Accountability Report Transmittal Form

Agency Name SC Department of Labor, Licensing and Regulation

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South Carolina Department
of
Labor, Licensing and Regulation

Annual Accountability Report
Fiscal Year 2006-07

The Honorable Mark Sanford, Governor

Adrienne R. Youmans, Director

TABLE OF CONTENTS

I. EXECUTIVE SUMMARY

INTRODUCTION

In 1994 the South Carolina Legislature created the South Carolina Department of Labor, Licensing and Regulation (LLR) by combining 40 separate state agencies including the Department of Labor, the State Fire Academy, the Office of the State Fire Marshal and 38 professional and occupational licensing boards. Legislators envisioned an organization that would promote efficiency and build accountability while delivering the highest level of customer service. In January 2003 Governor Mark Sanford appointed Adrienne Youmans, the Agency Director. The agency's mission, values and strategic goals follow.

MISSION, VALUES AND STRATEGIC OBJECTIVES

Mission

The mission of the Department of Labor, Licensing and Regulation is to promote and protect the health, safety and economic well-being of the public through regulation, licensing, enforcement, training and education.

Our mission goes hand-in-hand with the Governor's effort to raise personal incomes of South Carolinians by creating a better environment for economic growth, delivering government services more openly and efficiently, improving quality of life, and improving our state's education.

LLR accomplishes its mission by:

- Promoting an environment of growth and innovation which allows regulated businesses and professionals to operate successfully and free of overly restrictive and unwarranted regulation.
- Providing cost efficient administration and periodic review of licensing and certification programs to assure the appropriate protection of the public.
- Conducting required inspections, complaint investigations, and enforcement activities in a manner that is fair, accountable and cost effective.
- Providing businesses and industry, the fire service, our licensees and the public relevant training and education programs.

Values

Integrity – It is our most fundamental value. Acting honestly, objectively and ethically is the right way to do business and provide services. It is how we build long-term trusting relationships.

Excellence – We strive for exceptional performance and service, take pride in our work and continually seek to improve.

Accountability – As individuals and as a department, we are accountable to the public and to each other for all of our actions.

Agency Goals

Goal # 1:   **Improve the effectiveness of agency programs.**

Goal # 2:   **Improve the efficiency of agency processes and systems.**

Goal # 3:   **Provide the necessary resources to improve the agency's ability to provide efficient and effective services.**

OPPORTUNITIES AND BARRIERS

Barriers to our mission include:

- The agency was unable to get legislation drafted by Fire Marshal Task Force introduced during this past legislative session. The Fire Marshal Task Force was appointed by the Director in the fall of 2003 to overhaul South Carolina's fire laws, some of which date back to 1917. The task force included fire professionals, building codes officials, architects and contractors. The legislation proposed by the task force allows the State Fire Marshal to set and keep current statewide requirements for fire safety and for the qualifications of those who do the enforcement of these regulations. The legislation also greatly improves the ability of the local fire codes official to enforce fire safety standards. It required more training and statewide certification for fire safety inspectors. The fire service industry decided to table the bill in FY05 and has not expressed interest in resubmitting this legislation.

- The agency is still required to remit 10% of all Professional and Occupational Licensing Programs (POL) expenditures and all excess funds in the Contractor's Licensing Board to the general fund.

- The agency has 122 employees, roughly 41% of our workforce, who are retirement eligible in the next five years.

- The agency needs recurring funds to support the activities of all our response teams, including Urban Search and Response and COBRA teams, needed in emergency situations or in cases of disasters, either man-made or natural.

MAJOR ACHIEVEMENTS

LLR continues its efforts to eliminate duplication of services and unreasonable restrictions to practice by improving the processes of the agency. The agency head recently put together a committee of LLR employees to look at one of the agency's largest and most time-consuming processes – professional and occupational licensing. The committee's charge is to study the licensing process and the number of staff involved in that process.

The committee has been gathering information over the past several months at the direction of Nathan Strong with the Budget and Control Board's Office of Human Resources (OHR). OHR staff has been working with the committee members and ultimately will look at all the information the committee gathers. A recommendation to the agency head will be made by January 2008 on a more efficient licensing process.

The POL project team currently is flowcharting new and renewal application processes for each board. The team has met individually with board administrators and employees who directly handle and process new and renewal applications. In assessing the licensing process, the team asks specific questions such as how the licensing process works, the number of staff involved, and how the process could work more efficiently. During each meeting, the application process is flowcharted using Visio software. At a later date, team members meet individually with each employee involved in the process to verify the flowchart and make any changes/additions/deletions.

The Safetyworks! Campaign, launched in 1999, educates businesses about free services available through the Office of OSHA Voluntary Programs (OVP). In FY07, 7, 6,476 hazards were corrected and over $2.4M in fines were saved by South Carolina businesses. Since it inception, 71,403 hazards have been corrected in South Carolina workplaces and businesses have saved over $31.9 million in fines. South Carolina continues to lead the nation in OSHA state plan states with 58 Palmetto Star sites, despite having the strictest requirements in the nation. This program, which is voluntary, provides recognition to qualified employers who exceed the requirements of the Occupational Safety and Health Act of 1970 in providing their workers a safe and healthy worksite. The OVP office also started the SHARP (Safety and Health Achievement Recognition Program) program in 2006 and currently three companies have received this recognition.

The Survey of Occupational Injuries and Illnesses is a federal/state program in which FY05 employer reports were collected and processed by the agency from about 4,600 South Carolina establishments. This annual survey provides estimates of the number and frequency (incidence rates) of workplace injuries and illnesses based on logs kept by employers during the year. These records reflect not only the year's injury and illness experience, but also the employer's understanding of which cases are work related under recordkeeping rules promulgated by the Occupational Safety and Health Administration (OSHA), U.S. Department of Labor. The number of injuries and illnesses reported in any year can be influenced by the level of economic activity, working conditions and work practices, worker experience and training, and the number of hours worked. LLR is proud to report that in 2006 there were twenty-nine work-related fatalities, a significant decline from

the 48 in 2005. There were no deaths related to trenching or electrocution from contact with overhead power lines. Fifty-two percent of the fatalities resulted from falls on construction worksites.

This year's survey showed that South Carolina's Injury and Illness Rate for 2005 for all industries, including state and local government dropped from 4.3 workers per 100 in 2004 to 3.9 workers per 100 in 2005. Private industry's rate was 3.6 in 2005, down from 4.1 in 2004. The national rate for private industry in 2005 was 4.6, compared to 4.8 in 2004. Within private industry, the rate for manufacturing was 4.1, down from the 2004 rate of 4.7. The construction industry's rate was 3.9, down from 4.3 in 2004.

Comparisons between South Carolina's rate and the national are below:

	South Carolina	All United States
Other services	2.5	3.2
Leisure and hospitality	4.0	4.7
Educational and health services	4.4	5.5
Professional and business services	1.7	2.4
Financial activities	1.0	1.7
Information	2.7	2.1
Trade, transportation, utilities	4.3	5.2
Service providing	3.4	4.1
Manufacturing	4.1	6.3
Construction	3.9	6.3
Natural resources and mining	4.2	5.1
Goods producing	4.0	6.2
Private industry	3.6	4.6

Within state and local government, state government's injury/illness rate was 3.6 in 2005, down from 4.4 in 2004.

$3M in non-recurring dollars were appropriated to LLR for the VSAFE program offer grants to eligible volunteer and combination fire departments to purchase equipment needed to protect local communities and regional response areas from incidents of fire, hazardous materials, terrorism and to provide for the safety of volunteer firefighters.

Also, this year the General Assembly approved giving LLR a budget of $983,000 for SC-TF1. These funds are non-recurring and a permanent solution to funding the personnel and daily operations of all firefighter response teams will need to be found.

LLR completed the implementation of our consolidated licensing and enforcement system, *Regulatory, Licensing and Enforcement System* (ReLAES). This system provides a common database of all POL licensees, the ability to renew on-line and a common licensing system. Currently, on-line renewals are available to 100% of the agency's professional and occupational licensees where licensing requirements permit on-line renewal.

The number of licensees utilizing the on-line renewal process has increased steadily over the past five years. LLR exceeded its goal of increasing the use of online renewals by 90%. Our actual increase from FY05 to FY07 was almost 268%.

Fiscal Year	Renewals Online	Revenue Collected Online
2001	2,278	$75,711
2002	11,449	$528,573
2003	18,609	$1,128,531
2004	22,270	$1,884,317
2005	29,796	$4,044,589
2006	77,065	$6,180,964
2007	79,433	$8,099,305

USE OF REPORTS

The Accountability Report is used to report the accomplishments of the agency to external entities such as the Governor, Ways & Means Committee and the general public. It is also used to monitor our agency's progress in accomplishing our strategic plan goals and improving our organizational performance.

II. Organizational Profile

- **Main Products and Services and the primary methods by which these are delivered.**

Effective February 1, 1994, Act 181 created the South Carolina Department of Labor, Licensing and Regulation (LLR) which merged the Department of Labor, the State Fire Marshal's Office, the South Carolina Fire Academy and 38 professional and occupational licensing boards into the new agency. Since that time several new boards and advisory committees have been added including Massage Bodywork, Boiler Registration and Dieticians.

The legislation empowered the Governor to appoint a director of the agency with the advice and consent of the Senate.

LLR is organized into five divisions: Fire and Life Safety; Labor; Professional and Occupational Licensing (POL); Legal Services; and Administration.

Major products and services of our agency include:
- Administering laws that pertain to employer/employee relationships such as occupational safety and health, payment of wages, child labor, migrant labor and mediation of disputes between unions and businesses.
- Inspection and permitting of elevator and amusement rides in South Carolina.
- Providing courtesy inspections, technical assistance and training to aid the business community in voluntary compliance with all areas of the Occupational Safety and Health Act.
- Licensing and discipline of numerous occupations and professionals such as accountants, doctors, nurses, massage therapists, barbers, residential builders, etc.
- Training the state's fire service personnel – paid, volunteer and industrial and other emergency service employees.
- Ensuring compliance with national and state-adopted fire safety codes and standards.

- **Key Customer Segments and their key requirement and expectations.**
- **Key Stakeholders**
- **Key Suppliers and Partners**

Our customers include the 2,000,000 employees of the State, the 100,000 employers, 295,565 licensed professionals, 14,000 firefighters, 450 fire departments, 300 board members of the Professional and Occupational Licensing Division and everyone who is regulated by our statutes. LLR's stakeholders include the citizens of South Carolina and visitors to our State who use the services of those we license and/or regulate. Other stakeholders are the Governor, the State Legislature and State agencies.

- **Operating Locations**
- **Number of employees**

The Fire and Life Safety Division is located in Columbia on Monticello Trail at the State Fire Academy. All other divisions are located at 110 Centerview Drive in the Kingstree Building, also in Columbia.

LLR has 408.41 FTEs, of which three are unclassified. The agency also utilizes the services of approximately 200 temporary employees who are adjunct instructors at the State Fire Academy.

- **Regulatory Environment**

LLR is a cabinet agency that is directly accountability to the Governor. The legislature provides oversight and the agency must comply with the statutes, rules and regulations that govern our operation. In addition, the agency is audited annually by an independent auditor as well monitored by federal agencies that fund programs in the Labor and Fire and Life Safety divisions. The agency also responds to requests for information, delivers testimony and prepares reports in response to the legislature and Governor.
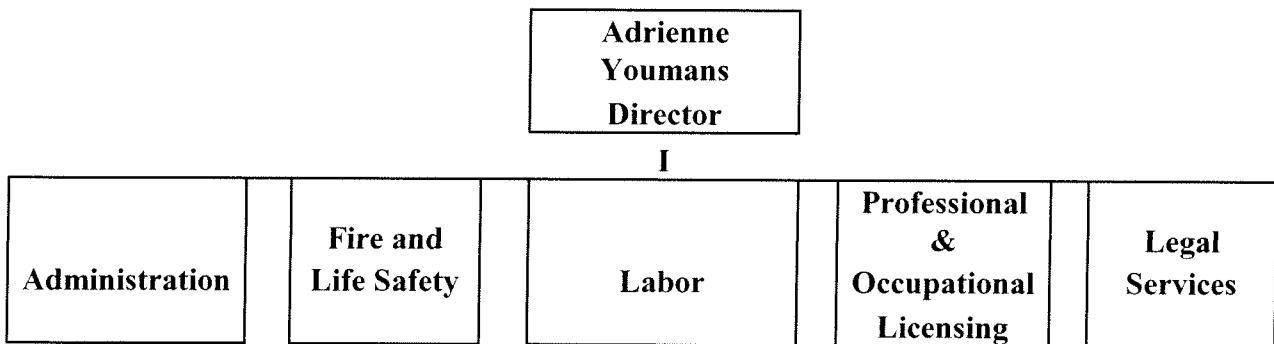
- **Key Strategic Challenges**

Our key strategic challenges include planning for the possible retirement of over 40% of our workforce in the next five years, finding recurring funding for our response teams and working to pass legislation that our stakeholders are sometimes at odds with because of our regulatory nature.

- **Performance Improvement Systems**

The Director and senior staff develop the strategic plan and set the vision for the agency. Senior staff is involved in the day-to-day operations of the agency and are able to monitor progress and identify problems quickly. Senior staff meets monthly to discuss issues, monitor progress and implement improvements where needed.

- **Organization Structure**

		Adrienne Youmans Director		
Administration	Fire and Life Safety	Labor	Professional & Occupational Licensing	Legal Services

- **Expenditure Appropriations Chart**
  Our budget is currently $31,863,190 of which $2,978,905 is state funds.

SC Department of Labor, Licensing and Regulation
Base Budget Expenditures and Appropriations

Major Budget Categories	05-06 Actual Expenditures		06-07 Actual Expenditures		07-08 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	$16,264,891	$2,506,301	$17,145,328	$1,879,888	$16,740,497	$2,012,593
Other Operating	$9,212,195	$423,713	$10,520,045	$392,827	$10,471,730	$268,562
Special Items	$40,000	$	($86,695)	$	$105,000	$
Permanent Improvements	$138,847	$	$	$	$	$
Case Services	$	$	$	$	$	$
Distributions to Subdivisions	$56,865	$	$192,803	$	$	$
Fringe Benefits	$4,467,183	$794,049	$4,813,619	$524,050	$4,545,963	$697,750
Non-recurring	$	$	$	$	$	$
Total	$30,179,981	$3,724,063	$32,585,099	$2,796,765	$31,863,190	$2,978,905

Other Expenditures

Sources of Funds	05-06 Actual Expenditures	06-07 Actual Expenditures
Supplemental Bills	$	$
Capital Reserve Funds	$	$
Bonds	$	$

- **Major Program Areas Chart**

	Strategic Planning		
Program Number and Title	**Supported Agency Strategic Planning Goal/Objective**	**Related FY 04-05 Key Agency Action Plan/Initiative(s)**	**Key Cross References for Performance Measures***
II.B. OSHA	Goal 2. Improve the efficiency of agency programs.	Short Term Strategy 2.G. Reduce OSHA citation lapse time by 15% to ensure workplace hazards are abated promptly.	Chart 1.1
II.A. OVP	Goal 2. Improve the efficiency of agency programs.	Short Term Strategy 2.A Improve by 10% the customer satisfaction rating of the agency.	Chart 1.2

II.C. Fire Academy	Goal 1. Improve the effectiveness of agency programs	Short Term Strategy 1.D Increase by 5% the number of students registering for IFSAC Certification Training.	Chart 1.3, 1.4
II.D. Office of the State Fire Marshal	Goal 1. Improve the effectiveness of agency programs.	Short Term Strategy 1.G Revamp Fire Safety Education Programs using Fire Incident Reporting information to improve the effectiveness of programs.	Chart 2.1, 2.2
II.E. Prof. & Occ. Licensing	Goal 2. Improve the efficiency of agency programs.	Short Term Strategy 2.M Increase the number of licensees using on-line renewal by 10%	Chart 2.3, 2.4,2.5

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 05-06 Budget Expenditures		FY 06-07 Budget Expenditures		Key Cross References for Financial Results*
01000000 Admin	Provides support services to agency programs in Human Resource Management, Legal Services, Information Technology, Public Information, Finance and Procurement	State:	892,698	State:	583,899	6.1
		Federal:		Federal:		
		Other:	2,304,259	Other:	2,966,233	
		Total:	3,196,957	Total:	3,550,132	
		% of Total Budget:	11%	% of Total Budget:	11%	
10050000 OSHA Voluntary Programs	Assists workplaces in voluntarily complying with Occupational Safety & Health Standards.	State:	226,330	State:	221,765	6.2
		Federal:	734,607	Federal:	743,613	6.3
		Other:		Other:		6.4
		Total:	960,937	Total:	965,378	6.5
		% of Total Budget:	3%	% of Total Budget:	3%	
10100000 Occ. Safety & Health	Ensures workplace safety by enforcing Occupational Safety & Health Standards.	State:	934,418	State:	1,079,382	6.2
		Federal:	937,126	Federal:	1,066,748	6.3
		Other:		Other:		6.4
		Total:	1,876,544	Total:	2,146,130	6.5
		% of Total Budget:	6%	% of Total Budget:	7%	
10250000 Elevators & Am. Rides	Inspects and permits elevators & amusements rides	State:	358,122	State:		6.2
		Federal:		Federal:		6.3
		Other:	287,103	Other:	730,719	6.4
		Total:	645,225	Total:	730,719	6.5
		% of Total Budget:	2%	% of Total Budget:	2%	

10150000 Fire Academy	Trains firemen, paid and volunteer, private and public sector	**State:**			**State:**		6.2
		Federal:	237,010		**Federal:**	820,101	6.3
		Other:	4,623,847		**Other:**	5,469,571	6.4
		Total:	4,860,857		**Total:**	6,336,643	6.5
		% of Total Budget:		16%	**% of Total Budget:**	19%	

10200000 Office of the State Fire Marshal	Ensures fire and life safety protection for SC citizens through enforcement and inspection.	**State:**			**State:**		6.2
		Federal:	793,730		**Federal:**	484,037	6.3
		Other:	1,745,559		**Other:**	1,738,227	6.4
		Total:	2,539,289		**Total:**	2,222,264	6.5
		% of Total Budget:		8	**% of Total Budget:**	7%	
10300100 Prof.& Occ. Licensing	Licenses and regulates qualified applicants in professions and occupations.	**State:**			**State:**		6.2
		Federal:	1,548		**Federal:**	2,203	6.3
		Other:	10,570,900		**Other:**	10,817,804	6.4
		Total:	10,572,448		**Total:**	10,820,007	6.5
		% of Total Budget:		35	**% of Total Budget:**	33%	

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

Building Codes; Labor Services; Employer Contributions

	Remainder of Expenditures:	**State:**	1,307,496		**State:**	864,748	6.2
		Federal:	409,711		**Federal:**	413,477	6.3
		Other:	3,810,517		**Other:**	4,535,601	6.4
		Total:	5,527,724		**Total:**	5,813,826	6.5
		% of Total Budget:		19%	**% of Total Budget:**	18%	

* Key Cross-References are a link to the Category 7 - Business Results.
These References provide a Chart number that is included in the 7th section of this document.

III. ELEMENTS OF MALCOLM BALDRIGE AWARD CRITERIA

CATEGORY 1 - LEADERSHIP

- **How do senior leaders set, deploy and ensure two-way communication for: a) short and long term direction and organizational priorities, b) performance expectations, c) organization values, d) empowerment and innovation, e) organizational and employee learning, and f) ethical behavior?**

Senior staff in the agency communicates short and long term direction through the agency's strategic plan. The Agency Director continually communicates her vision to the agency and ensures progress by establishing objectives and action plans that involve nearly all of the employees of the agency. The strategic plan is tied to every employee's performance evaluation so that there is a clear understanding of expectations.

The organizational values of the agency represent its guiding principles. The intent of the senior staff is to demonstrate the values in all communications and interactions with customers and employees.

- **How do senior leaders establish and promote a focus on customers and other stakeholders?**

The senior staff promotes a focus on customers by establishing customer satisfaction as the one of our key performance measures. The agency's internal newsletter highlights superior service providers. The characteristics they display exemplify the agency's commitment to providing excellent customer service. Each division monitors customer satisfaction. Customer surveys are included on each program's web page. Surveys are also attached to online renewals and requested from every walk-in customer in the POL Division. The Division of Administration conducts formal and informal surveys each year of its internal customers. The Division of Fire and Life Safety conducts on-going course and facility evaluations of the State Fire Academy along with surveys of Fire Marshal inspection clients. The Division of Labor surveys those who receive the services of OSHA Voluntary Programs.

- **How does the organization address the current and potential impact on the public of its products, programs, services, facilities and operations, including associated risks?**

Senior staff addresses current and potential issues affecting the agency by involving themselves in the day-to-day operations of the agency. They review reports, meet with staff and communicate with customers and stakeholders.

- **How do senior leaders maintain fiscal, legal and regulatory accountability?**

The agency's services are mandated by state and federal statutes and rules and regulations. Many of the agency's services require the delivery of a service or product within a specific time frame.

The agency's processes are reviewed both internally and by external parties to ensure accountability.

- **What key performance measures are regularly reviewed by your senior leaders?**

The agency's senior staff monitors performance measures on a regular basis, usually quarterly. Some of the key measures focused on include:
- Processing times for invoices, travel, personnel actions
- Customer Satisfaction Levels
- Processing times for permitting, licensing and investigations functions
- Injury and illness rates for South Carolina's top 5 most hazardous SIC codes
- Fire deaths and their root causes
- Effectiveness of fire safety education and prevention programs
- Turn-around time on investigations and inspections
- Hazards corrected
- % of applications that do not meet criteria for licensure
- Complaints against licensees
- Lapse time between complaint and investigation

Senior staff monitors the impact of our services, enforcement techniques and educational programs. The information is also used as a guide to developing or revising programs or processes that will effectively accomplish our mission. For example, in the OSHA program, the injury and illness rates are monitored quarterly by specific North American Industry Classification System (NAICS) codes and the industries in South Carolina with the highest rates of injury and illness are the focus of consultation services and enforcement inspections in an effort to lower the occurrence rate for that NAICS code.

- **How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization? How do their personal actions reflect commitment to the organizational values?**

Senior staff uses performance review findings and employee feedback to improve both the senior staff's and agency's effectiveness. Management receives feedback from employees during scheduled meetings with their staff. The Director has an open door policy. Employees are invited to eat lunch with her to discuss issues they are facing. The Director interviews every employee who leaves LLR. The feedback received is discussed at monthly senior staff meetings. Director Youmans and her senior staff meet regularly with agency boards and their members and associations and advisory committees of the fire service, elevator and amusement ride program and professional and occupational licensees. The feedback received allows us to evaluate our progress and react accordingly

- **How do senior leaders promote and personally participate in succession planning and the development of future organization leaders?**

Senior staff continues to analyze the workforce focusing on those employees retirement eligible within the next 5 years and those employees currently in the Teachers and Employee Retention Incentive (TERI) program. The Human Resources Office updates the agency's color-coded organizational chart and this document is distributed to management annually to assist in human resources forecasting and in assessing staffing needs prior to posting vacancies. Senior staff continues to work with innovative ways to transfer knowledge from those employees who are retirement eligible to those who will remain working for the agency.

LLR has also established the LLR Leaders Program, as part of the agency's training program in an effort to establish a succession pool of potential replacements for critical need positions. The program is a combination of activities that includes a professional certification program, classroom training, field trips, and a work-related project.

- **How do senior leaders create an environment for performance improvement, accomplishment of strategic objectives and innovation?**

Employees are encouraged to participate in local associations related to their profession. Membership in national associations such as the Council on Licensure, Enforcement and Regulation (CLEAR), National Association of Governmental Labor Officials (NAGLO), Occupational Safety and Health State Plan Association (OSHSPA) and National Association of Nursing Board Administrators as well as governmental associations like the SC Government Finance Officers Association (GFOA) and International Personnel Management Association (IPMA) is also encouraged. Several of our employees serve or have served as officers in these organizations.

- **How does senior leadership actively support and strengthen the communities in which your organization operates? Include how senior leaders and employees contribute to improving these communities.**

Senior managers support and encourage employees to get involved with the local community. Agency employees participate in a volunteer employee committee called HOPE (Helping Other People Everywhere). At least once a week throughout the school year, LLR employees read to the children at EE Taylor Elementary. The HOPE Committee also purchased school supplies for the students, purchased cabinets for teachers, and sponsored a field trip to the zoo as well as providing treats for holiday parties and an Angel Tree at Christmas. The HOPE Committee also provides assistance to agency employees and their family members when requested. Other community groups supported include the United Way, American Red Cross, First Ladies' Walk for Cancer and American Cancer Society's Relay for Life.

CATEGORY 2 - STRATEGIC PLANNING

- **What is your Strategic Planning process, including Key participants, Key process steps and how does it address:**
  a. **Your organization's strengths, weaknesses, opportunities and threats;**
  b. **Financial, regulatory, societal and other potential risks;**
  c. **Shifts in technology or the regulatory environment;**
  d. **Human resource capabilities and needs;**
  e. **The opportunities and barriers described in the Executive Summary;**
  f. **Business continuity in emergencies**
  g. **Your ability to execute the strategic plan.**

The Director and senior staff meet annually to review the strategic plan, update it to reflect accomplishments and revise it to meet the direction she and the senior staff have set for the agency. The strategic plan is communicated to all employees through staff meetings and the agency newsletter.

- **How do you develop and tract action plans that address your key strategic objectives and how do you allocate resources to ensure the accomplishment of these plans?**
- **How do you communicate and deploy your strategic objectives, action plans and related performance measures?**
- **How do you measure progress on your action plans?**

Senior staff prioritizes action plans and establishes deadlines. Senior staff assigns short term strategies to staff. The goals, short term strategies and deadlines are communicated to employees through staff meetings, performance evaluations and agency intranet articles. Budgeting decisions are guided by the priorities of the strategic plan and are allocated appropriately.

- **How do your strategic objectives address the strategic challenges you identified in your Organization Profile?**
- **How do you evaluate and improve you strategic planning process?**

See answer to Questions 2, 3 and 4 above.

- **If your agency's strategic plan is available to the public through the agency's internet homepage, please provide an address for that plan on the website.**

The agency's strategic plan is not on the website.

CATEGORY 3 - CUSTOMER FOCUS

- **How do you determine who your customers are and what their key requirements are?**

The Department of Labor, Licensing and Regulation continues to emphasize the importance of customer satisfaction to all of our employees. Maximizing customer service is a key strategy in our agency's strategic plan.

During the strategic planning process our customers were identified as the following:
- 2,000,000 Employees in South Carolina
- 100,000 Employers in South Carolina
- 300,000 + Licensed Professionals
- 14,000 Firefighters
- 300 Board Members of the Professional and Occupational Licensing Division
- 450 Fire Departments

Senior staff, using tools learned through Malcolm Baldrige training, identified our customers and their key requirements. Below is an example. This list was developed for the Professional and Occupational Licensing Division.

Major Customers	Key Requirements
Applicants	Information on licensing requirements; organized, accurate, simple and timely licensing process
Licensees	Organized, accurate, simple and timely renewal process; fair and timely complaint handling; reasonable/valid continuing education requirements; timely communications
Services Consumers	Thorough and accurate licensing process to ensure public protection; fair and timely complaint handling; reasonably available licensee information; timely communications
General Public	Thorough and accurate licensing process to ensure public protection; fair and timely complaint handling; reasonably available licensing and licensee information; timely communications; prudent use of licensure-generated revenue- cost efficiency and effectiveness
Board Members	Necessary administrative support and oversight; fair and equitable treatment in distribution of available resources
Other state licensing entities	Thorough and accurate licensing process to ensure public protection; fair and timely complaint handling; reasonably available licensee information; timely communications

Students   Information on licensing requirements

Industry   Provide fire and emergency services to industrial plants in emergencies

- **How do you keep your listening and learning methods current with changing customer/business needs and expectations?**

A considerable amount of time is spent meeting with our customers to determine their level of satisfaction, ideas for improvement and expectations of our services. Senior staff meets regularly with agency boards, associations, trade groups and advisory committees of the fire service, elevator and amusement ride program and professional and occupational licensees.

- **How do you use information from customers/stakeholders to keep services or programs relevant and provide for continuous improvement?**

An agency customer satisfaction on-line survey tool was developed and is linked to every program's webpage. Once the survey is completed a copy is sent to the Director's Office, the Deputy Director, Assistant Deputy Director and/or Manager of the program and the Administrator, Strategic Planning. This tool has been extremely useful in gathering information on problem areas regarding our renewal system, our webpage and also with our staff who answer phones and emails. The survey tool has not been a good tool for gauging the overall satisfaction with our agency because for the most part it is filled out by customers who are having problems renewing on line, who have been unable to get information from our staff or on-line or who are dissatisfied with the way they have been treated. The survey tool has been great in insolating problems with our ReLAES system or our WebPages. It has also shown us that we needed to reemphasize our agency's policy of returning calls and emails within a 24-hour period and to stress our agency's value of "Treating others with Respect."

- **How do you measure customer/stakeholder satisfaction and dissatisfaction and use this information to improve?**

The agency is still looking for that tool or group of tools that will give us an overall customer satisfaction rating. We still collect data by program and division but it is not the same information and therefore can't be used to rate the agency as a whole. One example of customer satisfaction rating is in our OSHA Voluntary Programs where in 2007 an overall satisfaction rating of 100% was received.

- **How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between customer groups.**

Senior management builds positive relationships with its customers and stakeholder in many ways. Administrators meet with associations and trade groups at conferences and seminars. Feedback is received from the numerous advisory groups and partnerships established by the agency to educate the public on the agency's mission, changes in statute or procedures or to focus attention on public health or protection issues.

CATEGORY 4 - MEASUREMENT, ANALYSIS AND KNOWLEDGE MANAGEMENT

- **How do you decide which operations, processes and systems to measure for tracking financial and operational performance, including progress relative to strategic objectives and action plans?**

Many of the key measures were selected to show our effectiveness in improving the safety and well-being of South Carolina citizens and visitors. These performance measures were chosen because they correlate with our agency's mission and goals and also with our customers' needs. The agency's three strategic objectives of maximizing customer satisfaction, employee satisfaction and the efficient use of resources when identifying key measures were also considered.

- **How do you use data/information analysis to provide effective support for decision making throughout your organization?**

Senior staff receives numerous reports and other information generated either internally or externally on a daily, weekly and monthly basis. This information is used to keep senior staff and managers up to date on issues that might impact the agency and our mission. Senior staff meets monthly to discuss progress made toward completion of our strategic goals, barriers that have arisen and solutions implemented.

- **What are you key measures, how do you review them and how do you keep them current with organizational needs and direction?**

Our key business drivers include:
- Percentage of businesses in voluntary compliance with OSHA
- $$$ saved in OSHA penalties by businesses using OSHA Voluntary Program Services
- South Carolina injury and illness rate
- Customer satisfaction levels
- Processing times for permitting, licensing and investigations functions
- Fire deaths in adults
- Fire deaths in children
- Firefighter deaths
- Students receiving Freddie-in-Schools fire prevention curriculum
- Elevator and amusement ride fatalities
- Number of POL licenses verified by Internet
- Number of POL license applications processed
- % of POL licenses renewed online
- Employee turnover rate
- EPMSs completed on time
- Website Hits
- Fire Academy students

- Fire Code violations corrected
- People reached through Dalmatian Station at Edventure Children's Museum

One of the objectives of our strategic plan is to make sure we are measuring the right things. Do the measures we use correlate to our agency's mission and the needs and desires of our customers? Emphasis has been placed on developing performance measures that accurately measure the effectiveness of our programs, the satisfaction of our customers and the progress we have made in achieving our three strategic objectives.

- **How do you select and use key comparative data and information to support operational and strategic decision making and innovation?**

Data and information used is based on our mission, statute, regulations, rules, customer input, and availability of data. Emphasis is placed on using available resources as responsibly as possible.

To ensure that key requirements are met, data is collected on day-to-day operations agency-wide. There is also direct feedback received via contact with customers and stakeholders. This information is used to change or recommend changes to services or the method(s) in which services are provided.

- **How do you ensure data integrity, timeliness, accuracy, security and availability for decision making?**

Internal processes are well-documented. POL licensing processes have been flowcharted. Every position in the agency has a desk manual. Financial reports are reconciled to the Comptroller General's reports before distribution to management by the 10th of the month.

- **How do you translate organizational performance review findings into priorities for continuous improvement?**

Organizational performance reviews, done externally or internally, are discussed by senior management at their monthly meetings. Deficiencies or opportunities for improvement are evaluated and improved procedures are developed with input from employees and customers. Improved procedures are then communicated to staff through staff meetings or training.

- **How do you collect, transfer and maintain organizational and employee knowledge? How do you identify and share best practices?**

Internal processes are well-documented. All licensing processes have been flowcharted. Every position in the agency has a desk manual.

CATEGORY 5 – WORKFORCE FOCUS

- **How do you organize and manage work: to enable employees to develop and utilize their full potential, aligned with organizational objectives, strategies and action plans; and to promote cooperation, initiative, empowerment, innovation and your desired organizational culture?**

LLR considers our employees our most valuable asset. During the past year our managers have focused on LLR's human resources and the satisfaction of our employees extensively. The human resources system must address needs including effective recruitment; equitable compensation; results-oriented performance management; retention and developmental efforts; and workforce planning. All of these needs are covered by action plans in our strategic planning process.

The agency continues to update its workforce plan to support the agency's strategic plan, to include diversity, succession, retention, and other critical workforce planning needs of the agency. We realize this is a comprehensive, ongoing process that should provide managers with a framework for making informed staffing decisions based on the agency's mission and strategic plan.

The dynamics of the workforce in state government and at LLR continue to change due to a significant number of state employees reaching retirement age. The agency currently has 382 employees with 35 employees participating in the TERI program. Within the next 5 years, there are approximately 122 retirement eligible employees. This is 41% of our current workforce.

On January 2007, the agency recognized thirteen employees who successfully completed the 2006 LLR Leaders Program. This training program is part of the agency's efforts to establish a succession pool of potential replacements for critical need and management positions. This program provides employees who have been identified with high potential and who are interested in pursuing careers in leadership at LLR, the opportunities to develop the skills necessary to function at a higher level of leadership and their abilities utilized throughout the agency. We have nine employees currently participating in the 2007 LLR Leaders Program.

The agency continues its coordinated approach to workforce planning. Listed below are some of the agency's workforce planning activities:

- The agency's workforce planning champion continues to work collaboratively with the Workforce Planning Group and the State Office of Human Resources. This group meets quarterly and shares workforce planning information and best practices.
- The agency continues to utilize the TRIBUTE recognition program that recognizes numerous types and levels of employee accomplishments that add value to the agency.
- The agency offers employees a choice of four different flexible work schedules.
- The agency uses the exit interview process that provides data for recruitment and retention issues. During the exit process, the employee meets with the Office of Human Resources and the Agency Director. A process is established to utilize the information collected from the outgoing employee.

- The agency created a partnership with the University of South Carolina for an internship at the Fire Academy.

The agency continues its steady progress towards attaining its affirmative action goals. During the 2006-2007 reporting year, the agency reached 89.7% of its goal attainment. While we understand that we are underutilized in white females and black males in the entry-level professional category, black males in the paraprofessional category, and white females in the technician category, we are continually making steps toward achieving the agency's goals.

The Human Resource Office continues to publicize the agency at community events and career fairs. The Human Resources Manager and the Human Resources Specialist attended the Benedict College Career Fair and the Lancaster County Career Fair that represented Lancaster High School, Andrew Jackson High School, Buford High School and Indian Land High School. During this review period, they also attended the Columbia College and State Office of Human Resources Career Fairs.

The Human Resources Administrator/Equal Employment Opportunity (EEO) Officer attended the first annual State Community Relations Forum sponsored by the SC State Human Affairs Commission (SHAC). This event is an effort to promote productive, harmonious community relations within the state which include, but are not limited to, police community relations, education, business practices, government, and public accommodations.

- **How do you evaluate and improve your organization's human resource related processes?**

LLR continually reviews it human resources processes for improvement. All employees departing the agency meet with the agency head and human resource staff separately during an exit interview and are asked for input. When deficiencies or opportunities for improvement are identified, improved processes are quickly put into place.

- **How do you identify and address key developmental and training needs, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation and safety training? How do you evaluate the effectiveness of this education and training and how do you encourage on the job use of the new knowledge and skills?**

- **How does employee training contribute to the achievement of your action plans?**

The agency continues its blended style of training using classroom, eLearning and outside training resources and supports a learning environment from the time employees begin working for LLR throughout their career.

In August 2006, the Human Resources Office announced the agency's new training program entitled "LLR Learning in Action: Growing People, Developing Leaders, Striving for

Excellence." This program is aimed at providing skills that can be used immediately and as a solution for solving short-term gaps. The program also has a long-term focus on preparing employees for future responsibilities while increasing their capacities to perform their current jobs. A 2006-07 roll-out plan was presented to employees with two employee training tracks: the Employee Professional Development track provides employees the opportunity to build or enhance their skills and expands their knowledge of the agency and the Management and Leadership Development track provides supervisors the opportunity to build or enhance their leadership and management skills. In the first nine months of the agency's new training program, 47 classes/workshops, not including twice-monthly orientation, were conducted/facilitated by the training coordinator.

New online learning programs were offered or enhanced to provide employees with self-paced computer based learning opportunities. Interactive training modules were incorporated into the Human Resources Office Intranet site that includes the following: Drug-free Workplace for Non-supervisory and Supervisory Staff, How to Write Effective Board Meeting Minutes, Anti-harassment/Anti-diversity Training, How to Write a Position Description, Supervisory Survival Challenge (OHR), EPMS Online Training and Performance Competency Directory (OHR).

In late 2006, the training facilitator combined the Leadership Development Advisory Council and the Employee Development Advisory Council. The combined Council continues to provide feedback and suggestions for training, review of training materials and to promote training in their areas and meets quarterly to discuss the agency's training initiatives.

The training coordinator is working with a core group of employees who are subject matter experts for the agency's ReLAES program to establish and development job aids, tutorials, manuals and training for the ReLAES program. The human resources administrator is assisting with this project.

The agency continues to use the State Agency Training Consortium (SATC), the State Office of Human Resources, the Certified Public Managers (CPM) and the Associate Public Managers (APM) programs, the Governor's Executive Institute, local technical school, and other agencies as resources for employee training. The State Fire Academy also provided fire extinguisher training for 31 LLR employees.

- **How does your employee performance management system, including feedback to and from employees, support high performance and contribute to the achievement of your action plans?**

One of the most important methods of encouraging and motivating employees is through the Employee Performance Management System (EPMS). The agency has maintained its goal of 100% participation in the EPMS process for the September 16, 2007 Universal Review Date period. The agency continues to audit EPMS evaluations as they are submitted to the Human Resources office for linkage of employee performance to the strategic plan.

During the EPMS on-going communication stage, supervisors were encouraged to meet informally with employees each quarter or at least a minimum of once during the EPMS appraisal period to discuss their positive performance, listen to any concerns and provide constructive feedback. For supervisors' convenience, an electronic form was created to document the informal coaching sessions.

The Human Resources office also met with supervisors to discuss the total EPMS process and to develop elements and standards that measure employee accomplishments and that set performance expectations and goals for all employees.

- **How do you motivate your employees to develop and utilize their full potential?**

Recognizing employee contributions and accomplishments are an important part of creating the quality culture desired at LLR. When employees know that their efforts are appreciated, their self-esteem and satisfaction with their job increases; and an improved attitude toward their job increases productivity. The LLR Recognition Committee, with help from B&C Board staff, created a program titled TRIBUTE, which is the acronym for Timely Recognition Inspired By Uniquely Talented Employees. The TRIBUTE program consists of three recognition components to recognize employees: employee-to-employee, supervisor-to-employee, and management-to-employee. The program has minimal costs and is simple to implement and operate. To date, 262 Tributes have been given.

During "Public Service Recognition Week," LLR's senior staff sponsors an agency-wide picnic to recognize LLR employees and the outstanding job they do. This year the picnic committee put together an elaborate "LLR Idol" competition complete with elimination rounds involving toilet paper, whipped cream, art, trivia and stamina, which only the strong could survive.

- **What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction and motivation? How do you use other measures such as employee retention and grievances? How do you determine priorities for improvement?**

LLR measures employee well being, satisfaction and motivation through a number of ways. The agency monitors its turnover rate, utilizes confidential email suggestions, conducts monthly staff meetings and exit interviews with departing employees to help monitor employee satisfaction, well being and motivation.

- **How do you maintain a safe, secure and healthy work environment? (Include your workplace preparedness for emergencies and disasters.)**

LLR continues to offer programs that improve the well-being of our employees. These include:
- Weight Watchers Program

- Flex Time
- Yoga Classes
- Line-Dancing Classes
- Benefits Fair and Pre-Retirement Seminar
- Lunch n' Learn Programs

Senior staff is responsible for meeting all safety requirements. Workplace safety information is posted on agency bulletin boards. Fire extinguisher training was provided to 31 employees. Fire wardens have been established in case of fire or other emergencies to ensure all employees safely get out of the building.

Agency staff, through the Fire and Life Safety, POL and Labor Divisions, participate in numerous ESF established by the Emergency Preparedness Division. We coordinate Firefighter Mobilization involving USAR and COBRA teams for events involving disasters, both man-made and natural. Our agency also has workplace preparedness plans for the handling of agency business in an emergency or disaster, including the installation of a redundant computer site at the State Fire Academy that would handle all agency on-line transactions if the main site was lost.

CATEGORY 6 - PROCESS MANAGEMENT

- **How do you determine, and what are your key processes that produce, create or add value for your customers and organization? How do you ensure that these processes are used?**

Most of the agency's key processes are mandated by statute. The key processes include the regulation of worksites and businesses, licensing of professions and occupations and training.

- **How do you incorporate organizational knowledge, new technology, changing customer and mission-related requirements, cost controls, and other efficiency and effectiveness factors such as cycle time into process design and delivery?**

LLR remains committed to improving our processes. The strategic plan charges each division with systematically conducting periodic process reviews in units across the agency to identify "model processes" and processes that need improvement. This provides divisions with factual information and comparison statistics for use in managing continuous improvement.

- **How does your day-to-day operation of these processes ensure meeting key performance requirements?**

Senior staff communicates key performance requirements to staff through their planning stages and performance reviews. Senior staff also reviews the effectiveness, timeliness and quality of agency products. Any issues in performance are quickly corrected.

- **How do you systematically evaluate and improve your key product and service related processes?**

To reach our goal of efficient use of resources and to improve the delivery of our services, a unified agency Information Technology (IT) strategy and platform has been implemented. This plan supports the business needs of our employees and managers in all divisions, as well as enhancing the level of service received by our customers.

The most significant component of this strategy is the consolidated licensing system, *Regulatory, Licensing and Enforcement System* (ReLAES), which provides a common database of all POL licensees, the ability to renew on-line and a common licensing system. Currently, 100% of all POL licensees are on the ReLAES system and have the ability to renew their licenses on-line.

Numerous work forms have been converted to word processing templates. Along with the work forms, agency newsletters, brochures, codes of laws, etc. have also been added to the website. By allowing our customers to view, download and print these documents on an as-needed basis we save staff, printing and postage costs. It has also allowed the documents to be submitted electronically. Agency-wide, the cost for printing has decreased by 38% from FY03 expenditures. Postage has decreased by 25%.

Another initiative, Licensee Lookup, continues to save the agency thousands of dollars in staff and associated printing and postage costs. It allows licensee verifications to be done electronically without the intervention of LLR staff. While saving thousands of dollars in personnel and operating costs, it has also brought an essential public service directly to the desktops of customers and constituents. This year there have been over 18 million verifications done electronically on our licensees.

A link has been established on our Intranet site where employees could make suggestions on ways to save money agency-wide. All suggestions are analyzed and implemented where appropriate. The agency's funding sources are complicated and for the most part funds cannot legally be moved from one program area of the agency to another. While the cost-savings suggested for POL and Fire and Life Safety may not directly be used to offset general fund budget reductions, these savings are still extremely important to LLR as guardians of the citizen's tax dollars.

- **What are your key support processes, and how do you improve and update these processes to achieve better performance?**

In our continuing effort to constantly review our processes and resources to make sure we are operating in the most efficient manner possible the agency head recently put together a committee of LLR employees to look at one of the agency's largest and most time-consuming processes – POL licensing. The committee's charge is to study the licensing process and the number of staff involved in that process.

The committee has been gathering information over the past several months at the direction of Nathan Strong with the Budget and Control Board's Office of Human Resources (OHR). OHR staff has been working with the committee members and ultimately will look at all the information the committee gathers. A recommendation to the agency head will be made by January 2008 on a more efficient licensing process.

The POL project team currently is flowcharting new and renewal application processes for each board. The team has met individually with board administrators and employees who directly handle and process new and renewal applications. In assessing the licensing process, the team asks specific questions such as how the licensing process works, the number of staff involved, and how the process could work more efficiently. During each meeting, the application process is flowcharted using Visio software. At a later date, team members meet individually with each employee involved in the process to verify the flowchart and make any changes/additions/deletions.

- **How does your organization determine the resources needed to meet current and projected budget and financial obligations?**

Senior staff meets with its managers to develop budgets, identify funding opportunities and review revenue streams. Requests for additional funds are made through the state budgeting process and through federal grant submissions.
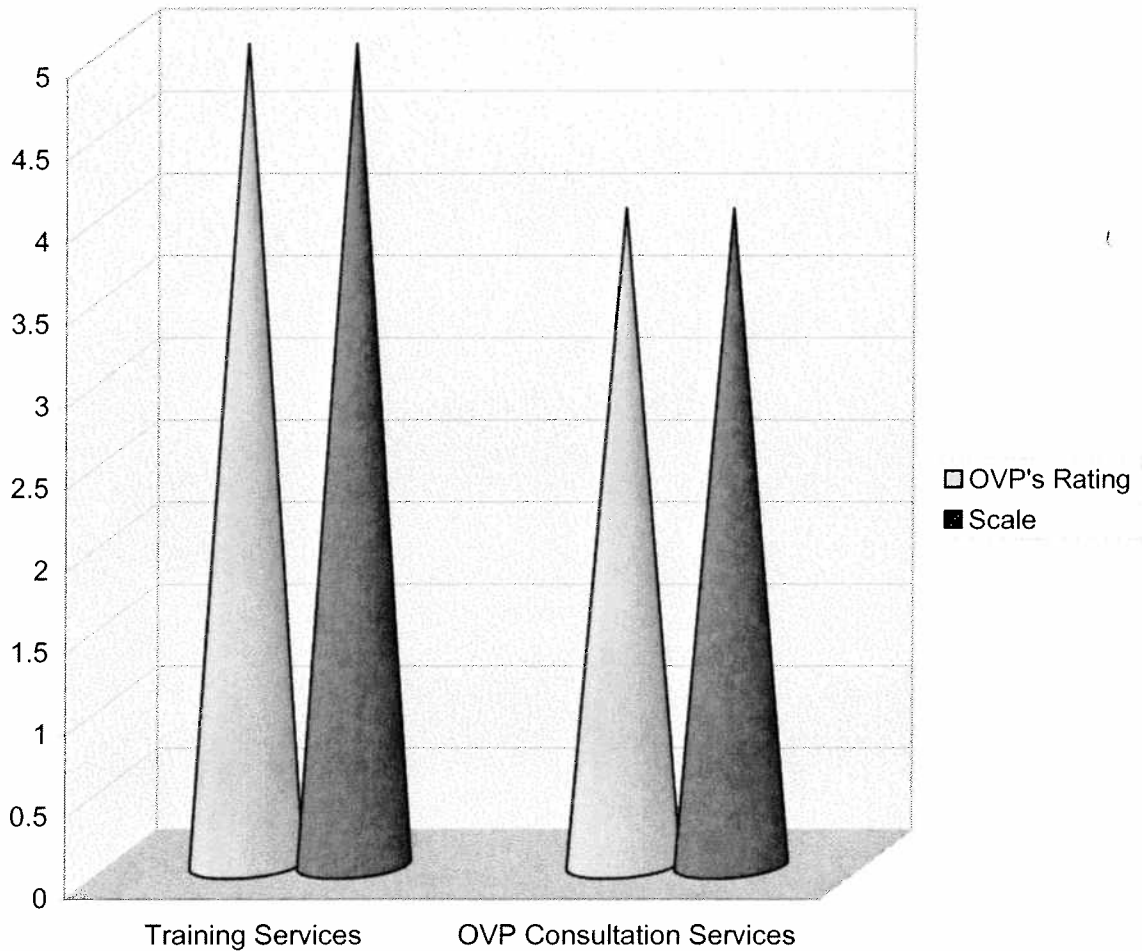
CATEGORY 7 - RESULTS

Customer Satisfaction

	FY04	FY05	FY06	FY07
$$ Saved in OSHA fines by businesses achieving compliance	3.1M	3.0M	2.6M	2.4M
Approved Palmetto Star sites	47	52	55	58
Initiate workplace fatality investigation within one day	100%	100%	100%	100%

CHART 1.1

Processing Times (Days) - OSHA Citations

Legend: Health Citations, Safety citations
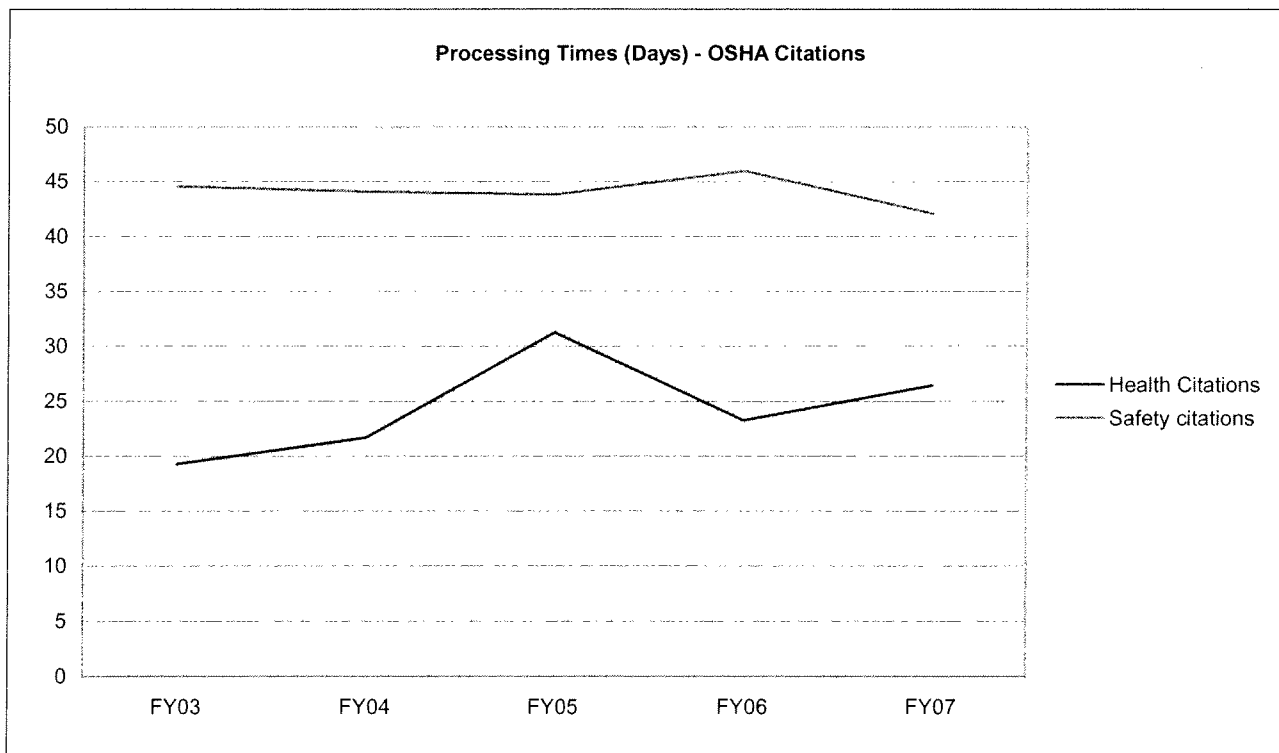
CHART 1.2

Customer Survey Results

IFSAC Testing Information

	FY04	FY05	FY06	FY07
IFASC Tested	2,500	4,782	14,392	2,392
IFSAC Passed	2,065	3,728	11,908	2,043
Pass Rate:	82.60%	77.96%	82.74%	84.82%

Fire Academy

	FY04	FY05	FY06	FY07
Total Programs Delivered	1,661	2,118	1,631	1,690
Total Students Trained	18,271	27,280	21,211	22,010

Chart 1.3

Pass Rate IFSAC Testing

[Line chart showing Pass Rate IFSAC Testing from FY04 to FY07. Y-axis ranges from 74.00% to 86.00%. Values: FY04 ≈ 82.50%, FY05 ≈ 78.00%, FY06 ≈ 82.75%, FY07 ≈ 84.75%.]

—— Pass Rate IFSAC Testing

Chart 1.4

Fire Academy Courses Delivered

[Bar chart showing Fire Academy Courses Delivered from FY04 to FY07. Y-axis ranges from 0 to 2,500. Values: FY04 ≈ 1,650, FY05 ≈ 2,100, FY06 ≈ 1,625, FY07 ≈ 1,675.]

☐ Fire Academy Courses Delivered

Mission Accomplishment

Calendar Year	2002	2003	2004	2005
SC injury and illness rate (Private Sector) (National average was 5.3)	4.5	4.4	4.1	3.6

	FY04	FY05	FY06	FY07
Total hazards corrected - OVP	8,870	7,828	7,663	6,476
Fire Code Violations Corrected	7,037	6,347	7,997	6,202
% of employers implementing safety & health systems	65%	98%	96%	93%
Elevator fatalities	0	0	0	0
Amusement ride fatalities	0	0	0	0
Bungee jump fatalities	0	0	0	0
Workers involved in strikes	300	120	0	0
Reported strikes	1	1	0	0
Work hours lost due to strikes	3,600	1,820	0	0
Violations cited – wage related	3,948	4,022	2,144	2,978
Violations cited – child labor	45	73	38	30
Number of POL licensees	271,609	272,198	295,565	306,226
OSHA inspections	1,665	1,668	1,430	1,616
OSHA fatality inspections	37	41	35	41
Employees covered by OSHA	106,987	101,834	67,380	59,391

CHART 2.1
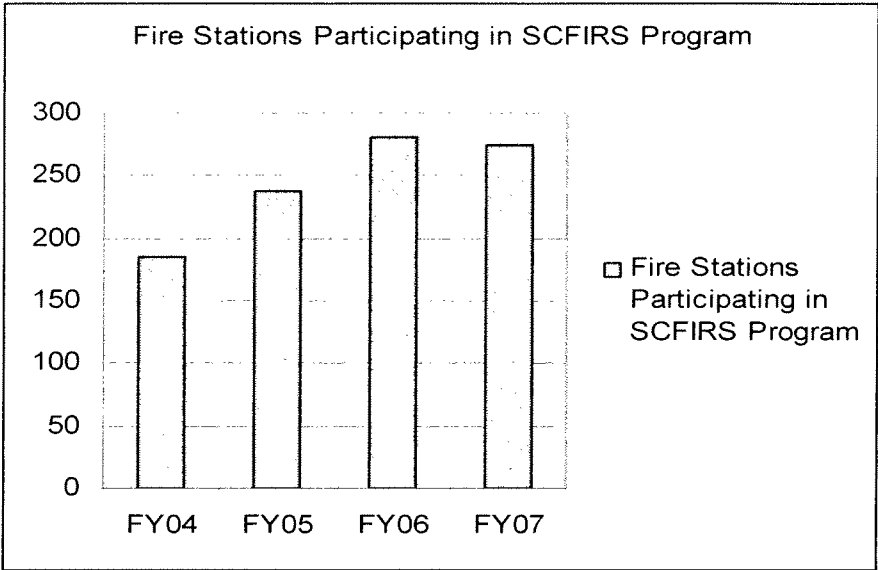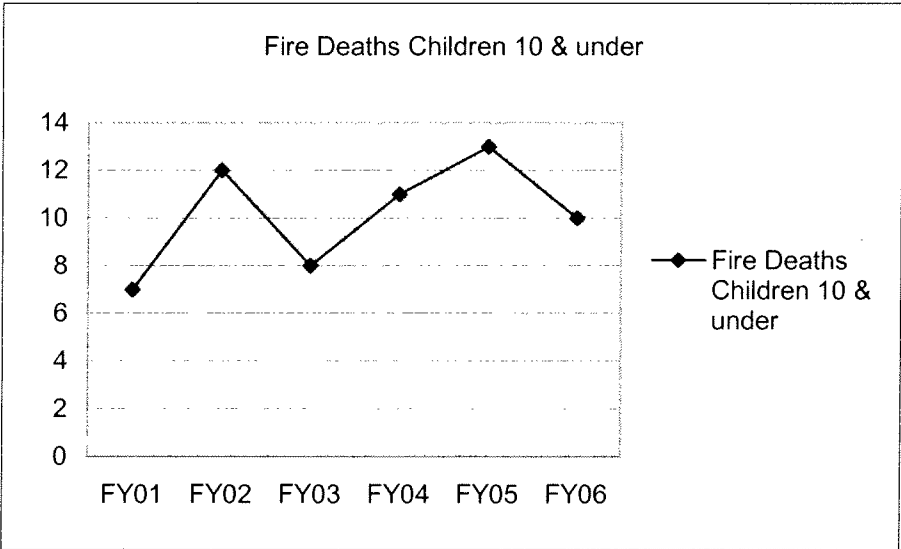
Fire Stations Participating in SCFIRS Program

CHART 2.2

Fire Deaths Children 10 & under

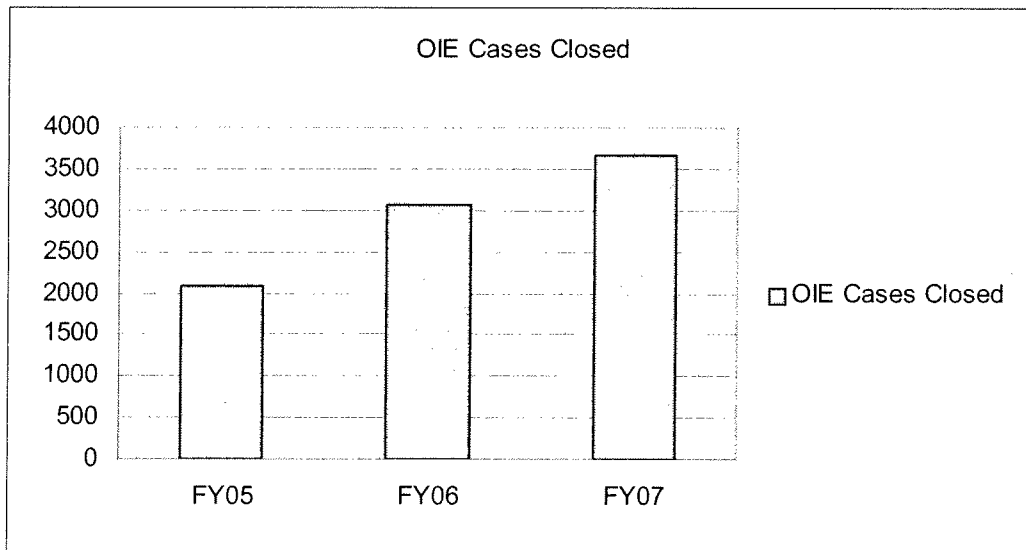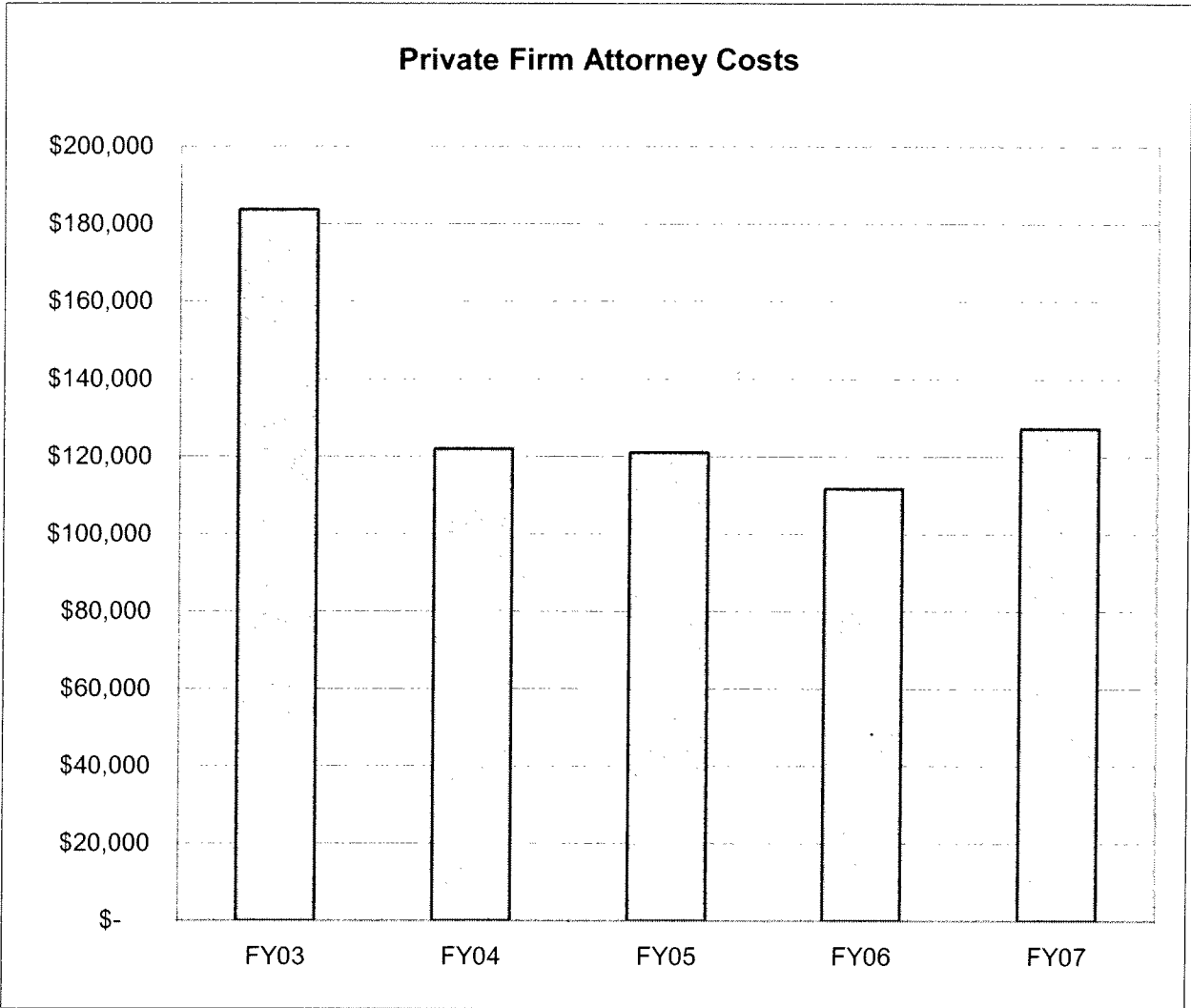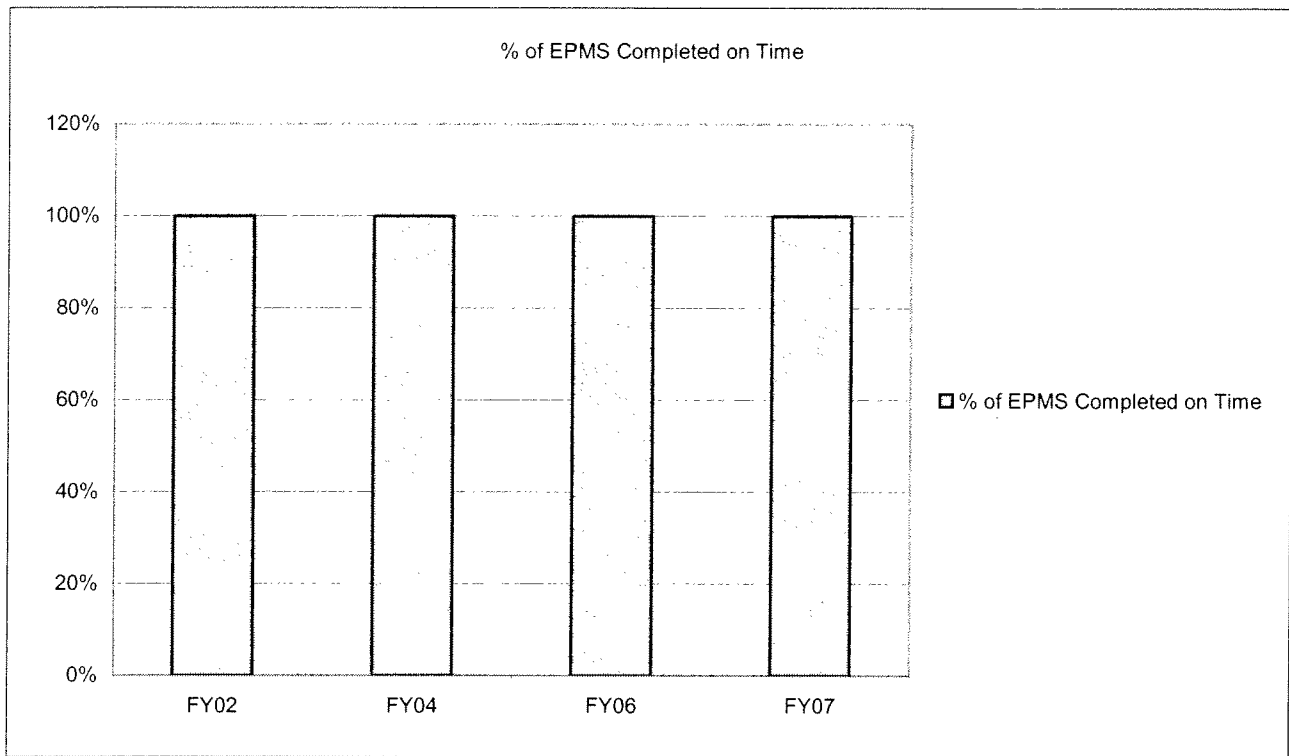|	FY04	FY05	FY06	FY07
Wage claim complaints investigated	1,645	1,564	575	761
Child Labor complaints investigated	48	35	15	14
Wage and Child Labor penalties assessed	$109,574	$76,831	42,137	$42,843
Collective bargaining agreements negotiated	93	93	61	40
Elevators inspected	6,374	6,492	5,954	6,963
Elevators registered	8,436	9,519	10,442	10,552
Amusement rides inspected	757	712	608	611
Amusement ride permits issued	757	712	608	611
Bungee jumps inspected	1	1	1	1
Bungee jumps permitted	1	1	1	1
Inspections per Deputy State Fire Marshal	1,321	1,137	1,019	1,055
Inspections completed by Deputy State Fire Marshals	19,814	14,213	14,266	14,772
Students receiving Fire Marshal Certification	70	95	46	46
Building plans reviewed by Office of State Fire Marshal	2,216	4,065	2,731	2,817

CHART 2.3

Number of POL Licenses Issued

Chart 2.4

OIE Cases Closed

Chart 2.5

Private Firm Attorney Costs
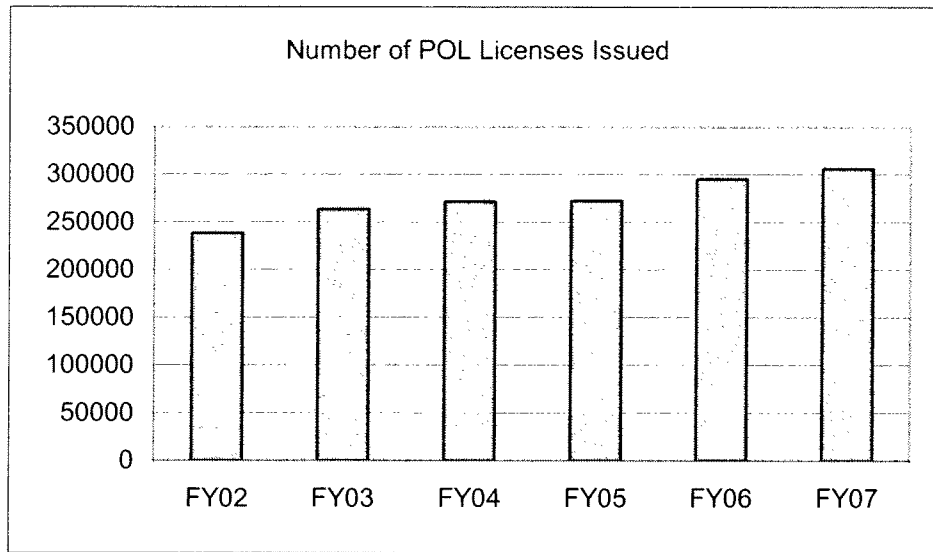
Employee Satisfaction

Chart 3.1

% of EPMS Completed on Time

	FY04	**FY05**	**FY06**
Employee Turnover Rate	5.38%	9.57%	12.43%

Other Accomplishments/Initiatives:
- Implementation of the Workforce Planning Needs Plan continued.
- Career paths were developed for targeted job classifications.
- Every employee's EPMS continues to be tied to the agency's strategic plan.
- Reward and Recognition Plan (TRIBUTE) has awarded 262 Tributes since its inception.
- Leadership team sponsored and paid for an employee appreciation luncheon.

Supplier/Contractor/Partner

During the past year, LLR partnered with organization in both the private and public sectors to promote a better understanding of the agency's mission and program goals and to enhance our identity. This included:

- Several employees served as task force and committee members for organizations such as CLEAR, the SC Chamber of Commerce, the American Society of Safety Engineers, NCARB and SC Minority Affairs Commission.

- LLR presented 47 South Carolina companies with Safety Achievement Awards for their commitment to making workplaces safe and healthy. The awards honored companies that reduced and/or eliminated OSHA recordable injuries and illnesses between 2005 and 2006. The award also recognized companies that worked at least 1M hours without a lost-time accident.

- The Division of Fire and Life Safety recently listed the SC Firefighters Memorial Plaza at the SC Fire Academy on the geochaching.com website. The participants, using information found on the monuments at the Memorial Plaza, will determine final GPS coordinates that will lead them to a box in the woods filled with emergency theme based items, such as fire safety coloring books, batteries for home smoke detectors and urban search and rescue.

- The Division of Fire and Life Safety partnered with SLED, The SC Insurance News Service and the Independent Insurance Agents and Brokers of SC to celebrate the 25th Anniversary of the South Carolina Arson Hotline. This event coincided with National Arson Awareness Week.

- The Fire and Life Safety Division partnered with the US Consumer Product Safety Commission and has received multiple grants that were responsible for providing smoke detectors for fire departments. Safety literature on products, carbon monoxide poisoning and other risk factors have been received and distributed from USCPSC within this partnership. John Reich, Deputy Director of Fire and Life Safety, was presented an award by this group for his work in promoting consumer product safety through training activities.

- The Division of Fire and Life Safety formed and conducted two meetings of the Public Fire Education Steering Committee. This committee represents members of the Firefighters Association, State Fire Chiefs, Edventure Museum and LLR. The roll-out of Spray It Forward Firefighter Training Program and the expansion of prevention and public fire education material presentations in the 1151 and 1152 firefighter programs are a result of the committee's hard work.

- The Architecture Board co-sponsored the SC Community Design Summit, a statewide, multi-disciplinary forum for designers, citizens, elected officials and other community

leaders to stimulate public discussion, gain practical knowledge and encourage interdisciplinary collaboration and problem solving through design.

- The Get Alarmed SC Program is a continuing program to support the installation and maintenance of residential smoke detectors. Since 1988, a collaborative effort of the local fire service community and other state-based agencies accounted for the distribution of over 500,000 smoke alarms in SC. The change your clock - change your battery campaign remains an integral part of the division's message that smoke alarms are lifesavers. Federal and state grants have been awarded to continue funding the purchase and distribution of smoke alarms.

- The Office of the State Fire Marshal sent monthly fire safety themes to all fire departments within SC, 50 State Fire Marshal Offices nationally, and media resources to identify and raise public awareness on a specific topic. Generic media releases and information on the given subject accompany the theme.

- The Office of the State Fire Marshal partnered with the Safe Kids Coalition and First Lady Jenny Sanford in the development and distribution of 80,000 safety calendars.

- The Fire and Life Safety Division continues a close partnership with DHEC who sponsors smoke detectors, fire safety literature and public education funding. This relationship is directly responsible for the production of Spanish fire safety literature funding and assisting the disabled.

Regulatory and Legal Compliance and Citizenship

- Audits have been conducted by both state and federal entities for compliance with state and federal laws, mandates and regulations. No major audit findings or defects have been reported.

- Our employees have adopted the first graders at E. E. Taylor Elementary School. This year we sponsored performances at the Koger Center and the Marionette Theatre. The committee in charge of these activities raises monies to support their efforts though employee fish-fry book and bake sales. Monetary support is also provided to LLR employees and their families during crisis situations. Other community groups supported include the United Way, American Red Cross, First Ladies' Walk for Cancer and American Cancer Society's Relay for Life.
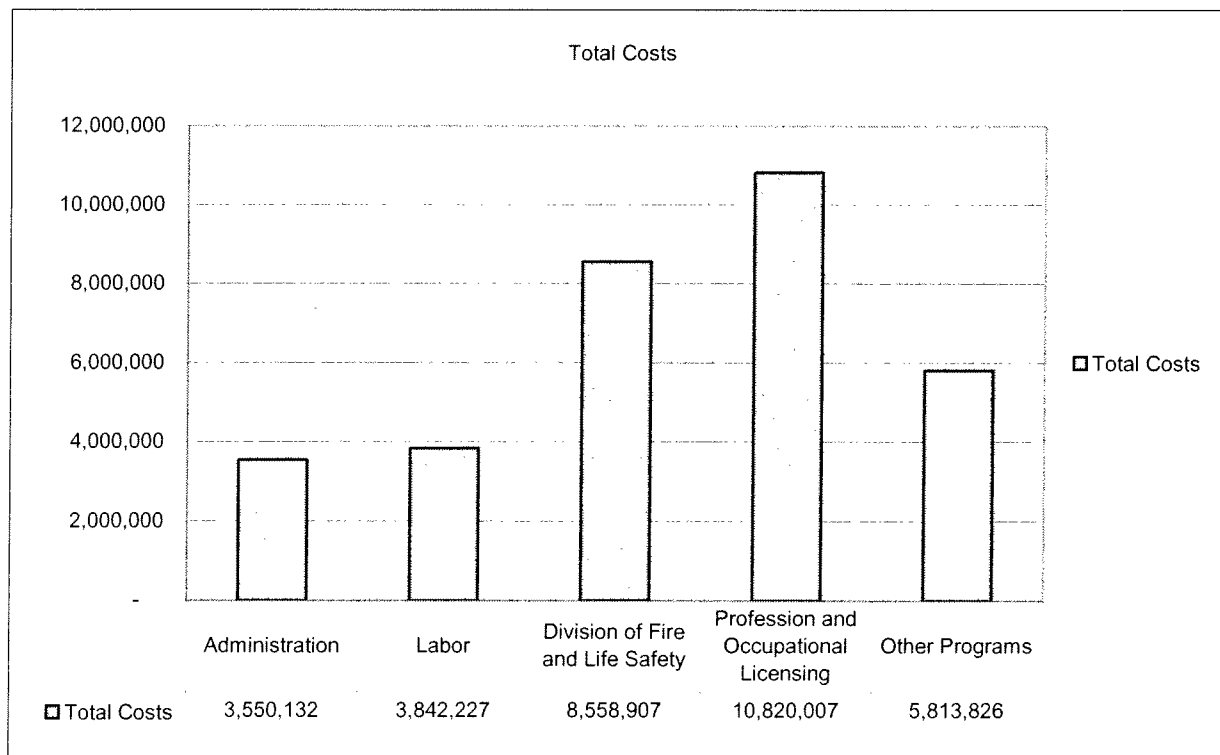
Financial Performance

- Many innovative measures were continued in FY07; such emailing of board minutes and board hearing paperwork, the elimination of renewal notices to licensees and the implementation of an agency motor vehicle pool. As a result, LLR's operating expenditures continue to decrease. LLR also increased the number of agency publications available on-line thus reducing printing and mailing costs and also making the information more readily available to the public. These publications include newsletters, brochures, law books and workplace posters.

Category	FY03 Expenditures	FY07 Expenditures	% Decrease
Telephone	$362,411	$269,596	25%
Printing	$497,442	$310,090	38%
Postage	$456,380	$351,145	23%

- Moved the Elevator, Amusement Ride, Manufactured Housing and Building Codes programs completely off of state appropriation. They now operate with the revenue they collect through permitting, licensing and inspection fees.

Chart 6.1

Total Costs

	Administration	Labor	Division of Fire and Life Safety	Profession and Occupational Licensing	Other Programs
Total Costs	3,550,132	3,842,227	8,558,907	10,820,007	5,813,826

Administration   **10.99% of total expenditures**

Labor	**11.79% of total expenditures**
Fire and Life Safety	**26.27% of total expenditures**
POL	**33.21% of total expenditures**
Other Programs	**17.84% of total expenditures**

Chart 6.2

TELEPHONE COSTS

Chart 6.3

LEASED VEHICLES

Chart 6.4

In-state Mileage Costs

Chart 6.5

Printing Costs

Chart 6.6

POSTAGE COSTS