

Mission, Vision and Goals

This is the second chart because the agency's mission and vision should have a basis in the legal standards, which the agency provided in the previous chart. After the agency knows the laws it must satisfy, along with its mission and vision, it can then set goals to satisfy those laws and achieve that vision (and the strategy and objectives to accomplish each goal - see next chart). To ensure accountability, one person below the head of the agency should be responsible for each goal. The same person is not required to be responsible for all of the goals.

Agency Responding	Commission for the Blind
Date of Submission	1/8/2016
Fiscal Year for which information below pertains	2015-16

Instructions : Provide the agency's mission, vision and laws (i.e. state and/or federal statutes) which serve as the basis for the agency's mission and vision.

Mission	Our mission is to provide quality individualized vocational rehabilitation services, independent living services, and prevention of blindness services to blind and visually impaired consumers leading to competitive employment and and social and economic independence.
Legal Basis for agency's mission	Federal regulations 361.13 (a) Title I, Part B; 34 CFR Part 367; Chapter 6.1 Section 71 - 296 1966; Statutes 43-25-20; 43-25-50; 43-25-80
Vision	Our vision is to become a national model vocational rehabilitation agency for the blind, demonstrating quality services, accountability, innovation, effectiveness and efficiency.
Legal Basis for agency's vision	Federal regulations 361.13 (a) Title I, Part B; 34 CFR Part 367; Chapter 6.1 Section 71 - 296 1966; Statutes 43-25-20; 43-25-50; 43-25-80

Instructions :

- 1) Under the "Legal Responsibilities Satisfied" column, enter the legal responsibilities (i.e. state and/or federal statutes and provisos) the goal is satisfying. All of the laws mentioned in the previous chart (i.e. Legal Standards Chart) should be included next to one of the agency's goals. When listing the Legal Responsibilities Satisfied, the agency can group the standards together when applicable (i.e. SC Code 63-19-320 thru 63-19-450). Make sure it is clear whether the agency is referencing state or federal laws and whether it is a proviso or statute.
- 2) Under the "Goals and Description" column, enter the number and description of the goal which will help the agency achieve its vision (i.e. Goal 1 - Increase the number of job opportunities available to juveniles to 20 per juvenile within the next 2 years). The agency should have 3-4 high level goals.
- 3) Under the "Describe how the Goal is SMART" column, enter the information which shows the goal is Specific, Measurable, Attainable, Relevant and Time-bound.
- 4) Under the "Public Benefit/Intended Outcome" column, enter the intended outcome of accomplishing the goal.
- 5) Under the "Responsible Person" columns, provide information about the individual who has primary responsibility/accountability for each goal. The Responsible Person has different teams of employees beneath him/her to help accomplish the goal. The Responsible Person is the person who, in conjunction with his/her team(s) and approval from higher level superiors, determines the strategy and objectives to accomplish the goal. In addition, this is the person who monitors the progress and makes any changes needed to the strategies and objectives to ensure the goal is accomplished. Under the "Position" column, enter the Responsible Person's position/title at the agency.

Legal Responsibilities Satisfied	Goals & Description	Describe how the Goal is S.M.A.R.T.	Public Benefit/Intended Outcome	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:
(i.e. state and federal statutes or provisos the goal is satisfying)	(i.e. Goal 1 - insert description)	Specific Measurable Attainable Relevant Time-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome			

Mission, Vision and Goals

Federal Regulation 361.13 (a) Title I, Part B; State Statutes 43-25-50; 43-25-80	Goal 1 - Deliver quality, individualized vocational rehabilitation services that will assist Blind and visually impaired individuals in obtaining or maintaining competitive integrated employment.	Delivering quality, individualized services are the specific functions of the agency. Service provision is measured through case documentation and successful case closures. Each consumer creates a plan with a goal of employment that is attainable based on individual strengths and skills. All of the actions within the plans are relevant to reaching successful closures. Exact time frames for eligibility determination and plan development to ensure service provision in a timely manner.	Increased employment leads to increased economic self-sufficiency, independence, and self-reliance. Expanded tax-base, increase tax payers. Decreased demand on other public service and benefit programs such as welfare programs, subsidized housing, etc.	Kyle Walker	6 months	Program Director of Vocational Rehabilitation Consumer Services
Federal Regulations 361.13 (a) Title I, Part B; 34 CFR Part 367; State Statutes; Chapter 6.1, Section 71-296 (1966); 43-25-50; 43-25-60; 43-25-80	Goal 2 - Provide services to assist eligible consumers who are not seeking employment to maintain the highest level of self-sufficiency possible.	The Older Blind Program, Children's Services, and Prevention of Blindness all provide eligible consumers with services to assist in maintaining self-sufficiency. These services are measured through case documentation and closures. Plans are developed for each individual to identify the highest level of self-sufficiency possible based on each consumer's specific needs and condition.	Increased independent living skills and improved adjustment to blindness results in expanded individual freedom, independence, self-reliance, and leads to employment and economic self-sufficiency. Decreases demand on other public services.	Rhonda Thompson		Program Director of Older Blind, Children's Services, and Low Vision Clinics
Federal Regulation 361.13 (a) Title I, Part B; State Statutes 43-25-10; 43-25-30	Goal 3 -Provide the administrative leadership to build a strong team that will strive to fulfill the agency mission.	The Senior Leadership Team meets monthly to assess progress on the measurable goals in the Strategic Plan. Team discussions address the attainability of each goal and modify the Strategic Plan objectives when necessary to ensure that each goal remains attainable and relevant to the agency mission and values. Each objective has a specified completion date.	Mission focused leadership and sound fiscal stewardship ensure that the agency meets its legal purpose.	James Kirby		Commissioner of South Carolina Commission for the Blind

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	Commission for the Blind
Date of Submission	1/8/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other

Strategic Plan Context			
# and description of Goal the Objective is helping accomplish:	<i>Goal 1 - Deliver quality, individualized vocational rehabilitation services that will assist Blind and visually impaired individuals in obtaining or maintaining competitive integrated employment.</i>	Copy and paste this from the second column of the Mission, Vision and Goals Chart	
Legal responsibilities satisfied by Goal:	<i>Federal Regulation 361.13 (a) Title I, Part B; State Statutes 43-25-50; 43-25-80</i>	Copy and paste this from the first column of the Mission, Vision and Goals Chart	Only Agency Selected
# and description of Strategy the Objective is under:	<i>Strategy 1.1 - Increase the number of consumers served by the vocational rehabilitation program</i>	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart	Shana Robinson, Director of Quality Assurance, James Kirby, Commissioner To increase the number of referrals and eligible consumers.
Objective			
Objective # and Description:	<i>Objective 1.1.1 -Increase public awareness of SCCB services to the unserved and underserved minorities and rural counties</i>	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart	Vacant positions were filled and new media was created to distribute across the state to increase awareness of the programs offered at SCCB.
Legal responsibilities satisfied by Objective:	<i>N/A</i>	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart	Kyle Walker, Director of Vocational Rehabilitation Consumer Services
Public Benefit/Intended Outcome:	<i>Increasing public awareness of SCCB programs in currently unserved and underserved areas.</i>	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart	Vacant positions were filled and new media was created to distribute across the state to increase awareness of the programs offered at SCCB.
Agency Programs Associated with Objective			
Program Names:	<i>Vocational Rehabilitation</i>	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting	
Responsible Person			
Name:	<i>Wanda Miller</i>	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart	
Number of Months Responsible:	<i>7 years</i>		
Position:	<i>Director of Human Resources</i>		
Office Address:	<i>1430 Confederate Ave. Columbia, SC 29210</i>		
Department or Division:	<i>Human Resources</i>		
Department or Division Summary:	<i>Maintains all personnel documents, tracks all staff training, and oversees all benefit programs.</i>		
Amount Budgeted and Spent To Accomplish Objective			
Total Budgeted for this fiscal year:	<i>\$443,220</i>	Copy and paste this information from the Strategic Budgeting Chart	
Total Actually Spent:	<i>Agency will provide next year</i>		

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

Types of Performance Measures:

How the Agency is Measuring its Performance

Objective Number and Description	Performance Measure:	Type of Measure:	Results
Objective 1.1.1 -Increase public awareness of SCCB services to the unserved and underserved minorities and rural counties	Vocational Rehabilitation Referrals	Input/Explanatory/Activity Measure	
	Total number of consumers served	Input/Explanatory/Activity Measure	Output
2013-14 Actual Results (as of 6/30/14):	880	2015	174
2014-15 Target Results:	1008	N/A--It is difficult to set a target in this area because there is no way to know how many people with visual impairments will decide to work and utilize the services of SCCB.	175
2014-15 Actual Results (as of 6/30/15):	689	2052	153

#REF!
Vocational Rehabilitation Referrals
Input/Explanatory/Activity Measure
880
1008
689
900
1008
Only Agency Selected
Shana Robinson, Director of Quality Assurance, James Kirby, Commissioner To increase the number of referrals and eligible consumers.
Vacant positions were filled and new media was created to distribute across the state to increase awareness of the programs offered at SCCB.
Kyle Walker, Director of Vocational Rehabilitation Consumer Services
Vacant positions were filled and new media was created to distribute across the state to increase awareness of the programs offered at SCCB.

Objective Details

2015-16 Minimum Acceptable Results:	900	N/A--none noted	N/A--none noted
2015-16 Target Results:	1008	N/A--none noted	175
Details			
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Only Agency Selected	Federal
What are the names and titles of the individuals who chose this as a performance measure?	Shana Robinson, Director of Quality Assurance. James Kirby, Commissioner	Shana Robinson, Director of Quality Assurance. James Kirby, Commissioner	Shana Robinson, Director of Quality Assurance. James Kirby, Commissioner
Why was this performance measure chosen?	To increase the number of referrals and eligible consumers.	To track the total number of consumers served by the VR program.	To track the total number of successful employment closures as required by the RSA.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Vacant positions were filled and new media was created to distribute across the state to increase awareness of the programs offered at SCCB.	Vacant positions were filled in second half of 2015 to allow for serving a greater number of consumers.	There was high turnover in counselor positions in 2014/15 which resulted in fewer closures. Positions were filled in second half of 2015.
What are the names and titles of the individuals who chose the target value for 2015-16?	Kyle Walker, Director of Vocational Rehabilitation Consumer Services	Kyle Walker, Director of Vocational Rehabilitation Consumer Services	Kyle Walker, Director of Vocational Rehabilitation Consumer Services
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Vacant positions were filled and new media was created to distribute across the state to increase awareness of the programs offered at SCCB.	No target value set for this measure in 2015/16.	RSA recommendations have been to set closure level at +1 from previous year. SCCB selected a higher value based on hiring of new counselors and chose to select the same goal as the previous year.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	N/A	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is			

POTENTIAL NEGATIVE IMPACT

Instructions: Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to "Most Potential Negative Impact."

Most Potential Negative Impact	<i>Blind and visually impaired citizens of SC will be unable to obtain the disability adjustment and employment services needed to live independently and/or rejoin the workforce. This will result in undue burdens on families, local communities, charities, and will result in additional dependence of government programs such as food</i>	
Level Requires Outside Help	<i>When SCCB is unable to respond to citizens with visual impairments in rural counties due to lack of resources.</i>	
Outside Help to Request	<i>SCCB partners with other state Vocational Rehabilitation Agencies in the region and across the nation, as well as the Rehabilitation Services Administration, and seeks out technical assistance and training support.</i>	
Level Requires Inform General Assembly	<i>When no outside assistance can be found and funding does not exist for SCCB to expand services to help all citizens with visual impairments in the state of SC.</i>	
3 General Assembly Options	<i>1. Consider additional funding to increase services in rural counties. 2. Consider legislation that encourages and incentivizes South Carolina businesses to hire persons who are blind or visually impaired in rural counties. 3. Consider providing state funds to rural communities to improve accessibility to blind and visually impaired individuals in the form of audible traffic islands, safe sidewalks, and Braille markers in public areas.</i>	

REVIEWS/AUDITS

Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Vocational Rehab Grant	Single Audit Act of 1996	SAO; External	7/27/14 to 3/16/15
Vocational Rehab Grant	Single Audit Act of 1996	SAO; External	7/27/2014
Vocational Rehab Grant	Single Audit Act of 1996	SAO; External	6/16/2013
Vocational Rehab Grant	Single Audit Act of 1996	SAO; External	5/24/2012
Review of HR Exception Procedures	Internal Policy	Budget & Control Board; External	11/10/2014

PARTNERS

Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Department of Archives & History -Disability Coordinator	Includes SCCB information at job fairs.	State/Local Government Entity
National Federation of the Blind	Promotes SCCB at their meetings.	Business, Association or Individual
South Carolina Schools for the Deaf and Blind	Promotes SCCB to their consumers and partners.	State/Local Government Entity
Goodwill Industries	Promotes SCCB to their consumers and partners.	Business, Association or Individual
Department of Education	Promotes SCCB to schools and other partners.	State/Local Government Entity

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	Commission for the Blind
Date of Submission	1/8/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 1 - Deliver quality, individualized vocational rehabilitation services that will assist Blind and visually impaired individuals in obtaining or maintaining competitive integrated employment.
Legal responsibilities satisfied by Goal:	Federal Regulation 361.13 (a) Title I, Part B; State Statutes 43-25-50; 43-25-80
# and description of Strategy the Objective is under:	Strategy 1.1 - Increase the number of consumers served by the vocational rehabilitation program
Objective	
Objective # and Description:	Objective 1.1.2--Expand outreach services to unserved and underserved rural counties.
Legal responsibilities satisfied by Objective:	Federal regulations: 361.13 (a) Title I, Part B; State Statute: 43-25-80
Public Benefit/Intended Outcome:	Will provide services to visually impaired citizens who are unable to travel to a larger district office or the Columbia campus.
Agency Programs Associated with Objective	
Program Names:	Vocational Rehabilitation
Responsible Person	
Name:	Kyle Walker
Number of Months Responsible:	7 months
Position:	Director of Vocational Rehabilitation Consumer Services
Office Address:	1430 Confederate Ave. Columbia, SC 29210
Department or Division:	Vocational Rehabilitation
Department or Division Summary:	Supervises all activities of VR counselors, EMBRC, O & M instructors, Home management instructors, manual arts instructors, and A.T. instructors.
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	\$701,366
Total Actually Spent:	Agency will provide next year

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

Types of Performance Measures:

How the Agency is Measuring its Performance

Objective Number and Description	Performance Measure:	Type of Measure:	Total number of consumers served	Vocational Rehabilitation Successful Closures
Objective 1.1.2--Expand outreach services to unserved and underserved rural counties.	Vocational Rehabilitation Referrals	Input/Explanatory/Activity	Outcome	Outcome
Results				
2013-14 Actual Results (as of 6/30/14):	880		2115	174
2014-15 Target Results:	1008		N/A--It is difficult to set a target in this area because there is no way to know how many people with visual impairments will decide to work and utilize the services of SCCB.	175
2014-15 Actual Results (as of 6/30/15):	689		2015	153
2015-16 Minimum Acceptable Results:	1008		N/A	175
2015-16 Target Results:	1008		N/A	175
Details				
Does the state or federal government require the agency to track this? (provide any additional explanation needed.)	Only Agency Selected	Only Agency Selected	Federal	
What are the names and titles of the individuals who chose this as a performance measure?	James Kirby, Commissioner; Shana Robinson, Director of Quality Assurance	James Kirby, Commissioner; Shana Robinson, Director of Quality Assurance	James Kirby, Commissioner; Shana Robinson, Director of Quality Assurance	

Objective Details

Why was this performance measure chosen?	To assist in identifying areas where fewer referrals came from so SCCB could reach out to underserved areas.	To identify where the majority of services were being provided and assist in identifying underserved areas.	To track closures across the state and identify areas possibly requiring outreach services.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Staff turnover in rural areas was high so fewer services were provided in these areas.	Staff turnover in rural areas was high so fewer services were provided in these areas.	Staff turnover in rural areas was high so fewer services were provided in these areas.
What are the names and titles of the individuals who chose the target value for 2015-16?	James Kirby, Commissioner; Kyle Walker, Director of Vocational Rehabilitation Consumer Services	James Kirby, Commissioner; Kyle Walker, Director of Vocational Rehabilitation Consumer Services	James Kirby, Commissioner; Kyle Walker, Director of Vocational Rehabilitation Consumer Services
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Vacancies now filled so target remained at previous year level.	Vacancies now filled so target remained at previous year level.	Vacancies now filled so target remained at previous year level.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	N/A	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is			

POTENTIAL NEGATIVE IMPACT

Instructions: Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact."

Most Potential Negative Impact	Blind and visually impaired citizens of SC will be unable to obtain the disability adjustment and employment services needed to live independently and/or rejoin the workforce. This
Level Requires Outside Help	When SCCB is unable to respond to citizens with visual impairments in rural counties due to lack of resources.
Outside Help to Request	SCCB partners with other state Vocational Rehabilitation Agencies in the region and across the nation, as well as the Rehabilitation Services Administration, and seeks out
Level Requires Inform General Assembly	When no outside assistance can be found and funding does not exist for SCCB to expand services to help all citizens with visual impairments in the state of SC.
3 General Assembly Options	1. Consider additional funding to increase services in rural counties. 2. Consider legislation that encourages and incentivizes South Carolina businesses to hire persons who are

REVIEWS/AUDITS

Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Vocational Rehab Grant	Single Audit Act of 1996	SAO; External	7/27/2014 to 3/16/2015
Vocational Rehab Grant	Single Audit Act of 1996	SAO; External	7/27/2014
Vocational Rehab Grant	Single Audit Act of 1996	SAO; External	6/16/2013
Vocational Rehab Grant	Single Audit Act of 1996	SAO; External	5/24/2012
Review of HR Exception Procedures	Internal Policy	Budget & Control Board; External	11/10/2014

PARTNERS

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Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Department of Archives & History -Disability Coordinator	Includes SCCB information at job fairs.	State
National Federation of the Blind	Promotes SCCB at their meetings.	Association
South Carolina Schools for the Deaf and Blind	Promotes SCCB to their consumers and partners.	State
Goodwill Industries	Promotes SCCB to their consumers and partners.	Business
Department of Education	Promotes SCCB to schools and other partners.	State

Objective Details

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Agency Responding	Commission for the Blind
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Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	<i>Goal 1 - Deliver quality, individualized vocational rehabilitation services that will assist Blind and visually impaired individuals in obtaining or maintaining competitive integrated employment.</i>	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	<i>Federal Regulation 361.13 (a) Title I, Part B; State Statutes 43-25-50; 43-25-80</i>	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	<i>Strategy 1.1 - Increase the number of consumers served by the vocational rehabilitation program</i>	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	<i>Objective 1.1.3--Develop a commensurate ratio of consumer to provider on all caseloads to ensure expediency of service in all areas.</i>	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	<i>N/A</i>	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	<i>Optimal VR Counselor to Consumer ratios lead to increased successful outcomes. Increased employment leads to increased economic self-sufficiency, independence, and self-reliance. Expanded tax-base, increase tax payers. Decreased demand on other public service and benefit programs such as welfare programs, subsidized housing, etc.</i>	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	<i>Vocational Rehabilitation</i>	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the
Responsible Person		
Name:	<i>Kyle Walker</i>	
Number of Months Responsible:	<i>7 months</i>	
Position:	<i>Director of Vocational Rehabilitation Consumer Services</i>	
Office Address:	<i>1430 Confederate Ave. Columbia, SC 29210</i>	
Department or Division:	<i>Vocational Rehabilitation</i>	
Department or Division Summary:	<i>Supervises all activities of VR counselors, EMBRC, O & M instructors, Home management instructors, manual arts instructors, and A.T. instructors.</i>	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	<i>\$280,481</i>	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	<i>Agency will provide next year</i>	

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

Types of Performance Measures:

How the Agency is Measuring its Performance

Objective Number and Description	Performance Measure:	Type of Measure:	Results
Objective 1.1.3--Develop a commensurate ratio of consumer to provider on all caseloads to ensure expediency of service in all areas.	VR Closure Quality Rate	Efficiency	VR Successful Closures Outcome
2013-14 Actual Results (as of 6/30/14):	79%		174
2014-15 Target Results:	80%		175
2014-15 Actual Results (as of 6/30/15):	79%		153
2015-16 Minimum Acceptable Results:	80%		175
2015-16 Target Results:	80%		175

Objective Details

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Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Deliver quality, individualized vocational rehabilitation services that will assist Blind and visually impaired individuals in obtaining or maintaining competitive integrated employment.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	Federal Regulation 361.13 (a) Title I, Part B; State Statutes 43-25-50, 43-25-80	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.2--Increase successful placements and closures in competitive, integrated employment for all consumers.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.2.1--Provide adjustment to blindness, assistive technology and job readiness training consistently at EMBC and in outreach locations.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	Federal regulation: 361.13 (a) Title I, Part B; State Statute: 43-25-80	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Adjustment to blindness, assistive technology, and job readiness training is essential to successfully rehabilitation person with blindness. These services result in successful employment outcomes. Increased employment results in increased economic self-sufficiency, independence, and self-reliance. Decreases demand on other public service and benefit programs such as welfare programs, subsidized housing, etc.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Vocational Rehabilitation	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the
Responsible Person		
Name:	Kyle Walker	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	7 months	
Position:	Director of Vocational Rehabilitation Consumer Services	
Office Address:	1430 Confederate Ave. Columbia, SC 29210	
Department or Division:	Vocational Rehabilitation	
Department or Division Summary:	Supervises all activities of VR counselors, EMBC, O & M instructors, Home management instructors, manual arts instructors, and A.T. instructors.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	\$2,336,720	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

Types of Performance Measures:

How the Agency is Measuring its Performance

Objective Number and Description	Objective 1.2.1--Provide adjustment to blindness, assistive technology and job readiness training consistently at EMBC and in outreach locations.		
Performance Measure:	VR Successful Closures	Total Number of Consumers Served	VR Closure Quality Rate
Type of Measure:	Outcome	Input/Explanatory/Activity	Efficiency
Results			
2013-14 Actual Results (as of 6/30/14):	174	2115	79%
2014-15 Target Results:	175	N/A--It is difficult to set a target in this area because there is no way to know how many people with visual impairments will decide to work and utilize the services of SCCB.	80%
2014-15 Actual Results (as of 6/30/15):	153	2052	79%
2015-16 Minimum Acceptable Results:	175	N/A	80%
2015-16 Target Results:	175	N/A	80%
Details			
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Federal	Only Agency Selected	Federal
What are the names and titles of the individuals who chose this as a performance measure?	James Kirby, Commissioner; Shana Robinson, Director of Quality Assurance	James Kirby, Commissioner; Shana Robinson, Director of Quality Assurance	James Kirby, Commissioner; Shana Robinson, Director of Quality Assurance
Why was this performance measure chosen?	The three areas in this objective are the primary focus of the services provided by the agency to assist consumers in reaching employment goals and living independently.	The three areas in this objective are the primary focus of the services provided by the agency to assist consumers in reaching employment goals and living independently.	The three areas in this objective are the primary focus of the services provided by the agency to assist consumers in reaching employment goals and living independently.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Vacancies are being filled with qualified candidates as quickly as possible.	Vacancies are being filled with qualified candidates as quickly as possible.	Vacancies are being filled with qualified candidates as quickly as possible.

Objective Details

What are the names and titles of the individuals who chose the target value for 2015-16?	James Kirby, Commissioner; Kyle Walker, Director of Vocational Rehabilitation Consumer Services	James Kirby, Commissioner; Kyle Walker, Director of Vocational Rehabilitation Consumer Services	James Kirby, Commissioner; Kyle Walker, Director of Vocational Rehabilitation Consumer Services
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Vacancies now filled so target remained at previous year level.	Vacancies now filled so target remained at previous year level.	Vacancies now filled so target remained at previous year level.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	N/A	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is			

POTENTIAL NEGATIVE IMPACT

<i>Instructions</i> : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative	
Most Potential Negative Impact	<i>Without this training, a person with visual impairments is unable to obtain employment that matches their skill level and is often unable to live at home alone, thus creating the burden on families, communities, and government programs to support the individual.</i>
Level Requires Outside Help	<i>When SCCB can no longer provide all of the necessary services to a person experiencing a visual impairment.</i>
Outside Help to Request	<i>SCCB would need to reach out to community agencies for training assistance</i>
Level Requires Inform General Assembly	<i>When there is no assistance forthcoming from community agencies and consumer needs cannot be met by SCCB.</i>
3 General Assembly Options	<i>1. Consider additional funds for creation of job readiness training sites. 2. Consider additional funds for upgrading and obtaining the most up to date A.T. devices. 3. Consider legislation that encourages and incentivises South Carolina businesses to hire persons who are blind or visually impaired.</i>

REVIEWS/AUDITS

<i>Instructions</i> : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Vocational Rehab Grant	Single Audit Act of 1996	SAO: External	7/27/2014 to 3/16/2015
Vocational Rehab Grant	Single Audit Act of 1996	SAO: External	7/27/2014
Vocational Rehab Grant	Single Audit Act of 1996	SAO: External	6/16/2013
Vocational Rehab Grant	Single Audit Act of 1996	SAO: External	5/24/2012
Review of HR Exception Procedures	Internal Policy	Budget & Control Board, External	11/10/2014

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity, College, University, or Other Business, Association, or Individual?
National Federation of the Blind	Provides training assistance.	Business, Association or Individual
South Carolina Schools for the Deaf and Blind	Provides training assistance.	State/Local Government Entity
Goodwill Industries	Provides training assistance.	Business, Association or Individual
SC Vision Education Partners	Provides training assistance.	State/Local Government Entity
SC State University Orientation and Mobility Program	Provides updates on upcoming assistive technology.	College/University
Medical University of SC, Storm Eye Clinic	Provides updates on upcoming assistive technology.	College/University
ABLE SC	Provides independent living skills training.	Business, Association or Individual
Blue Cross Blue Shield	Provides sensitivity training.	Business, Association or Individual
Verizon Wireless	Provides sensitivity training.	Business, Association or Individual
Community Libraries* (We work with libraries in several communities)	Provides soft skills training for consumers.	State/Local Government Entity
Department of Employment and Workforce	Provides soft skills training for consumers	State/Local Government Entity
Association for Education and Rehabilitation of the Blind and Visually Impaired, SC Chapter	Provide updates on upcoming assistive technology.	Business, Association or Individual
Richland County Library	Provides soft skills training.	State/Local Government Entity
SC State Library-Talking Book Services	Provides soft skills training.	State/Local Government Entity
Freedom Scientific	Free online training for JAWS software.	Business, Association or Individual

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	Commission for the Blind
Date of Submission	1/8/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	<i>Goal 1 - Deliver quality, individualized vocational rehabilitation services that will assist Blind and visually impaired individuals in obtaining or maintaining competitive integrated employment.</i>	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	<i>Federal Regulation 361.13 (a) Title I, Part B; State Statutes 43-25-50; 43-25-80</i>	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	<i>Strategy 1.2--Increase successful placements and closures in competitive, integrated employment for all consumers.</i>	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	<i>Objective 1.2.2--Expand job search, development and placement opportunities.</i>	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	<i>Federal Regulations: 361.13 (a) Title I, Part B; State Statutes: 43-25-80</i>	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	<i>Expanding employment opportunities will allow a greater number of SCCB consumers to obtain employment and become taxpayers, as well as reduce the burden on social service programs.</i>	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	<i>Vocational Rehabilitation</i>	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the
Responsible Person		
Name:	<i>Edward Bible</i>	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	<i>12+ months</i>	
Position:	<i>Director of Employment & Training</i>	
Office Address:	<i>1430 Confederate Ave. Columbia, SC 29210</i>	
Department or Division:	<i>Vocational Rehabilitation</i>	
Department or Division Summary:	<i>Supervises all activities of VR counselors, EMBRC, O & M instructors, Home management instructors, manual arts instructors, and A.T. instructors.</i>	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	<i>\$1,056,872</i>	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	<i>Agency will provide next year.</i>	

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

Types of Performance Measures:

How the Agency is Measuring its Performance

Objective Number and Description	Performance Measure:	Type of Measure:
Objective 1.2.2--Expand job search, development and placement opportunities.	VR Successful Closures	VR Closure Quality Rate
	Outcome	Efficiency
Results		
2013-14 Actual Results (as of 6/30/14):	174	79%
2014-15 Target Results:	175	80%
2014-15 Actual Results (as of 6/30/15):	153	79%
2015-16 Minimum Acceptable Results:	175	80%
2015-16 Target Results:	175	80%
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Federal	Federal
What are the names and titles of the individuals who chose this as a performance measure?	James Kirby, Commissioner; Shana Robinson, Director of Quality Assurance	James Kirby, Commissioner; Shana Robinson, Director of Quality Assurance

Objective Details

Why was this performance measure chosen?	These measures show the number of consumers who were placed in employment, the type of employment, and consumer satisfaction with services received.	These measures show the number of consumers who were placed in employment, the type of employment, and consumer satisfaction with services received.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Vacancies are being filled with qualified candidates as quickly as possible.	Vacancies are being filled with qualified candidates as quickly as possible.
What are the names and titles of the individuals who chose the target value for 2015-16?	James Kirby, Commissioner; Kyle Walker, Director of Vocational Rehabilitation Consumer Services; Edward Bible, Director of Training & Employment	James Kirby, Commissioner; Kyle Walker, Director of Vocational Rehabilitation Consumer Services; Edward Bible, Director of Training & Employment
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Vacancies now filled so target remained at previous year level.	Vacancies now filled so target remained at previous year level.
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Yes	Yes

POTENTIAL NEGATIVE IMPACT

<i>Instructions</i> : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative		
Most Potential Negative Impact	<i>Without job search, job development, and job placement resources available, SCCB is unable to effectively connect job ready blind consumers with job vacancies. This limits the number of consumers who achieve quality</i>	
Level Requires Outside Help	<i>When employers refuse to hire blind consumers no matter how many services SCCB provides or how much training is offered.</i>	
Outside Help to Request	<i>SCCB would reach out to local employment agencies and businesses to develop opportunities for consumers.</i>	
Level Requires Inform General Assembly	<i>When SCCB has exhausted all efforts to create opportunities with businesses.</i>	
3 General Assembly Options	<i>1. Consider additional funds for creation of job readiness training sites. 2. Consider additional funds for SCCB to hire and expand Job Placement and Job Coaching staff. 3. Consider legislation that encourages and</i>	

REVIEWS/AUDITS

<i>Instructions</i> : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Vocational Rehab Grant	Single Audit Act of 1996	SAO: External	7/27/2014 to 3/16/2015
Vocational Rehab Grant	Single Audit Act of 1996	SAO: External	7/27/2014
Vocational Rehab Grant	Single Audit Act of 1996	SAO: External	6/16/2013
Vocational Rehab Grant	Single Audit Act of 1996	SAO: External	5/24/2012
Review of HR Exception Procedures	Internal Policy	Budget & Control Board; External	11/10/2014

Current Partner Entity

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Goodwill Industries	Offers job placement assistance.	Business, Association or Individual
Blue Cross Blue Shield	OJT and placement opportunities.	Business, Association or Individual
Verizon Wireless	OJT and placement opportunities.	Business, Association or Individual
Office of Federal Contract Compliance Programs	Provides information and contacts for federal job placement opportunities.	State/Local Government Entity
Department of Employment and Workforce	Job placement assistance	State/Local Government Entity
National Employment Team (NET)-South East Region	Job placement assistance	Business, Association or Individual
Medical University of SC, Storm Eye Clinic	Internships	College/University
SC State Museum	Internships	State/Local Government Entity
South Carolina Vocational Rehabilitation Department	Job placement assistance	State/Local Government Entity
Mckissick Museum/Library	Job placement assistance	Business, Association or Individual
USC-Thomas Cooper Library	Job placement assistance	College/University
Association for Education and Rehabilitation of the Blind and Visually Impaired, SC Chapter	Job placement assistance	Business, Association or Individual
SC State University Assistive Technology Program--USC School of Medicine	Internships	College/University
Anderson Mayors Committee	Job placement assistance	State/Local Government Entity
Richland- Columbia Mayor's Committee on Employment of People with Disabilities	Job placement assistance	State/Local Government Entity
SC Governor's Committee	Job placement assistance	State/Local Government Entity
Spartanburg Mayor Committee	Job placement assistance	State/Local Government Entity
Summerville Mayor's Committee	Job placement assistance	State/Local Government Entity
American Red Cross -Non-Profit	Internships	Business, Association or Individual
United Way 211-Non Profit	Internships	Business, Association or Individual
VA Hospital -Non Profit	Job placement assistance	State/Local Government Entity
Harvest Hope Food Bank -Non Profit	Internships	Business, Association or Individual
Richland County Library	Job search	State/Local Government Entity
SC State Library-Talking Book Services	Internships	State/Local Government Entity
Greater Charleston Call Center Alliance-Division of Charleston Chamber of Commerce	Job placement assistance	Business, Association or Individual
SC Liaison Industrial Group	Job placement assistance	Business, Association or Individual

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	Commission for the Blind
Date of Submission	1/8/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O_" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Deliver quality, individualized vocational rehabilitation services that will assist Blind and visually	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	Federal Regulation 361.13 (a) Title I, Part B; State Statutes 43-25-50; 43-25-80	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.2-Increase successful placements and closures in competitive, integrated employment for all consumers.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.2.3-Increase successful placement rate for youth consumers aged 14 to 21 and consumers requiring supported employment services	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	Federal regulation: 361.13 (a) Title I, Part B; State Statute: 43-25-80	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Increasing placement for youth consumers will provide them the opportunity to build employment skills and careers. This will reduce dependence on public benefits as this population leaves school and reaches adulthood.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Vocational Rehabilitation	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	Kyle Walker	
Number of Months Responsible:	7 months	
Position:	Director of Vocational Rehabilitation Consumer Services	
Office Address:	1430 Confederate Ave. Columbia, SC 29210	
Department or Division:	Vocational Rehabilitation	
Department or Division Summary:	Supervises all activities of VR counselors, EMBRC, O & M instructors, Home management instructors, manual arts instructors, and A.T. instructors.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	\$1,104,368	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

- 1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
- 2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
- 3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
- 4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Objective Details

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance

Objective Number and Description	Objective 1.2.3--Increase successful placement rate for youth consumers aged 14 to 21 and consumers requiring supported employment services		
Performance Measure:	Youth Consumers completing Work Skills Training	Number of referrals to VR, age 14 to 21	Number of Placements, age 14 to 21
Type of Measure:	Output	Input/Explanatory/Activity	Outcome
Results			
2013-14 Actual Results (as of 6/30/14):	N/A (New program component based on WIOA)	N/A (New program component based on WIOA)	N/A (New program component based on WIOA)
2014-15 Target Results:	N/A	N/A	N/A
2014-15 Actual Results (as of 6/30/15):	N/A	N/A	N/A
2015-16 Minimum Acceptable Results:	10	20	4
2015-16 Target Results:	10	20	4
Details			
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Only Agency Selected	Federal
What are the names and titles of the individuals who chose this as a performance measure?	Kyle Walker, Director of Vocational Rehabilitation Consumer Services	Kyle Walker, Director of Vocational Rehabilitation Consumer Services	Kyle Walker, Director of Vocational Rehabilitation
Why was this performance measure chosen?	To assess the effects of providing Work Skills Training with a youth population.	To assess the effects of providing Work Skills Training with a youth population.	To assess the effects of providing Work Skills Training with a youth population.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A--new program	N/A--new program	N/A--new program
What are the names and titles of the individuals who chose the target value for 2015-16?	Kyle Walker, Director of Vocational Rehabilitation Consumer Services	Kyle Walker, Director of Vocational Rehabilitation Consumer Services	Kyle Walker, Director of Vocational Rehabilitation
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	This is a new program being introduced into state schools and values were kept conservative for the first year as SCCB staff identifies schools where	This is a new program being introduced into state schools and values were kept conservative for the first year as SCCB staff identifies schools where	This is a new program being introduced into state schools and values were kept conservative for the first year as
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	questionable	questionable	questionable
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	VR Director is trying to maintain contact with Dept of Education to sign a MOU so the program can begin in the schools.	VR Director is trying to maintain contact with Dept of Education to sign a MOU so the program can begin in the schools.	VR Director is trying to maintain contact with Dept of Education to sign a MOU so the program can begin in the schools.

POTENTIAL NEGATIVE IMPACT

Instructions: Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	<i>The most potential negative impact to the public would be not offering employment and career opportunities to youth ages 14 to 21 and having them leave school with no preparation for being self-supporting</i>
Level Requires Outside Help	<i>When employers refuse to hire blind consumers no matter how many services SCCB provides or how much training is offered.</i>
Outside Help to Request	<i>SCCB would reach out to local employment agencies and businesses to develop opportunities for consumers.</i>
Level Requires Inform General Assembly	<i>When SCCB has exhausted all efforts to create opportunities with businesses.</i>
3 General Assembly Options	<i>1. Consider legislation that encourages and incentivizes South Carolina businesses to hire persons who are blind or visually impaired. 2. Consider providing additional funding for a public awareness campaign that</i>

REVIEWS/AUDITS

Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
N/A--new program			

PARTNERS

Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
SC School for the Deaf and Blind	An SCCB counselor is based at the school. The school is	State/Local Government Entity
SC Department of Education	Allows individual schools to participate in Work Skills Program and provides referrals to SCCB.	State/Local Government Entity

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	Commission for the Blind
Date of Submission	1/8/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to complete for each Objective listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Deliver quality, individualized vocational rehabilitation services that will assist Blind and visually impaired individuals in obtaining or maintaining competitive integrated employment.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	Federal Regulation 361.13 (a) Title I, Part B; State Statutes 43-25-50; 43-25-80	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.2--Increase successful placements and closures in competitive, integrated employment for all consumers.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.2.4--Increase the number of successful case closures	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	Federal regulation: 361.13 (a) Title I, Part B; State statute: 43-25-80	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Increased employment leads to increased economic self-sufficiency, independence, and self-reliance. Expanded tax-base, increase tax payers. Decreased demand on other public service and benefit programs such as welfare programs, subsidized housing, etc	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Vocational Rehabilitation	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the
Responsible Person		
Name:	Kyle Walker	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	7 months	
Position:	Director of Vocational Rehabilitation Consumer Services	
Office Address:	1430 Confederate Ave. Columbia, SC 29210	
Department or Division:	Vocational Rehabilitation	
Department or Division Summary:	Supervises all activities of VR counselors, EMBRC, O & M instructors, Home management instructors, manual arts instructors, and A.T. instructors.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	\$1,719,178	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

Types of Performance Measures:

How the Agency is Measuring its Performance

Objective Number and Description	Objective 1.2.4--Increase the number of successful case closures	
Performance Measure:	VR Successful Closures	VR Closure Quality Rate
Type of Measure:	Outcome	Efficiency
Results		
2013-14 Actual Results (as of 6/30/14):	174	79%
2014-15 Target Results:	175	80%
2014-15 Actual Results (as of 6/30/15):	153	79%
2015-16 Minimum Acceptable Results:	175	80%
2015-16 Target Results:	175	80%
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed.)	Federal	Federal

Objective Details

What are the names and titles of the individuals who chose this as a performance measure?	James Kirby, Commissioner; Shana Robinson, Director of Quality Assurance	James Kirby, Commissioner; Shana Robinson, Director of Quality Assurance
Why was this performance measure chosen?	Tracking closures is required by the RSA but is also a method of determining success within the VR program as the goal for each consumer is employment.	Tracking closures is required by the RSA but is also a method of determining success within the VR program as the goal for each consumer is employment.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Vacancies are being filled with qualified candidates as quickly as possible.	Vacancies are being filled with qualified candidates as quickly as possible.
What are the names and titles of the individuals who chose the target value for 2015-16?	James Kirby, Commissioner; Kyle Walker, Director of Vocational Rehabilitation Consumer Services	James Kirby, Commissioner; Kyle Walker, Director of Vocational Rehabilitation Consumer Services
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Vacancies now filled so target remained at previous year level.	Vacancies now filled so target remained at previous year level.
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	Yes	Yes

POTENTIAL NEGATIVE IMPACT

Instructions: Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact.

Most Potential Negative Impact	<i>Success is measured by the number of consumers who reach an employment outcome and increase their independence and self-sufficiency. The most negative impact would be the result of SCCB consumers being</i>	
Level Requires Outside Help	<i>When employers refuse to hire blind consumers no matter how many services SCCB provides or how much training is offered.</i>	
Outside Help to Request	<i>SCCB would reach out to local employment agencies and businesses to develop opportunities for consumers.</i>	
Level Requires Inform General Assembly	<i>When SCCB has exhausted all efforts to create opportunities with businesses</i>	
3 General Assembly Options	<i>1. Consider legislation that encourages and incentivizes South Carolina businesses to hire persons who are blind or visually impaired. 2. Consider providing additional funding for a public awareness campaign that</i>	

REVIEWS/AUDITS

Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Vocational Rehab Grant	Single Audit Act of 1996	SAO: External	7/27/2014 to 3/16/2015
Vocational Rehab Grant	Single Audit Act of 1996	SAO: External	7/27/2014
Vocational Rehab Grant	Single Audit Act of 1996	SAO: External	6/16/2013
Vocational Rehab Grant	Single Audit Act of 1996	SAO: External	5/24/2012
Review of HR Exception Procedures	Internal Policy	Budget & Control Board; External	11/10/2014

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Goodwill Industries	Skills training and placement assistance.	Business, Association or Individual
Blue Cross Blue Shield	Job placement assistance	Business, Association or Individual
Verizon Wireless	Job placement assistance	Business, Association or Individual
Office of Federal Contract Compliance Programs	Contacts for federal job placement.	State/Local Government Entity
Department of Employment and Workforce	Contacts for federal job placement.	State/Local Government Entity

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	Commission for the Blind
Date of Submission	1/8/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs,

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	<i>Goal 2 - Provide services to assist eligible consumers who are not seeking employment to maintain the highest level of self-sufficiency possible.</i>	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	<i>Federal Regulations 361.13 (a) Title I, Part B; 34 CFR Part 367; Chapter 6.1, Section 71-296 (1966); State Statutes 43-25-50; 43-25-60; 43-25-80</i>	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	<i>Strategy 2.1--Develop and maintain consistent and quality individualized service plans.</i>	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	<i>Objective 2.1.1--Increase community interaction through home visits and developing new referral sources in unserved and underserved rural counties.</i>	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	<i>Federal regulation: 34 CFR Part 367; State Statute: 43-25-80</i>	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	<i>Consistent efforts to increase awareness of Agency services through community meetings and coordinate comprehensive adjustment skills training results in an increase in independent living and self-reliance. Subsequently, the Agency's intervention minimizes the need for other programs such as skilled nursing care, Home Health assistance, other public services, etc.</i>	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	<i>Older Blind Program</i>	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	<i>Rhonda Thompson</i>	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	<i>12+ months</i>	
Position:	<i>Director of Older Blind, Childrens Services, Low Vision Clinic</i>	
Office Address:	<i>620 North Main Street Greenville, SC 29601</i>	
Department or Division:	<i>Older Blind Program</i>	
Department or Division Summary:	<i>Supervises OB and CS counselors, low vision clinics in 3 areas of the state, and conducts presentations to potential service providers. Oversees all services to consumers who are eligible for services but not able/interested in employment.</i>	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	<i>\$1,274,618</i>	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	<i>Agency will provide next year</i>	

Objective Details

PERFORMANCE MEASURES			
<i>Instructions:</i> Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for <u>each</u> Performance Measure that applies to this objective.			
Types of Performance Measures:			
How the Agency is Measuring its Performance			
Objective Number and Description	Objective 2.1.1--Increase community interaction through home visits and developing new referral sources in unserved and underserved rural counties.		
Performance Measure:	Independent Living Successful Closures		
Type of Measure:	Outcome		
Results			
2013-14 Actual Results (as of 6/30/14):	297		
2014-15 Target Results:	160		
2014-15 Actual Results (as of 6/30/15):	352		
2015-16 Minimum Acceptable Results:	353		
2015-16 Target Results:	353		
Details			
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	State	Insert any further explanation, if needed	
What are the names and titles of the individuals who chose this as a performance measure?	Rhonda Thompson, Director of Older Blind, Childrens Services, Low Vision Clinics		
Why was this performance measure chosen?	To measure the success of the Older Blind program.		
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The goal was exceeded.		
What are the names and titles of the individuals who chose the target value for 2015-16?	Rhonda Thompson, Director of Older Blind, Childrens Services, Low Vision Clinics		
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Following RSA practice of +1 to the previous years actual results. The final reasoning for the current target value was the significant increase in the actual results for 2013-14.		
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes		
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is			
POTENTIAL NEGATIVE IMPACT			
<i>Instructions:</i> Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter			
Most Potential Negative Impact	Without home and community meetings it would not be possible to determine the needs of consumers and individualized training could not happen. This would leave consumers		
Level Requires Outside Help	When SCCB is unable to respond to citizens with visual impairments due to lack of resources it would be time to reach out for assistance.		
Outside Help to Request	The first step would be to contact other state agencies who serve persons with disabilities. Next would be to contact non-profit and nearby agencies who might also offer assistance.		
Level Requires Inform General Assembly	When no outside assistance can be found and funding does not exist for SCCB to expand services to help all citizens with visual impairments in the state of SC.		
3 General Assembly Options	1. Consider additional funding for rural services. 2. Consider funding to state agencies in rural counties to assist in expanding services. 3. Consider legislation requiring rural		
REVIEWS/AUDITS			
<i>Instructions:</i> Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Vocational Rehab Grant	Single Audit Act of 1996	SAO: External	7/27/2014 to 3/16/2015
Vocational Rehab Grant	Single Audit Act of 1996	SAO: External	7/27/2014
Vocational Rehab Grant	Single Audit Act of 1996	SAO: External	6/16/2013
Vocational Rehab Grant	Single Audit Act of 1996	SAO: External	5/24/2012
Review of HR Exception Procedures	Internal Policy	Budget & Control Board; External	11/10/2014
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
N/A			

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	Commission for the Blind
Date of Submission	1/8/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs,

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	<i>Goal 2 - Provide services to assist eligible consumers who are not seeking employment to maintain the highest level of self-sufficiency possible.</i>	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	<i>Federal Regulations 361.13 (a) Title I, Part B; 34 CFR Part 367; Chapter 6.1, Section 71-296 (1966); State Statutes 43-25-50; 43-25-60; 43-25-80</i>	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	<i>Strategy 2.1--Develop and maintain consistent and quality individualized service plans.</i>	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	<i>Objective 2.1.2--Collaborate with nonprofit, social and human service organizations to provide early intervention services.</i>	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	<i>State Statutes: Chapter 6.1, Section 71-296 1966); 43-25-80</i>	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	<i>Collaborative efforts further increase and enhance service opportunities and results in providing timely and necessary adjustment to blindness assistance and improved independent living skills. Reduces the need for institutional care and other public service programs.</i>	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	<i>Children's Services</i>	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	<i>Rhonda Thompson</i>	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	<i>12+ months</i>	
Position:	<i>Director of Older Blind, Childrens Services, Low Vision Clinic</i>	
Office Address:	<i>620 North Main Street Greenville, SC 29601</i>	
Department or Division:	<i>Children's Services</i>	
Department or Division Summary:	<i>Supervises OB and CS counselors, low vision clinics in 3 areas of the state, and conducts presentations to potential service providers. Oversees all services to consumers who are eligible for services but not able/interested in employment.</i>	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	<i>\$541,055</i>	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	<i>Agency will provide next year</i>	
PERFORMANCE MEASURES		

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

Types of Performance Measures:

Objective Details

How the Agency is Measuring its Performance			
Objective Number and Description		Objective 2.1.2--Collaborate with nonprofit, social and human service organizations to provide early intervention services.	
Performance Measure:		N/A	
Type of Measure:			
Results			
2013-14 Actual Results (as of 6/30/14):			
2014-15 Target Results:			
2014-15 Actual Results (as of 6/30/15):			
2015-16 Minimum Acceptable Results:			
2015-16 Target Results:			
Details			
Does the state or federal government require the agency to track this? (provide any additional explanation needed,		Insert any further explanation, if needed	
What are the names and titles of the individuals who chose this as a performance measure?			
Why was this performance measure chosen?			
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?			
What are the names and titles of the individuals who chose the target value for 2015-16?			
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally			
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?			
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is			
POTENTIAL NEGATIVE IMPACT			
<i>Instructions:</i> Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter			
Most Potential Negative Impact	Blind and visually impaired children would grow up without the tools they need to succeed in society and in school. This would leave children with a visual impairment totally		
Level Requires Outside Help	When SCCB is unable to respond to citizens with visual impairments due to lack of resources it would be time to reach out for assistance.		
Outside Help to Request	The first step would be to contact other state agencies who serve persons with disabilities. Next would be to contact non-profit and nearby agencies who might also offer assistance.		
Level Requires Inform General Assembly	When no outside assistance can be found and funding does not exist for SCCB to expand services to help all citizens with visual impairments in the state of SC.		
3 General Assembly Options	1. Consider additional funding for rural services. 2. Consider funding to state agencies in rural counties to assist in expanding services. 3. Consider legislation requiring rural		
REVIEWS/AUDITS			
<i>Instructions:</i> Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Vocational Rehab Grant	Single Audit Act of 1996	SAO: External	7/27/2014 to 3/16/2015
Vocational Rehab Grant	Single Audit Act of 1996	SAO: External	7/27/2014
Vocational Rehab Grant	Single Audit Act of 1996	SAO: External	6/16/2013
Vocational Rehab Grant	Single Audit Act of 1996	SAO: External	5/24/2012
Review of HR Exception Procedures	Internal Policy	Budget & Control Board; External	11/10/2014
Current Partner Entity			
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
BabyNet	Coordinates with SCCB to provide free services to children with visual impairments.	Business, Association or Individual	
PRO-Parents of SC	Coordinates with SCCB to provide free services to children with visual impairments.	Business, Association or Individual	

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	Commission for the Blind
Date of Submission	1/8/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs,

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 3 -Provide the administrative leadership to build a strong team that will strive to fulfill the agency mission.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	Federal Regulation 361.13 (a) Title I, Part B; State Statues 43-25-10; 43-25-30	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 3.1--Create a diversified, highly qualified workforce with the administrative leadership necessary to ensure accountability, effectiveness, and efficiency.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 3.1.1--Develop a process to attract highly qualified candidates and heighten employee satisfaction to increase retention.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	N/A	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Maintaining high standards and competitive salaries will attract highly qualified staff who will provide quality services to foster employment and reduce the demand on tax payer assisted programs in the community.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	N/A	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	Wanda Miller	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	12+ Months	
Position:	Director of Human Resources	
Office Address:	1430 Confederate Ave. Columbia, SC 29210	
Department or Division:	Human Resources	
Department or Division Summary:	Maintains all personnel documents, tracks all staff training, and oversees all benefit programs.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	\$724,270	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

Types of Performance Measures:

How the Agency is Measuring its Performance

Objective Number and Description	Objective 3.1.1--Develop a process to attract highly qualified candidates and heighten employee satisfaction to increase retention.
Performance Measure:	N/A
Type of Measure:	
Results	
2013-14 Actual Results (as of 6/30/14):	

Objective Details

2014-15 Target Results:		
2014-15 Actual Results (as of 6/30/15):		
2015-16 Minimum Acceptable Results:		
2015-16 Target Results:		
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,		Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?		
Why was this performance measure chosen?		
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		
What are the names and titles of the individuals who chose the target value for 2015-16?		
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally		
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?		
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is		
POTENTIAL NEGATIVE IMPACT		
<i>Instructions:</i> Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter		
Most Potential Negative Impact	Without a diversified workforce the agency could be viewed as discriminatory, and would not benefit from a diversity of experience, thinking, and problem solving. SCCB would also	
Level Requires Outside Help	When qualified candidates from a diverse background cannot be hired due to low pay, high caseloads, high travel time, and current counselors are unable to keep up with the	
Outside Help to Request	Contact local employment agencies and advertise vacancies anywhere possible in print and online.	
Level Requires Inform General Assembly	When the agency can no longer hire or retain staff due to lack of responses to vacancy postings.	
3 General Assembly Options	1. Consider additional funds to place more VR Counselors in the field and reduce caseload sizes in high need areas. 2. Consider additional funding for SCCB to offer competitive	
REVIEWS/AUDITS		
<i>Instructions:</i> Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to		
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal
		Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Vocational Rehab Grant	Single Audit Act of 1996	SAO; External
Vocational Rehab Grant	Single Audit Act of 1996	SAO; External
Vocational Rehab Grant	Single Audit Act of 1996	SAO; External
Vocational Rehab Grant	Single Audit Act of 1996	SAO; External
Review of HR Exception Procedures	Internal Policy	Budget & Control Board; External
Current Partner Entity		
Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
indeed.com	Browse resumes and contact potential qualified candidates	Business, Association or Individual
State Ethics Commission	Provides ethical guidance through yearly activity reporting	State/Local Government Entity
SC Human Affairs	Provides consultative services and serves as a collecting house for workforce utilization data	State/Local Government Entity
SC Budget and Control Board	Provides consultative services on HR matters	State/Local Government Entity
Department of Homeland Security/E-Verify	Provides verification of eligibility and identity of hired individuals	State/Local Government Entity

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	Commission for the Blind
Date of Submission	1/8/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs,

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	<i>Goal 3 -Provide the administrative leadership to build a strong team that will strive to fulfill the agency mission.</i>	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	<i>Federal Regulation 361.13 (a) Title I, Part B; State Statutes 43-25-10; 43-25-30</i>	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	<i>Strategy 3.1--Create a diversified, highly qualified workforce with the administrative leadership necessary to ensure accountability, effectiveness, and efficiency.</i>	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	<i>Objective 3.1.2--Provide staff development training to improve employee's skills and provide up-to-date information to consumers.</i>	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	<i>Federal regulation: 361.13 (a) Title I, Part B</i>	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	<i>Ensuring that staff is trained in the most current best practices will result in highly qualified staff who will provide quality services to foster employment and reduce the demand on tax payer assisted programs in the community</i>	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	<i>N/A</i>	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	<i>Wanda Miller</i>	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	<i>12+ Months</i>	
Position:	<i>Director of Human Resources</i>	
Office Address:	<i>1430 Confederate Ave. Columbia, SC 29210</i>	
Department or Division:	<i>Human Resources</i>	
Department or Division Summary:	<i>Maintains all personnel documents, tracks all staff training, and oversees all benefit programs.</i>	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	<i>\$881,440</i>	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	<i>Agency will provide next year</i>	

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective. Types of Performance Measures:

How the Agency is Measuring its Performance

Objective Number and Description	Objective 3.1.2--Provide staff development training to improve employee's skills and provide up-to-date information to consumers.
Performance Measure:	Total number of consumers served
Type of Measure:	Outcome
Results	2013-14 Actual Results (as of 6/30/14): 2115

Objective Details

2014-15 Target Results:	N/A--It is difficult to set a target in this area because there is no way to know how many people with visual impairments will decide to work and utilize the services of SCCB.		
2014-15 Actual Results (as of 6/30/15):	2015		
2015-16 Minimum Acceptable Results:	N/A		
2015-16 Target Results:	N/A		
Details			
Does the state or federal government require the agency to track this? (provide any additional explanation needed, What are the names and titles of the individuals who chose this as a performance measure?)	Only Agency Selected		Insert any further explanation, if needed
Why was this performance measure chosen?	Identifying the consumers served and services provided assists in creating and identifying training areas to increase number of consumers served.		
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Staff turnover in rural areas was high so fewer services were provided in these areas.		
What are the names and titles of the individuals who chose the target value for 2015-16?	James Kirby, Commissioner; Kyle Walker, Director of Vocational Rehabilitation Consumer Services		
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Vacancies now filled so target remained at previous year level.		
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	N/A		
POTENTIAL NEGATIVE IMPACT			
<i>Instructions:</i> Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to "Most Potential Negative Impact," enter			
Most Potential Negative Impact	<i>The VR profession is an ever changing research and development based profession, lack of staff development and training results in staff not being current with industry trends, best</i>		
Level Requires Outside Help	<i>When staff is unable to answer questions posed by consumers, unable to train or offer training on the latest technology, and is unable to renew their specific licensures due to lack of</i>		
Outside Help to Request	<i>Reach out to other state agencies and online for free and low cost training opportunities for staff to build their skills.</i>		
Level Requires Inform General Assembly	<i>When staff is unable to maintain licensures and are not able to provide up to date services to the consumers.</i>		
3 General Assembly Options	<i>1. Consider funding for specialized staff training to allow for professional growth and better service to consumers. 2. Consider expanding agencies authority to send staff to national</i>		
REVIEWS/AUDITS			
<i>Instructions:</i> Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to			
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Vocational Rehab Grant	Single Audit Act of 1996	SAO; External	7/27/2014 to 3/16/2015
Vocational Rehab Grant	Single Audit Act of 1996	SAO; External	7/27/2014
Vocational Rehab Grant	Single Audit Act of 1996	SAO; External	6/16/2013
Vocational Rehab Grant	Single Audit Act of 1996	SAO; External	5/24/2012
Review of HR Exception Procedures	Internal Policy	Budget & Control Board; External	11/10/2014
Current Partner Entity			
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
Labor Licensing & Regulation	Provides staff training at no cost	State/Local Government Entity	
Insurance Reserve Fund	Provides staff training at no cost.	State/Local Government Entity	
Helen Keller National Center (HKNC)	Provides staff training	Business, Association, or Individual	
Hadley School for the Blind	Staff participates in free online courses	Business, Association, or Individual	
American Red Cross -Non-Profit	Trains outreach staff in CPR.	Business, Association, or Individual	
SC Division of Technology Operations	Training for I.T. staff	State/Local Government Entity	
Microsoft	Training for I.T. staff on their website.	Business, Association, or Individual	
Freedom Scientific	Free A.T. training for staff.	Business, Association, or Individual	

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	Commission for the Blind
Date of Submission	1/8/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	<i>Goal 3 -Provide the administrative leadership to build a strong team that will strive to fulfill the agency</i>	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	<i>Federal Regulation 361.13 (a) Title I, Part B; State Statues 43-25-10; 43-25-30</i>	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	<i>Strategy 3.1--Create a diversified, highly qualified workforce with the administrative leadership necessary to ensure accountability, effectiveness, and efficiency.</i>	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	<i>Objective 3.1.3--Strengthen the communication among the leadership team to create a consistent flow of information to staff.</i>	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	<i>Federal Regulation 361.13 (a) Title I, Part B; State Statues 43-25-10; 43-25-30</i>	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	<i>Mission focused leadership and sound fiscal stewardship ensure that the agency meets its legal purpose.</i>	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	<i>N/A</i>	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	<i>Elaine Robertson</i>	
Number of Months Responsible:	<i>7 months</i>	
Position:	<i>Special Projects Coordinator/Senior Consultant</i>	
Office Address:	<i>1430 Confederate Ave. Columbia, SC 29210</i>	
Department or Division:	<i>Commissioner's Office</i>	
Department or Division Summary:	<i>Researches, collects data, and completes various reports and projects as directed by Commissioner.</i>	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	<i>\$806,275</i>	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	<i>Agency will provide next year</i>	
PERFORMANCE MEASURES		

Objective Details

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

- 1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
- 2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
- 3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
- 4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance

Objective Number and Description	Objective 3.1.3--Strengthen the communication among the leadership team to create a consistent flow of information to staff.	
Performance Measure:	Monthly leadership team meetings	
Type of Measure:	Input/Explanatory/Activity	
Results		
2013-14 Actual Results (as of 6/30/14):	N/A	
2014-15 Target Results:	N/A	
2014-15 Actual Results (as of 6/30/15):	N/A	
2015-16 Minimum Acceptable Results:	12 meetings with 80% minimum Leadership attendance	
2015-16 Target Results:	12 meetings with 90% minimum Leadership attendance	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Elaine Robertson, Special Projects Coordinator/Senior Consultant	
Why was this performance measure chosen?	To improve communication and partnerships between the 8 SCCB departments.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A	
What are the names and titles of the individuals who chose the target value for 2015-16?	Elaine Robertson, Special Projects Coordinator/Senior Consultant	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The importance of improving communications between all members of the leadership team and the ability to all make it to a meeting once a month to	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		

POTENTIAL NEGATIVE IMPACT

Instructions: Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	An agency without a leadership team that communicates is not providing maximum services and this could result in fewer consumers being served as well as less efficiency within
Level Requires Outside Help	When there is no effective communication between agency leadership team members and all attempts at creating better communication fails.
Outside Help to Request	Request assistance from the SCCB Board.
Level Requires Inform General Assembly	When all attempts at building a leadership team fail and the SCCB Board is unable to effect change in the agency.

Objective Details

3 General Assembly Options	1. Make monthly leadership meetings mandatory. 2. Include a performance measure in each director's EPMS. 3. Step in and reorganize the leadership team.
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REVIEWS/AUDITS

Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
N/A			

PARTNERS

Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
N/A		

Agencies are not required to do anything in this worksheet. This worksheet is part of the document so the proper drop down menus can be available in the other tabs.

Is Performance Measure Required?

State
Federal
Only Agency Selected

Type of Performance Measure

Outcome
Efficiency
Output
Input/Explanatory/Activity

Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?

State/Local Government Entity
College/University
Business, Association or Individual

Does the Agency have any restructuring recommendations

Yes
No

Does the agency believe this year's Restructuring Report was less burdensome than last year's?

Yes
No