

South Carolina Department
of
Labor, Licensing and Regulation

Annual Accountability Report
Fiscal Year 2011-2012

The Honorable Nikki Haley, Governor
Holly Pisarik, Director

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 2010, the South Carolina Legislature transferred the Soil Classifiers Advisory Council and the Board of Landscape Architectural Examiners to LLR from the Department of Natural Resources.

Governor Nikki Haley appointed Holly Pisarik as LLR Director March 2, 2012 and the S.C. State Senate confirmed her March 29, 2012. Catherine Templeton served as LLR Director under Governor Nikki Haley from January 2011 through March 14, 2012.

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.

MAJOR ACHIEVEMENTS

Reorganization of Professional and Occupational Licensing

The Office of Board Services was divided into two areas: the Office of Business Services and the Office of Health & Medical Related Professions. An Assistant Deputy Director was appointed for each area.

The Office of Investigations and Enforcement (OIE) was restructured to improve effectiveness. A level of management was eliminated, an additional chief investigator was hired and caseloads were redistributed to ensure equity in caseloads. Two complaint analysts were hired to handle intake, initial review and assignment of cases.

A pilot program was put in place with the Medical Board where an attorney in the Office of General Counsel and an investigator are assigned to work cases together. If this works as expected, it will reduce the amount of time an investigation takes. If successful, the program will be implemented across the board.

Case completion timelines were implemented to provide a guideline of the acceptable time a case should take to completion. Obviously, not all cases will fit the timeline, but most should, reducing the current time to completion for cases.

The inspection team was moved to OIE to increase accountability. OIE and the Office of Board Services is continuing to train staff to offer more specialization and experience to the boards.

OSHA

In fiscal year FY12, SC OSHA Voluntary Programs (OVP) uncovered 4,767 hazards which were corrected. South Carolina businesses saved \$1.5 million in fines as a result of voluntary consultations. South Carolina currently has forty-one Palmetto Star sites, despite having the strictest OSHA 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. Additionally, in 2006 the OVP office established the SHARP (Safety and Health Achievement Recognition Program) program and currently seven companies have earned this recognition.

The Survey of Occupational Injuries and Illnesses is a federal/state program in which employer reports are collected and processed by the agency from about 3,200 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), US Department of Labor. The number of injuries and illnesses reported in any year can be influenced by the level of economic activity, working conditions, work practices, worker experience and training and the number of hours worked. This year's survey showed that South Carolina's Injury and Illness Incidence

employment of unauthorized aliens (8 U.S.C. Section 1324a) from January 1, 2012 until notification by the Department of LLR of a violation, and comply with the state law on verification of new hires within three business days.

For a first occurrence by a private employer, after July 1, 2012, of failure to verify a new hire through E-Verify, the Department of LLR must place the employer on probation for a period of one year during, during which time the private employer must submit quarterly reports to the agency demonstrating compliance with the law. A subsequent violation within three years of the law's verification requirements must result in the suspension of the private employer's licenses for at least 10 days, but not more than 30 days.

Fiscal year 2012 Data

Budget	\$250,000
Inspectors	2
Audits conducted	2,246
Employers with no new hires since 01/01/12	848
Employers who E-Verified new hires	1,224
Employers who did not E-Verify new hires	171
No jurisdiction (public sector employers)	3
Percentage of employers in compliance	92%

Elevator and Amusement Ride Inspection Restructuring

LLR began an immediate audit of its Office Elevators and Amusement Rides after the March 19, 2011, Cleveland Park train accident in Spartanburg that resulted in the death of one child, Benjie Easler, and serious injury to others.

To create more accountability and improve safety, LLR has also made changes in the way elevators and amusement rides are inspected in this state. Inspections are no longer conducted by LLR inspectors. They are done by special certified inspectors, who are licensed by LLR, but do not work directly for the state. LLR now has a team of auditors traveling the state to randomly review the work done by the special certified inspectors. This measure of accountability will discourage complacency and errors by inspectors, and thereby improve the overall safety of elevators and amusement rides.

State Fire Marshal Office

State Fire Marshal Adolf Zubia, along with Fire Academy Superintendent Shane Ray, initiated a strategic plan resulting in an evaluation of the organizational structure and related programs. The strategic plan establishes a new vision, refines the mission and captures the values for the agency and the Division of Fire & Life Safety. This effort was intended to create a culture of consistent service with progressive thinking and enthusiastic employees. A recent reorganization will result in a more efficient Division through the improved use of resources.

In FY12, the OSFM deputies increased their expertise and quality of service by participating in a myriad of professional development training opportunities involving fire inspections, plan reviews, building construction, personnel management, customer services, fire investigations and computer skills.

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. In 2010, the South Carolina Legislature transferred the Soil Classifiers Advisory Council and the Board of Landscape Architectural Examiners to LLR from the Department of Natural Resources, bringing the total number of boards to 40.

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 and migrant labor.
 - 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 disciplining 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, 398,248 licensed professionals, 17,000 firefighters, 514 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.

- **Expenditure Appropriations Chart**

Our budget is currently \$35,726,368 of which \$1,629,078 is state funds.

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

Major Budget Categories	10-11 Actual Expenditures		11-12 Actual Expenditures		12-13 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$20,232,334	\$1,006,644	\$17,829,421	\$810,156	\$18,838,706	\$831,998
Other Operating	\$10,327,431	\$171,676	\$12,090,463	\$505,644	\$15,163,166	\$231,562
Special Items	\$310,306	\$	\$200,000	\$	\$200,000	\$
Permanent Improvements	\$	\$	\$	\$	\$	\$
Case Services		\$	\$	\$	\$	\$
Distributions to Subdivisions	\$	\$	\$	\$	\$	\$
Fringe Benefits	\$6,017,397	\$185,340	\$5,606,484	\$313,278	\$5,550,000	\$182,543
Non-recurring	\$	\$	\$	\$	\$	\$
Total	\$36,577,162	\$1,363,680	\$35,726,368	\$1,629,078	\$39,701,872	\$1,246,103

Other Expenditures

Sources of Funds	09-10 Actual Expenditures	10-11 Actual Expenditures
Supplemental Bills	\$	\$
Capital Reserve Funds	\$	\$
Bonds	\$	\$

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Major Program Areas								
Program Number and Title	Major Program Area Purpose (Brief)	FY10-11 Budget Expenditures			FY11-12			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, Procurement, Immigration and Customer Care Center	State:	4,866		State:			6.1
		Federal:			Federal:			
		Other:	5,291,664		Other:	5,753,097		
		Total:	5,296,530		Total:	5,753,097		
		% of Total Budget:		15%	% of Total Budget:		16%	
10050000 OSHA Voluntary Programs	Assists workplaces in voluntarily complying with Occupational Safety & Health Standards.	State:	214,403		State:	248,916		6.2
		Federal:	674,600		Federal:	968,697		
		Other:	20,976		Other:	1,217,613		
		Total:	909,979		Total:			
		% of Total Budget:		2.5%	% of Total Budget:		3%	
10100000 Occ. Safety & Health	Ensures workplace safety by enforcing Occupational Safety & Health Standards.	State:	959,251		State:		1,008,490	6.2
		Federal:	1,176,174		Federal:		1,675,583	
		Other:	81,501		Other:		415,788	
		Total:	2,216,926		Total:		3,099,861	
		% of Total Budget:		6%	% of Total Budget:		9%	
10250000 Elevators & Am. Rides	Inspects and permits elevators & amusements rides	State:			State:			6.2
		Federal:			Federal:			
		Other:	779,571		Other:		559,133	
		Total:	776,571		Total:		559,133	
		% of Total Budget:		2%	% of Total Budget:		2%	
10150000 Fire Academy	Trains firemen, paid and volunteer, private and public sector	State:			State:		400,582	6.2
		Federal:	21,800		Federal:		113,557	
		Other:	6,639,962		Other:		7,616,501	
		Total:	6,661,672		Total:		8,130,640	
		% of Total Budget:		18%	% of Total Budget:		23%	

- **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 five 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

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 Marionette Theater 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, Harvest Hope Food Bank 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.

- **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 insulating 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 2011 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 stakeholders 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.

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.

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.

- Eleven professional development workshops were conducted for agency employees on topics such as time management, dealing with difficult people and ethics. Training was also provided on SCEIS topics and for the Kingstree Building Fire Wardens.
- Customer Service Workshops were held for all employees of the Division of Professional & Occupational Licensing.
- Two workshops on supervisory topics were offered for supervisors.
- SCEIS related webinars were offered throughout the year.
- Nine New Hire Orientations were conducted
- The training coordinator worked with different areas of the organization to offer customized solutions to meet the areas training needs. As a result, workshops in Cultural Awareness, Drug Diversion, computer skills and team building were facilitated.

The agency's Intranet offers the following eLearning opportunities for employees: Professional Communication; Introduction to RELEAS, MYSCEmployee, 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, Position Description Resource Manual, Supervisory Survival Challenge (OHR), EPMS Online Training and Performance Competency Directory (OHR).

The agency continues to use the State Office of Human Resources, the Certified Public Managers (CPM), Associate Public Managers (APM) programs, Public Professional Development (PPD), local technical schools and other agencies as resources for employee training.

• 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 reported 96% participation in the EPMS process for the September 16, 2011 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

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 53% from FY03 expenditures. Postage has decreased by 40%. The agency also saves \$2500 annually by using letterhead templates instead of ordering from Prison Industries.

CHART 1.1 Citation Processing Times

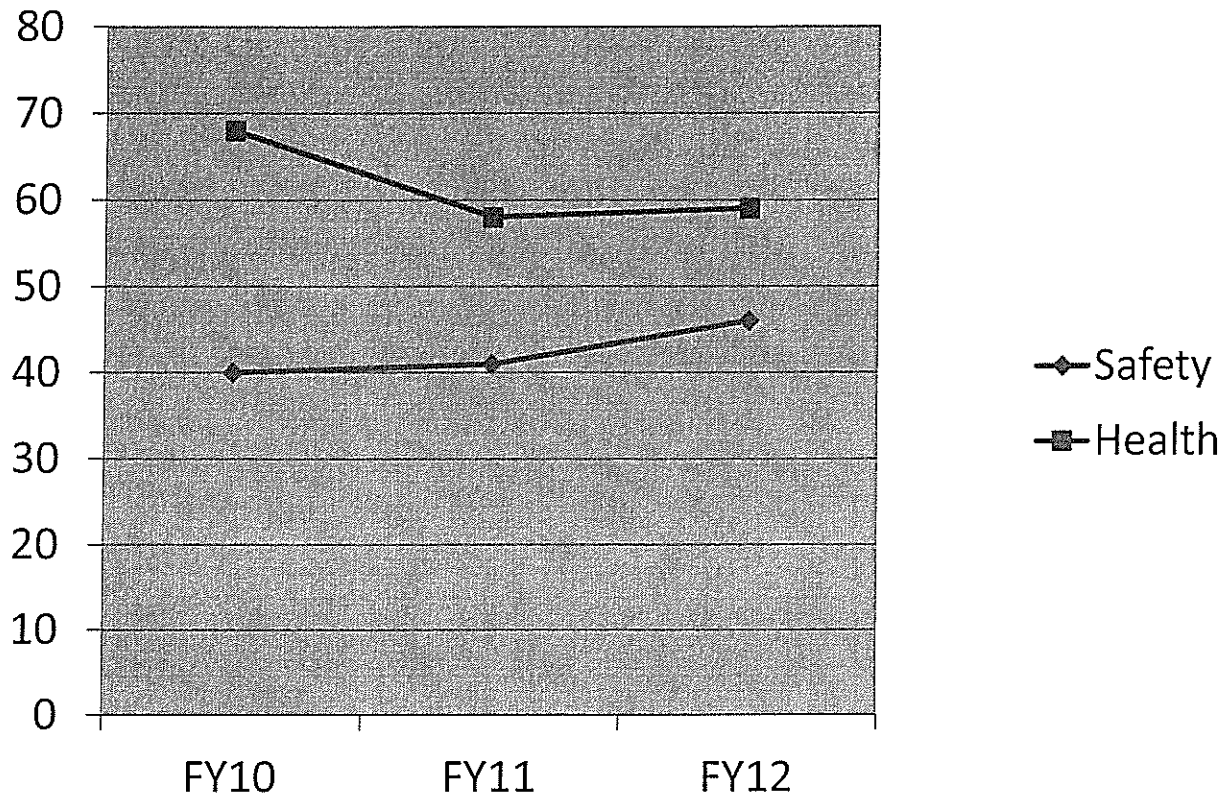


Chart 1.3 Pass Rate IFSAC Testing

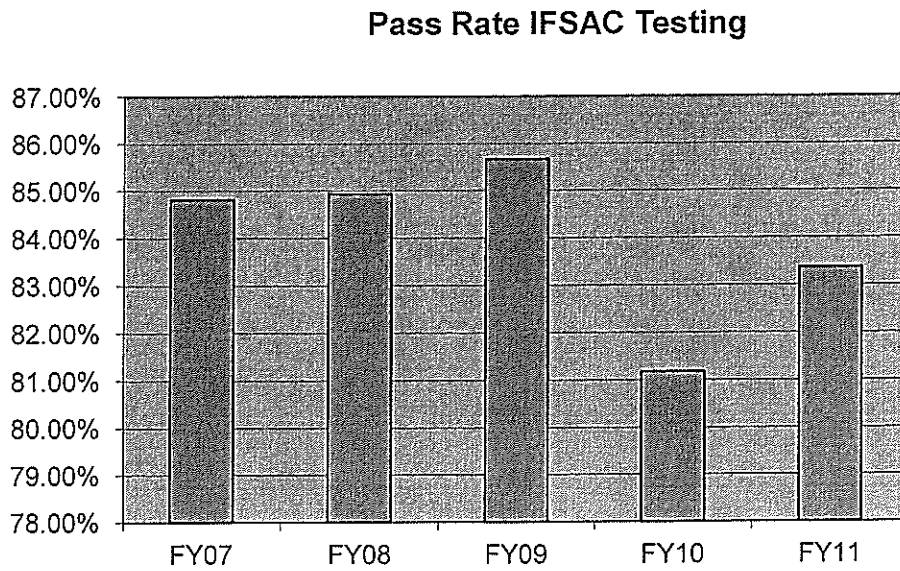
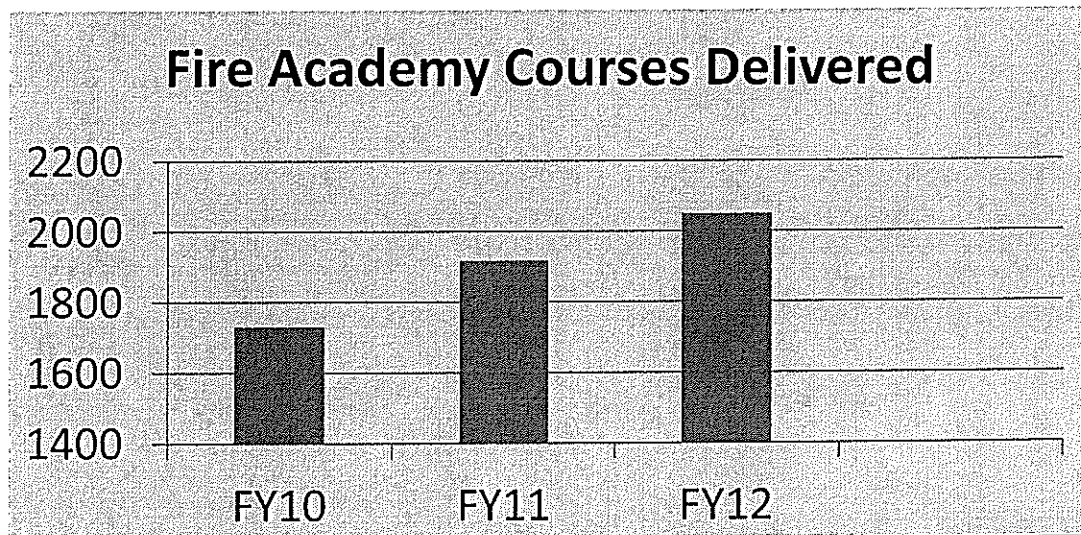


Chart 1.4 Fire Academy Courses Delivered



Students receiving Fire Marshal Certification	72	39	42
Building plans reviewed by Office of State Fire Marshal	852	1,026	838

CHART 2.1

Fire Stations Participating in SC FIRS Program

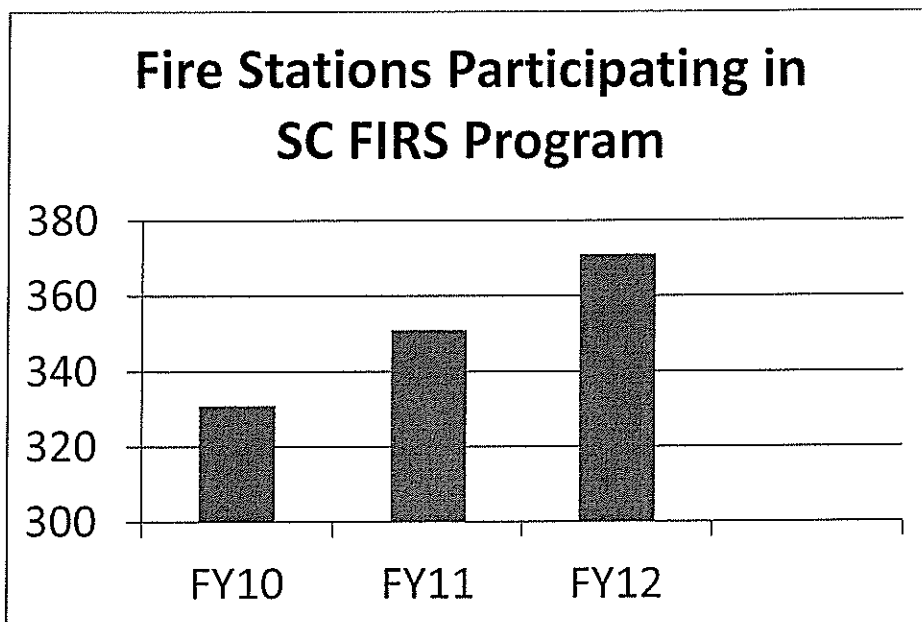
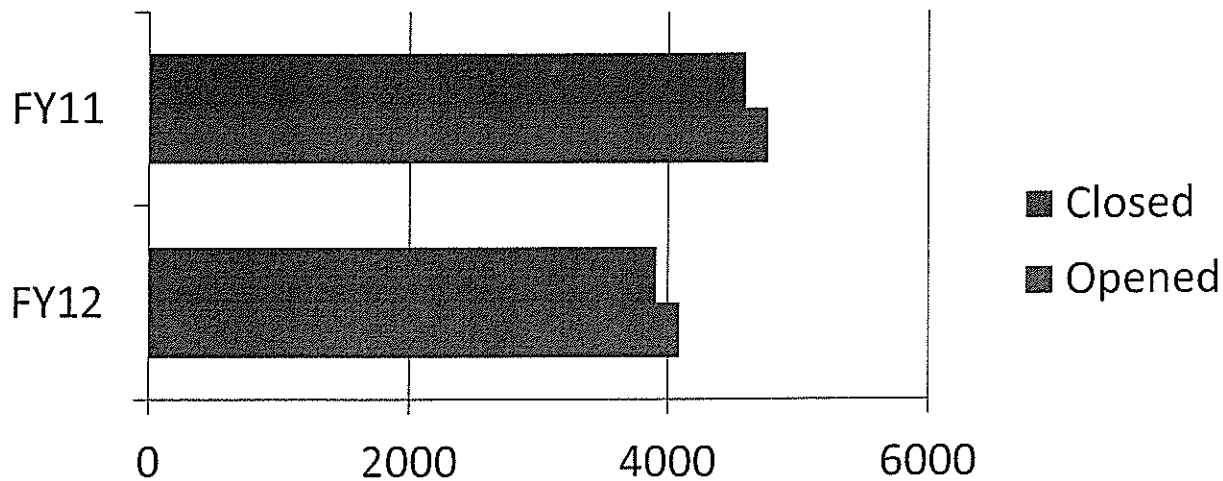


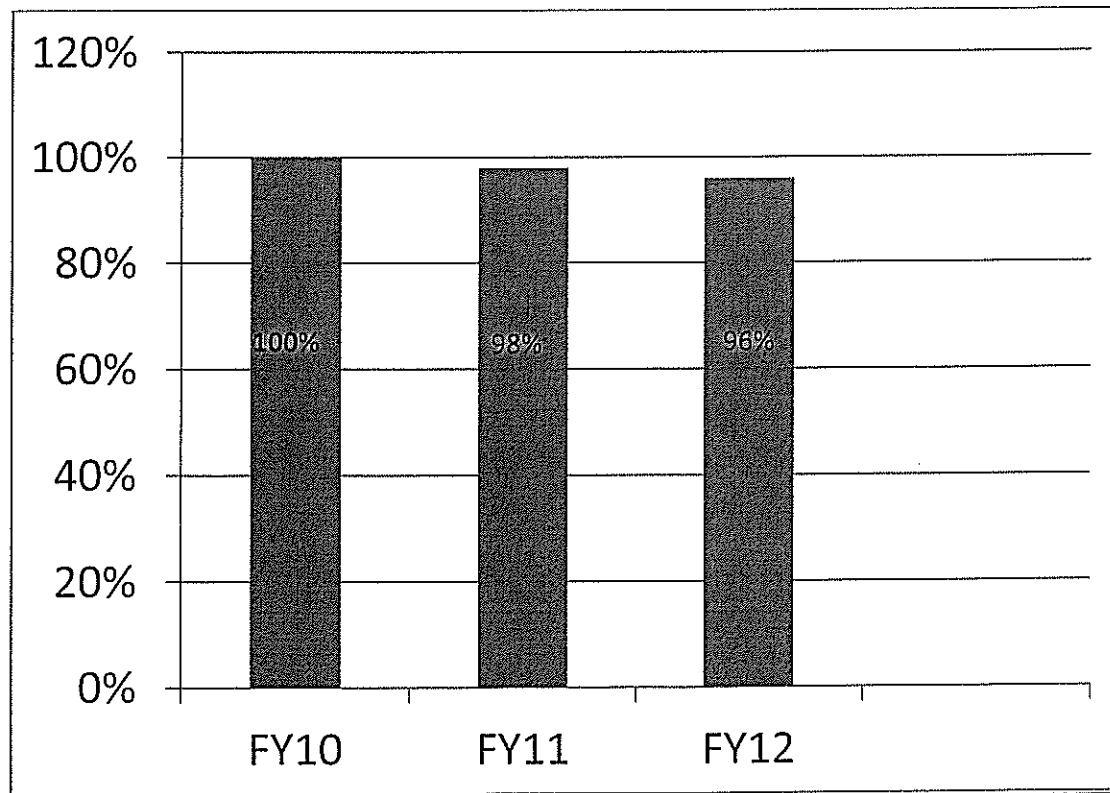
Chart 2.4 Cases Closed – Office of Investigations and Enforcement



Employee Satisfaction

Chart 3.1

% of EPMSs Completed on Time



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 through 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. The agency also hosts an annual food drive for Harvest Hope Food Bank.

Financial Performance

- Many innovative measures were continued in FY12; such emailing of board minutes and board hearing paperwork, the elimination of renewal notices to licensees and the use 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.

<u>Category</u>	<u>FY11 Expenditures</u>	<u>FY12 Expenditures</u>	<u>% Decrease</u>
Telephone	\$253,140	\$ 291,594	NA
Printing	\$233,140	\$61,132	74%
Postage	\$306,728	\$292,560	5%

Chart 6.3 Postage Costs

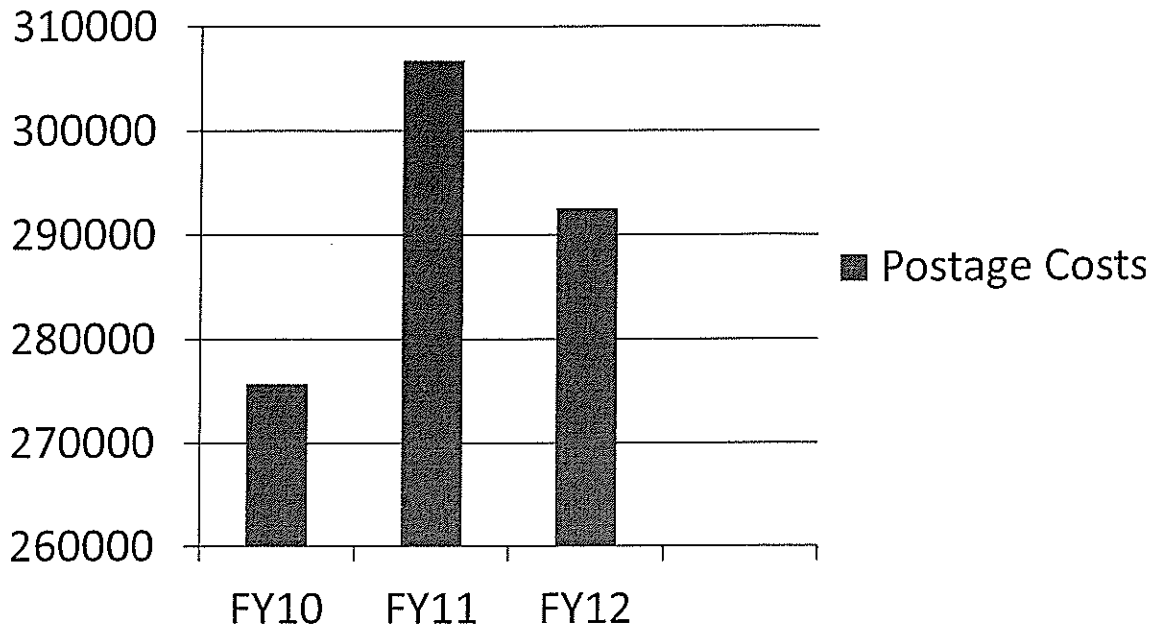


Chart 6.4 Printing Costs

