of enforcement actions	43	143	100	July 1- June 30	Progress Reports & Attorney Logs, updated monthly or as needed	Monthly		1.1.4
5	Number of advertising enforcement actions	n/a	114	Increase 10%	July 1-June 30	Progress Reports, updated monthly	Monthly		1.1.4, 3.1.4
6	Amount of general funds secured	\$1,250,968	\$1,308,806	\$1,250,970	July 1- June 30	Budget, revised annually	Annually		1.2.1
7	Amount of "general fund" FTEs	14/39	14/ 40	14/40	July 1- June 30	Budget, revised annually	Annually		1.2.2
8	Amount of consumer credits, refunds and adjustments arising from complaints	\$1,013,183	\$1,234,256	\$1,000,000	July 1- June 30	Complaint Database, updated daily	Monthly		1.2.3
9	Amount of consumer credits, refunds and adjustments arising from identity theft remediation	\$99,713	\$42,231	\$55,000	July 1-June 30	Employee Logs, updated as needed	Monthly		1.2.3
10	Amount of consumer credits, refunds and adjustments from enforcement actions	\$53,736	\$174,191	\$75,000	July 1- June 30	Employee logs, updated as needed	Monthly		1.2.3
11	Maintain at least 50% ROI in complaint mediation programs	176%	236%	>100%	July 1- June 30	Progress Reports, updated monthly	Monthly	Subtract amount of credits from Services budget, then divide by the Services budget.	1.2.3
12	Cost of telephone service per employee per month	\$18.50	\$19.66	<\$25	July 1- June 30	Phone bill, updated monthly	Monthly	Divide annual cost of phones by # of employees, then divide by 12.	1.3.2
13	Cost of rent per employee per month	\$319	\$354.20	<\$400	July 1- June 30	Rent Invoice, updated monthly	Monthly	Divide annual cost of rent by # of employees, then divide by 12.	1.3.3
14	Number of annual audit deficiencies	4 deficiencies	3 deficiencies	0	July 1- June 30	State Auditor Report, updated as performed	Sporadic		1.4.1
15	Number of complaints filed	3,722	4,162	4,000	July 1- June 30	Complaint Database, updated daily	Monthly		1.4.2
16	Number of complaints closed	3,919	3,734	> complaints filed	July 1- June 30	Complaint Database, updated daily	Monthly		1.4.2
17	Percentage of complaints closed satisfied	86.3%	82.7%	>75%	July 1- June 30	Complaint Database, updated daily	Monthly		1.4.2
18	Number of insurance rate notices reviewed	594	534		July 1- June 30	Progress Reports, updated monthly	Monthly		1.4.3
19	Number of insurance cases intervened in	27	45		July 1- June 30	Progress Reports, updated monthly	Monthly		1.4.3

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Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
20	Amount saved resulting from DCA insurance rate filing intervention	\$627,000	\$0		July 1- June 30	Progress Reports, updated monthly	Monthly		1.4.3
21	Compliance Reviews completed	347	473	400	July 1- June 30	Progress Reports, updated monthly	Monthly		1.4.4
22	Miles driven per compliance review	193	176	175	July 1- June 30	Vehicle Lease Reports, updated monthly	Monthly	Add total miles drives and divide by total number of compliance reviews completed.	1.4.4
23	Number of programs available online	6	6	14	July 1- June 30	Agency Records, updated monthly	Annually		2.1.1
24	Number of DCA-SCBOS filings	2,289	6,655	3,000	July 1- June 30	SCBOS Report, updated monthly	Annually		2.1.2
25	Total percentage of online filings	16%	26%	25%	July 1- June 30	SCBOS Report, updated daily; Licensing Database, updated daily	Annually	Divide number of online filings by total number of paper and online filings.	2.1.2
26	Percentage of complaints filed online	60%	60%	70%	Jan 1-June 30	SC.Gov system reports, updated daily	Quarterly		2.1.3
27	Average days to resolve a complaint	25	32	25	July 1- June 30	SC.Gov system reports, updated daily	Monthly		2.1.3
28	Move Technology Services to DTO	N/A	Completed	Complete	July 1 - June 30	Invoices, sporadic	Monthly		2.2.1
29	Number of copies made	25,356	26,290	Decrease 10%	January - May	Copier invoice, updated monthly	Monthly	Compared number of copies made during January-May 2013 with number of copies made January - March 2014, first 5 months new online Complaint System in use.	2.2.2
30	Number of presentations given at Palmetto Affordable Housing Forum	4	5	4	July 1- June 30	Progress Report, April	Annually		3.1.2
31	Number of attendees at the Palmetto Affordable Housing Forum	560	530	550	July 1- June 30	SC Housing data collection, April	Annually		3.1.2
32	Average number of participants per call in AARP Tele-town hall partnership with SCDCA and the Federal Trade Commission	13,500	12,800	15,000	July 1- June 30	AARP Tele-Town Hall report, as held	Sporadic		3.1.3
33	Number of presentations given	63	95	70	July 1- June 30	Progress report, updated monthly	Monthly		3.2.1
34	Number of presentation attendees	14,908	15,800	15,000	July 1- June 30	Progress report, updated monthly	Monthly		3.2.1
35	Number of consumer publications created and released	5	2	5	July 1- June 30	Progress report, updated monthly	Monthly		3.2.2
36	Number of business publications created and released	1	1	2	July 1- June 30	Progress report and internal tracking, updated monthly	Monthly		3.2.2

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Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
37	Number of calls received through toll-free line	22,794	19,613	25,000	July 1- June 30	Billing Statement, updated monthly	Monthly		3.2.3
38	Number of minutes spent on the phone assisting toll-free callers	41,755	40,132		July 1- June 30	Billing Statement, updated monthly	Monthly		3.2.3
39	Number of media requests fulfilled	50	66	50	July 1- June 30	Progress report, updated monthly	Monthly		3.2.4
40	Number of press releases issued	32	28	35	July 1- June 30	Progress report, updated monthly	Monthly		3.2.4
41	Number of press conferences held	2 (ID Theft Unit and Online Complaint System)	2 (Utility Providers, AARP, and Atty Gen; FTC Autosweep)		July 1- June 30	Progress report, updated monthly	Monthly		3.1.3, 3.1.4, 3.2.4, 3.3.2
42	Implement website responsive design	N/A	Completed	Complete	July 1 - June 30	Progress Report	Monthly		3.3.2, 3.3.3
43	Number of webinars offered	5	10	5	July 1- June 30	Progress reports, updated monthly	Monthly		3.3.1
44	Number of webinar attendees	274	247	300	July 1- June 30	Progress reports, updated monthly	Monthly		3.3.1
45	Number of website visitors	113,232	157,745	110,000	July 1- June 30	Progress reports, updated monthly	Monthly		3.3.2
46	Number of consumer messages submitted through website	1,027	1,031	1,000	July 1- June 30	Progress reports, updated monthly	Monthly		3.3.2
47	Percentage of new website visitors	69.9%	70.9%	70%	July 1- June 30	Google Analytics, updated daily	Monthly		3.3.2
48	Number of Twitter posts	341	609	350	July 1- June 30	Twitter reports, updated daily	Monthly		3.3.3
49	Number of Facebook posts	199	291	200	July 1- June 30	Progress reports, updated monthly	Monthly		3.3.3
50	Number of new Twitter followers	178	104	200	July 1- June 30	Twitter reports, updated daily	Monthly		3.3.4
51	Number of new Facebook fans	48	116	50	July 1- June 30	Progress reports, updated monthly	Monthly		3.3.4
52	Number of YouTube video views	7,530	5,412	10,000	July 1- June 30	YouTube reports, updated daily	Monthly		3.3.4
53	Number of internal trainings held	14	19	10	July 1- June 30	HR Reports, updated as needed	Monthly		2.3.3, 4.1.1
54	Number of continuing legal education hours staff completed	138	129	112	July 1- June 30	Employee Logs, updated as needed; Accounting records, updated monthly	Annually		4.1.2
55	Number of continuing professional education hours maintained by investigators	246	152	200	July 1- June 30	Investigator Logs, updated as needed; Accounting records, updated monthly	Annually		4.1.2
56	Percentage of investigators certified as limited duty officers	50%	50%	75%	July 1- June 30	Sled reports, updated as needed	Annually		4.1.2

Agency Name: Department of Consumer Affairs



Fiscal Year 2014-2015
Accountability Report

Agency Code: R28 Section: 080

Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
57	Number of employees enrolled in the Certified Public Manager Program	2	1	1	July 1- June 30	Invoices, sporadic	Annually		4.1.3
58	Number of State Regulator Association memberships maintained by SCDCA	4	4	4	July 1- June 30	Invoices, sporadic	Annually		4.1.4
59	Percentage of Mid year reviews completed on time	100%	100%	100%	July 1- June 30	HR Reports, updated annually	Annually		4.2.2
60	Percentage of EPMS evaluations submitted on time	100%	100%	100%	July 1- June 30	HR Reports, updated annually	Annually		4.2.2
61	Percentage of employee satisfied with working at DCA	80%	83%	>75%	July 1- June 30	HR Reports, updated annually	Annually		4.2.3
62	Employee turnover rate (percentage)	0	2%	<10%	July 1- June 30	SCEIS reports, updated daily	Annually		4.2.4
63	Average years worked at SCDCA by staff	12.8	10	10	July 1- June 30	SCEIS reports, updated daily	Annually		4.2.4
64	Percentage of employee participation in Annual Employee Survey	90%	100%	100%	July 1- June 30	HR Reports, updated annually	Annually		4.3.3
65	Number of weekly newsletters disseminated	52	44	52	July 1- June 30	Employee Log, updated weekly	Annually		4.3.4
66	Percentage increase in recycled items compared to prior year	78%	-5.31%	>50%	July 1- June 30	Department of Corrections report, updated monthly	Annually	Divide prior year recycling weight by current year recycling weight	4.4.1
67	Pounds of paper and other items recycled	4,456	3,798	Increase 10%	July 1- June 30	Department of Corrections report, updated monthly	Annually		4.4.1
68	Equal Opportunity Employment Rating	75.8%	71.4%	70%	July 1- June 30	Human Affairs Commission reports, updated annually	Annually		4.4.2
69	Employee per capita United Way gift	\$50-\$99	\$50-\$99	\$50-\$99	July 1- June 30	United Way report, annually	Annually		4.4.4
70	Hold Annual Agency Retreat	Completed	Completed	Complete	July 1 - June 30	Progress Report	Monthly		4.1.1, 4.3.1