

<b>AGENCY NAME:</b>	South Carolina Commission for the Blind	
<b>AGENCY CODE:</b>	L24	<b>SECTION:</b>



## Fiscal Year 2013-14 Accountability Report

### SUBMISSION FORM

<b>AGENCY MISSION</b>	<p>To provide quality vocational rehabilitation services, independent living services and prevention of blindness services to Blind and visually impaired consumers leading to competitive employment and social and economic independence.</p>
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Please identify your agency's preferred contacts for this year's accountability report.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
<b>PRIMARY CONTACT:</b>	Shana Robinson	803-898-8596	<a href="mailto:srobinson@sccb.sc.gov">srobinson@sccb.sc.gov</a>
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I have reviewed and approved the enclosed FY 2013-14 Accountability Report, which is complete and accurate to the extent of my knowledge.

<b>AGENCY DIRECTOR</b> (SIGN/DATE):	
(TYPE/PRINT NAME):	James M. Kirby

<b>BOARD/CMSN CHAIR</b> (SIGN/DATE):	
(TYPE/PRINT NAME):	

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## **AGENCY'S DISCUSSION AND ANALYSIS**

The mission and vision of the South Carolina Commission for the Blind (SCCB) places the primary focus of all agency endeavors on increasing the number of consumers served and expanding the quality of services in all consumer service programs. Achievement of the SCCB mission is the key determinant of operations, processes and systems which are used to track organizational and financial performance. The performance measures which are directly related to the SCCB mission to achieve competitive employment and social and economic independence are as follows: referrals received, referrals processed, successful closures and total served. The quality of competitive employment placements is assessed by reviewing the number of individuals competitively placed at or above the federal minimum wage. An assessment of the number of consumers placed in competitive employment and total served also provides Senior Managers with the opportunity to improve upon the distribution of workforce capacities and reallocation of resources to reach the unserved and underserved. Consumer Satisfaction Surveys are conducted to obtain input from consumers on the quality of service delivery and the accessibility and responsiveness of agency service providers.

The results of key measures are used by Senior Managers to establish short and long term organizational direction and priorities and improve performance. Senior Managers utilize the strategic planning process to identify potential barriers to the achievement of the agency's mission. The priorities for improvement are driven by the results of statewide comprehensive needs assessments and performance measures that are directly linked to staff performance appraisals. Continuous improvement priorities are communicated through the dissemination of written policies and procedures, feedback on performance appraisals and training initiatives. Training is accomplished by means of three specialized types of training for the Blind and visually impaired: adjustment to blindness training, assistive technology training and training through the Randolph-Sheppard Business Enterprise Program. These unique training components provide invaluable services that cannot be replicated in the community.

Key product and service related work processes are evaluated on a quarterly basis by Senior Managers. Data trend comparisons are conducted to assess efficiency and effectiveness of service delivery. Strategies are developed or modified to improve those processes which did not produce the desired outcomes or in instances wherein consumer needs have significantly changed. Implementation of improvement of key service related work processes would include development and implementation of a proposal, data collection and evaluation of results.

A comprehensive needs assessment for the Vocational Rehabilitation Program was conducted in 2013. The results identified strengths, weaknesses, opportunities and barriers to the achievement of the agency's mission to provide services which lead to competitive employment and social and economic independence. Initiatives which lead or could potentially lead to securing employment for consumers were identified as strengths and opportunities.



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These included building and maintaining relationships with business and industry; and developing cooperative agreements with employment partners, nonprofit organizations, and consumer advocacy groups to expand training opportunities and increase referrals.

Conversely, weaknesses and barriers were identified on the basis of issues and concerns that could impede employment outcomes and independent living. These included workforce capacities to consistently provide outreach services to the unserved and underserved populations in the state; the need to develop community rehabilitation programs; job retention for consumers with multiple disabilities; lack of reliable transportation; Provision of transition services for high school students with multiple disabilities; Rate of recidivism and alternate funding sources for state funded programs.

SCCB uses a system for staff evaluation which focuses on the individual employee’s job duties compared to stated goals and objectives. These goals and objectives are identified and discussed with the employee at the beginning of the rating period. Ongoing communication between the employee and supervisor clarifies the employee’s understanding of how to meet the performance standards and enhances service delivery to consumers. The system also provides for employee input into the development of the goals and objectives in order to support successful performance.

SCCB has developed a comprehensive staff development training program designed to expand and strengthen the knowledge and skill level of service delivery staff. The objectives outlined in the training program are based on the need to improve staff competency so that the quality and quantity of competitive employment placements can be improved. The agency’s capacity to provide services to consumers is closely linked to the analysis of the workforce. Staffing needs are evaluated by Senior Managers to ensure that the consumer to counselor ratio is manageable. Consideration is also given to the need to strategically restructure job functions among staff. Efforts are currently underway to stabilize the SCCB workforce relative to obtaining qualified VR Counselors. In FY 2014, the SCCB experienced a significant decrease in the number of competitive employment placements as well as the total number of consumers served. Staff and management turnover were the internal factors which contributed to the reduction in competitive employment closures and total served. External factors included – but were not limited to – a reduction in the availability of public transportation and referrals to the vocational rehabilitation program.



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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
G	1			<b>Deliver quality, individualized vocational rehabilitation services that will assist Blind and visually impaired individuals in obtaining or maintaining competitive employment</b>
	1.1			Increase the number of consumers served by the vocational rehabilitation program
		1.1.1		Expand outreach services to the unserved and underserved rural counties
		1.1.2		Recruit community rehabilitation programs
		1.1.3		Engage in random case service review process
		1.1.4		Maintain an adequate consumer to counselor ratio to ensure expediency of service delivery
		1.1.5		Provide adjustment to blindness, assistive technology and job readiness training
		1.1.6		Maintain interagency collaboration and community contacts to increase public awareness of SCGB services
		1.1.7		Expand job search, development and placement opportunities
		1.1.8		Increase the number of successful closures by 10% in FY 2015
		1.1.9		Maintain 80% of competitive employment placements at or above the minimum wage
G	2			<b>Provide adjustment to blindness and independent living skills training to Blind and visually impaired consumers</b>
	2.1			Maintain consistent and quality individualized independent living services
		2.1.1		Maintain community interaction and develop referral sources in unserved and underserved rural counties
		2.1.2		Conduct home and community meetings to coordinate individualized training
		2.1.3		Collaborate with nonprofit, social and human service organizations to provide early intervention services
G	3			<b>Provide the administrative leadership necessary to accomplish the agency mission</b>
	3.1			Ensure that the job functions of all staff contribute to the achievement of the agency's mission
		3.1.1		Maintain a diversified workforce
		3.1.2		Ensure the timely submission of EPMS documents for all permanent employees
		3.1.3		Provide staff development training to improve employee's skills
		3.1.4		Automate and maintain the integrity of agency workflow data systems

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Program Template

Program/Title	Purpose	FY 2012-13 Expenditures				TOTAL	FY 2013-14 Expenditures				TOTAL	Associated Objective(s)
		General	Other	Federal	Other		General	Other	Federal	Other		
I. Administration	Provides leadership and direction to administration, finance, information technology and consumer services	\$ 873,130				\$ 873,130	\$ 1,008,277	\$ 549		\$ 1,008,826	3.1.1, 3.1.2, 3.1.3, 3.1.4	
II. Rehabilitation Services	Provides individualized services leading to competitive employment and improved quality of life	\$ 1,143,468	\$ 60,165	\$ 5,991,128	\$ 7,194,760	\$ 1,340,002	\$ 59,944	\$ 5,966,742	\$ 7,366,688	1.1.1, 1.1.2, 1.1.3, 1.1.4, 1.1.5, 1.1.6, 1.1.7		
III. Prevention of Blindness	To prevent, stabilize or restore the loss of vision	\$ 3,386	\$ 46,620	\$ 345,712	\$ 395,718	\$ (25,799)	\$ 84,793	\$ 376,983	\$ 435,977			
IV. Community Service	Provides individualized services to improve the quality of life for Blind and visually impaired senior citizens and children between the ages of 3 and 13	\$ 118,349			\$ 118,349	\$ 114,312			\$ 114,312	2.1.1, 2.1.2, 2.1.3		
V. Employee Benefits		\$ 368,032	\$ 15,080	\$ 960,195	\$ 1,343,307	\$ 280,628	\$ 98,791	\$ 996,862	\$ 1,376,281			



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Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
	Vocational Rehabilitation Referrals	938	880	968	July 1 - June 30	AWARE Case Management System	Monthly	AWARE Case Management System Reports	1.1.1, 1.1.2, 1.1.6
	Competitive Employment Closures	263	174	191	July 1 - June 30	AWARE Case Management System	Quarterly	AWARE Case Management System Reports	1.1.2, 1.1.4, 1.1.5, 1.1.7, 1.1.8
	Competitive Employment Closure Quality Rate	81%	79%	80%	July 1 - June 30	AWARE Case Management System	Quarterly	AWARE Case Management System Reports	1.1.2, 1.1.4, 1.1.5, 1.1.7, 1.1.8, 1.1.9
	Independent Living Referrals	377	421	463	July 1 - June 30	AWARE Case Management System	Monthly	AWARE Case Management System Reports	2.1.1, 2.1.3
	Independent Living Successful Closures	387	337	370	July 1 - June 30	AWARE Case Management System	Quarterly	AWARE Case Management System Reports	2.1.2
	Total Number of Consumers Served	2235	2115	2326	July 1 - June 30	AWARE Case Management System	Quarterly	AWARE Case Management System Reports	1.1.1, 1.1.2, 1.1.6, 2.1.1, 2.1.3, 3.1.3, 3.1.4