DEPARTMENT OF HEALTH AND HUMAN SERVICES
OFFICE OF DIRECTOR

ACTION REFERRAL

TO	DATE
Lynch	3-9-15

DIRECTOR'S USE ONLY	ACTION REQUESTED
1. LOG NUMBER 000203	[ ] Prepare reply for the Director's signature DATE DUE ______
2. DATE SIGNED BY DIRECTOR ______ CC: Kost, James	[X] Prepare reply for appropriate signature DATE DUE 3-17-15
	[ ] FOIA DATE DUE ______
	[ ] Necessary Action

APPROVALS (Only when prepared for director's signature)	APPROVE	* DISAPPROVE (Note reason for disapproval and return to preparer.)	COMMENT
1.			
2.			
3.			
4.			

Brenda James

From: Bryan Kost
Sent: Monday, March 09, 2015 1:07 PM
To: Jan Polatty; Brenda James; Christian L. Soura; Jenny Lynch
Subject: Fwd: Agency Restructuring and Seven-Year Plan Report Submission to the House Legislative Oversight Committee
Attachments: SC House Restructuring and Seven-Year Plan Report Guidelines 2.27.2015.docx; ATT00001.htm; SC House Restructuring and Seven-Year Plan Report Charts 2.27.2015.xlsx; ATT00002.htm

Please log to Lynch. We can coordinate the response. Will show CLS before sending it of course. Thanks.

Sent from my iPhone

Begin forwarded message:

> **From:** Cathy Greer <CathyGreer@schouse.gov>
> **Date:** March 9, 2015 at 11:55:45 AM EDT
> **To:** "'kostbr@scdhhs.gov'" <kostbr@scdhhs.gov>
> **Subject: FW: Agency Restructuring and Seven-Year Plan Report Submission to the House Legislative Oversight Committee**
>
> Mr. Kost - Below is the e-mail regarding the Restructuring and Seven Year Plan Report Guidelines/Charts.
>
> Thanks,
>
> Cathy Greer
> Administration Coordinator
> House Legislative Oversight Committee
> Room 228, Blatt Building
> Columbia, SC 29201
> (803) 212-6810
> cathygreer@schouse.gov

RECEIVED
MAR 09 2015
Department of Health & Human Services
OFFICE OF THE DIRECTOR

> **From:** House Committee on Legislative Oversight
> **Sent:** Friday, February 27, 2015 4:27 PM
> **To:** House Committee on Legislative Oversight
> **Subject:** Agency Restructuring and Seven-Year Plan Report Submission to the House Legislative Oversight Committee
> **Importance:** High
>
> Dear State Agency Heads:
>
> Pursuant to Section 1-30-10(G) state agencies must submit restructuring reports and a seven-year plan for increased cost savings and efficiencies to the Governor and General Assembly. **Enclosed please find guidelines for submitting an agency's restructuring and seven-year plan report for increased cost savings and efficiencies to the House Legislative Oversight Committee.** For more information about

this House Committee, please follow the link in this email. Also, you may visit the South Carolina General Assembly Home Page (http://www.scstatehouse.gov) and click on *"Citizens' Interest"* then click on *"House Legislative Oversight Committee Postings and Reports"*.

The House Legislative Oversight Committee requests this information be submitted to it electronically by **MARCH 31, 2015,** (HCommLegOv@schouse.gov) in both the original format (Word and Excel) as well as in a PDF document. The signed copy of the submission form with a hard copy of the information should be mailed to the House Legislative Oversight Committee, Post Office Box 11867, Columbia, South Carolina 29211. **Please note an agency's restructuring and seven-year plan report for increased cost savings and efficiencies submitted to the House Legislative Oversight Committee will be published on the General Assembly's website.** Committee staff are available to answer any questions about submitting this information, and contact information for Committee staff is included in the guidelines.

The Committee realizes some of the requested information may seem time consuming to compile for this initial report but updates to that information in the future will be an easier process. In addition, by requesting information in this format, it is the Committee's goal to examine where potential duplication can be eliminated as it relates to reporting for agencies, among other areas.

On behalf of the entire House Legislative Oversight Committee, thank you in advance for your cooperation and for your service to the citizens of South Carolina. The House Legislative Oversight Committee looks forward to working with your agency.

Sincerely,

Wm. Weston J. Newton
Chairman, House Legislative Oversight Committee

Legislative Oversight Committee
South Carolina House of Representatives
Post Office Box 11867
Columbia, South Carolina 29211
Telephone: (803) 212-6810 • Fax: (803) 212-6811

Restructuring & Seven-Year Plan Report Guidelines

February 27, 2015

COMMITTEE INFORMATION

Committee Information

House Legislative Oversight Committee
Post Office Box 11867
Columbia, South Carolina 29211

Telephone 803-212-6810
Fax 803-212-6811

Also, the agency may visit the South Carolina General Assembly Home Page (http://www.scstatehouse.gov) and click on *"Citizens' Interest"* then click on *"House Legislative Oversight Committee Postings and Reports"*. This will list the information posted online for the Committee; click on the information the agency would like to review.

http://www.scstatehouse.gov/citizens.php (Click on the link for *"House Legislative Oversight Committee Postings and Reports."*)

OVERVIEW: RESTRUCTURING & SEVEN-YEAR PLAN

Background

Pursuant to Section 1-30-10(G)(1), state department and agency governing authorities must submit the following to the Governor and General Assembly:

- "reports giving detailed and comprehensive recommendations for the purposes of merging or eliminating duplicative or unnecessary divisions, programs, or personnel within each department to provide a more efficient administration of government services." (Annual Restructuring Report, Restructuring Report or ARR)

Pursuant to Section 1-30-10(G)(2), state department and agency governing authorities must submit the following to the Governor and General Assembly:

- "a seven-year plan that provides initiatives and/or planned actions that implement cost savings and increased efficiencies of services and responsibilities within the projected seven-year period." (Seven-Year Plan)

These questions and instructions are provided for the purposes of fulfilling the agency's requirement to the House Legislative Oversight Committee under these statutes. **Please note the agency's response will be published on the General Assembly's website.**

In completing these documents, having a copy of the Fiscal Year 2012-13 Accountability Report and Fiscal Year 2013-14 Accountability Report the agency submitted to the Executive Budget Office will be helpful.

Submission Process

Please complete the information and answer the questions included on the following pages. Please note at the end there is a request to complete an Excel document with 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.). Therefore, for efficiency purposes, the agency may want to keep track of this information while answering the questions instead of waiting until the end.

All forms should be submitted electronically by **March 31, 2015,** to the House Legislative Oversight Committee (HCommLegOv@schouse.gov) in both the original format (Word and Excel) and saved as a PDF for online reporting. The signed copy of the Submission Form with a hard copy of the forms and attachments should be mailed to: House Legislative Oversight Committee, Post Office Box 11867, Columbia, South Carolina 29211. Please direct any questions about this process to Jennifer Dobson (jenniferdobson@schouse.gov) or Charles Appleby (charlesappleby@schouse.gov).

OVERVIEW: RESTRUCTURING & SEVEN-YEAR PLAN

Efforts to Avoid Duplication

Please note at the end of each page in this report, the Committee includes the following:

> Does the agency already provide the information requested on this page, or similar information, in a report required by a legislative entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency look in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

In the Excel document attached, there is a template to complete any questions which ask for the same information under the tab labeled, "Similar Information Requested." The Committee asks this at the end of every page because if the questions on that page seek information similar to information sought in another report to a legislative entity, we want to know so we may communicate with the legislative entity who requires the other report and determine the most efficient way to avoid duplication in the future.

In addition, notice that one section of this report requests the agency list all other reports it has to submit. The Committee is seeking this information to analyze and determine whether there are any recommendations the Committee may make, in collaboration with the other entities which require reports, in an effort to minimize the burden of all the reporting requirements on the agency while still ensuring all appropriate information is provided.

Looking Ahead

The Restructuring Report, Seven-Year Plan and Oversight Study process are new for 2015. Each year the Committee will review information sought from agencies, the methods through which it is sought and any feedback received from agencies. Through this review, it is the Committee's goal to continually improve its processes and obtain greater effectiveness and efficiency for agencies and the Committee through revisions and updates both in the information it receives and way in which it is collected. The Committee looks forward to working with agencies to provide the most effective and efficient state government for the people of South Carolina.

RESTRUCTURING & SEVEN-YEAR PLAN

Insert Agency Name

Date of Submission: *Insert Date*

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

	Name	Date of Hire	Email
Agency Director			
Previous Agency Director			

	Name	Phone	Email
Primary Contact:			
Secondary Contact:			

Is the agency vested with revenue bonding authority? (re: Section 2-2-60(E))	

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):	

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

TABLE OF CONTENTS

Insert the appropriate page numbers once the agency has completed the report.

I. Executive Summary

A. Historical Perspective

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

B. Purpose, Mission and Vision

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

C. Key Performance Measure Results

1. After completing the Key Performance Measurement Processes Section of this Report, please come back to this question and provide a summary of the results (bullet style results only, explanations should be included in the Key Performance Measurement Processes Section).

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

II. Organizational Profile

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

1. The agency's main deliverables (i.e., products or services) and the primary methods by which these are provided;
    a. Complete the Key Deliverables Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Key Deliverables."

2. The agency's key customers and their requirements and expectations;
    a. Complete the Key Customers Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Key Customers;"

3. The agency's key stakeholders (other than customers);
    a. Complete the Key Stakeholders Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Key Stakeholders;"

4. Other state agencies which have the biggest impact on the agency's mission success;
    a. Complete the Key Partner Agency Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Key Partner Agencies."

5. The agency's performance improvement system(s);

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

7. Details about the body to whom the Agency Head reports;
    a. Complete the Overseeing Body Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Overseeing Body-General" and "Overseeing Body-Individual Member."

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

9. Please identify any emerging issues the agency anticipates may have an impact on its operations in the upcoming five years.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

III. Laws (Statutes, Regulations, Provisos)

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

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

IV. Reports and Reviews

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

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

2. Please complete the Internal Audit Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Internal Audits."

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

V. *Key Performance Measurement Processes*

This category examines the agency's performance and improvement in key areas. Performance levels are examined relative to those of competitors and other organizations providing similar programs and services. Information is typically displayed by the use of performance measures. Quantitative measures may be supplemented by a discussion of qualitative measures where appropriate; however, every effort should be made to use appropriate quantitative measures that can be charted to show trends and comparisons to benchmarks.

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

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

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

a. The performance goal(s)/benchmark(s) for the overall process output, and/or critical activities that produce the output.
   i. Three agency/government entities in other states or non-government entities the agency considers the best in the country in this process or similar process and why.
   ii. If the agency did not use results from an entity the agency listed in response to "i" as a performance goal/benchmark, why not and why did the agency choose the goal/benchmark it did?
   iii. Individual(s) who are not employed by the agency (government or non-government, located anywhere in the country) whom the agency considers an expert in the process or similar process and their contact information, or if deceased, name of books authored.

b. List the senior leaders who review the performance measure, their title and frequency with which they monitor it.

c. Trends the agency has seen and the method by which it analyzes trends in these results.

d. Whether the agency has reasonable control over this result (i.e., more than 50% or enough to be able to influence and accurately measure the result).
   i. If the agency does not have reasonable control over this result, the other one or more agencies, who when combined with the agency, together have reasonable control over the result and names of those other agencies.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

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

A. Results of Agency's Key Performance Measurements

Mission Effectiveness

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

Mission Efficiency

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

Quality (Customer Satisfaction)

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

Workforce Engagement

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

Operational/Work System Performance

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

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

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?

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.

D. Recommended Restructuring

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

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

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

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.

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.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

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?

2. What are the fundamentals required to accomplish the 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?

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

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
    b. Complete this Report

6. Please complete the Personnel Involved Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Personnel Involved." Please list the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in the Restructuring and Seven-Year Plan Report and their title and their specific role in answering the question (i.e., searched the agency documents, asked for information because they are in charge of the department, etc.).

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

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______________________ *Insert Page Number*

Historical Perspective Chart ____________________________ *Insert Page Number*

Purpose, Mission Chart________________________________ *Insert Page Number*

Key Products Chart ___________________________________ *Insert Page Number*

Key Customers Chart__________________________________ *Insert Page Number*

Key Stakeholders Chart________________________________ *Insert Page Number*

Key Partner Agency Chart ______________________________ *Insert Page Number*

Overseeing Body Chart (General and Individual Member) ______ *Insert Page Number*

Major Program Areas Chart _____________________________ *Insert Page Number*

Legal Standards Chart _________________________________ *Insert Page Number*

Agency Reporting Requirements Chart ____________________ *Insert Page Number*

Internal Audits Chart___________________________________ *Insert Page Number*

Personnel Involved Chart _______________________________ *Insert Page Number*

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Agency Name:
Agency Code:
Agency Section:

Legal Standards Chart

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. 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
Dept. of Juvenile Justice	1	63-1-20	State	Statutorily required to provide prevention, early intervention, rehabilitiation and supervision for the state's juveniles who are on probation or parole, ealuation services for juvenile's temporarily committed by the family court and treatment, custodial and rehabilitative services to juvenile's committed by the Family Court to the custody of DJJ, and to do so holistically and in the least restrictive environment possible consistent with public safety
Dept. of Juvenile Justice	2	63-19-320	State	Establishes DJJ as a member of the Governor's Cabinet - Director appointed by the Governor and serves at the will and pleasure of the Governor
Dept. of Juvenile Justice	3	63-19-330(A)	State	Establishes authority of the Director to set policy and empowers the Director to employ persons necessary to perform all responsibilityes of the department
Dept. of Juvenile Justice	4	63-19-1010	State	Establishes DJJ's authority to provide intake services and probation supervision
Dept. of Juvenile Justice	5	63-19-350	State	Establishes the community-based services to be provided by DJJ
Dept. of Juvenile Justice	6	63-19-360	State	Establishes the institutional services to be provided by DJJ
Dept. of Juvenile Justice	7	63-19-380	State	Establishes a special school district within DJJ
Dept. of Juvenile Justice	8	63-19-1840	State	Establishes DJJ's authority to provide parole supervision services.
Dept. of Juvenile Justice	9	16-3-1505	State	Establishes DJJ's role in providing services to crime victims
Department of Transportation	10	57-1-490	State	Establishes annual audits of DOT financials by certified public accountants; internal procurement operation by Materials Management Office of the State Budget and Control Board; LAC audit of the finance and administration division, mass transit division, and construction engineering and planning division by Jan. 15, 2010 and allows for follow ups; ensures copies of all audits sent to Commission, internal auditor, Governor,Senate Finance and Transportation; House Ways and means and Education and Public Works Committees.

Agency Name:
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Agency Section:

Legal Standards Chart

Department of Transportation	10	57-1-490	State	Establishes annual audits of DOT financials by certified public accountants; internal procurement operation by Materials Management Office of the State Budget and Control Board; LAC audit of the finance and administration division, mass transit division, and construction engineering and planning division by Jan. 15, 2010 and allows for follow ups; ensures copies of all audits sent to Commission, internal auditor, Governor,Senate Finance and Transportation; House Ways and means and Education and Public Works Committees.

DEPARTMENT OF HEALTH AND HUMAN SERVICES
OFFICE OF DIRECTOR

ACTION REFERRAL

TO	DATE
Lynch	3-9-15

DIRECTOR'S USE ONLY	ACTION REQUESTED
1. LOG NUMBER 008203	[ ] Prepare reply for the Director's signature DATE DUE ______
2. DATE SIGNED BY DIRECTOR ______	[X] Prepare reply for appropriate signature DATE DUE 3-17-15
CC: Kost, James cleared 4/3/15 per Jenny Lynch	[ ] FOIA DATE DUE ______ [ ] Necessary Action

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> Cathy Greer
> Administration Coordinator
> House Legislative Oversight Committee
> Room 228, Blatt Building
> Columbia, SC 29201
> (803) 212-6810
> cathygreer@schouse.gov

RECEIVED
MAR 09 2015
Department of Health & Human Services
OFFICE OF THE DIRECTOR

> **From:** House Committee on Legislative Oversight
> **Sent:** Friday, February 27, 2015 4:27 PM
> **To:** House Committee on Legislative Oversight
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The House Legislative Oversight Committee requests this information be submitted to it electronically by **MARCH 31, 2015,** (HCommLegOv@schouse.gov) in both the original format (Word and Excel) as well as in a PDF document. The signed copy of the submission form with a hard copy of the information should be mailed to the House Legislative Oversight Committee, Post Office Box 11867, Columbia, South Carolina 29211. **Please note an agency's restructuring and seven-year plan report for increased cost savings and efficiencies submitted to the House Legislative Oversight Committee will be published on the General Assembly's website.** Committee staff are available to answer any questions about submitting this information, and contact information for Committee staff is included in the guidelines.

The Committee realizes some of the requested information may seem time consuming to compile for this initial report but updates to that information in the future will be an easier process. In addition, by requesting information in this format, it is the Committee's goal to examine where potential duplication can be eliminated as it relates to reporting for agencies, among other areas.

On behalf of the entire House Legislative Oversight Committee, thank you in advance for your cooperation and for your service to the citizens of South Carolina. The House Legislative Oversight Committee looks forward to working with your agency.

Sincerely,

Wm. Weston J. Newton
Chairman, House Legislative Oversight Committee

Legislative Oversight Committee
South Carolina House of Representatives
Post Office Box 11867
Columbia, South Carolina 29211
Telephone: (803) 212-6810 • Fax: (803) 212-6811

Restructuring & Seven-Year Plan Report Guidelines

February 27, 2015

COMMITTEE INFORMATION

Committee Information

House Legislative Oversight Committee
Post Office Box 11867
Columbia, South Carolina 29211
Telephone 803-212-6810
Fax 803-212-6811

Also, the agency may visit the South Carolina General Assembly Home Page (http://www.scstatehouse.gov) and click on *"Citizens' Interest"* then click on *"House Legislative Oversight Committee Postings and Reports"*. This will list the information posted online for the Committee; click on the information the agency would like to review.

http://www.scstatehouse.gov/citizens.php (Click on the link for *"House Legislative Oversight Committee Postings and Reports."*)

OVERVIEW: RESTRUCTURING & SEVEN-YEAR PLAN

Background

Pursuant to Section 1-30-10(G)(1), state department and agency governing authorities must submit the following to the Governor and General Assembly:

- "reports giving detailed and comprehensive recommendations for the purposes of merging or eliminating duplicative or unnecessary divisions, programs, or personnel within each department to provide a more efficient administration of government services." (Annual Restructuring Report, Restructuring Report or ARR)

Pursuant to Section 1-30-10(G)(2), state department and agency governing authorities must submit the following to the Governor and General Assembly:

- "a seven-year plan that provides initiatives and/or planned actions that implement cost savings and increased efficiencies of services and responsibilities within the projected seven-year period." (Seven-Year Plan)

These questions and instructions are provided for the purposes of fulfilling the agency's requirement to the House Legislative Oversight Committee under these statutes. **Please note the agency's response will be published on the General Assembly's website.**

In completing these documents, having a copy of the Fiscal Year 2012-13 Accountability Report and Fiscal Year 2013-14 Accountability Report the agency submitted to the Executive Budget Office will be helpful.

Submission Process

Please complete the information and answer the questions included on the following pages. Please note at the end there is a request to complete an Excel document with 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.). Therefore, for efficiency purposes, the agency may want to keep track of this information while answering the questions instead of waiting until the end.

All forms should be submitted electronically by **March 31, 2015,** to the House Legislative Oversight Committee (HCommLegOv@schouse.gov) in both the original format (Word and Excel) and saved as a PDF for online reporting. The signed copy of the Submission Form with a hard copy of the forms and attachments should be mailed to: House Legislative Oversight Committee, Post Office Box 11867, Columbia, South Carolina 29211. Please direct any questions about this process to Jennifer Dobson (jenniferdobson@schouse.gov) or Charles Appleby (charlesappleby@schouse.gov).

Efforts to Avoid Duplication

Please note at the end of each page in this report, the Committee includes the following:

Does the agency already provide the information requested on this page, or similar information, in a report required by a legislative entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency look in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

In the Excel document attached, there is a template to complete any questions which ask for the same information under the tab labeled, "Similar Information Requested." The Committee asks this at the end of every page because if the questions on that page seek information similar to information sought in another report to a legislative entity, we want to know so we may communicate with the legislative entity who requires the other report and determine the most efficient way to avoid duplication in the future.

In addition, notice that one section of this report requests the agency list all other reports it has to submit. The Committee is seeking this information to analyze and determine whether there are any recommendations the Committee may make, in collaboration with the other entities which require reports, in an effort to minimize the burden of all the reporting requirements on the agency while still ensuring all appropriate information is provided.

Looking Ahead

The Restructuring Report, Seven-Year Plan and Oversight Study process are new for 2015. Each year the Committee will review information sought from agencies, the methods through which it is sought and any feedback received from agencies. Through this review, it is the Committee's goal to continually improve its processes and obtain greater effectiveness and efficiency for agencies and the Committee through revisions and updates both in the information it receives and way in which it is collected. The Committee looks forward to working with agencies to provide the most effective and efficient state government for the people of South Carolina.

Insert Agency Name

Date of Submission: *Insert Date*

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

	Name	**Date of Hire**	**Email**
Agency Director			
Previous Agency Director			

	Name	**Phone**	**Email**
Primary Contact:			
Secondary Contact:			

Is the agency vested with revenue bonding authority? (re: Section 2-2-60(E))	

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):	

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

TABLE OF CONTENTS

Insert the appropriate page numbers once the agency has completed the report.

I. Executive Summary

A. Historical Perspective

N/A

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

B. Purpose, Mission and Vision

Brian

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

C. Key Performance Measure Results

Brian

1. After completing the Key Performance Measurement Processes Section of this Report, please come back to this question and provide a summary of the results (bullet style results only, explanations should be included in the Key Performance Measurement Processes Section).

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

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.

Brian

1. The agency's main deliverables (i.e., products or services) and the primary methods by which these are provided;
    a. Complete the Key Deliverables Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Key Deliverables."

2. The agency's key customers and their requirements and expectations;
    a. Complete the Key Customers Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Key Customers;"

3. The agency's key stakeholders (other than customers);
    a. Complete the Key Stakeholders Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Key Stakeholders;"

4. Other state agencies which have the biggest impact on the agency's mission success;
    a. Complete the Key Partner Agency Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Key Partner Agencies."

5. The agency's performance improvement system(s); Janina | Rhonda

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

7. Details about the body to whom the Agency Head reports;
    Brian
    a. Complete the Overseeing Body Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Overseeing Body-General" and "Overseeing Body-Individual Member."

Adriana

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

9. Please identify any emerging issues the agency anticipates may have an impact on its operations in the upcoming five years.

Bryan

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

III. Laws (Statutes, Regulations, Provisos)

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

Byron

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

IV. Reports and Reviews

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

Jenny

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

2. Please complete the Internal Audit Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Internal Audits."

Byron

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

V. Key Performance Measurement Processes

Heather | January | Adriane

Darion

This category examines the agency's performance and improvement in key areas. Performance levels are examined relative to those of competitors and other organizations providing similar programs and services. Information is typically displayed by the use of performance measures. Quantitative measures may be supplemented by a discussion of qualitative measures where appropriate; however, every effort should be made to use appropriate quantitative measures that can be charted to show trends and comparisons to benchmarks.

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

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

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

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

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

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

Adriana | Health | January | Janira

A. Results of Agency's Key Performance Measurements

Mission Effectiveness

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

Mission Efficiency

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

Quality (Customer Satisfaction)

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

Workforce Engagement

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

Operational/Work System Performance

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

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

V. Key Performance Measurement Processes (cont.)

B. Most Critical Performance Measures Heather, Janira, Jarmary, Adriana

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?

C. Databases/Document Management Rhonda

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.

D. Recommended Restructuring

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

Bryan

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.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

VI. Seven-Year Plan

A. General

Adriana Bryan

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.

B. Current/Recommended Actions

Rhonda / Beth

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.

Bryan

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.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

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?

2. What are the fundamentals required to accomplish the 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?

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

Everyone

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
    b. Complete this Report

Everyone

6. Please complete the Personnel Involved Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Personnel Involved." Please list the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in the Restructuring and Seven-Year Plan Report and their title and their specific role in answering the question (i.e., searched the agency documents, asked for information because they are in charge of the department, etc.).

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

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 ______________ *Insert Page Number*

Historical Perspective Chart ______________ *Insert Page Number*

Purpose, Mission Chart ______________ *Insert Page Number*

Key Products Chart ______________ *Insert Page Number*

Key Customers Chart ______________ *Insert Page Number*

Key Stakeholders Chart ______________ *Insert Page Number*

Key Partner Agency Chart ______________ *Insert Page Number*

Overseeing Body Chart (General and Individual Member) ______ *Insert Page Number*

Major Program Areas Chart ______________ *Insert Page Number*

Legal Standards Chart ______________ *Insert Page Number*

Agency Reporting Requirements Chart ______________ *Insert Page Number*

Internal Audits Chart ______________ *Insert Page Number*

Personnel Involved Chart ______________ *Insert Page Number*

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

Agency Name:
Agency Code:
Agency Section:

Legal Standards Chart

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. 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
Dept. of Juvenile Justice	1	63-1-20	State	Statutorily required to provide prevention, early intervention, rehabilitiation and supervision for the state's juveniles who are on probation or parole, ealuation services for juvenile's temporarily committed by the family court and treatment, custodial and rehabilitative services to juvenile's committed by the Family Court to the custody of DJJ, and to do so holistically and in the least restrictive environment possible consistent with public safety
Dept. of Juvenile Justice	2	63-19-320	State	Establishes DJJ as a member of the Governor's Cabinet - Director appointed by the Governor and serves at the will and pleasure of the Governor
Dept. of Juvenile Justice	3	63-19-330(A)	State	Establishes authority of the Director to set policy and empowers the Director to employ persons necessary to perform all responsibilityes of the department
Dept. of Juvenile Justice	4	63-19-1010	State	Establishes DJJ's authority to provide intake services and probation supervision
Dept. of Juvenile Justice	5	63-19-350	State	Establishes the community-based services to be provided by DJJ
Dept. of Juvenile Justice	6	63-19-360	State	Establishes the institutional services to be provided by DJJ
Dept. of Juvenile Justice	7	63-19-380	State	Establishes a special school district within DJJ
Dept. of Juvenile Justice	8	63-19-1840	State	Establishes DJJ's authority to provide parole supervision services.
Dept. of Juvenile Justice	9	16-3-1505	State	Establishes DJJ's role in providing services to crime victims
Department of Transportation	10	57-1-490	State	Establishes annual audits of DOT financials by certified public accountants; internal procurement operation by Materials Management Office of the State Budget and Control Board; LAC audit of the finance and administration division, mass transit division, and construction engineering and planning division by Jan. 15, 2010 and allows for follow ups; ensures copies of all audits sent to Commission, internal auditor, Governor,Senate Finance and Transportation; House Ways and means and Education and Public Works Committees.

Agency Name:
Agency Code:
Agency Section:

Legal Standards Chart

Department of Transportation	10	57-1-490	State	Establishes annual audits of DOT financials by certified public accountants; internal procurement operation by Materials Management Office of the State Budget and Control Board; LAC audit of the finance and administration division, mass transit division, and construction engineering and planning division by Jan. 15, 2010 and allows for follow ups; ensures copies of all audits sent to Commission, internal auditor, Governor,Senate Finance and Transportation; House Ways and means and Education and Public Works Committees.