

<b>AGENCY NAME:</b>	Department of Veteran Affairs		
<b>AGENCY CODE:</b>	E260	<b>SECTION:</b>	101

## Fiscal Year 2019–2020 Accountability Report

### SUBMISSION FORM

<b>AGENCY MISSION</b>	The South Carolina Department of Veterans’ Affairs leads and enables a state-wide coalition of partners with an interest in Veterans to create and sustain an environment in which Veterans can thrive as valued and contributing members of the South Carolina community.
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<b>AGENCY VISION</b>	<p>The purpose of the South Carolina Department of Veterans’ Affairs is to serve Veterans and their families. Veterans and their families are our customers, and customer service is our first and most important job.</p> <p>We will achieve this by</p> <ul style="list-style-type: none"> <li>• <u>assisting</u> Veterans and their families in obtaining the benefits to which they are entitled;</li> <li>• <u>integrating</u> the effects of all entities in the State that provide a service to Veterans or their families;</li> <li>• <u>advocating</u> for Veterans, military installations, service members, and families; and</li> <li>• <u>informing</u> and educating the public, State and local leaders, and Veterans on all matters pertaining to Veterans.</li> </ul> <p>We define success as a South Carolina Veteran population that is</p> <ul style="list-style-type: none"> <li>• mentally, emotionally, and physically <u>sound</u>;</li> <li>• <u>satisfied</u> by the dignified manner in which they are treated by those who provide services;</li> <li>• <u>respected</u> by their fellow citizens; and</li> <li>• <u>proud</u> of their continuing contributions to the South Carolina community and the Nation.</li> </ul>
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Does the agency have any major or minor recommendations (internal or external) that would allow the agency to operate more effectively and efficiently?

	Yes	No
<b>RESTRUCTURING RECOMMENDATIONS:</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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Is the agency in compliance with S.C. Code Ann. § 2-1-230, which requires submission of certain reports to the Legislative Services Agency for publication online and to the State Library? See also S.C. Code Ann. § 60-2-30.

	Yes	No
<b>REPORT SUBMISSION COMPLIANCE:</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

*The Department, created by law on 1 Jul 19, failed to submit the annual report required by SC Code, Section 25-11-10, no later than 31 Dec 19. This failure reflects the reality that the Department continued to function as a de facto division under the Department of Administration until the first Secretary of Veterans' Affairs was confirmed by the Senate on 4 Mar 20. We will meet this reporting requirement for the current calendar year.*

Is the agency in compliance with various requirements to transfer its records, including electronic ones, to the Department of Archives and History? See the Public Records Act (S.C. Code Ann. § 30-1-10 through 30-1-180) and the South Carolina Uniform Electronic Transactions Act (S.C. Code Ann. § 26-6-10 through 26-10-210).

	Yes	No
<b>RECORDS MANAGEMENT COMPLIANCE:</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

*The Department currently has 2 Special Schedules with the Department of Archives and History, both of which reflect documents no longer used by the Department. The Department has not yet submitted any of the items required by the General Schedules. We are working with the Department of Archives to correct our Special Schedules, and will submit items from the General Schedules as they are produced in FY20-21.*

Is the agency in compliance with S.C. Code Ann. § 1-23-120(J), which requires an agency to conduct a formal review of its regulations every five years?

	Yes	No
<b>REGULATION REVIEW:</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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>	Joseph McLamb, Chief of Staff	(803) 737-1335	joseph.mclamb@scdva.sc.gov
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I have reviewed and approved the enclosed FY 2019–2020 Accountability Report, which is complete and accurate to the extent of my knowledge.

<b>AGENCY DIRECTOR (SIGN AND DATE):</b>	Signature on file
<b>(TYPE/PRINT NAME):</b>	Will Grimsley, Secretary of Veterans' Affairs

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

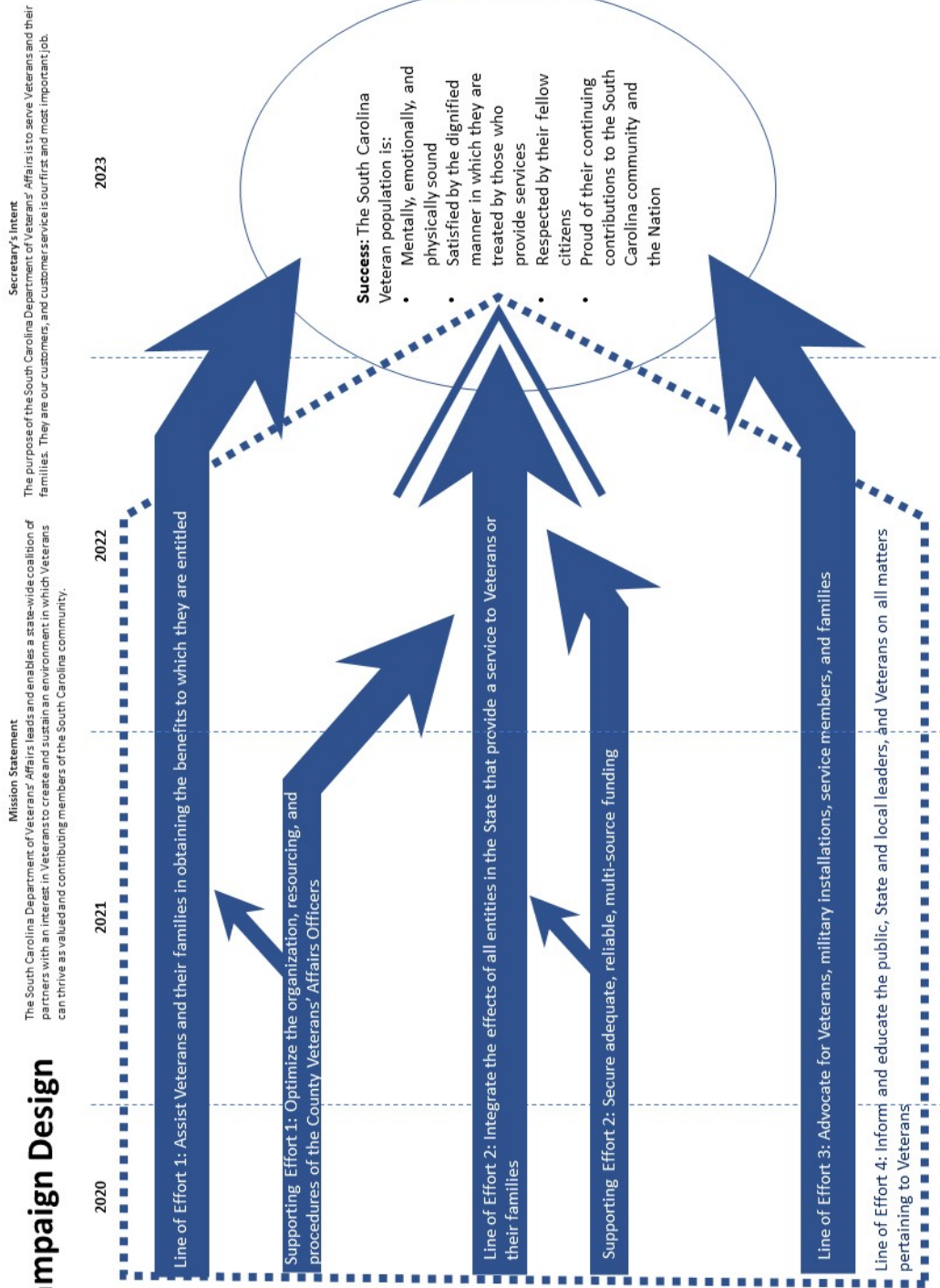
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### **Executive Summary**

- Established by law on 1 July, 2019, the Department of Veterans' Affairs remains manned, resourced, and funded as a division and lacks the capabilities required to meet the expanded scope of responsibilities entrusted by law to the Department.
  - By restructuring existing personnel authorizations and allocated resources, partnering with others to make maximum use of external assets, and seeking external funding sources, we have taken the initial steps to execute a multi-year campaign plan to accomplish the Department's mission.
  - Long-term success, however, rests on adequate manning and resourcing of the Department. Our FY21-22 budget submission will reflect the changes necessary to enable success.
  - Even a fully resourced Department will have difficulty delivering the needed services to Veterans under the current model of service, which centers around the county. A State Veteran Service Area model, already successfully employed in several other states, will allow us to properly align resources to needs and provide a universally high level of service to Veterans regardless of their location within the state.
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# Campaign Design



We will accomplish the mission by executing 4 lines of effort simultaneously.

Along **LOE1**, we will assist Veterans and their families in obtaining their due benefits. We will enable this LOE through Supporting Effort 1, which will optimize the organization, resourcing, and procedures of the CVAOs.

Along **LOE 2** we will integrate the effects of a state-wide coalition of partners. This LOE is decisive to the success of the campaign. We will enable this LOE through Supporting Effort 2, providing adequate funding through a combination of State resources, contributions to the Veterans' Trust Fund, and grants.

**LOE 3** continues and expands the efforts of the Military Base Task Force to advocate for military personnel.

In **LOE 4** we will inform and educate the State on Veteran issues, supporting all other LOEs.

As of 31 Jul 20

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1. Introduction.

a. Although formally established by law on 1 July, 2019, the South Carolina Department of Veterans’ Affairs operated as a *de facto* subordinate division within the Department of Administration until the confirmation of the first Secretary of Veterans’ Affairs on 4 March, 2020. Even after the confirmation of a Secretary, the Department continued to function with the personnel, facilities, and funding levels of a division. Those levels were adequate for the roles the Division fulfilled before the creation of the Department, primarily assisting Veterans in the claims appeal process of the US Department of Veterans’ Affairs and the operation of the M.J. “Dolly” Cooper Veterans Cemetery (hereafter referred to as “the Cemetery”), but do not account for the broader scope of roles and responsibilities outlined in the new Chapter 11 of Section 25 of the South Carolina Code. With a very small number of minor exceptions, the Department remained at those resource levels throughout FY19-20 and into FY20-21.

b. Inadequate resourcing for the Department’s new roles was exacerbated by the implementation of state-wide COVID-19 mitigation measures which required much of the work force to perform assigned duties from home. The Department of Veterans’ Affairs was almost totally unprepared to function under these conditions, with most the Department lacking such basic mobile communications equipment as laptop computers and cellular telephones. Under these circumstances, the Department found it difficult to perform even the basic tasks of the previous division until we procured enough mobile communications equipment to enable remote work for a sizable portion of the work force.

c. Given the conditions described above, this Annual Report will not follow the standard format, but will instead provide relevant information on:

- 1) our performance in FY19-20;
- 2) the Secretary’s assessment of the Department at his sixth month mark since confirmation, to include an analysis of risk;
- 3) a description of the steps the Department has already taken or is in the process of taking under the authority of the Secretary to improve performance;
- 4) a description of the actions and resources needed to create a Department capable of fulfilling its roles as established by law; and
- 5) a discussion of the metrics by which the performance of the Department will be measured and reported in the future.

2. Performance in FY19-20.

a. The FY18-19 Department of Administration Accountability Report established three goals for the Division of Veterans’ Affairs (a subordinate division at the time) in FY19-20. The Department’s performance against these goals is summarized below:

<b>Standard</b>	<b>Assessment</b>	<b>Remarks</b>
Ensure that 90% of completed Free Tuition applications for veterans are processed within ten business days.	Failed	Roughly 75% of all applications were completed within the 10-day standard. During the peak season for applications, however, some applications took as long as 28 days to process.
Ensure that 90% of all completed pre-certification applications for interment at the cemetery are processed within ten business days.	Succeeded	

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<b>Standard</b>	<b>Assessment</b>	<b>Remarks</b>
Ensure that 90% of all completed immediate need requests for interment at the cemetery are processed within three days of date of notification to date of burial.	Succeeded	99% of immediate needs requests were processed within the three-day window. The COVID-19 mitigation measures set by the USDVA National Cemetery Agency (NCA), however, often resulted in periods of up to two weeks before the actual burial could take place.
By June 30, 2018, develop plan to document the implementation of the electronic South Carolina "War Roster" for the Division of Veterans' Affairs.	Failed	Although some progress was made in collecting and archiving the data needed to create an up-to-date War Roster, the Department made little progress in establishing a firm plan to meet the requirements of SC Code 25-11-90. The position of War Record Coordinator remained unfilled for much of the year. Work continues in gathering and archiving electronic records.

b. South Carolina Code Section 25-11-10(D) identifies specific reporting requirements for the Department.

1) In FY19-20, the Department assisted Veterans in the filing of 75,801 claims (72,846 processed by County Veteran Affairs Offices and 2,955 processed by SCDVA representatives at the USDVA Regional Office or medical centers). In support of these claims, the Department conducted a total of 293,235 interviews or consultations (277,463 conducted by County Veteran Affairs Offices and 15,772 conducted by SCDVA representatives at the USDVA Regional Office or medical centers).

2) SCDVA agents at the USDVA Regional Office assisted Veterans during the conduct of 186 local appeal hearings and 316 hearings at the Board of Veterans Appeals. Many of these were conducted virtually, in accordance with USDVA practices under COVID-19 mitigations.

3) We currently lack the ability to determine with confidence the "amounts of benefits obtained for Veterans." The US Department of Veterans' Affairs reports award decisions (which detail the amount of benefit a Veteran will receive) directly to the Veteran, not to the agent assisting with the claim or the appeal. We currently lack a common case management system which could, potentially, give us the ability to collect accurate data on awards; as discussed below, we are working to correct this.

4) In the absence of reliable State data, we are dependent upon that provided by the US Department of Veteran's Affairs, which is aggregated at the state and county levels. In its most recent report, the USDVA reports that in FY19 (the year prior to the year covered in this report), South Carolina Veterans received \$2,561,625,000 in compensation and pension. With the data available, however, it is not possible to determine what portion of that total came as a result of assistance provided by SCDVA service providers. The USDVA data reflects the home location of the Veteran receiving the benefit, not the location from which he or she filed the claim. Given the significant number of Veterans who cross county and state lines when seeking assistance with their claims, it is currently impossible to know how much of the benefits delivered in X County are the result of assistance of the service providers in X County. We believe a common, state-wide case management system will provide us with the fidelity needed to directly connect service provider activity to benefits received.

c. During this year, the M.J. "Dolly" Cooper Veterans Cemetery interred 357 remains (250 Veterans, 105 spouses, and 2 dependents). Of these, 285 were below-ground burials, 70 were columbarium placements, and 2 were scatterings. Additionally, the Cemetery processed 544 requests for pre-certification (advance arrangement

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for future burial). Of these, 456 were approved, 51 were denied as ineligible, and 37 were withdrawn by the Veteran or family member.

d. The Department processed 1,481 requests for Free Tuition. Of these, 409 were from students already approved for Free Tuition and seeking an in-state transfer from one institution to another, and an additional 908 were approved for the first time. 164 were denied as ineligible.

e. Finally, South Carolina Code Section 25-11-10(D)(4) requires us to provide specific information concerning “the department’s domiciliary and nursing homes.” The Department has no domiciliary or nursing homes, but works closely with the South Carolina Department of Mental Health, which operates three nursing homes for Veterans. The data below was provided by the Department of Mental Health.

<b>FY2020</b>	<b>CM Tucker - Stone</b>	<b>Richard. M. Campbell</b>	<b>Veterans Victory House</b>
Number of Beds	90	220	220
Admissions	21	70	64
Discharges	29	89	90
Occupancy Rate	94.51%	97.22%	97.06%
Staffing (FTEs)	152	209.5	229
Receipts (Does not include CARES Funding)	\$11,524,096.00	\$20,341,269.00	\$20,111,044.00
Expenditures	\$11,065,896.00	\$18,969,547.00	\$19,544,776.00

3. Sixth Month Assessment. 4 Sep 20 marks the completion of six month’s service for the Secretary, and provides an appropriate point for an assessment of the Department as it exists. The assessment below is organized in alignment with the Department’s campaign plan, which focuses the Department on four lines of effort (or critical roles):

- Assisting Veterans and their families in obtaining the benefits to which they are entitled;
- Integrating the effects of all entities in the State that provide a service to Veterans or their families;
- Advocating for Veterans, military installations, service members, and families; and
- Informing and educating the public, State and local leaders, and Veterans on all matters pertaining to Veterans.

a. Assisting.

1) At the Department level, we are adequately manned and resourced to complete the tasks associated with this line of effort.

2) At the county level, where the vast majority of work in this line of effort is performed, we have critical deficiencies in transparency, accountability, resource alignment, organizational structure, and uniformity of service.

- Transparency. Because the counties employ four different case management systems, none of which communicate with the others or allows for visibility at the state level, the performance of the County Veteran Affairs Offices is measured solely on the basis of self-reporting.
- Accountability. Each County Veterans Affairs Office operates under its own procedures and measures of effectiveness. In some cases the measurement is defined by the Office itself, in

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others by County direction. Although South Carolina Code makes the County Veterans Affairs Officer (CVAO) an at-will State employee, the salary of the CVAO and his/her staff (if present) as well as the operating budget of the Office are determined and provided by the county (with some State offset). This arrangement significantly limits the ability of the Department to create incentives for good performance or deterrents to poor performance.

- Resource alignment. While the number of service providers (i.e.,CVAO and staff) vary from county to county based on Council resource decisions, there is no correlation between the number of service providers and the number of Veterans within the county. As a result, some counties have a ratio of 1 service provider for every 302 Veterans, while others have 1 service provider for every 8,762 Veterans. This approach practically guarantees that, while a Veteran waits in line for service in one county, a service provider sits idle in another.
- Organizational Structure. Currently, 46 CVAOs theoretically report to the Secretary. In practice, roughly two-thirds of the CVAOs report as directed, while one-third remain unresponsive. Even with perfect responsiveness, however, the current organizational structure is simply unmanageable. The span of control (46 direct reports) exceeds the ability of even the most efficient headquarters.
- Uniformity of Service. Because of the variances in resourcing, manning, procedures, and standards between counties, the level of service a Veteran receives is largely dependent upon which County Office he or she visits. Some provide outstanding service, some provide inadequate service, and some appear to provide almost no service at all. Although our inability to see into the County Office case management system makes it impossible for us to look at the definitive data, we have several indicators and anecdotal reporting that South Carolina Veterans routinely travel outside their county of residence, and in some cases across the entire state, to get to a County Office that provides adequate service to the Veteran.

3) Given the deficiencies described above, it is clear we are at **Very High** risk of failing to meet our obligations to Veterans in this function.

b. Integrating. Although this is the area most critical to making “the most military-friendly state in the nation” more than an aspirational title, we are not currently resourced to perform this function at even the most elementary level. In the absence of a State-level entity to form and lead a coalition of Veteran-focused organizations and individuals, a host of *ad hoc* boards and panels, visionary non-profit organizations, the South Carolina Association of County Veterans Affairs Officers (SCACVAO), and inspired individual citizens have attempted to fill the void for many years. Indeed, this perceived need for a State coordinating agency was one of the primary factors leading to the creation of the Department of Veterans’ Affairs in 2019. We are neither manned nor resourced to fill this critical need. Even the Veterans’ Trust Fund, a potential source of funding for meeting Veteran needs and encouraging state-wide cooperation, is largely dormant, currently sitting at well below \$1 million in funds. As with the Assist function, the risk of failure in this function is **Very High**.

c. Advocating. Thanks to the tireless efforts of the Military Base Task Force, now a component of the Department, we enjoyed some success in the past year in working with the General Assembly to enact military-friendly legislation until COVID-19 mitigations derailed the legislative calendar. We believe we are now adequately resourced in this area, even when the function is expanded to include advocating for increased US



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Department of Defense and defense industry investments in South Carolina. The risk of failure in this function is **Low**.

d. Informing. Our most visible deficiency in March, 2020, was in public communication. For all intents and purposes, we had no effective outreach to Veterans, the public, or State leaders. Aside from an outdated and unappealing website, our external communication was largely limited to the telephone. Although this situation has improved significantly in the months since, our ability to expand beyond our initial gains is bounded by the lack of an advertising budget. The risk of failure in this function is currently **Moderate**.

**Consolidated Risk Assessment**

<b>Line of Effort</b>	<b>Risk of Failure</b>	<b>Consequences of Failure</b>
Assist	Very High	<ul style="list-style-type: none"> <li>• Veterans will continue to experience widely different levels of service across South Carolina</li> <li>• Some portions of the state will experience shortfalls in Veteran services, with others enjoy excess capacity</li> <li>• Veterans will find better service in other states and depart South Carolina, taking their economic impact with them</li> </ul>
Integrate	Very High	<ul style="list-style-type: none"> <li>• Resources will not be aligned with needs, resulting in duplication of effort in some areas and insufficient effort in others</li> <li>• Veterans will lack a single source from which to find assistance for all needs</li> </ul>
Advocate	Low	<ul style="list-style-type: none"> <li>• South Carolina will miss the increased economic impact derived from increased DoD and defense industry investment</li> <li>• South Carolina military bases may be increasingly vulnerable to consideration under Base Realignment and Closure</li> </ul>
Inform	Moderate	<ul style="list-style-type: none"> <li>• Veterans will not know about important services available to them</li> <li>• Veterans will not understand the advantages of remaining in South Carolina</li> <li>• The image of Veterans in South Carolina will likely remain that of the severely disadvantaged, troubled, and isolated loner, rather than the successful and proud contributor to society most Veterans are</li> </ul>

4. Initial Steps. Since the arrival of the Secretary, the Department has taken a number of initial steps under his authority to transform the organization from a narrowly focused division to a Department with a broad mandate in Veteran affairs. These steps included the restructuring of the Department, the reallocation of unfilled Full Time Equivalent authorizations, the use of interns and temporary hires to fill critical positions in the short term, partnerships with institutions of higher learning to gain capabilities we could not otherwise afford, and intense cooperation with both State agencies and non-profit organizations who share our interest in Veterans.

a. Assisting.

1) We created the Division of Administrative Services, under the Directorship of one of our most experienced leaders. This division performs practically all of the functions previously performed by the Division of Veterans' Affairs, and contains most of the current personnel authorizations of the Department.

2) We created the Division of Training and Standardization to establish uniform state-wide procedures and provide the training and assessments necessary to make standardization a reality. We shifted an unfilled Full Time Equivalent authorization to allow the hiring of a Director, a Veteran with more than 30 years of

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experience in the training field, and augmented him with one temporary hire and interns from the VetSuccess program.

3) We are in the process of procuring a single, state-wide case management system which all counties will be required to use and which will allow State visibility of all county activities, eliminating the need for self-reporting while drastically improving both transparency and accountability. We are seeking to offset the cost of this upgrade (roughly \$0.5 million) by cost-sharing with the US Department of Veterans' Affairs or some other arrangement.

4) We have drafted a standardized Position Description for CVAOs, and provided it to all 46 counties for comment. This Position Description explicitly places the CVAO within the Department and aligns his / her activities to the Department campaign plan. We anticipate publishing a finalized version in the weeks ahead.

5) In coordination with some of our most successful CVAOs, we are in the process of developing standard operating procedures for all County Offices, to be published this fall. The Department of Training and Standardization will provide the training needed to certify all County Offices on these procedures.

b. Integrating. Though the most important, this function has seen the least progress to date, primarily due to lack of adequate manning. Although we created the State Coalition Integration Division (SCID), which will eventually serve as the primary operations office for the Department, we currently have neither the personnel authorizations and funding for the division's personnel nor the space for them to operate once hired. As a result, integration to date has been largely a function of the Secretary's personal outreach efforts. Even so, we have some powerful early indicators of the benefits this area can bring to the state and its Veterans.

1) Building on the US Department of Veterans' Affairs concept of Community Veteran Engagement Boards, we established informal partnerships with the four primary Boards across the state and are working to expand them to cover the four traditional regions: Upstate, Midlands, Pee Dee, and Low County. We envision these Boards evolving into a primary venue for regional integration of all efforts designed to help Veterans.

2) With the assistance of the College of Charleston we are conducting an on-line Veteran needs survey designed to give us higher fidelity data on the needs facing our Veterans, both across the state and within sub-groups.

3) We established informal partnerships with a number of active non-profit organizations, most of which are regionally focused. These early partnerships have been extremely useful in improving our understanding of our Veteran population, the distribution of Veteran needs across the state, and the varying level of cooperation among Veteran-oriented organizations.

4) We met with Congressionally chartered Veteran Service Organizations, student Veteran group leaders, and key personnel from other State agencies, explained our campaign plan, and received their pledge of support.

c. Advocating.

1) After years of selfless and effective service, Bill Bethea stepped down from the Military Base Task Force in June, turning the Chair over to the very capable and experienced Dan Beatty. In conjunction with that change, we have increased the Task Force's focus on identifying and advocating for opportunities to increase Department of Defense and defense industry investment in South Carolina.

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2) To further support this effort, we asked our military base commanders to specifically address any potential opportunities for growth during their comments in the upcoming Commanders' Brief to the Governor on 1 Oct 20.

3) Additionally, we are expanding our informal network of contacts to increase our visibility of any future opportunities for growth.

4) Finally, we shifted an unfilled Full Time Equivalent authorization to allow the hiring of a Government Liaison Director to serve as the principal liaison between the Department and the Governor's office, the General Assembly, and other State agencies. We hired a Veteran with 8 years of military service, multiple advanced degrees, and experience in leading student Veteran organizations at the University of South Carolina to fill this critical role.

d. Informing.

1) We created the Office of Public Information to manage all public outreach efforts. We shifted an unfilled Full Time Equivalent authorization to allow the hiring of a former television executive news producer with 15 years of experience in the field as the Director. We augmented him with an intern from USC and another Veteran student.

2) We completely replaced the existing agency website with a new, up-to-date, and user-friendly site which has drawn universal praise from the Veteran community.

3) We established and continue to expand our social media presence, again drawing favorable feedback from the Veteran community.

4) We initiated a monthly newsletter, published by the latest in digital publishing software and distributed instantaneously throughout the Veteran community.

5) In the absence of an advertising budget, we arranged a series of Secretary interviews with local and regional news media. These allowed us to introduce the new Department's role and functions to the Veteran population at very low cost.

6) We initiated a series of Virtual Town Hall meetings, in conjunction with the US Department of Veterans' Affairs, to allow South Carolina Veterans to call in and have their questions about benefits and other Veteran issues answered in real time.

5. From Division to Department: Recommendations. Although our initial efforts have produced positive results, we are far from irreversible momentum in addressing the shortfalls in how we provide services to our Veterans. If we truly want South Carolina to be the most military-friendly state in the nation, we need to achieve a standard level of service across the state, align resources with needs, organize ourselves to increase effectiveness and efficiency, improve our transparency and accountability, and provide adequate resources to the Department. Most of these changes require General Assembly concurrence and assistance. Given the broad agreement on the need for a Department of Veterans' Affairs, however, we believe there is similar consensus concerning the need to give the Department the authority and resources it needs to accomplish the tasks it has been assigned.

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a. Assisting.

1) *Fully man the Division of Training and Standardization (SCID).* Our FY21-22 budget submission will include a request for 3 additional Full Time Equivalent authorizations and associated funding. We will use these authorizations to permanently create and fill these billets:

- Internal Training Coordinator: Will develop and execute a recurring 2-year training cycle designed to equip and sustain Veteran service providers across the state.
- Accreditation Coordinator: Will manage the accreditation requirements of all Veteran service providers across the state.
- Assessments and Reports Coordinator: Will use the state-wide common case management system to monitor and assess performance of all Veteran service providers, allowing for accurate and timeline decisions that align resources with needs.

2) *Transition from a county service model to a State Service Area service model.* We will draft legislation mandating a transition from our current service model, which is based on counties with individual County Veteran Affairs Offices, to one which groups counties into State Service Areas based on Veteran population and allows for the pooling and redistribution of service providers. While the General Assembly’s decision to make CVAOs at-will State employees initiated this process, we believe a full transition is necessary to achieve the Department’s assigned tasks. In general terms, our proposal will suggest the following:

- In FY21-22, the 46 CVAOs will be reorganized as 12 State Veteran Service Directors (1 per State Service Area) and 34 State Veteran Service Officers. Each will be aligned with a county, but the counties will be grouped into State Service Areas based on Veteran population. All 46 will be paid by the State, at an estimated cost of \$4.1 million per year; our FY21-22 budget submission will request these positions and the associated funding. The 85 additional staff members currently resourced by the counties, as well as the operational budgets for the county offices, will continue to be provided by the counties.
- In FY22-23, the 85 additional staff members currently resourced by the counties will become State employees, at an estimated cost of \$4.7 million per year. (We may find some efficiencies that allow for an improved level of service with fewer service providers, but it is too early in the process to know this for certain.) Additionally, the State will provide operating budgets to the Offices, at an estimated cost of \$1.5 million per year.
- In FY23-24, the State will fund one Service Center per Service Area (a total of 12), located at a site that allows equitable service to the entire area and using existing procedures. The State Veteran Service Director and all assigned State Veteran Service Officers will operate from this Center as the hub for Veteran service, but may also use facilities in other counties on a temporary or permanent basis when justified by the Veteran population. The State will pay for the 12 Centers, while counties will continue to absorb the costs of other facilities. We do not yet have an estimate for the Centers, as we have not yet identified locations, etc. We expect these details to be worked out in the FY21-22 period.

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We recognize this is an entirely new approach to providing services to Veterans, but we believe it offers advantages to both the Veteran community and the State that are otherwise unattainable. Among these we include:

- Transparency. This service model replaces self-reporting with a rigorous oversight and assessment system, based on automated data collection, which will allow for “full asset visibility” across the Department.
- Accountability. Rather than 46 standards for performance across the state, this model establishes and enforces a single standard for all Veteran service providers, and establishes a monitoring and assessing capability to allow performance to be measured objectively.
- Resource alignment. This model bases the number of service providers in a given area on the number of Veterans in that area. It directly aligns resources with needs.
- Organizational Structure. By placing each of the 12 State Veteran Service Directors under one of four Regional Integration Officers who report directly to the Secretary, this model creates a flexible and responsive organization that is manageable at each echelon.
- Uniformity of Service. Most importantly, this model assures that a Veteran will get the same high level of service regardless of which Center or office he or she walks into. All Veterans have earned quality service, and this model provides it while retaining the “local” situational understanding provided currently by our County officers.

b. Integrating.

1) *Fully man the State Coalition Integration Division*. Our FY21-22 budget submission will include a request for 11 additional Full Time Equivalent authorizations and associated funding, to include an operating budget. We will use these authorizations to permanently create and fill these billets:

- Chief Integration Officer: Will serve as the Director of the SCID and oversee all integration efforts across the state (Chief Operations Officer equivalent).
- Regional Integrator (x4): Will serve as the principle integrator for all Veteran services in one of the four traditional regions.
- Women Veterans Coordinator: Will serve as the subject matter expert and coordinator of services aimed to meet the unique needs of women Veterans. Our population of women Veterans is projected to increase by 7-10% by 2030.
- Grant and Donation Coordinator: Will prepare, submit, and manage grants provided to the Department or disbursed by the Department in support of Veteran services.
- VSO Relations Coordinator: Will serve as the principal liaison between the Department and the Veteran services organizations operating in South Carolina, to include both Congressionally chartered organizations like the VFW and more contemporary organizations like Rubicon, Iraq and Afghanistan Veterans of America, etc.

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- Veteran Health Promotion Coordinator: Will serve as the subject matter expert and coordinator of services aimed at improving the overall health of the Veteran population.
- Veteran Employment Coordinator: Will serve as the subject matter expert and coordinator of services aimed at connecting Veterans and jobs.
- Veteran Education and Training Coordinator: Will serve as the subject matter expert and coordinator of services aimed at work force development or the attainment of Veterans' educational goals.

2) *Establish a State Veteran Engagement Board.* We will submit a proposal to the Governor for an Executive Order establishing a single State Veterans Engagement Board (absorbing several existing boards in the process), chaired by the Secretary, and empowered to advise the Governor, through the Secretary, on all matters pertaining to Veterans. We envision the Community Veteran Engagement Boards providing this Board with a high fidelity understanding of both the needs of Veterans within their regions and the level of services already available. We will use this understanding in the State Veteran Engagement Board to better align resources to needs, using common objective metrics tied to specific desired outcomes.

3) *Revise the Executive Board of the Veteran Trust Fund.* We will propose a change in this Governor-appointed board to reduce the overall number of members while increasing the number of at-large members, with the goal of significantly increasing the number of large contributors to the Fund. We further intend to develop a formal investment and spend plan that will, in time, allow the Department to use money from this Fund to support targeted Veteran services based on established needs.

c. Advocating. We believe we are adequately resourced for this function and do not require any additional assistance.

d. Informing. *Fully man the Office of Public Information.* Our FY21-22 budget submission will include a request for 3 additional Full Time Equivalent authorizations and associated funding, to include an operating budget. We will use these authorizations to permanently create and fill these three billets:

- Social Media Coordinator: Manages all Department presence on social media, to include monitoring and responding as appropriate to posts related to Veterans.
- Outreach Coordinator: Coordinates outreach events for the Department, to include scheduling public appearances, speeches and interviews, event planning for Department-sponsored events, and coordination of all public appearances involving the Department.
- Multimedia Coordinator: Serves as the subject matter expert and technician for all Department multimedia presentations, to include the preparation of professional-quality audio and video products.

## 6. Measuring Return on Investment.

a. We are asking for a sizable increase in the State's commitment to Veterans, and we recognize this increase should come with a clear expectation that success be defined and objectively measured. We believe success in this endeavor can only be defined in terms of the Veteran population of South Carolina.

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Specifically, we believe success means a South Carolina Veteran population that is:

- mentally, emotionally, and physically sound;
- satisfied by the dignified manner in which they are treated by those who provide services;
- respected by their fellow citizens; and
- proud of their continuing contributions to the South Carolina community and the Nation.

b. We are working with multiple stake-holders on how best to measure these desired effects, but believe well-defined measures of effectiveness will be a natural consequence of our efforts to build a state-wide coalition of organizations and people committed to Veterans. We know we want to measure and analyze Veteran suicide rates, homelessness rates (with women Veterans as a separate measurement), incarceration rates, drug addictions, and unemployment rates. We want to see how many Veterans leave South Carolina, and how many stay. We want to pay attention to the number of complaints Veterans lodge against service providers, how well local communities support Veteran service organizations, how many businesses make special offers for Veterans or seek out Veterans as employees. We want to closely monitor the economic impact of Veterans over time, to see if we are producing a Veteran population that is continuing to contribute to the community. All these things and more will need to be part of how we assess the effect of our efforts. In the months ahead we will sort out the relative value and true meaning of these indicators, seeking an accurate and timely understanding of our Veteran population, and developing indicators that allow us to objectively measure to effect, positive or negative, our efforts have on the Veteran population of South Carolina. This may prove to be the most difficult task the Department faces, but we are determined to be successful – and we will be. And we will openly share both how we think we are doing and how we came to those conclusions, with everyone. We do not seek to create merely the appearance of an environment in which Veterans can thrive; we intend to make that environment a tangible part of the life of every single South Carolina Veteran.

Appendix A: Organizational Charts

Duty positions in black have an approved FTE.

South Carolina Department of Veterans' Affairs  
Organizational Chart – 30 Jun 20



**Office of the Secretary**  
 Secretary of Veterans Affairs  
 Name: William Grimsley  
 Classification: UA01 (Agency Head)  
 Chief of Staff  
 Name: Joseph McLamb  
 Classification: UA02 (Chief of Staff)

State Coalition Integration Division

Office of Public Information

Division of Administrative Services

**Director**  
 Name: Brandon Wilson  
 Classification: BC20-05 (Public Info Coord)

**Director**  
 Name: Stanley Foreman  
 Classification: AH45-07 (Program Dir)

**VA Medical Center (Columbia)**  
**Supervisor**  
 Name: Perry Williams  
 Classification: AH35-05 (Prog Coord I)

**VA Medical Center (Charleston)**  
**Supervisor**  
 Name: Maureen Quzack  
 Classification: AH35-05 (Prog Coord I)

**Administrative Assistant**  
 Classification: AA75-04 (Admin Asst)

VA Regional Office (Field Office)

**Supervisor**  
 Name: Tiffany Howard  
 Classification: AH40-06 (Prog Coord II)

**Free Tuition Coordinator**  
 Classification: AH10-05 (Admin Coord I)

**Claims Representative**  
 Classification: GA50-05 (Hum Serv Coord I)

**Claims Representative**  
 Classification: GA50-05 (Hum Serv Coord I)

**Claims Representative**  
 Classification: GA50-05 (Hum Serv Coord I)

**Claims Representative**  
 Classification: GA50-05 (Hum Serv Coord I)

Division of Training and Standardization

**Director**  
 Name: Vacant  
 Classification: AG40-06 (Train & Dev Dir I)

**War Records Coordinator**  
 Classification: AA75-04 (Admin Asst)

MJ "Dolly" Cooper Veterans Cemetery

**Supervisor**  
 Name: Vacant  
 Classification: AH40-06 (Prog Coord II)

**Building & Grounds Supv**  
 Classification: KA25-05 (B&G Supv II)

**Administrative Assistant**  
 Classification: AA75-04 (Admin Asst)

**Administrative Specialist**  
 Classification: AA50-03 (Admin Spec II)

**B&G Specialist**  
 Classification: KA10-02 (B&G Spec II)

**B&G Specialist**  
 Classification: KA10-02 (B&G Spec II)

**B&G Specialist**  
 Classification: KA10-02 (B&G Spec II)

**B&G Specialist**  
 Classification: KA10-02 (B&G Spec II)

Military Base Task Force

**Program Coordinator**  
 Name: Sandy Claypoole  
 Classification: AH40-06 (Prog Coord II)





Duty positions in black have an approved FTE.  
Duty positions in red do not have an approved FTE.

## South Carolina Department of Veterans' Affairs Organizational Chart (Proposed)

**Office of the Secretary**

Secretary of Veterans Affairs  
Classification: UA01 (Agency Head)

**Government Affairs Liaison Officer**  
Classification: A110-06 (Exec Asst I)

**Executive Assistant**  
Classification: AH20-07 (Admin Man)

**Chief of Staff**  
Classification: UA02 (Chief of Staff)

**General Counsel**  
Classification: AE40-08 (Attorney IV)

### Division of Administrative Services

- Director**  
Classification: AH45-07 (Program Dir)
- VA Medical Center (Columbia)**
- Supervisor**  
Classification: AH35-05 (Prog Coord I)
- VA Medical Center (Charleston)**
- Supervisor**  
Classification: AH35-05 (Prog Coord I)
- Administrative Assistant**  
Classification: AA75-04 (Admin Asst)
- Administrative Assistant**  
Classification: AA75-04 (Admin Asst)

### Office of Public Information

- Director**  
Name: Brandon Wilson  
Classification: BC20-05 (Public Info Coord)
- Social Media Coordinator**  
Classification: BC10-04 (Public Info Specialist)
- Outreach Coordinator**  
Classification: BC10-04 (Public Info Specialist)
- Multimedia Coordinator**  
Classification: BC10-04 (Public Info Specialist)

### State Coalition Integration Division

- Chief Integration Officer**  
Classification: AH50-08 (Program Manager II)
- Women Veterans Coordinator**  
Classification: AH35-05 (Program Coord I)
- Upstate Regional Integrator**  
Classification: AH45-07 (Program Man I)
- Midlands Regional Integrator**  
Classification: AH45-07 (Program Man I)
- Pee Dee Regional Integrator**  
Classification: AH45-07 (Program Man I)
- VSO Relations Coordinator**  
Classification: AH35-05 (Program Coord I)
- Veteran Health Promotion Coordinator**  
Classification: AH35-05 (Program Coord I)
- Veteran Employment Coordinator**  
Classification: AH35-05 (Program Coord I)
- Veteran Education and Training Coordinator**  
Classification: AH35-05 (Program Coord I)
- War Records Coordinator**  
Classification: AA75-04 (Admin Asst)
- Assessments and Reports Coordinator**  
Classification: AG30-04 (Instructor / TC I)

### Division of Training and Standardization

- Director**  
Classification: AG40-06 (Train & Dev Dir I)
- Internal Training Coordinator**  
Classification: AG35-05 (Instructor / TC II)
- Accreditation Coordinator**  
Classification: AG35-05 (Instructor / TC II)

- Free Tuition Coordinator**  
Classification: AH10-05 (Admin Coord I)
- Claims Representative**  
Classification: GA50-05 (Hum Serv Coord I)
- Administrative Assistant**  
Classification: AA75-04 (Admin Asst)
- Claims Representative**  
Classification: GA50-05 (Hum Serv Coord I)
- MJ "Dolly" Cooper Veterans Cemetery**
- Supervisor**  
Classification: AH40-06 (Prog Coord II)
- Administrative Assistant**  
Classification: AA75-04 (Admin Asst)
- Administrative Assistant**  
Classification: AA75-04 (Admin Asst)
- B&G Specialist**  
Classification: KA10-02 (B&G Spec II)
- B&G Specialist**  
Classification: KA10-02 (B&G Spec II)
- B&G Specialist**  
Classification: KA10-02 (B&G Spec II)

### Military Base Task Force

- Program Coordinator**  
Classification: AH40-06 (Prog Coord II)

### County Veteran Affairs Officers

- 12 State Veteran Service Directors**  
Classification: AK04-07 (Project Manager I)
- 34 State Veteran Service Officers**  
Classification: AK03-06 (Project Coordinator)

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### Appendix B: County Veteran Affairs Officers

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Agency Name: DEPARTMENT OF VETERANS' AFFAIRS

Fiscal Year 2019-2020  
Accountability Report

Agency Code: E260 Section: 101

Note: The data on this chart reflects the performance of the Department against four measures of effectiveness within the strategic plan of the Department of Administration. This reflects the absence of a SCDVA strategic plan and its *de facto* subordination as a division within the Department of Administration in FY19-20.

Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2019-20			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
Government and Citizens	M	5	2	01	Ensure that 90% of completed Free Tuition applications for Veterans are processed within 10 business days.	90%	90%	75%	1 July 2019 - 30 Jun, 2020	Monthly production report from Free Tuition Coordinator	Percent of total applications completed within 10 days of receipt	Reflects timeliness of service to Veterans and families
Government and Citizens	M	5	2	02	Ensure that 90% of all completed pre-certification applications for interment are processed within 10 business days.	90%	90%	91%	1 July 2019 - 30 Jun, 2020	Monthly production report from Cemetery Supervisor	Percent of total applications completed within 10 days of receipt	Reflects timeliness of service to Veterans and families
Government and Citizens	M	5	2	03	Ensure that 90% of all completed immediate need requests for interment are processed within 3 days of date of notification of burial.	100%	90%	99%	1 July 2019 - 30 Jun, 2020	Monthly production report from Cemetery Supervisor	Percent of total requests without pre-certification completed within 3 days of receipt	Reflects timeliness of service to Veterans and families
Government and Citizens	M	5	2	11	By 30 June, 2018, develop plan to document implementation of the electronic South Carolina "War Roster" for the Division of Veterans' Affairs.	0%	100%	0.6%	1 July 2019 - 30 Jun, 2020	Manual count of DD-214s awaiting scan	Percent of paper DD-214s that have been scanned into electronic system	Reflects the percentage of Veterans' records that are prepared for inclusion in the War Record

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Note: The Department of Veterans' Affairs has developed a multi-year campaign plan, the major components of which are detailed below. Although specific measures of effectiveness will eventually be tied to each of the major "strategies" (labelled "lines of effort" in the campaign plan), planning has not yet matured to the point to include these measures in this year's report.

Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2020-2021			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
Government and Citizens	G	1			Produce a South Carolina Veteran population that is 1) mentally, emotionally, and physically sound; 2) satisfied by the dignified manner in which they are treated by those who provide services; 3) respected by their fellow citizens; and 4) proud of their continuing contributions to the South Carolina community and the Nation							
Government and Citizens	S	1	1		Assist Veterans and their families in obtaining the benefits to which they are entitled							
Government and Citizens	S	1	2		Integrate the effects of all entities that provide a service to Veterans or their families							
Government and Citizens	S	1	3		Advocate for Veterans, military installations, service members, and families							
Government and Citizens	S	1	4		Inform and educate the public, State and local leaders, and Veterans on all matters pertaining to Veterans							



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Program Template

Program/Title	Purpose	<i>FY 2019-20 Expenditures (Actual)</i>				<i>FY 2020-21 Expenditures (Projected)</i>				Associated Measure(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I. Administration	Includes operating and personnel costs of the Office of the Secretary, department-wide administrative support, and communications	\$ 270,865			\$ 270,865	\$ 531,321			\$ 531,321	1.1, 1.2, 1.3, 1.4
II. Programs and Services					\$ -				\$ -	
A. Veterans' Affairs	Includes operations and personnel costs associated with assisting Veterans and families in obtaining benefits, to include assistance in appeals and hearings; in FY20-21, also includes costs and personnel associated with integration of all entities associated with services to Veterans and those associated with public information	\$ 631,045			\$ 631,045	\$ 2,492,826			\$ 2,492,826	1.1, 1.2, 1.4
B. Veterans's Cemetery	Includes operations and personnel costs of the MJ "Dolly" Cooper Veterans' Cemetery	\$ 483,535			\$ 483,535	\$ 703,421			\$ 703,421	1.1
C. Military Base Task Force	Includes operations and personnel costs associated with advocacy for military bases, service members, and military families	\$ 1,413,513			\$ 1,413,513	\$ 625,956			\$ 625,956	1.3

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Legal Standards Template

Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who your agency must or may serve? (Y/N)	Does the law specify a product or service your agency must or may provide?	If yes, what type of service or product?	If other service or product, please specify what service or product.
1	1-1-550	State	Statute	Mandates Veteran hiring preference for all State public departments and public works	No	No - Does not relate directly to any agency deliverables		
2	8-7-20	State	Statute	Authorizes leaves of absence for public employees serving in the Armed Forces	No	No - Does not relate directly to any agency deliverables		
3	9-1-1140(C)	State	Statute	Allows for up to 6 years of credit toward State Retirement system for military service	No	No - Does not relate directly to any agency deliverables		
4	12-6-1120(7)	State	Statute	Exempts National Guard retirement compensation from calculations of gross income for tax purposes	No	No - Does not relate directly to any agency deliverables		
5	12-6-1171	State	Statute	Provides earned income tax credit against Active duty retirement compensation	No	No - Does not relate directly to any agency deliverables		
6	12-6-5060	State	Statute	Allows for voluntary tax contributions to the Military Family Relief Fund and the Veterans' Trust Fund	No	No - But relates to sources of funding for one or more agency deliverables		
7	12-21-2420(2)	State	Statute	Exempts athletic events which include a junior American Legion athletic team from Admissions Tax	No	No - Does not relate directly to any agency deliverables		
8	12-37-220(B)(1)(e)(i)(A)	State	Statute	Exempts from ad valorem taxation the home of a Veteran who is permanently and totally disabled	No	No - Does not relate directly to any agency deliverables		
9	25-11-10	State	Statute	Establishes the Department of Veterans' Affairs	Yes	Yes	Report our agency must/may provide	
10	25-11-20	State	Statute	Establishes the duties, responsibilities, and authorities of the Secretary of Veterans' Affairs	Yes	No - But relates to sources of funding for one or more agency deliverables		
11	25-11-30	State	Statute	Establishes location of Department and support to be provided by Department of Administration	No	No - Does not relate directly to any agency deliverables		
12	25-11-40	State	Statute	Establishes relationship between Department and County Veteran Affairs Officers	No	No - But relates to manner in which one or more agency deliverables is provided		
13	25-11-45	State	Statute	Establishes funding authority for County Veteran Affairs Offices	No	No - But relates to manner in which one or more agency deliverables is provided		
14	25-11-50	State	Statute	Establishes relationship between Secretary and County Veteran Affairs Officers	No	No - But relates to manner in which one or more agency deliverables is provided		
15	25-11-60	State	Statute	Requires County Veteran Affairs Officers to submit semi-annual report to Secretary	No	No - But relates to manner in which one or more agency deliverables is provided		
16	25-11-70	State	Statute	Requires Department to assist SC Agent Orange Advisory Council and Agent Orange Information and Assistance Program	Yes	Yes	Board, commission, or committee on which someone from our agency must/may serve	
17	25-11-75	State	Statute	Requires the Secretary to appoint an additional claims representative	No	Yes	Other service or product our agency must/may provide	Additional claims representative to assist Veterans

Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who your agency must or may serve? (Y/N)	Does the law specify a product or service your agency must or may provide?	If yes, what type of service or product?	If other service or product, please specify what service or product.
18	25-11-80	State	Statute	Requires the Department to maintain and supervise all state Veterans' cemeteries	Yes	Yes	Other service or product our agency must/may provide	Interment of eligible Veterans and family members
19	25-11-90	State	Statute	Requires Department to maintain a roster of South Carolinians who served on Active Duty during specified periods of war or conflict	No	Yes	Report our agency must/may provide	
20	25-11-100	State	Statute	Establishes the Military Base Task Force	Yes	Yes	Other service or product our agency must/may provide	Advocacy for military bases located in South Carolina
21	25-11-310 through 25-11-400	State	Statute	Establishes the Military Family Relief Fund and requires the Department to administer the Fund	Yes	Yes	Distribute funding to another entity	
22	25-11-510 through 25-11-560	State	Statute	Establishes the South Carolina Prisoner of War Medal and requires the Department to oversee implementation	Yes	Yes	Other service or product our agency must/may provide	Award of a state medal to those eligible
23	25-12	State	Statute	Establishes procedures for the disposition of unclaimed Veteran remains	No	No - Does not relate directly to any agency deliverables		
24	25-15-10	State	Statute	Removes the disability of minority for property transactions under the Servicemen's Readjustment Act of 1944	No	No - Does not relate directly to any agency deliverables		
25	25-15-20	State	Statute	Makes illegal the improper use of Crosses of Honor	No	No - Does not relate directly to any agency deliverables		
26	25-15-30	State	Statute	Makes illegal the improper use of the emblems of American Legion and other service organizations	No	No - Does not relate directly to any agency deliverables		
27	25-19-20	State	Statute	Attaches the Prisoners of War Commission to the Department	Yes	Yes	Other service or product our agency must/may provide	Administrative support
28	25-21	State	Statute	Establishes the Veterans' Trust Fund and makes the Department responsible for its administration	No	No - But relates to sources of funding for one or more agency deliverables		
29	30-15	State	Statute	Establishes requirements for counties to maintain a permanent record of military discharges	No	No - Does not relate directly to any agency deliverables		
30	44-11-30	State	Statute	Establishes South Carolina Veterans Homes under the South Carolina Mental Health Commission	No	No - Does not relate directly to any agency deliverables		
31	44-63-110	State	Statute	Exempts the US Department of Veterans' Affairs and SC county veteran affairs officers from fees associated with requests for birth, death, and divorce verification when such verification is needed for processing a Veterans' claim	No	No - Does not relate directly to any agency deliverables		
32	50-9-525(A)	State	Statute	Provides for 3-year disability hunting and fishing licenses for Veterans who are disabled and receiving benefits from the USDVA	No	No - Does not relate directly to any agency deliverables		
33	51-3-60	State	Statute	Exempts permanently and totally disabled Veterans from state park exemption fees	No	No - Does not relate directly to any agency deliverables		
34	56-3-1110 through 56-3-1130	State	Statute	Establishes Disabled Veterans license plates	No	No - Does not relate directly to any agency deliverables		
35	56-3-1150	State	Statute	Provides for free vehicle registration for former Prisoners of War	No	No - Does not relate directly to any agency deliverables		

Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who your agency must or may serve? (Y/N)	Does the law specify a product or service your agency must or may provide?	If yes, what type of service or product?	If other service or product, please specify what service or product.
36	56-3-1815 through 56-3-1840	State	Statute	Establishes license plates for retired members of the National Guard	No	No - Does not relate directly to any agency deliverables		
37	56-3-1850 and 56-3-1855	State	Statute	Provides for free license plates and parking privileges for Medal of Honor recipients	No	No - Does not relate directly to any agency deliverables		
38	56-3-3310 through 56-3-3340	State	Statute	Establishes special license plate for Purple Heart recipients	No	No - Does not relate directly to any agency deliverables		
39	56-3-4310 through 56-3-4340	State	Statute	Establishes special license plate for military retirees	No	No - Does not relate directly to any agency deliverables		
40	56-3-5350	State	Statute	Establishes special license place for Veterans who participated in the Normandy invasion	No	No - Does not relate directly to any agency deliverables		
41	56-3-5910 through 56-3-5950	State	Statute	Establishes special license place for Veterans who participated in the defense of Pearl Harbor	No	No - Does not relate directly to any agency deliverables		
42	56-3-8800	State	Statute	Establishes special license place for Veterans of World War II	No	No - Does not relate directly to any agency deliverables		
43	56-5-2585	State	Statute	Exempts from parking fees Veterans with a disabled Veteran or Purple Heart license plate	No	No - Does not relate directly to any agency deliverables		
44	59-111-20 through 59-112-20	State	Statute	Provides for free tuition at state institutions for the children of certain Veterans	Yes	Yes	Other service or product our agency must/may provide	Verification of eligibility
45	2016-24	State	Executive Order	Establishes the Veterans Policy Advisory Committee	No	Yes	Board, commission, or committee on which someone from our agency must/may serve	
46	2013-04	State	Executive Order	Establishes the Military Base Task Force	No	Yes	Board, commission, or committee on which someone from our agency must/may serve	

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Customer Template

Divisions or Major Programs	Description	Service/Product Provided to Customers	Customer Segments	<i>Specify only for the following Segments: (1) Industry: Name; (2) Professional Organization: Name; (3) Public: Demographics.</i>
Division of Administrative Services	Liaisons to USDVA medical centers	Assistance with claims, appeals, and hearings	General Public	Veterans who are hospitalized at an USDVA medical center in South Carolina
	Free Tuition Coordinator	Determination of eligibility for free tuition under SC 59-111-20	General Public	Veterans who meet eligibility requirements for free tuition
	Representatives at USDVA Regional Office	Assistance with appeals and hearings associated with a Veterans benefit claim	General Public	Veterans who wish to appeal a decision of the USDVA concerning a benefits claim
	MJ "Dolly" Cooper Veterans Cemetery	Interment services	General Public	Veterans who meet eligibility requirements for interment in a state Veteran cemetery
Office of Public Information	Outreach to Veterans	Public information designed to provide Veterans with information on benefits and other relevant topics	General Public	South Carolina Veterans
	Outreach to Veteran Service Organizations	Public information designed to keep VSOs informed on South Carolina Veteran issues	Professional Organization	Veteran Service Organizations (American Legion, VFW, Rubicon, etc.)
	Outreach to Public	Public information designed to highlight the positive impact Veterans have on our community	General Public	South Carolina citizens
Division of Training and Standardization	Training for County Veteran Affairs Offices	Training and certification on USDVA case management and service to Veterans	Local Govts.	County Veteran Affairs Offices
State Coalition Integration Division	Integration of all entities in the state that provide a service to Veterans	Improved alignment of resources to Veteran needs	General Public	South Carolina Veterans
Military Base Task Force	Advocacy for Veterans	Assistance in getting Veteran-friendly laws in place and funded	General Public	South Carolina Veterans
	Advocacy for military bases	Assistance in realizing opportunities for growth in the scope or scale of military base missions	Professional Organization	Military bases in or near South Carolina
	Advocacy for military service members and families	Assistance in getting military-friendly laws in place and funded	General Public	Active duty service members and their families in South Carolina
	Advocacy for defense industry	Assistance in identifying and realizing growth of defense industry in South Carolina	Industry	Defense industry
Office of the Secretary	Subject matter expertise on Veteran matters	Advice to the Governor on Veteran matters	Executive Branch/State Agencies	
		Advice to the General Assembly	Legislative Branch	
		Advice to the state's courts	Judicial Branch	

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Partner Template

Name of Partner Entity	Type of Partner Entity	Description of Partnership	Associated Goal(s)
US Department of Veteran Affairs	Federal Government	Pilot program for the use of a single, state-wide case management system	1.1
USDVA Medical Centers	Federal Government	Close coordination on matters pertaining to Veterans hospitalized in USDVA medical centers in South Carolina	1.1
USDVA Regional Office	Federal Government	Coordination of appeals and hearings for benefit claims	1.1
SC Mental Health Council	State Government	Coordination on matters pertaining to the Veteran nursing homes	1.1
State Department of Mental Health	State Government	Coordination on efforts to address Veteran suicide	1.2
SC Department of Employment and Workforce	State Government	Coordination on efforts to address unemployment and under-employment in the Veteran population, to include the application of a Veteran preference in State hiring practices	1.2
SC Department of Alcohol and Other Drug Abuse	State Government	Coordination on efforts to address alcohol and drug abuse in the Veteran population	1.2
College of Charleston	State Government	Development and execution of a state-wide Veteran need survey	1.2
University of South Carolina	State Government	Use of ROTC and other students as interns to fill critical positions for which we currently lack Full Time Equivalent authorizations	1.1, 1.2
SC Department of Labor, Licensing, and Regulation	State Government	Coordination on implementation of military family-friendly licensing and certification procedures	1.3

SC Department of Motor Vehicles

State Government

Coordination on the implementation of license plates and registration fees under a variety of Veteran-related programs

1.3

Name of Partner Entity	Type of Partner Entity	Description of Partnership	Associated Goal(s)
Prisoner of War Commission	State Government	Provide administrative support to this Commission	1.3
Community Veteran Engagement Councils	Non-Governmental Organization	Integrate the efforts of Federal, State, non-profit, and private sector activity on behalf of Veterans at the regional level	1.2
Veteran Service Organizations	Non-Governmental Organization	Integrate the efforts of Federal, State, non-profit, and private sector activity on behalf of Veterans	1.2

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Report and External Review Template

Is this a Report, Review, or both?	Report or Review Name	Name of Entity Requesting the Report or Conducting Review	Type of Entity	Reporting Frequency	Current Fiscal Year: Submission Date or Review Timeline (MM/DD/YYYY)	Summary of Information Requested in the Report or Reviewed	Method to Access the Report or Information from the Review
Internal Review and Report	Accountability Report	SC Department of Administration	State	Annually	15 September, 2020	Department mission and performance over the past fiscal year, with connections between objectives, resources, and outcomes.	A copy of this report will be posted to the SCDVA website.
Internal Review and Report	Annual Report	Governor's Office and General Assembly	State	Annually	31 December, 2020	1) The number, nature, and kind of cases handled by the Department and by county and city Veteran service officers of the State; 2) the amount of benefits obtained for Veterans; 3) the names and addresses of all certified veteran service officers of the State; 4) the current status and condition of the Department's domiciliary and nursing homes; and 5) any actions taken by the Department to implement Chapter 11 of SC Code Section 25.	A copy of this report will be posted to the SCDVA website.