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	2015-16
below pertains	

<u>Instructions</u>: 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
	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	,	Describe how the Goal is S.M.A.R.T.	Public Benefit/Intended Outcome		Number of months person	
(i.e. state and federal statutes or provisos the goal is satisfying)		<u>M</u> easurable <u>A</u> ttainable	(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	Responsible	has been responsible for the goal or objective:	Position:

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.	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,	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.	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 Statues 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

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.

		-		#REF!
Agency Responding	Commission for the Blind			Vocational Rehabilitation Referrals
Date of Submission	1/8/2016			Input/Explanatory/Activity Measure
Fiscal Year for which information below pertains	2015-16			
				880
Instructions: Below is a template to complete for each	Objective listed in the Strategy Objectives and Re-	sponsibility Chart It is recommended that the agency	conv and paste the data in this tab into multiple other	000
				689
				900
Strategic Plan Context				1008
# and description of Goal the Objective is helping accomplish:	Goal 1 - Deliver quality, individualized vocational	Copy and paste this from the second column of the Missio	n, Vision and Goals Chart	
	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	Copy and paste this from the first column of the Mission, \	/ision and Goals Chart	Only Agency Selected
	Statutes 43-25-50; 43-25-80			, - 6,
# and description of Strategy the Objective is under:	Strategy 1.1 - Increase the number of consumers	Copy and paste this from the second column of the Strate	gy, Objectives and Responsibility Chart	Shana Robinson, Director of Quality Assurance.
	served by the vocational rehabilitation program			James Kirby, Commissioner
Objective				To increase the number of referrals and eligible
Objective # and Description	Objective 1.1.1 Increase public guaranese of SCCD	Conversed parts this from the second solumn of the Stanton	Ty Objectives and Responsibility Chart	Consumers.
Objective # and Description:	Objective 1.1.1 -Increase public awareness of SCCB services to the unserved and underserved minorities	Copy and paste this from the second column of the Strate	gy, Objectives and Responsibility Chart	Vacant positions were filled and new media was created to distribute across the state to
	and rural counties			increase awareness of the programs offered at
	and raid counties			SCCB.
Legal responsibilities satisfied by Objective:	N/A	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:	Increasing public awareness of SCCB programs in	Copy and paste this from the fourth column of the Strateg	y, Objectives and Responsibility Chart	Vacant positions were filled and new media
	currently unserved and underserved areas.			was created to distribute across the state to
				increase awareness of the programs offered at
Agency Programs Associated with Objective		<u> </u>		SCCB.
Program Names:	Vocational Rehabilitation	Enter all the agency programs which are helping accomplis	sh this objective. The agency can determine this by sorting	
Responsible Person		0 /1 0 1	, , , , , , , , ,	
Name:	Wanda Miller	Copy and paste this information from the fifth column of t	he Strategy, Objectives and Responsibility Chart	
Number of Months Responsible:	7 years			
Position:	Director of Human Resources 1430 Confederate Ave. Columbia, SC 29210			
Office Address: Department or Division:	Human Resources			
Department or Division. Department or Division Summary:	Maintains all personnel documents, tracks all staff			
beparement of bivision summary.	training, and oversees all benefit programs.			
Amount Budgeted and Spent To Accomplish Objective		<u>-</u>		
		-		
Total Budgeted for this fiscal year:	\$443,220	Copy and paste this information from the Strategic Budget	ting Chart	
Total Actually Spent:	Agency will provide next year			
PERFORMANCE MEASURES				
Instructions: Please copy and paste the chart and question	ons helow as many times as needed so the agency of	can provide this information for each Performance Me	asure that applies to this objective	
Types of Performance Measures:	ons below as many times as needed so the agency t	an provide this information for each enformance wer	asure that applies to this objective.	
How the Agency is Measuring its Performance				
	Objective Number and Description	Objective 1.1.1 -Increase public awareness of SCCB		
		services to the unserved and underserved minorities		
		and rural counties		
	Performance Measure:	Vocational Rehabilitation Referrals	Total number of consumers served	Vocational Rehabilitation Successful Closures
			1000	
Populte	Type of Measure:	Input/Explanatory/Activity Measure	Input/Explanatory/Activity Measure	Output
Results	2013-14 Actual Results (as of 6/30/14):	880	2015	174
	2013-14 Actual Results (as of 0/30/14).	000	N/AIt is difficult to set a target in this area because	175
			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):	689	2052	153

2015-16 Minimum Acceptable Results:	900	N/Anone noted	N/Anone noted
2015-16 Target Results:	1008	N/Anone 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	Shana Robinson, Director of Quality Assurance. James	Shana Robinson, Director of Quality Assurance.
_	Kirby, Commissioner	Kirby, Commissioner	James Kirby, Commissioner
Why was this performance measure chosen?	To increase the number of referrals and eligible	To track the total number of consumers served by the VR	To track the total number of successful
	consumers.	program.	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	Vacant positions were filled in second half of 2015 to	There was high turnover in counselor positions
1	to distribute across the state to increase awareness of	allow for serving a greater number of consumers.	in 2014/15 which resulted in fewer closures.
	the programs offered at SCCB.		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	Kyle Walker, Director of Vocational Rehabilitation	Kyle Walker, Director of Vocational
	Consumer Services	Consumer Services	Rehabilitation Consumer Services
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Vacant positions were filled and new media was created	No target value set for this measure in 2015/16.	RSA recommendations have been to set closure
made on setting it at the level at which it was set?	to distribute across the state to increase awareness of		level at +1 from previous year. SCCB selected a
1	the programs offered at SCCB.		higher value based on hiring of new counselors
1			and chose to select the same goal as the
<u>[</u>			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 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, cal communities, charities, and will result in additional dependence of government programs such as food 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 he Rehabilitation Services Administration, and seeks out technical assistance and training support. 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 citizen: 3 General Assembly Options I. Consider additional funding to increase services in rural counties. 2. Consider legislation that encourages and ncentivises 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 dividuals in the form of audible trafic islands, safe sidewalks, and Braille markers in public areas.

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 Entity Performing the Review and Whether Reviewing Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY) policy, etc.) Entity External or Internal ocational Rehab Grant Single Audit Act of 1996 AO; External Single Audit Act of 1996 ocational Rehab Grant AO; External 5/16/2013 cational Rehab Grant Single Audit Act of 1996

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
Department of Education	Tomotos Good to concolo and other paralole.	State/Local Government Entity

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	Goal 1 - Deliver quality, individualized vocational	Copy and paste this from the second column of the Mission, Vision and Goals Chart
accomplish:	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	Copy and paste this from the first column of the Mission, Vision and Goals Chart
	Statutes 43-25-50; 43-25-80	
# and description of Strategy the Objective is under:	Strategy 1.1 - Increase the number of consumers	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	served by the vocational rehabilitation program	
Objective		_
Objective # and Description:	Objective 1.1.2Expand outreach services to unserved	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	and underserved rural counties.	
Legal responsibilities satisfied by Objective:	Federal regulations: 361.13 (a) Title I, Part B; State	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	Statute: 43-25-80	
Public Benefit/Intended Outcome:	Will provide services to visually impaired citizens who	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	are unable to travel to a larger district office or the	
	Columbia campus.	
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
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		1
Total Budgeted for this fiscal year:	\$701,366	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	1
PERFORMANCE MEASURES		_

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.

ypes of Performance Measu	ıres:
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How the Agency is Measuring its Performance			
Objective Number and Description	Objective 1.1.2Expand outreach services to unserved		
	and underserved rural counties.		
Performance Measure:	Vocational Rehabilitation Referrals	Total number of consumers served	Vocational Rehabilitation Successful Closures
Type of Measure:	Input/Explanatory/Activity	Outcome	Outcome
Results			
2013-14 Actual Results (as of 6/30/14):	880	2115	174
2014-15 Target Results:	1008	N/AIt is difficult to set a target in this area because there	175
		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):	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	Federal
What are the names and titles of the individuals who chose this as a performance measure?	James Kirby, Commissioner; Shana Robinson, Director of	James Kirby, Commissioner; Shana Robinson, Director of	James Kirby, Commissioner; Shana Robinson, Director
	Quality Assurance	Quality Assurance	of Quality Assurance

Why was this performance measure chosen?	To assist in identifying areas where fewer referrals came	To identify where the majority of services were being	To track closures across the state and identify areas
	from so SCCB could reach out to underserved areas.	provided and assist in identifying underserved 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	Staff turnover in rural areas was high so fewer services	Staff turnover in rural areas was high so fewer services
	provided in these areas.	were provided in these areas.	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	James Kirby, Commissioner; Kyle Walker, Director of	James Kirby, Commissioner; Kyle Walker, Director of
	Vocational Rehabilitation Consumer Services	Vocational Rehabilitation Consumer Services	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	Vacancies now filled so target remained at previous year	Vacancies now filled so target remained at previous year	Vacancies now filled so target remained at previous
made on setting it at the level at which it was set?	level.	level.	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 setate of SC.

3 General Assembly Options

1. Consider additional funding to increase services in rural counties. 2 Consider legislation that encourages and incentives 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, Entity Performing the Review and Whether Reviewing Entity Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY internal policy, etc.) external or Internal ocational Rehab Grant ocational Rehab Grant Single Audit Act of 1996 SAO: External 7/27/2014 ocational Rehab Grant ngle Audit Act of 1996 Budget & Control Board; External eview of HR Exception Procedures nternal Policy

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		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

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:	Coal 1 Deliver quality individualized vecational	Copy and paste this from the second column of the Mission, Vision and Goals Chart
# and description of Goal the Objective is neiping accomplish:	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	Copy and paste this from the first column of the Mission, Vision and Goals Chart
	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	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		_
Objective # and Description:	Objective 1.1.3Develop a commensurate ratio of	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	consumer to provider on all caseloads to ensure	
	expediency of service in all areas.	
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:	Optimal VR Counselor to Consumer ratios lead to	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	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.	
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	
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:	\$280,481	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	1

PERFORMANCE MEASURE

<u>Instructions</u>: 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:

Types of Performance Measures:		
How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.1.3Develop a commensurate ratio of consumer to	
	provider on all caseloads to ensure expediency of service in all areas.	
	ľ , , , , , , , , , , , , , , , , , , ,	
Performance Measure	VR Closure Quality Rate	VR Successful Closures
Type of Measure:	Efficiency	Outcome
Results		
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

Details				
Does the state or federal government require the ag	gency to track this? (provide any additional explanation needed,	Federal	Federal	
What are the names and titles of the individuals who	o 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?		The measures track the educational level of counselors, ability to move	The measures track the educational level of counselors, ability to move	
		consumers from application status to quality closure, and consumer	consumers from application status to quality closure, and consumer	
		satisfaction, all of which assist in determining caseload sizes to prevent	satisfaction, all of which assist in determining caseload sizes to prevent	
		burnout of counselors.	burnout of counselors.	
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	o chose the target value for 2015-16?	James Kirby, Commissioner; Kyle Walker, Director of Vocational Rehabilitation	James Kirby, Commissioner; Kyle Walker, Director of Vocational	
	•	Consumer Services	Rehabilitation Consumer Services	
What was considered when determining the level to	set the target value in 2015-16 and why was the decision finally	With vacancies filled it reduces caseload sizes and allows counselors to spend	With vacancies filled it reduces caseload sizes and allows counselors to	
made on setting it at the level at which it was set?	- '	more time with consumers.	spend more time with consumers.	
Based on the performance so far in 2015-16, does it	appear the agency is going to reach the target for 2015-16?	Yes	Yes	
	e" or "no," what changes are being made to try and ensure it is			
POTENTIAL NEGATIVE IMPACT Instructions: Please list what the agency consid Most Potential Negative Impact	Vocational Rehabilitation effectiveness, quality, compli	ly occur as a result of the agency not accomplishing this objective. Next to ance, and outcomes decrease as Client to VR Counselor ratios exceed normal ran Citizens who are blind are forced to become dependent on other government pr	ges. This limits the number of consumers who achieve quality employment	
Level Requires Outside Help	When Client to VR Counselor ratios exceed research ba	sed industry standards and turnover increases due to burnout.	ograms, community character, or their jumines.	
Outside Help to Request	There are no outside resources to assist with this situat	tion.		
Level Requires Inform General Assembly	When the agency can no longer hire or retain staff.			
3 General Assembly Options	requirements for VR Counselors to improve recruitmen	1. Consider funds to place more VR Counselors in the field and reduce caseload sizes in high need areas. 2. Consider funding for SCCB to offer a competative salary consistent with the professional educational requirements for VR Counselors to improve recruitment and retention. 3. Consider legislation that would require state funded public technical and community colleges to partner with SCCB in the development short term demand driven training programs that result in jobs for blind individuals.		
REVIEWS/AUDITS				
	ternal reviews, audits, investigations or studies ("Reviews")	of the agency which occurred during the past fiscal year that relates/impa	cts this objective. Please remember to maintain an electronic conv of	
Matter(s) or Issue(s) Under Review		Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)	
	policy, etc.)	Internal		
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		
N/A		Other Business, Association, or Individual?	-	
N/A				

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
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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:	Goal 1 - Deliver quality, individualized vocational	
# and description of Goal the Objective is helping accomplish:		Copy and paste this from the second column of the Mission, Vision and Goals Chart
	rehabilitation services that will assist Blind and	
	visually impaired individuals in obtaining or	
Legal responsibilities satisfied by Goal:	maintaining competitive integrated employment. Federal Regulation 361.13 (a) Title I, Part B; State	Copy and paste this from the first column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	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 1.2Increase successful placements and	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	closures in competitive, integrated employment for all	
	consumers.	
Objective		
Objective # and Description:	Objective 1.2.1Provide adjustment to blindness,	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	assistive technology and job readiness training	
	consistently at EMBRC and in outreach locations.	<u>.</u>
Legal responsibilities satisfied by Objective:	Federal regulation: 361.13 (a) Title I, Part B; State	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	Statute: 43-25-80	<u>.</u>
Public Benefit/Intended Outcome:	Adjustment to blindness, assistive technology, and job	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	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.	
Agency Programs Associated with Objective		<u>.</u>
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	<u> </u>
Position:	Director of Vocational Rehabilitation Consumer	
	Services	
Office Address:	1430 Confederate Ave. Columbia, SC 29210	
Department or Division:	Vocational Rehabilitation	<u> </u>
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		1
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	
	1 2 / 1	
PERFORMANCE MEASURES		

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 1.2.1Provide adjustment to blindness, assistive technology		
	and job readiness training consistently at EMBRC 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/AIt is difficult to set a target in this area because there is no way to know how	80%
		many people with visual impairments will decide to work and utilize the services of	
		SCCB.	
2014-15 Actual Results (as of 6/30/15):		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	The three areas in this objective are the primary focus of the services provided by	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	the agency to assist consumers in reaching employment goals and living	by the agency to assist consumers in reaching employment goals and living
	independently.	independently.	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.

What are the names and titles of the individuals who chose	the target value for 2015-162	James Kirby, Commissioner: Kyle Walker, Director of Vocational Rehabilitation	James Kirby, Commissioner: Kyle Walker, Director of Vocational Rehabilitation	James Kirby, Commissioner: Kyle Walker, Director of Vocational Rehabilitation
vinaciare cire ridilles and titles of the mulviduals Who chose	the railer saint in S013-10;	Consumer Services	Consumer Services	Consumer Services
What was considered when determining the level to set the	target value in 2015-16 and why was the decision finally		Vacancies now filled so target remained at previous year level.	Vacancies now filled so target remained at previous year level.
ased on the performance so far in 2015-16, does it appear		Vec	N/A	Vec
the answer to the question above is "questionable" or "no		103	14/1	
the diswer to the question above is questionable or no	what changes are being made to try and ensure tes			
OTENTIAL NEGATIVE IMPACT				
	most potential negative impact to the public that m	ay 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			ble to live at home alone, thus creating the burden on families, communities, and	
	government programs to support the individual.			
evel Requires Outside Help	When CCCO and a large wide all afabraces	services to a person experiencing a visual impairment.		
evel Requires Outside Help Outside Help to Request	SCCB would need to reach out to community agencies			
evel Requires Inform General Assembly		unity agencies and consumer needs cannot be met by SCCB.		
General Assembly Options			most up to date A.T. devices. 3. Consider legislation that encourages and incentivises	
delieral Assembly Options	South Carolina businesses to hire persons who are bli		most up to dute A.T. devices. 5. Consider regislation that encourages and incentivises	
	South Carolina businesses to filre persons who are bill	ia or visually impalied.		
EVIEWS/AUDITS				
			pacts this objective. Please remember to maintain an electronic copy of each	<u>L</u>
fatter(s) or Issue(s) Under Review		Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)	
	policy, etc.)	Internal		
ocational Rehab Grant	Single Audit Act of 1996	SAO; External	7/27/2014 to 3/16/2015	
ocational Rehab Grant	Single Audit Act of 1996	SAO; External	7/27/2014	
ocational Rehab Grant	Single Audit Act of 1996	SAO; External	6/16/2013	
ocational Rehab Grant	Single Audit Act of 1996	SAO; External	5/24/2012	
eview of HR Exception Procedures	Internal Policy	Budget & Control Board; External	11/10/2014	
urrent Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or		
		Other Business, Association, or Individual?		
lational Federation of the Blind	Provides training assistance.	Business, Association or Individual		
outh Carolina Schools for the Deaf and Blind	Provides training assistance.	State/Local Government Entity		
oodwill Industries	Provides training assistance.	Business, Association or Individual		
C Vision Education Partners	Provides training assistance.	State/Local Government Entity		
C 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		
BLE SC	Provides independent living skills training.	Business, Association or Individual		
BLE SC lue Cross Blue Shield	Provides independent living skills training. Provides sensitivity training.	Business, Association or Individual Business, Association or Individual		
BLE SC lue Cross Blue Shield erizon Wireless	Provides independent living skills training. Provides sensitivity training. Provides sensitivity training.	Business, Association or Individual Business, Association or Individual Business, Association or Individual		
BLE SC lue Cross Blue Shield erizon Wireless community Libraries' (We work with libraries in several	Provides independent living skills training. Provides sensitivity training.	Business, Association or Individual Business, Association or Individual		
BLE SC lue Cross Blue Shield erizon Wireless	Provides independent living skills training. Provides sensitivity training. Provides sensitivity training.	Business, Association or Individual Business, Association or Individual Business, Association or Individual State/Local Government Entity		
BLE SC lue Cross Blue Shield erizon Wireless community Libraries* (We work with libraries in several communities)	Provides independent living skills training. Provides sensitivity training. Provides sensitivity training. Provides soft skills training for consumers.	Business, Association or Individual Business, Association or Individual Business, Association or Individual State/Local Government Entity State/Local Government Entity		
BLE SC Live Cross Blue Shield erition Wireless community Liberates' (We work with libraries in several communities) payariment of Employment and Workforce sociation for Education and Rehabilitation of the Blind and	Provides independent living skills training. Provides sensitivity training. Provides sensitivity training. Provides solt skills training for consumers. Provides solt skills training for consumers. Provides solt skills training for consumers Provide updates on upcoming assistive technology.	Business, Association or Individual Business, Association or Individual Business, Association or Individual State/Local Government Entity State/Local Government Entity Business, Association or Individual		
BLE SC Live Cross Blue Shield erizon Wireless community, Libraries' (We work with libraries in several communities) Department of Employment and Workforce sociation for Education and Rehabilitation of the Blind and isually Impaired, SC Chapter	Provides independent living skills training. Provides sensitivity training. Provides sensitivity training. Provides sensitivity training. Provides soft skills training for consumers. Provides soft skills training for consumers. Provide updates on upcoming assistive technology. Provides soft skills training.	Business, Association or Individual Business, Association or Individual Business, Association or Individual State/Local Government Entity State/Local Government Entity Business, Association or Individual State/Local Government Entity		
BLE SC Live Cross Blue Shield erition Wireless community Liberates' (We work with libraries in several communities) payariment of Employment and Workforce sociation for Education and Rehabilitation of the Blind and	Provides independent living skills training. Provides sensitivity training. Provides sensitivity training. Provides solt skills training for consumers. Provides solt skills training for consumers. Provides solt skills training for consumers Provide updates on upcoming assistive technology.	Business, Association or Individual Business, Association or Individual Business, Association or Individual State/Local Government Entity State/Local Government Entity Business, Association or Individual		

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:	Goal 1 - Deliver quality, individualized vocational	Copy and paste this from the second column of the Mission, Vision and Goals C	Chart
and description of doar the objective is neighing accomplish.	rehabilitation services that will assist Blind and	copy and paste this from the second column of the Mission, vision and doals c	and t
	visually impaired individuals in obtaining or		
	maintaining competitive integrated employment.		
gal responsibilities satisfied by Goal:	Federal Regulation 361.13 (a) Title I, Part B; State	Copy and paste this from the first column of the Mission, Vision and Goals Chai	rt
,	Statutes 43-25-50; 43-25-80	,	
and description of Strategy the Objective is under:	Strategy 1.2Increase successful placements and	Copy and paste this from the second column of the Strategy, Objectives and Re	esponsibility Chart
, ,	closures in competitive, integrated employment for all	., ,	
	consumers.		
jective		<u>-</u>	
ojective # and Description:	Objective 1.2.2Expand job search, development and placement opportunities.	Copy and paste this from the second column of the Strategy, Objectives and Re	esponsibility Chart
egal responsibilities satisfied by Objective:	Federal Regulations: 361.13 (a) Title I, Part B; State	Copy and paste this from the first column of the Strategy, Objectives and Resp	onsibility Chart
- · · · · · · · · · · · · · · · · · · ·	Statutes: 43-25-80		
blic Benefit/Intended Outcome:	Expanding employment opportunities will allow a	Copy and paste this from the fourth column of the Strategy, Objectives and Re-	sponsibility Chart
	greater number of SCCB consumers to obtain		
	employment and become taxpayers, as well as reduce		
December 1 to 1 t	the burden on social service programs.	_	
gency Programs Associated with Objective ogram Names:	Vocational Rehabilitation		
ogram names: esponsible Person	Vocational Renabilitation	Enter all the agency programs which are helping accomplish this objective. The	e agency can determine this by sorting the Associated Programs Chart by the
ame:	Edward Bible	Copy and paste this information from the fifth column of the Strategy, Objectiv	yes and Responsibility Chart
mber of Months Responsible:	12+ months	copy and paste this information from the intricolumn of the strategy, objectiv	ves and Responsibility Chart
sition:	Director of Employment & Training		
fice Address:	1430 Confederate Ave. Columbia, SC 29210		
epartment or Division:	Vocational Rehabilitation		
epartment or Division Summary:	Supervises all activities of VR counselors, EMBRC, O &		
,	M instructors, Home management instructors,		
	manual arts instructors, and A.T. instructors.		
nount Budgeted and Spent To Accomplish Objective			
tal Budgeted for this fiscal year:	\$1,056,872	Copy and paste this information from the Strategic Budgeting Chart	
tal Actually Spent:	Agency will provide next year		
ERFORMANCE MEASURES	I		
	ions below as many times as needed so the agency	can provide this information for <u>each</u> Performance Measure that applies	to this objective.
pes of Performance Measures:			
ow the Agency is Measuring its Performance			
	Objective Number and Description	Objective 1.2.2Expand job search, development and placement	
		opportunities.	
	Performance Measure:		VR Closure Quality Rate
	Type of Measure:	Outcome	Efficiency
sults			
	2013-14 Actual Results (as of 6/30/14):		79%
	2014-15 Target Results:	175	80%
	2014-15 Actual Results (as of 6/30/15):		79%
	2015-16 Minimum Acceptable Results:		80%
A-11-	2015-16 Target Results:	175	80%
etails	and this 2 (provide any additional evaluation =	Federal	Federal
es the state or federal government require the agency to tr			
hat are the names and titles of the individuals who chose thi	is as a periorifiance measure?	James Kirby, Commissioner; Shana Robinson, Director of Quality Assurance	James Kirby, Commissioner; Shana Robinson, Director of Quality Assurance

			T
Why was this performance measure chosen?		These measures show the number of consumers who were placed in	These measures show the number of consumers who were placed in employment
		employment, the type of employment, and consumer satisfaction with services received.	the type of employment, and consumer satisfaction with services received.
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	e target value for 2015-16?	James Kirby, Commissioner; Kyle Walker, Director of Vocational Rehabilitation	James Kirby, Commissioner; Kyle Walker, Director of Vocational Rehabilitation
		Consumer Services; Edward Bible, Director of Training & Employment	Consumer Services; Edward Bible, Director of Training & Employment
What was considered when determining the level to set the ta	arget value in 2015-16 and why was the decision finally	Vacancies now filled so target remained at previous year level.	Vacancies now filled so target remained at previous year level.
lased on the performance so far in 2015-16, does it appear th	ne agency is going to reach the target for 2015-16?	Yes	Yes
f the answer to the question above is "questionable" or "no,"	what changes are being made to try and ensure it is		
POTENTIAL NEGATIVE IMPACT			
nstructions: Please list what the agency considers the n	nost potential negative impact to the public that ma	ay occur as a result of the agency not accomplishing this objective. Next t	o, "Most Potential Negative Impact," enter the most potential negative
Most Potential Negative Impact	Without job search, job development, and job placeme	nt resources available, SCCB is unable to effectively connect job ready blind cons	umers with job vacancies. This limits the number of consumers who achieve qua
evel Requires Outside Help When employers refuse to hire blind consumers no matte		tter how many services SCCB provides or how much training is offered.	
outside Help to Request	SCCB would reach out to local employment agencies ar		
evel Requires Inform General Assembly	When SCCB has exhausted all efforts to create opportu	nties with businesses.	
General Assembly Options	1. Consider additional funds for creation of job readine	ss training sites. 2. Consider additional funds for SCCB to hire and expand Job Pla	acement and Job Coaching staff. 3. Consider legislation that encourages and
EVIEWS/AUDITS			
nstructions: Below please list all external or internal re	views, audits, investigations or studies ("Reviews")	of the agency which occurred during the past fiscal year that relates/impa	acts this objective. Please remember to maintain an electronic copy of ea
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
	policy, etc.)	Internal	
ocational Rehab Grant	Single Audit Act of 1996	SAO; External	7/27/2014 to 3/16/2015
ocational Rehab Grant	Single Audit Act of 1996	SAO; External	7/27/2014
ocational Rehab Grant	Single Audit Act of 1996	SAO; External	6/16/2013
ocational Rehab Grant	Single Audit Act of 1996	SAO; External	5/24/2012
eview 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	Offers job placement assistance.	Business, Association or Individual	
lue Cross Blue Shield	OJT and placement opportunities.	Business, Association or Individual	
erizon Wireless	OJT and placement opportunities.	Business, Association or Individual	
SC S F - d I C t t C I C			
of Federal Contract Compliance Programs	Provides information and contacts for federal job	State/Local Government Entity	
	Provides information and contacts for federal job placement opportunities.	State/Local Government Entity	
Department of Employment and Workforce	Provides information and contacts for federal job placement opportunities. Job placement assistance	State/Local Government Entity State/Local Government Entity	
Department of Employment and Workforce ational Employment Team (NET)-South East Region	Provides information and contacts for federal job placement opportunities. Job placement assistance Job placement assistance	State/Local Government Entity State/Local Government Entity Business, Association or Individual	
Department of Employment and Workforce Lational Employment Team (NET)-South East Region Medical University of SC, Storm Eye Clinic	Provides information and contacts for federal job placement opportunities. Job placement assistance Job placement assistance Internships	State/Local Government Entity State/Local Government Entity Business, Association or Individual College/University	
Department of Employment and Workforce ational Employment Team (NET)-South East Region ledical University of SC, Storm Eye Clinic C State Museum	Provides information and contacts for federal job placement opportunities. Job placement assistance Job placement assistance Internships internships	State/Local Government Entity State/Local Government Entity Business, Association or Individual College/University State/Local Government Entity	
Department of Employment and Workforce ational Employment Team (NET)-South East Region ledical University of SC, Storm Eye Clinic C State Museum outh Carolina Vocational Rehabilitation Department	Provides information and contacts for federal job placement opportunities. Job placement assistance Job placement assistance internships Internships Job placement assistance	State/Local Government Entity State/Local Government Entity Business, Association or Individual College/University State/Local Government Entity State/Local Government Entity	
Department of Employment and Workforce ational Employment Team (NET)-South East Region ledical University of SC, Storm Eye Clinic C State Museum Jouth Carolina Vocational Rehabilitation Department lckissick Museum/Library	Provides information and contacts for federal job placement opportunities. Job placement assistance Job placement assistance internships internships Job placement assistance Job placement assistance	State/Local Government Entity State/Local Government Entity Business, Association or Individual College/University State/Local Government Entity State/Local Government Entity Business, Association or Individual	
Department of Employment and Workforce ational Employment Team (NET)-South East Region ledical University of SC, Storm Eye Clinic C State Museum outh Carolina Vocational Rehabilitation Department fectissick Museum/Library SC-Thomas Cooper Library	Provides information and contacts for federal job placement opportunities. Job placement assistance Job placement assistance Internships Internships Job placement assistance Job placement assistance Job placement assistance Job placement assistance	State/Local Government Entity State/Local Government Entity Business, Association or Individual College/University State/Local Government Entity State/Local Government Entity Business, Association or Individual College/University	
Department of Employment and Workforce ational Employment Team (NET)-South East Region tedical University of SC, Storm Eye Clinic C State Museum outh Carolina Vocational Rehabilitation Department tcKissick Museum/Library SC-Thomas Cooper Library ssociation for Education and Rehabilitation of the Blind and isually impaired, SC Chapter	Provides information and contacts for federal job placement opportunities. Job placement assistance Job placement assistance internships Internships Job placement assistance	State/Local Government Entity State/Local Government Entity Business, Association or Individual College/University State/Local Government Entity State/Local Government Entity Business, Association or Individual	
Department of Employment and Workforce lational Employment Team (NET)-South East Region dedical University of SC, Storm Eye Clinic C State Museum outh Carolina Vocational Rehabilitation Department McKissick Museum/Library SC-Thomas Cooper Library ssociation for Education and Rehabilitation of the Blind and issually Impaired, SC Chapter C State University Assistive Technology Program—USC School of	Provides information and contacts for federal job placement opportunities. Job placement assistance Job placement assistance Internships Internships Job placement assistance Job placement assistance Job placement assistance Job placement assistance	State/Local Government Entity State/Local Government Entity Business, Association or Individual College/University State/Local Government Entity State/Local Government Entity Business, Association or Individual College/University	
Department of Employment and Workforce ational Employment Team (NET)-South East Region Idedical University of SC, Storm Eye Clinic C State Museum outh Carolina Vocational Rehabilitation Department Ickkissick Museum/Library SC-Thomas Cooper Library ssociation for Education and Rehabilitation of the Blind and isually Impaired, SC Chapter C State University Assistive Technology Program—USC School of Idedicine	Provides information and contacts for federal job placement opportunities. Job placement assistance Job placement assistance internships Internships Job placement assistance	State/Local Government Entity State/Local Government Entity Business, Association or Individual College/University State/Local Government Entity State/Local Government Entity State/Local Government Entity Business, Association or Individual College/University Business, Association or Individual College/University	
Department of Employment and Workforce ational Employment Team (NET)-South East Region ledical University of SC, Storm Eye Clinic C State Museum outh Carolina Vocational Rehabilitation Department lickissick Museum/Library SC-Thomas Cooper Library sociation for Education and Rehabilitation of the Blind and isually Impaired, SC Chapter C State University Assistive Technology Program—USC School of ledicine nderson Mayors Committee lichland- Columbia Mayor's Committee on Employment of People	Provides information and contacts for federal job placement opportunities. Job placement assistance Job placement assistance internships Job placement assistance	State/Local Government Entity State/Local Government Entity Business, Association or Individual College/University State/Local Government Entity State/Local Government Entity Business, Association or Individual College/University Business, Association or Individual	
epartment of Employment and Workforce ational Employment Team (NET)-South East Region ledical University of SC, Storm Eye Clinic State Museum buth Carolina Vocational Rehabilitation Department cklissick Museum/Library SC-Thomas Cooper Library Scociation for Education and Rehabilitation of the Blind and sually Impaired, SC Chapter State University Assistive Technology Program—USC School of edicine nderson Mayors Committee chiland-Columbia Mayor's Committee on Employment of People th Disabilities	Provides information and contacts for federal job placement opportunities. Job placement assistance Job placement assistance internships Job placement assistance	State/Local Government Entity State/Local Government Entity Business, Association or Individual College/University State/Local Government Entity State/Local Government Entity Business, Association or Individual College/University Business, Association or Individual College/University State/Local Government Entity State/Local Government Entity State/Local Government Entity State/Local Government Entity	
epartment of Employment and Workforce ational Employment Team (NET)-South East Region ledical University of SC, Storm Eye Clinic - State Museum puth Carolina Vocational Rehabilitation Department (Kissick Museum/Library - SC-Thomas Cooper Library - Sociation for Education and Rehabilitation of the Blind and - sually Impaired, SC Chapter - State University Assistive Technology Program—USC School of edicine - delicine - delicine - delicine Columbia Mayor's Committee on Employment of People - ith Disabilities - Governor's Committee	Provides information and contacts for federal job placement opportunities. Job placement assistance Job placement assistance Internships Job placement assistance	State/Local Government Entity State/Local Government Entity Business, Association or Individual College/University State/Local Government Entity State/Local Government Entity State/Local Government Entity Business, Association or Individual College/University Business, Association or Individual College/University State/Local Government Entity State/Local Government Entity State/Local Government Entity State/Local Government Entity	
epartment of Employment and Workforce ational Employment Team (NET)-South East Region ledical University of SC, Storm Eye Clinic State Museum buth Carolina Vocational Rehabilitation Department leckissick Museum/Library SC-Thomas Cooper Library ssociation for Education and Rehabilitation of the Blind and sually Impaired, SC Chapter State University Assistive Technology Program—USC School of ledicine nderson Mayors Committee chland- Columbia Mayor's Committee on Employment of People lith Disabilities Governor's Committee partanburg Mayor Committee	Provides information and contacts for federal job placement opportunities. Job placement assistance Job placement assistance Internships Internships Job placement assistance Internships Job placement assistance Job placement assistance Job placement assistance Job placement assistance	State/Local Government Entity State/Local Government Entity Business, Association or Individual College/University State/Local Government Entity State/Local Government Entity Business, Association or Individual College/University Business, Association or Individual College/University State/Local Government Entity	
Department of Employment and Workforce ational Employment Team (NET)-South East Region ledical University of SC, Storm Eye Clinic State Museum South Carolina Vocational Rehabilitation Department lckissick Museum/Library SC-Thomas Cooper Library Ssociation for Education and Rehabilitation of the Blind and sually Impaired, SC Chapter State University Assistive Technology Program—USC School of ledicine nderson Mayors Committee othland-Columbia Mayor's Committee on Employment of People th Disabilities Governor's Committee Sartanburg Mayor Committee Sartanburg Mayor Committee Sartanburg Mayor Committee	Provides information and contacts for federal job placement opportunities. Job placement assistance Job placement assistance internships Job placement assistance	State/Local Government Entity State/Local Government Entity Business, Association or Individual College/University State/Local Government Entity State/Local Government Entity Business, Association or Individual College/University Business, Association or Individual College/University State/Local Government Entity	
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Department of Employment and Workforce lational Employment Team (NET)-South East Region fedical University of SC, Storm Eye Clinic C State Museum outh Carolina Vocational Rehabilitation Department fcktissick Museum/Library SC-Thomas Cooper Library ssociation for Education and Rehabilitation of the Blind and isually Impaired, SC Chapter C State University Assistive Technology Program—USC School of fedicine inderson Mayors Committee inchand- Columbia Mayor's Committee on Employment of People with Disabilities G Governor's Committee ummerville Mayor's Committee ummerville Mayor's Committee ummerville Mayor's Committee interest Mayor Committee ummerville Mayor's Committee interest Mayor Comm	Provides information and contacts for federal job placement opportunities. Job placement assistance Job placement assistance Internships Internships Job placement assistance	State/Local Government Entity State/Local Government Entity Business, Association or Individual College/University State/Local Government Entity State/Local Government Entity Business, Association or Individual College/University Business, Association or Individual College/University State/Local Government Entity Business, Association or Individual Business, Association or Individual State/Local Government Entity	
Department of Employment and Workforce lational Employment Team (NET)-South East Region Aedical University of SC, Storm Eye Clinic C State Museum Outh Carolina Vocational Rehabilitation Department Acklissick Museum/Library JSC-Thomas Cooper Library Association for Education and Rehabilitation of the Blind and Sisually Impaired, SC Chapter C State University Assistive Technology Program—USC School of Aedicine Anderson Mayors Committee Lichland- Columbia Mayor's Committee on Employment of People Lichland- Columbia Mayor's Committee Darranburg Mayor Committee Darranburg Mayor Committee Darranburg Mayor Committee Unmerville Mayor's Committee Unmerville Mayor's Non-Profit Linted Way 211-Non Profit Linted Way 211-Non Profit Larvest Hope Food Bank-Non Profit Larvest Hope Food Bank-Non Profit	Provides information and contacts for federal job placement opportunities. Job placement assistance Job placement assistance Internships Job placement assistance Internships Internships Job placement assistance Internships	State/Local Government Entity Business, Association or Individual College/University State/Local Government Entity State/Local Government Entity State/Local Government Entity State/Local Government Entity Business, Association or Individual College/University Business, Association or Individual College/University State/Local Government Entity Business, Association or Individual Business, Association or Individual Business, Association or Individual	
Department of Employment and Workforce lational Employment Team (NET)-South East Region Aedical University of SC, Storm Eye Clinic C State Museum outh Carolina Vocational Rehabilitation Department Ackissick Museum/Library ISC-Thomas Cooper Library ISC-Thomas	Provides information and contacts for federal job placement opportunities. Job placement assistance Job placement assistance Internships Job placement assistance Internships Job placement assistance Internships Job placement assistance	State/Local Government Entity State/Local Government Entity Business, Association or Individual College/University State/Local Government Entity State/Local Government Entity Business, Association or Individual College/University Business, Association or Individual College/University State/Local Government Entity Business, Association or Individual Business, Association or Individual State/Local Government Entity	
Department of Employment and Workforce Jational Employment Team (NET)-South East Region Medical University of SC, Storm Eye Clinic C State Museum Jouth Carolina Vocational Rehabilitation Department McKissick Museum/Library Sc-Thomas Cooper Library Scsociation for Education and Rehabilitation of the Blind and Misually Impaired, SC. Chapter C State University Assistive Technology Program—USC School of Medicine Inderson Mayors Committee Inderson Mayors Committee Of Governor's Committee Of Governor's Committee University Mayor Committee Universi	Provides information and contacts for federal job placement apportunities. Job placement assistance Job placement assistance Internships internships Job placement assistance internships Job placement assistance Internships	State/Local Government Entity State/Local Government Entity Business, Association or Individual College/University State/Local Government Entity State/Local Government Entity State/Local Government Entity Business, Association or Individual College/University Business, Association or Individual College/University State/Local Government Entity Business, Association or Individual	
Department of Employment and Workforce Jational Employment Team (NET)-South East Region Medical University of SC, Storm Eye Clinic C State Museum Jouth Carolina Vocational Rehabilitation Department McKissick Museum/Library JSC-Thomas Cooper Library JSC	Provides information and contacts for federal job placement opportunities. Job placement assistance Job placement assistance Internships Job placement assistance Internships Job placement assistance Internships Job placement assistance	State/Local Government Entity Business, Association or Individual College/University State/Local Government Entity State/Local Government Entity State/Local Government Entity Business, Association or Individual College/University Business, Association or Individual College/University State/Local Government Entity Business, Association or Individual State/Local Government Entity	
South Carolina Vocational Rehabilitation Department McKissick Museum/Library USC-Thomas Cooper Library Association for Education and Rehabilitation of the Blind and Visually Impaired, SC Chapter SC State University Assistive Technology Program—USC School of Medicine Anderson Mayors Committee Richland- Columbia Mayor's Committee on Employment of People with Disabilities SC Governor's Committee Spartanburg Mayor Committee Summerville Mayor's Committee Summerville Mayor's Committee American Red Cross-Non-Profit United Way 211-Non Profit VA Hospital - Non Profit Richland County Library Richland County Library	Provides information and contacts for federal job placement apportunities. Job placement assistance Job placement assistance Internships internships Job placement assistance internships Job placement assistance Internships	State/Local Government Entity Business, Association or Individual College/University State/Local Government Entity State/Local Government Entity Business, Association or Individual College/University Business, Association or Individual College/University Business, Association or Individual College/University State/Local Government Entity Business, Association or Individual State/Local Government Entity	

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 <u>complete for each Objective</u> 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 makes 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	Goal 1 - Deliver quality, individualized vocational	Copy and paste this from the second column of the Mission, Vision and Goals Chart
accomplish:	rehabilitation services that will assist Blind and visually	
Legal responsibilities satisfied by Goal:	Federal Regulation 361.13 (a) Title I, Part B; State	Copy and paste this from the first column of the Mission, Vision and Goals Chart
	Statutes 43-25-50; 43-25-80	
# and description of Strategy the Objective is under:	Strategy 1.2Increase successful placements and	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	closures in competitive, integrated employment for all	
	consumers.	
Objective		
Objective # and Description:	Objective 1.2.3Increase successful placement rate	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	for youth consumers aged 14 to 21 and consumers	
	requiring supported employment services	
Legal responsibilities satisfied by Objective:	Federal regulation: 361.13 (a) Title I, Part B; State	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective.	Statute: 43-25-80	copy and paste this from the first column of the strategy, objectives and kesponsibility chart
Public Benefit/Intended Outcome:	Increasing placement for youth consumers will provide	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	them the opportunity to build employment skills and	
	careers. This will reduce dependence on public	
	benefits as this population leaves school and reaches	
	adulthood.	
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]
DEDECORATALICE MEACURES		

DEDECORMANCE MEASURE

<u>Instructions</u>: 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.

- 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, 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 1.2.3Increase successful placement rate for youth consumer	s	
	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:	: <mark>N/A</mark>	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,	Only Agency Selected	Only Agency Selected	Federal
two cells over)			
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	To assess the effects of providing Work Skills Training with a youth	To assess the effects of providing Work Skills Training with
	population.	population.	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/Anew program	N/Anew program	N/Anew 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	This is a new program being introduced into state schools and values were	This is a new program being introduced into state schools and values were	This is a new program being introduced into state schools
made on setting it at the level at which it was set?	kept conservative for the first year as SCCB staff identifies schools where	kept conservative for the first year as SCCB staff identifies schools where	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	VR Director is trying to maintain contact with Dept of Education to sign a	VR Director is trying to maintain contact with Dept of Education to sign a	VR Director is trying to maintain contact with Dept of
reached or what resources are being diverted to ensure performance measures more likely to be reached, are	MOU so the program can begin in the schools.	MOU so the program can begin in the schools.	Education to sign a MOU so the program can begin in the
reached?	, 0 0	, , , , , , , , , , , , , , , , , , , ,	schools.
I _n			

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 helieves it needs outside help. 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 objective. 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	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
Level Requires Outside Help	When employers refuse to hire blind consumers no matter how many services SCCB provides or how much training is offered.
Outside Help to Request	SCCB would reach out to local employment agencies and businesses to develop opportunties for consumers.
Level Requires Inform General Assembly	When SCCB has exhausted all efforts to create opportunties with businesses.
3 General Assembly Options	1. Consider legislation that encourages and incentivises South Carolina businesses to hire persons who are blind or visually impaired. 2. Consider providing additional funding for a public awareness campaign that

REVIEWS/AUDIT

<u>Instructions</u>: 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 may 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,	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
	internal policy, etc.)	Internal	
N/Anew program			

PARTNER

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 schools, instead of listing each middle schools, instead of listing each high school in the county separately.

Current Partner Entity		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	State/Local Government Entity
	Program and provides referrals to SCCB.	

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 1.2Increase 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 tox-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 1.2.4Increase 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		
Door the state or foderal government require the agency to track this? (provide any additional explanation peeded	Endoral	Fodoral

Current Partner Entity

Office of Federal Contract Compliance Programs

What are the names and titles of the individuals wh	ho 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	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.	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 wh	no chose the target value for 2015-16?	James Kirby, Commissioner; Kyle Walker, Director of Vocational Rehabilitation	James Kirby, Commissioner; Kyle Walker, Director of Vocational Rehabilitation	
NA/I		Consumer Services Vacancies now filled so target remained at previous year level.	Consumer Services Vacancies now filled so target remained at previous year level.	
	to set the target value in 2015-16 and why was the decision finally	vacancies now mied so target remained at previous year level.		
	it appear the agency is going to reach the target for 2015-16?	res	Yes	
If the answer to the question above is "questionabl	le" or "no," what changes are being made to try and ensure it is			
POTENTIAL NEGATIVE IMPACT				
Instructions: Please list what the agency consider	ders the most potential negative impact to the public that ma	y 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		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		
Level Requires Outside Help		When employers refuse to hire blind consumers no matter how many services SCCB provides or how much training is offered.		
Outside Help to Request	SCCB would reach out to local employment agencies an	SCCB would reach out to local employment agencies and businesses to develop opportunties for consumers.		
Level Requires Inform General Assembly	When SCCB has exhausted all efforts to create opportu	When SCCB has exhausted all efforts to create apportunities with businesses		
3 General Assembly Options	1. Consider legislation that encourages and incentivises	1. Consider legislation that encourages and incentivises South Carolina businesses to hire persons who are blind or visually impaired. 2. Consider providing additional funding for a public awareness campaign that		
REVIEWS/AUDITS				
Instructions: Below please list all external or in	nternal reviews, audits, investigations or studies ("Reviews") o	of the agency which occurred during the past fiscal year that relates/impage	cts this objective. Please remember to maintain an electronic copy of	
Matter(s) or Issue(s) Under Review		Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)	
	policy, etc.)	Internal		
Vocational Rehab Grant	policy, etc.) Single Audit Act of 1996	Internal SAO; External	7/27/2014 to 3/16/2015	
Vocational Rehab Grant 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 Single Audit Act of 1996	SAO; External SAO; External	7/27/2014 to 3/16/2015 7/27/2014	

Ways Agency Works with Current Partner

Skills training and placement assistance.

Job placement assistance

Job placement assistance
Contacts for federal job placement.

Is the Partner a State/Local Government Entity; College, University; or

Other Business, Association, or Individual?

Business, Association or Individual

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

<u>Instructions:</u> Below is a template to <u>complete for each Objective</u> 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 2 - Provide services to assist eligible consumers who are not seeking employment to maintain the highest level of self-sufficiency possible.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	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	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 2.1Develop and maintain consistent and quality individualized service plans.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		_
Objective # and Description:	Objective 2.1.1Increase community interaction through home visits and developing new referral sources in unserved and underserved rural counties.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	Federal regulation: 34 CFR Part 367; State Statute: 43-25-80	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	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.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		•
Program Names:	Older Blind Program	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	Rhonda Thompson	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 Older Blind, Childrens Services, Low Vision Clinic	
Office Address:	620 North Main Street Greenville, SC 29601	
Department or Division:	Older Blind Program	
Department or Division Summary:	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.	
Amount Budgeted and Spent To Accomplish Objective		•
Total Budgeted for this fiscal year:	\$1,274,618	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	
		4

PERFORMANCE MEASURES			
nstructions: Please copy and paste the chart and qu	uestions below as many times as needed so the agency c	an 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 2.1.1Increase community interaction through home visits	1
		and developing new referral sources in unserved and underserved rural	
		counties.	
	Performance Measure:		
	Type of Measure:		
esults	.,,		
	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 Details			
	y 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 cho	ose this as a performance measure?	Rhonda Thompson, Director of Older Blind, Childrens Services, Low Vision	
		Clinics	
Vhy was this performance measure chosen?		To measure the success of the Older Blind program.	
the target value was not reached in 2014-15, what cha		The goal was exceeded.	
Vhat are the names and titles of the individuals who cho	ose the target value for 2015-16?	Rhonda Thompson, Director of Older Blind, Childrens Services, Low Vision Clinics	
Vhat was considered when determining the level to set	the target value in 2015-16 and why was the decision finally	Following RSA practice of +1 to the previous years actual results. The final	
nade on setting it at the level at which it was set?		reasoning for the current target value was the significant increase in the	
		actual results for 2013-14.	
	ear the agency is going to reach the target for 2015-16?	Yes	
f the answer to the question above is "questionable" or	"no," what changes are being made to try and ensure it is		
OTENTIAL NEGATIVE IMPACT			
		occur as a result of the agency not accomplishing this objective. Next to	
Most Potential Negative Impact		e possible to determine the needs of consumers and individualized training could	
evel Requires Outside Help		impairments due to lack of resources it would be time to reach out for assistance	
Outside Help to Request		who serve persons with disabilities. Next would be to contact non-profit and nea	
evel Requires Inform General Assembly		does not exist for SCCB to expand services to help all citizens with visual impairm	
General Assembly Options	1. Consider additional funding for rural services. 2.Cons	ider funding to state agencies in rural counties to assist in expanding services. 3.	Consider legislation requiring rural
REVIEWS/AUDITS			
•		f a b	to the contract of the contrac
		f the agency which occurred during the past fiscal year that relates/impac Entity Performing the Review and Whether Reviewing Entity External or	
Matter(s) or Issue(s) Under Review		Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
			Date neview chided (IVIIVI/DD/TYTY)
ocational Rehab Grant	policy, etc.) Single Audit Act of 1996	SAO: External	7/27/2014 to 3/16/2015
	Single Audit Act of 1996	SAO; External	7/27/2014 to 3/16/2015 7/27/2014
ocational Rehab Grant	Single Audit Act of 1996 Single Audit Act of 1996	SAO; External	7/27/2014
ocational Rehab Grant Cocational Rehab Grant	Single Audit Act of 1996 Single Audit Act of 1996 Single Audit Act of 1996		7/27/2014 6/16/2013
/ocational Rehab Grant /ocational Rehab Grant /ocational Rehab Grant	Single Audit Act of 1996 Single Audit Act of 1996	SAO; External SAO; External	7/27/2014
/ocational Rehab Grant /ocational Rehab Grant /ocational Rehab Grant Review of HR Exception Procedures	Single Audit Act of 1996 Internal Policy	SAO; External SAO; External SAO; External Budget & Control Board; External	7/27/2014 6/16/2013 5/24/2012
Vocational Rehab Grant Vocational Rehab Grant Vocational Rehab Grant Vocational Rehab Grant Review of HR Exception Procedures Current Partner Entity	Single Audit Act of 1996	SAO; External SAO; External SAO; External	7/27/2014 6/16/2013 5/24/2012
/ocational Rehab Grant /ocational Rehab Grant /ocational Rehab Grant Review of HR Exception Procedures	Single Audit Act of 1996 Internal Policy	SAO; External SAO; External SAO; External Budget & Control Board; External Is the Partner a State/Local Government Entity; College, University; or	7/27/2014 6/16/2013 5/24/2012

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

<u>Instructions:</u> Below is a template to <u>complete for each Objective</u> 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 accomplis	h: Goal 2 - Provide services to assist eligible consumers who are not seeking employment to maintain the highest level of self-sufficiency possible.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	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	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 2.1Develop and maintain consistent and quality individualized service plans.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		•
Objective # and Description:	Objective 2.1.2Collaborate with nonprofit, social and human service organizations to provide early intervention services.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	State Statutes: Chapter 6.1, Section 71-296 1966); 43-25-80	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	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.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Children's Services	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	Rhonda Thompson	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 Older Blind, Childrens Services, Low Vision Clinic	
Office Address:	620 North Main Street Greenville, SC 29601	
Department or Division:	Children's Services	
Department or Division Summary:	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.	
Amount Budgeted and Spent To Accomplish Objective		•
Total Budgeted for this fiscal year:	\$541,055	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 2.1.2Collaborate 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			
	ency 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?			
	changes were made to try and ensure it was reached?		
What are the names and titles of the individuals who			
	set the target value in 2015-16 and why was the decision finally		
	appear the agency is going to reach the target for 2015-16?		
f the answer to the question above is "questionable"	or "no," what changes are being made to try and ensure it is		
POTENTIAL NEGATIVE IMPACT			
POTENTIAL NEGATIVE IMPACT Instructions: Please list what the agency conside Most Potential Negative Impact Level Requires Outside Help	Blind and visually impaired children would grow up with When SCCB is unable to respond to citizens with visual i	y occur as a result of the agency not accomplishing this objective. Next to, hout the tools they need to succeed in society and in school. This would leave child impairments due to lack of resources it would be time to reach out for assistance	ldren with a visual impairment totally e.
POTENTIAL NEGATIVE IMPACT Instructions: Please list what the agency conside Most Potential Negative Impact Level Requires Outside Help Dutside Help to Request	Blind and visually impaired children would grow up with When SCCB is unable to respond to citizens with visual in The first step would be to contact other state agencies	hout the tools they need to succeed in society and in school. This would leave chil impairments due to lack of resources it would be time to reach out for assistance who serve persons with disabilities. Next would be to contact non-profit and nea	ldren with a visual impairment totally e. prby agencies who might also offer assistance.
POTENTIAL NEGATIVE IMPACT Instructions: Please list what the agency conside Most Potential Negative Impact Level Requires Outside Help Outside Help to Request Level Requires Inform General Assembly	Blind and visually impaired children would grow up with When SCCB is unable to respond to citizens with visual in The first step would be to contact other state agencies When no outside assistance can be found and funding of	hout the tools they need to succeed in society and in school. This would leave chil impairments due to lack of resources it would be time to reach out for assistance who serve persons with disabilities. Next would be to contact non-profit and nea does not exist for SCCB to expand services to help all citizens with visual impairm	ldren with a visual impairment totally e. urby agencies who might also offer assistance. ents in the state of SC.
POTENTIAL NEGATIVE IMPACT Instructions: Please list what the agency conside Most Potential Negative Impact Level Requires Outside Help Dutside Help to Request	Blind and visually impaired children would grow up with When SCCB is unable to respond to citizens with visual in The first step would be to contact other state agencies When no outside assistance can be found and funding of	hout the tools they need to succeed in society and in school. This would leave chil impairments due to lack of resources it would be time to reach out for assistance who serve persons with disabilities. Next would be to contact non-profit and nea	ldren with a visual impairment totally e. urby agencies who might also offer assistance. ents in the state of SC.
POTENTIAL NEGATIVE IMPACT Instructions: Please list what the agency conside Most Potential Negative Impact Level Requires Outside Help Dutside Help to Request Level Requires Inform General Assembly B General Assembly Options REVIEWS/AUDITS	Blind and visually impaired children would grow up with When SCCB is unable to respond to citizens with visual in The first step would be to contact other state agencies. When no outside assistance can be found and funding to 1. Consider additional funding for rural services. 2.Consider additional funding for rural services.	hout the tools they need to succeed in society and in school. This would leave chil impairments due to lack of resources it would be time to reach out for assistance who serve persons with disabilities. Next would be to contact non-profit and nea does not exist for SCCB to expand services to help all citizens with visual impairm ider funding to state agencies in rural counties to assist in expanding services. 3.	ldren with a visual impairment totally 2. rby agencies who might also offer assistance. ents in the state of SC. Consider legislation requiring rural
POTENTIAL NEGATIVE IMPACT Instructions: Please list what the agency conside Most Potential Negative Impact Level Requires Outside Help Dutside Help to Request Level Requires Inform General Assembly B General Assembly Options REVIEWS/AUDITS Instructions: Below please list all external or inte	Blind and visually impaired children would grow up with When SCCB is unable to respond to citizens with visual in The first step would be to contact other state agencies. When no outside assistance can be found and funding a 1. Consider additional funding for rural services. 2. Consider additional funding for rural services. 2. Consider additional funding for rural services. 2. Consider additional funding for studies ("Reviews") o	hout the tools they need to succeed in society and in school. This would leave chiling impairments due to lack of resources it would be time to reach out for assistance who serve persons with disabilities. Next would be to contact non-profit and nead does not exist for SCCB to expand services to help all citizens with visual impairmider funding to state agencies in rural counties to assist in expanding services. 3. If the agency which occurred during the past fiscal year that relates/impac	Idren with a visual impairment totally 2. 1rby agencies who might also offer assistance. 1ents in the state of SC. 1. 1. 1. 2. 2. 2. 4. 4. 4. 4. 4. 4. 4
POTENTIAL NEGATIVE IMPACT Instructions: Please list what the agency conside Most Potential Negative Impact Level Requires Outside Help Dutside Help to Request Level Requires Inform General Assembly B General Assembly Options REVIEWS/AUDITS	Blind and visually impaired children would grow up with When SCCB is unable to respond to citizens with visual in the first step would be to contact other state agencies. When no outside assistance can be found and funding a consider additional funding for rural services. 2. Consider additional funding funding funding funding funding funding funding funding fun	nout the tools they need to succeed in society and in school. This would leave chil impairments due to lack of resources it would be time to reach out for assistance who serve persons with disabilities. Next would be to contact non-profit and neadoes not exist for SCCB to expand services to help all citizens with visual impairmed ider funding to state agencies in rural counties to assist in expanding services. 3. If the agency which occurred during the past fiscal year that relates/impactentity Performing the Review and Whether Reviewing Entity External or	Idren with a visual impairment totally e. Triby agencies who might also offer assistance. ents in the state of SC. Consider legislation requiring rural ts this objective. Please remember to Date Review Began (MM/DD/YYYY) and
POTENTIAL NEGATIVE IMPACT Instructions: Please list what the agency conside Most Potential Negative Impact Level Requires Outside Help Dutside Help to Request Level Requires Inform General Assembly B General Assembly Options REVIEWS/AUDITS Instructions: Below please list all external or inte	Blind and visually impaired children would grow up with When SCCB is unable to respond to citizens with visual in The first step would be to contact other state agencies. When no outside assistance can be found and funding a 1. Consider additional funding for rural services. 2. Consider additional funding for rural services. 2. Consider additional funding for rural services. 2. Consider additional funding for studies ("Reviews") o	hout the tools they need to succeed in society and in school. This would leave chiling impairments due to lack of resources it would be time to reach out for assistance who serve persons with disabilities. Next would be to contact non-profit and nead does not exist for SCCB to expand services to help all citizens with visual impairmider funding to state agencies in rural counties to assist in expanding services. 3. If the agency which occurred during the past fiscal year that relates/impac	Idren with a visual impairment totally 2. 1rby agencies who might also offer assistance. 1ents in the state of SC. 1. 1. 1. 2. 2. 2. 4. 4. 4. 4. 4. 4. 4
POTENTIAL NEGATIVE IMPACT Instructions: Please list what the agency conside Most Potential Negative Impact Level Requires Outside Help Outside Help to Request Level Requires Inform General Assembly B General Assembly Options REVIEWS/AUDITS Instructions: Below please list all external or intermaters of the service of the	Blind and visually impaired children would grow up with When SCCB is unable to respond to citizens with visual. The first step would be to contact other state agencies When no outside assistance can be found and funding of a consider additional funding for rural services. 2. Consider additional funding for rural services. 2. Consider additional funding for studies ("Reviews") of Reason Review was Initiated (outside request, internal policy, etc.)	nout the tools they need to succeed in society and in school. This would leave chill impairments due to lack of resources it would be time to reach out for assistance who serve persons with disabilities. Next would be to contact non-profit and nea does not exist for SCCB to expand services to help all citizens with visual impairm ider funding to state agencies in rural counties to assist in expanding services. 3. If the agency which occurred during the past fiscal year that relates/impacting the performing the Review and Whether Reviewing Entity External or Internal	Idren with a visual impairment totally 2. Thy agencies who might also offer assistance. The state of SC. Consider legislation requiring rural This objective. Please remember to Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
POTENTIAL NEGATIVE IMPACT Instructions: Please list what the agency conside Most Potential Negative Impact Level Requires Outside Help Dutside Help to Request Level Requires Inform General Assembly B General Assembly Options REVIEWS/AUDITS Instructions: Below please list all external or intermater (s) or Issue(s) Under Review Vocational Rehab Grant	Blind and visually impaired children would grow up with When SCCB is unable to respond to citizens with visual. The first step would be to contact other state agencies When no outside assistance can be found and funding to 1. Consider additional funding for rural services. 2.Consider additional funding for rural services. 2.Consider additional funding for rural services, 2.Consider additional funding funding funding funding funding funding f	hout the tools they need to succeed in society and in school. This would leave chilingpairments due to lack of resources it would be time to reach out for assistance who serve persons with disabilities. Next would be to contact non-profit and nea does not exist for SCCB to expand services to help all citizens with visual impairm idider funding to state agencies in rural counties to assist in expanding services. 3. If the agency which occurred during the past fiscal year that relates/impactentity Performing the Review and Whether Reviewing Entity External or Internal SAO: External	Idren with a visual impairment totally 2. Thy agencies who might also offer assistance. The state of SC. Consider legislation requiring rural ts this objective. Please remember to Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY) 7/27/2014 to 3/16/2015
POTENTIAL NEGATIVE IMPACT Instructions: Please list what the agency conside Most Potential Negative Impact Level Requires Outside Help Dutside Help to Request Level Requires Inform General Assembly B General Assembly Options REVIEWS/AUDITS Instructions: Below please list all external or interval Matter(s) or Issue(s) Under Review Vocational Rehab Grant Vocational Rehab Grant	Blind and visually impaired children would grow up with When SCCB is unable to respond to citizens with visual in The first step would be to contact other state agencies. When no outside assistance can be found and funding to a contact of the state agencies. When no outside assistance can be found and funding to a contact of the state of the	hout the tools they need to succeed in society and in school. This would leave chilingpairments due to lack of resources it would be time to reach out for assistance who serve persons with disabilities. Next would be to contact non-profit and neadoes not exist for SCCB to expand services to help all citizens with visual impairmider funding to state agencies in rural counties to assist in expanding services. 3. If the agency which occurred during the past fiscal year that relates/impactentially Performing the Review and Whether Reviewing Entity External or Internal SAO; Extemal SAO; Extemal	Idren with a visual impairment totally try agencies who might also offer assistance. ents in the state of SC. Consider legislation requiring rural ts this objective. Please remember to Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY) 7/27/2014 to 3/16/2015 7/27/2014
POTENTIAL NEGATIVE IMPACT Instructions: Please list what the agency conside Most Potential Negative Impact Level Requires Outside Help Dutside Help to Request Level Requires Inform General Assembly B General Assembly Options REVIEWS/AUDITS Instructions: Below please list all external or interval of Instructions (Instructions) Matter(s) or Issue(s) Under Review Vocational Rehab Grant Vocational Rehab Grant Vocational Rehab Grant Vocational Rehab Grant	Blind and visually impaired children would grow up with When SCCB is unable to respond to citizens with visual in The first step would be to contact other state agencies. When no outside assistance can be found and funding a 1. Consider additional funding for rural services. 2. Consider additional funding fundi	nout the tools they need to succeed in society and in school. This would leave chil impairments due to lack of resources it would be time to reach out for assistance who serve persons with disabilities. Next would be to contact non-profit and nea does not exist for SCCB to expand services to help all citizens with visual impairm ider funding to state agencies in rural counties to assist in expanding services. 3. If the agency which occurred during the past fiscal year that relates/impac Entity Performing the Review and Whether Reviewing Entity External or Internal SAO: External SAO: External	Idren with a visual impairment totally 2. 2. 2. 2. 2. 2. 2. 2. 2. 2. 2. 2. 2.
POTENTIAL NEGATIVE IMPACT Instructions: Please list what the agency conside Most Potential Negative Impact Level Requires Outside Help Dutside Help to Request Level Requires Inform General Assembly B General Assembly Options REVIEWS/AUDITS Instructions: Below please list all external or interviolets Matter(s) or Issue(s) Under Review Vocational Rehab Grant	Blind and visually impaired children would grow up with When SCCB is unable to respond to citizens with visual. The first step would be to contact other state agencies When no outside assistance can be found and funding to 1. Consider additional funding for rural services. 2.Consider additional funding funding funding funding funding funding f	hout the tools they need to succeed in society and in school. This would leave chilimpairments due to lack of resources it would be time to reach out for assistance who serve persons with disabilities. Next would be to contact non-profit and nea does not exist for SCCB to expand services to help all citizens with visual impairmider funding to state agencies in rural counties to assist in expanding services. 3. If the agency which occurred during the past fiscal year that relates/impactentity Performing the Review and Whether Reviewing Entity External or Internal SAO; External	Idren with a visual impairment totally 2. 2. 2. 2. 2. 2. 2. 2. 2. 2. 2. 2. 2.
POTENTIAL NEGATIVE IMPACT Instructions: Please list what the agency conside Most Potential Negative Impact Level Requires Outside Help Dutside Help to Request Level Requires Inform General Assembly B General Assembly Options REVIEWS/AUDITS Instructions: Below please list all external or interviously or Issue(s) Under Review Matter(s) or Issue(s) Under Review Mocational Rehab Grant	Blind and visually impaired children would grow up with When SCCB is unable to respond to citizens with visual. The first step would be to contact other state agencies When no outside assistance can be found and funding to 1. Consider additional funding for rural services. 2.Consider additional funding funding funding funding funding funding f	the tools they need to succeed in society and in school. This would leave chill impairments due to lack of resources it would be time to reach out for assistance who serve persons with disabilities. Next would be to contact non-profit and neadoes not exist for SCCB to expand services to help all citizens with visual impairment ider funding to state agencies in rural counties to assist in expanding services. 3. If the agency which occurred during the past fiscal year that relates/impace Entity Performing the Review and Whether Reviewing Entity External or Internal SAO; External SAO;	Idren with a visual impairment totally 2. 2. 2. 2. 2. 2. 2. 2. 2. 2. 2. 2. 2.
POTENTIAL NEGATIVE IMPACT Instructions: Please list what the agency conside Most Potential Negative Impact Level Requires Outside Help Dutside Help to Request Level Requires Inform General Assembly B General Assembly Options REVIEWS/AUDITS Instructions: Below please list all external or interviolets Matter(s) or Issue(s) Under Review Vocational Rehab Grant	Blind and visually impaired children would grow up with When SCCB is unable to respond to citizens with visual in the first step would be to contact other state agencies. When no outside assistance can be found and funding 1. Consider additional funding for rural services. 2. Consider additional funding funding funding funding funding funding funding funding fu	nout the tools they need to succeed in society and in school. This would leave chil impairments due to lack of resources it would be time to reach out for assistance who serve persons with disabilities. Next would be to contact non-profit and nea does not exist for SCCB to expand services to help all citizens with visual impairm ider funding to state agencies in rural counties to assist in expanding services. 3. If the agency which occurred during the past fiscal year that relates/impace Entity Performing the Review and Whether Reviewing Entity External or Internal SAO; External SAO; External SAO; External Budget & Control Board; External Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	Idren with a visual impairment totally 2. 2. 2. 2. 2. 2. 2. 2. 2. 2. 2. 2. 2.
POTENTIAL NEGATIVE IMPACT Instructions: Please list what the agency conside Most Potential Negative Impact Level Requires Outside Help Dutside Help to Request Level Requires Inform General Assembly B General Assembly Options REVIEWS/AUDITS Instructions: Below please list all external or interviolets Matter(s) or Issue(s) Under Review Vocational Rehab Grant	Blind and visually impaired children would grow up with When SCCB is unable to respond to citizens with visual. The first step would be to contact other state agencies When no outside assistance can be found and funding of a consider additional funding for rural services. 2. Consider additional funding for rural services. 3. Consider funding fundin	nout the tools they need to succeed in society and in school. This would leave chil impairments due to lack of resources it would be time to reach out for assistance who serve persons with disabilities. Next would be to contact non-profit and nea does not exist for SCCB to expand services to help all citizens with visual impairm ider funding to state agencies in rural counties to assist in expanding services. 3. If the agency which occurred during the past fiscal year that relates/impac Entity Performing the Review and Whether Reviewing Entity External or Internal SAO; External SAO; External SAO; External Budget & Control Board; External Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	Idren with a visual impairment totally 2. 2. 2. 2. 2. 2. 2. 2. 2. 2. 2. 2. 2.
POTENTIAL NEGATIVE IMPACT Instructions: Please list what the agency conside Most Potential Negative Impact Level Requires Outside Help Dutside Help to Request Level Requires Inform General Assembly 3 General Assembly Options REVIEWS/AUDITS Instructions: Below please list all external or intervious or Issue(s) Under Review Vocational Rehab Grant	Blind and visually impaired children would grow up with When SCCB is unable to respond to citizens with visual in the first step would be to contact other state agencies. When no outside assistance can be found and funding 1. Consider additional funding for rural services. 2. Consider additional funding funding funding funding funding funding funding funding fu	input the tools they need to succeed in society and in school. This would leave chill impairments due to lack of resources it would be time to reach out for assistance who serve persons with disabilities. Next would be to contact non-profit and neades not exist for SCCB to expand services to help all citizens with visual impairment ider funding to state agencies in rural counties to assist in expanding services. 3. If the agency which occurred during the past fiscal year that relates/impace Entity Performing the Review and Whether Reviewing Entity External or Internal SAO: External SAO: Association, or Individual?	Idren with a visual impairment totally 2. 2. 2. 2. 2. 2. 2. 2. 2. 2. 2. 2. 2.

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

<u>Instructions:</u> 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	a: 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 3.1Create 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 3.1.1Develop 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:

Types or refrontance measures.	
How the Agency is Measuring its Performance	
	Objective 3.1.1Develop 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):	

	individuals	State/Local Government Entity	
Department of Homeland Security/E-Verify	Provides verification of eligibility and identify of hired	State/Local Government Entity State/Local Government Entity	
SC Budget and Control Board	house for workforce utilization data Provides consultative services on HR matters		_
SC Human Affairs	Provides consultative services and serves as a collecting	State/Local Government Entity	
State Ethics Commission	Provides ethical guidance through yearly activity reporting	State/Local Government Entity	
ndeed.com	Browse resumes and contact potential qualified candidates	Business, Association or Individual	
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?	
Review of HR Exception Procedures	Internal Policy	Budget & Control Board; External	11/10/2014
Vocational Rehab Grant	Single Audit Act of 1996	SAO; External	5/24/2012
Vocational Rehab Grant	Single Audit Act of 1996	SAO; External	6/16/2013
Vocational Rehab Grant	Single Audit Act of 1996	SAO; External	7/27/2014
Vocational Rehab Grant	Single Audit Act of 1996	SAO; External	7/27/2014 to 3/16/2015
	policy, etc.)	Internal	Date Review Ended (MM/DD/YYYY)
Matter(s) or Issue(s) Under Review		Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
REVIEWS/AUDITS	ovious audite investigations or studies ("Povious") o	f the agency which occurred during the past fiscal year that relates/imp	acts this objective. Please remember to
3 General Assembly Options	1. Consider additional junus to place more VK Counselo	ris in the field and reduce caseloda sizes in high need areas. 2. Consider daalile	nur junumg for SCCB to offer competative
General Assembly Options		ors in the field and reduce caseload sizes in high need areas. 2. Consider additic	nal funding for SCCP to offer competative
Level Requires Inform General Assembly	When the agency can no longer hire or retain staff due		
Dutside Help to Request	Contact local employment agencies and advertise vaca		ounselors are unable to keep up with the
evel Requires Outside Help		cannot be hired due to low pay, high caseloads, high travel time, and current o	
Instructions: Please list what the agency considers the Most Potential Negative Impact		y occur as a result of the agency not accomplishing this objective. Next ewed as discriminatory, and would not benefit from a diversity of experience, t	
POTENTIAL NEGATIVE IMPACT			
If the answer to the question above is "questionable" or "n	o," what changes are being made to try and ensure it is		
Based on the performance so far in 2015-16, does it appea	r the agency is going to reach the target for 2015-16?		
What was considered when determining the level to set the			
What are the names and titles of the individuals who chose	the target value for 2015-16?		
If the target value was not reached in 2014-15, what chang	es were made to try and ensure it was reached?		
Why was this performance measure chosen?			
What are the names and titles of the individuals who chose	this as a performance measure?		
Does the state or federal government require the agency to	track this? (provide any additional explanation needed,		Insert any further explanation, if needed
Details			
	2015-16 Target Results:		
	2015-16 Minimum Acceptable Results:		
	2014-15 Actual Results (as of 6/30/15):		
	2014-15 Target Results:		

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	n: Goal 3 -Provide the administrative leadership to build	Copy and paste this from the second column of the Mission, Vision and Goals Chart
	a strong team that will strive to fulfill the agency	
	mission.	
Legal responsibilities satisfied by Goal:	Federal Regulation 361.13 (a) Title I, Part B; State	Copy and paste this from the first column of the Mission, Vision and Goals Chart
	Statues 43-25-10; 43-25-30	
# and description of Strategy the Objective is under:	Strategy 3.1Create a diversified, highly qualified	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	workforce with the administrative leadership	
	necessary to ensure accountability, effectiveness, and	
	efficiency.	
Objective		_
Objective # and Description:	Objective 3.1.2Provide staff development training to	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	improve employee's skills and provide up-to-date	
	information to consumers.	
Legal responsibilities satisfied by Objective:	Federal regulation: 361.13 (a) Title I, Part B	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Ensuring that staff is trained in the most current best	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	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	
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:	\$881,440	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	1

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 3.1.2Provide 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	

			5
	2014-15 Target Results:	N/AIt 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):		
	2015-16 Minimum Acceptable Results:		
	2015-16 Target Results:	N/A	
Details			
Does the state or federal government require the agency to t	rack this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose th	is as a performance measure?	James Kirby, Commissioner; Shana Robinson, Director of Quality Assurance	
Why was this performance measure chosen?		Identifing 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	•	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 th	e 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 t	arget value in 2015-16 and why was the decision finally	Vacancies now filled so target remained at previous year level.	
Based on the performance so far in 2015-16, does it appear the		N/A	
If the answer to the question above is "questionable" or "no,"			
	, , , , , , , , , , , , , , , , , , ,		
POTENTIAL NEGATIVE IMPACT			
	ost notential 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		relopment based profession, lack of staff development and training results in staff	
most rotendar regulive impact	The Vit projession is an ever changing research and act		
evel Requires Outside Help	When staff is unable to answer questions posed by con	sumers, unable to train or offer training on the latest technology, and is unable to	o renew their specific licensures due to lack of
Level Requires Outside Help Outside Help to Request		sumers, unable to train or offer training on the latest technology, and is unable to	o renew their specific licensures due to lack of
Outside Help to Request	Reach out to other state agencies and online for free ar	nd low cost training opportunities for staff to build their skills.	o renew their specific licensures due to lack of
Outside Help to Request Level Requires Inform General Assembly	Reach out to other state agencies and online for free an When staff is unable to maintain licensures and are not	nd low cost training opportunities for staff to build their skills. able to provide up to date services to the consumers.	
Outside Help to Request	Reach out to other state agencies and online for free an When staff is unable to maintain licensures and are not	nd low cost training opportunities for staff to build their skills.	
Outside Help to Request Level Requires Inform General Assembly 3 General Assembly Options	Reach out to other state agencies and online for free an When staff is unable to maintain licensures and are not	nd low cost training opportunities for staff to build their skills. able to provide up to date services to the consumers.	
Outside Help to Request Level Requires Inform General Assembly 3 General Assembly Options REVIEWS/AUDITS	Reach out to other state agencies and online for free ar When staff is unable to maintain licensures and are not 1. Consider funding for specialized staff training to allow	nd low cost training opportunities for staff to build their skills. able to provide up to date services to the consumers. w for professional growth and better service to consumers. 2. Consider expanding	g agencies authority to send staff to national
Outside Help to Request Level Requires Inform General Assembly 3 General Assembly Options REVIEWS/AUDITS Instructions: Below please list all external or internal rev	Reach out to other state agencies and online for free at When staff is unable to maintain licensures and are not 1. Consider funding for specialized staff training to allow the staff training trainin	nd low cost training opportunities for staff to build their skills. able to provide up to date services to the consumers. w for professional growth and better service to consumers. 2. Consider expanding f the agency which occurred during the past fiscal year that relates/impact	g agencies authority to send staff to national
Outside Help to Request Level Requires Inform General Assembly 3 General Assembly Options REVIEWS/AUDITS Instructions: Below please list all external or internal rev	Reach out to other state agencies and online for free at When staff is unable to maintain licensures and are not 1. Consider funding for specialized staff training to allow iews, audits, investigations or studies ("Reviews") o Reason Review was Initiated (outside request, internal	nd low cost training opportunities for staff to build their skills. able to provide up to date services to the consumers. w for professional growth and better service to consumers. 2. Consider expanding f the agency which occurred during the past fiscal year that relates/impact Entity Performing the Review and Whether Reviewing Entity External or	g agencies authority to send staff to national ts this objective. Please remember to Date Review Began (MM/DD/YYYY) and
Outside Help to Request Level Requires Inform General Assembly 3 General Assembly Options REVIEWS/AUDITS Instructions: Below please list all external or internal rev Matter(s) or Issue(s) Under Review	Reach out to other state agencies and online for free at When staff is unable to maintain licensures and are not 1. Consider funding for specialized staff training to allow iews, audits, investigations or studies ("Reviews") o Reason Review was Initiated (outside request, internal policy, etc.)	nd low cost training opportunities for staff to build their skills. able to provide up to date services to the consumers. w for professional growth and better service to consumers. 2. Consider expanding f the agency which occurred during the past fiscal year that relates/impact Entity Performing the Review and Whether Reviewing Entity External or Internal	g agencies authority to send staff to national ts this objective. Please remember to Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Outside Help to Request Level Requires Inform General Assembly 3 General Assembly Options REVIEWS/AUDITS Instructions: Below please list all external or internal rev Matter(s) or Issue(s) Under Review Vocational Rehab Grant	Reach out to other state agencies and online for free or When staff is unable to maintain licensures and are not 1. Consider funding for specialized staff training to allow iews, audits, investigations or studies ("Reviews") or Reason Review was initiated (outside request, internal policy, etc.) Single Audit Act of 1996	nd low cost training opportunities for staff to build their skills. able to provide up to date services to the consumers. w for professional growth and better service to consumers. 2. Consider expanding the agency which occurred during the past fiscal year that relates/impact Entity Performing the Review and Whether Reviewing Entity External or Internal SAO; External	g agencies authority to send staff to national ts this objective. Please remember to Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY) 7/27/2014 to 3/16/2015
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Outside Help to Request Level Requires Inform General Assembly 3 General Assembly Options REVIEWS/AUDITS Instructions: Below please list all external or internal rev Matter(s) or Issue(s) Under Review Vocational Rehab Grant	Reach out to other state agencies and online for free at When staff is unable to maintain licensures and are not 1. Consider funding for specialized staff training to allow iews, audits, investigations or studies ("Reviews") o Reason Review was Initiated (outside request, internal policy, etc.) Single Audit Act of 1996	ad low cost training opportunities for staff to build their skills. able to provide up to date services to the consumers. w for professional growth and better service to consumers. 2. Consider expanding f the agency which occurred during the past fiscal year that relates/impact Entity Performing the Review and Whether Reviewing Entity External or Internal SAO; External SAO; External SAO; External SAO; External	ts this objective. Please remember to Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY) 7/27/2014 to 3/16/2015 7/27/2014 6/16/2013 5/24/2012
Outside Help to Request Level Requires Inform General Assembly 3 General Assembly Options REVIEWS/AUDITS Instructions: Below please list all external or internal rev Matter(s) or Issue(s) Under Review Vocational Rehab Grant Vocational Rehab Grant Vocational Rehab Grant Vocational Rehab Grant	Reach out to other state agencies and online for free or When staff is unable to maintain licensures and are not 1. Consider funding for specialized staff training to allow iews, audits, investigations or studies ("Reviews") or Reason Review was Initiated (outside request, internal policy, etc.) Single Audit Act of 1996	nd low cost training opportunities for staff to build their skills. able to provide up to date services to the consumers. w for professional growth and better service to consumers. 2. Consider expanding f the agency which occurred during the past fiscal year that relates/impact Entity Performing the Review and Whether Reviewing Entity External or Internal SAO; External SAO; External SAO; External	ts this objective. Please remember to Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY) 7/27/2014 to 3/16/2015 7/27/2014 6/16/2013
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Outside Help to Request Level Requires Inform General Assembly 3 General Assembly Options REVIEWS/AUDITS Instructions: Below please list all external or internal rev Matter(s) or Issue(s) Under Review Vocational Rehab Grant Vocational Rehab Grant Vocational Rehab Grant Review of HR Exception Procedures Current Partner Entity	Reach out to other state agencies and online for free or When staff is unable to maintain licensures and are not 1. Consider funding for specialized staff training to allow items, audits, investigations or studies ("Reviews") of Reason Review was Initiated (outside request, internal policy, etc.) Single Audit Act of 1996 Internal Policy Ways Agency Works with Current Partner	ad low cost training opportunities for staff to build their skills. able to provide up to date services to the consumers. w for professional growth and better service to consumers. 2. Consider expanding f the agency which occurred during the past fiscal year that relates/impact Entity Performing the Review and Whether Reviewing Entity External or Internal SAO; External SAO; External SAO; External SAO; External	ts this objective. Please remember to Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY) 7/27/2014 to 3/16/2015 7/27/2014 6/16/2013 5/24/2012
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Outside Help to Request Level Requires Inform General Assembly 3 General Assembly Options REVIEWS/AUDITS Instructions: Below please list all external or internal rev Matter(s) or Issue(s) Under Review Vocational Rehab Grant Vocational Rehab Grant Vocational Rehab Grant Vocational Rehab Grant Review of HR Exception Procedures Current Partner Entity Labor Licensing & Regulation Insurance Reserve Fund Helen Keller National Center (HKNC)	Reach out to other state agencies and online for free or When staff is unable to maintain licensures and are not 1. Consider funding for specialized staff training to allow iews, audits, investigations or studies ("Reviews") or Reason Review was initiated (outside request, internal policy, etc.) Single Audit Act of 1996 Single Audit Act of 1996 Single Audit Act of 1996 Internal Policy Ways Agency Works with Current Partner Provides staff training at no cost Provides staff training at no cost	and low cost training opportunities for staff to build their skills. The best of provide up to date services to the consumers. If the agency which occurred during the past fiscal year that relates/impact Entity Performing the Review and Whether Reviewing Entity External or Internal SAO: External SAO: External SAO: External SAO: External Budget & Control Board: External Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual? State/Local Government Entity State/Local Government Entity	ts this objective. Please remember to Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY) 7/27/2014 to 3/16/2015 7/27/2014 6/16/2013 5/24/2012
Outside Help to Request Level Requires Inform General Assembly 3 General Assembly Options REVIEWS/AUDITS Instructions: Below please list all external or internal rev Matter(s) or Issue(s) Under Review Vocational Rehab Grant Vocational Rehab Grant Vocational Rehab Grant Vocational Rehab Grant Review of HR Exception Procedures Current Partner Entity Labor Licensing & Regulation Insurance Reserve Fund Helen Keller National Center (HKNC)	Reach out to other state agencies and online for free or When staff is unable to maintain licensures and are not 1. Consider funding for specialized staff training to allow items, audits, investigations or studies ("Reviews") or Reason Review was Initiated (outside request, internal policy, etc.) Single Audit Act of 1996 Internal Policy Ways Agency Works with Current Partner Provides staff training at no cost. Provides staff training at no cost.	ad low cost training opportunities for staff to build their skills. able to provide up to date services to the consumers. w for professional growth and better service to consumers. 2. Consider expanding f the agency which occurred during the past fiscal year that relates/impact Entity Performing the Review and Whether Reviewing Entity External or Internal SAO: External SAO: External SAO: External SAO: External Budget & Control Board; External Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual? State/Local Government Entity Business, Association, or Individual	ts this objective. Please remember to Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY) 7/27/2014 to 3/16/2015 7/27/2014 6/16/2013 5/24/2012
Outside Help to Request Level Requires Inform General Assembly 3 General Assembly Options REVIEWS/AUDITS Instructions: Below please list all external or internal rev Matter(s) or Issue(s) Under Review Vocational Rehab Grant Vocational Center (HKNC) Hadley School for the Blind	Reach out to other state agencies and online for free or When staff is unable to maintain licensures and are not 1. Consider funding for specialized staff training to allow items, audits, investigations or studies ("Reviews") or Reason Review was Initiated (outside request, internal policy, etc.) Single Audit Act of 1996 Internal Policy Ways Agency Works with Current Partner Provides staff training at no cost Provides staff training at no cost. Provides staff training Staff participates in free online courses	nd low cost training opportunities for staff to build their skills. able to provide up to date services to the consumers. w for professional growth and better service to consumers. 2. Consider expanding the agency which occurred during the past fiscal year that relates/impact Entity Performing the Review and Whether Reviewing Entity External or Internal SAO: External SAO: External SAO: External SAO: External Budget & Control Board; External Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual	ts this objective. Please remember to Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY) 7/27/2014 to 3/16/2015 7/27/2014 6/16/2013 5/24/2012
Outside Help to Request Level Requires Inform General Assembly 3 General Assembly Options REVIEWS/AUDITS Instructions: Below please list all external or internal rev Matter(s) or Issue(s) Under Review Vocational Rehab Grant Cocational Rehab Grant Vocational Rehab Grant Vocational Rehab Grant Vocational Rehab Grant Insurance Review of HR Exception Procedures Current Partner Entity Labor Licensing & Regulation Insurance Reserve Fund Helen Keller National Center (HKNC) Hadley School for the Blind American Red Cross -Non-Profit	Reach out to other state agencies and online for free or When staff is unable to maintain licensures and are not 1. Consider funding for specialized staff training to allow in the staff is unable to maintain licensures and are not 1. Consider funding for specialized staff training to allow in the staff training at no cost provides staff training at no cost. Provides staff training staff in CPR.	and low cost training opportunities for staff to build their skills. The best of provide up to date services to the consumers. If the agency which occurred during the past fiscal year that relates/impact Entity Performing the Review and Whether Reviewing Entity External or Internal SAO: External SAO: External SAO: External Budget & Control Board; External Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual? State/Local Government Entity Business, Association, or Individual State/Local Government Entity	ts this objective. Please remember to Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY) 7/27/2014 to 3/16/2015 7/27/2014 6/16/2013 5/24/2012
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Agency Responding	Commission for the Blind
Date of Submission	1/8/2016
Fiscal Year for which information below pertains	2015-16
·	

<u>Instructions:</u> Below is a template to <u>complete for each Objective</u> 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 3 -Provide the administrative leadership to build	Copy and paste this from the second column of the Mission, Vision and Goals Chart
	a strong team that will strive to fulfill the agency	
Legal responsibilities satisfied by Goal:	Federal Regulation 361.13 (a) Title I, Part B; State	Copy and paste this from the first column of the Mission, Vision and Goals Chart
	Statues 43-25-10; 43-25-30	
# and description of Strategy the Objective is under:	Strategy 3.1Create a diversified, highly qualified	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	workforce with the administrative leadership	
	necessary to ensure accountability, effectiveness, and	
	efficiency.	
Objective		
Objective # and Description:	Objective 3.1.3Strengthen the communication	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	among the leadership team to create a consistent flow	
	of information to staff.	
Legal responsibilities satisfied by Objective:	Federal Regulation 361.13 (a) Title I, Part B; State	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	Statues 43-25-10; 43-25-30	
Public Benefit/Intended Outcome:	Mission focused leadership and sound fiscal	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	stewardship ensure that the agency meets its legal	
	purpose.	
Agency Programs Associated with Objective		1
Program Names:	N/A	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:	Elaine Robertson	
Number of Months Responsible:	7 months	
Position:	Special Projects Coordinator/Senior Consultant	
Office Address:	1430 Confederate Ave. Columbia, SC 29210	
Department or Division:	Commissioner's Office	
Department or Division Summary:	Researches, collects data, and completes various	
	reports and projects as directed by Commissioner.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	\$806,275	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, 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 3.1.3Strengthen 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		
2014-15 Actual Results (as of 6/30/15)		
	12 meetings with 80% minimum Leadership attendance	
2015-16 Target Results	12 meetings with 90% minimum Leadership attendance	
<u>Details</u>		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
two cells over)		
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	The importance of improving communications between all members of the	
made on setting it at the level at which it was set?	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 objective. Next to, "1 General Assembly Options," enter three options for what the General Assembly options 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.

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.				
REVIEWS/AUDITS					
<u>Instructions</u> : 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	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and		
	policy, etc.)	Internal	Date Review Ended (MM/DD/YYYY)		
N/A					
	_				
PARTNERS					
Instructions: Under the column labeled, "Current Partne	er Entities" list all entities the agency is currently wor	king with that help the agency accomplish this objective. Under the "Way	s Agency works with Current Partners,"		
enter the ways the agency works with the entity (names	of projects, initiatives, etc.) which helps the agency a	accomplish this objective. List only one partner per row and insert as man	y rows as necessary to list all of the		
partners. Note, if there is a large list of partners that all fi	it within a certain group, the agency can list the grou	ip instead of each partner individually. For example, if the agency works v	vith 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 menues 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