Legislative Oversight Committee

South Carolina House of Representatives Post Office Box 11867 Columbia, South Carolina 29211

Telephone: (803) 212-6810 • Fax: (803) 212-6811



2016 Annual Restructuring Report Extension Request Guidelines

PLEASE NOTE:

The information included in the agency's report will appear online for all legislators and the public to view.

Agency Name: **Department of Consumer Affairs**

Date Request Submitted: January 12, 2016

Background

Committee Standard Practices 4.2.2 - 4.2.4

Extensions for Annual Restructuring Reports

- 4.2.2 The Chairman may, for reasons he determines as good cause, provide an agency an extension and new deadline to submit its Annual Restructuring Report ("New Deadline"). The Chairman will not provide more than two extensions without unanimous consent from the full committee.
- 4.2.3 Before the Chairman will consider a request from an agency for an extension, the agency must fully complete a Committee Extension Request form, as approved by the Committee Chairman, and provide it to the Chairman for consideration.
- 4.2.4 Until the agency receives a response, it should continue to complete the report to the best of its ability as if it is due on the original deadline.

Submission Process

Note this Extension Request Form will be published online.

Agency	Department of Consumer Affairs
Date of Submission	12-Jan-16

<u>Instructions</u>: Please complete this Extension Request Form. The completed form should be submitted electronically to the House Legislative Oversight Committee (HCommLegOv@schouse.gov) in both the original format (Excel) and saved as a PDF for online reporting. Please direct any questions about this process to Jennifer Dobson (jenniferdobson@schouse.gov) or Charles Appleby (charlesappleby@schouse.gov).

I. Extension Request

1	State the date the agency orginially received the report guidelines:	24-Nov-15
2	State the date the agency submitted this request for an extension:	12-Jan-16
3	State the orginial deadline for the report:	January 12, 2016, first
		day of session as
		provided by statute
4	State the number of additional days the agency is requesting:	10 business days
5	State the new deadline if the additional days are granted:	27-Jan-16

II. History of Extensions

List the years in which the agency previously requested an extension, putting the N/A years the extension was gratned in bold:

III. Good Cause

Submission Process

1 Please state good cause as to why the Committee should grant the extension requested by the agency. Please limit the response to 1,000 words or less.

Unfortunately, illness amongst management and a vacancy in the Director of Accounting and Procurement position have resulted in DCA being unable to complete its Restructuring Report as originally anticipated. We respectfully request an extension to ensure thoroughness in preparation, and accuracy of, the suhmission

IV. Verfication

- Please state the name of the agency head, or person designated and authorized 1 by the agency head to do so, that has approved and reviewed the information provided in this Extension Request form.
- Does the agency head, or designated person by the agency head, affirm that the **Yes** 2 information contained in this form from the agency is complete and accurate to the extent of his or her knowledge.

Carri Grube Lybarker, <u>Administrator</u>

٧. Committee Response

Leave this section blank.

- Date extension was granted: 1
- 2 Number of additional days granted:
- 3 New deadline for agency response:

12-Jan-16 10 busines days 27-Jan-16

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2016 Annual Restructuring Report Guidelines

PLEASE NOTE:

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Agency Name: **Department of Consumer Affairs**

Date Report Submitted: January 27, 2016

Agency Head

First Name Carri

Last Name: Grube Lybarker

Email Address: Clybarker@scconsumer.gov

Phone Number: 803-734-4297

General Instructions

SUBMISSIONS				
What to submit?	Please submit this document in electronically only in both the original format (Excel) as well as in a PDF document. Save the document as "2016 - Agency ARR (<i>insert date agency submits report</i>)."			
When to submit?	The deadline for submission is by the first day of session, January 12, 2016.			
Where to submit?	Email all electronic copies to HCommLegOv@schouse.gov.			

NOTE: If the agency enters its Name and the Date of Submission in the "Cover Page" tab, it should automatically populate at the top of each tab in this report.

WHERE INFORMATION WILL APPEAR	
Where will submissions appear?	The information included in the agency's report will appear online for all legislators and the public
	to view. On the South Carolina Statehouse Website it will appear on the Publications page as well
	as on the individual agency page, which can be accessed from the House Legislative Oversight Page.

QUESTIONS	
Who to contact?	House Legislative Oversight at 803-212-6810.

OTHER INFORMATION				
House Legislative Oversight				
Mailing	Post Office Box 11867			
Phone	803-212-6810			
Fax	803-212-6811			
Email	mail <u>HCommLegOv@schouse.gov</u>			
Web	The agency may visit the South Carolina General Assembly Home Page			
	(http://www.scstatehouse.gov) and click on "Citizens' Interest" then click on "House Legislative			
	Oversight Committee Postings and Reports."			

Legal Standards

This is the first chart in the report because the legal standards which apply to the agency should serve as the basis for the agency's mission, vision and strategic plan.

Agency R	esponding	Departmen	nt of Consumer Affairs	
Date of Submission		42396		

Instructions: List all state and federal statutes, regulations and provisos that apply to the agency ("Laws") and a summary of the statutory requirement and/or authority granted in the particular Law listed. If the agency grouped Laws together last year, they can continue to do so this year. However, please be aware that when the agency goes under study, the House Legislative Oversight Committee will ask it to list each Law individually. The Committee makes this request so the agency can then analyze each of the Laws to determine which current Laws may need to be modified or eliminated, as well as any new Laws possibly needed, to allow the agency to be more effective and efficient or to ensure the Law matches current practices and systems. Included below is an example, with a partial list of Laws which apply to the Department of Juvenile Justice. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Item #	Statute, Regulation,	State or	Summary of Statutory Requirement and/or Authority Granted	Is the law a Statute
item#	or Proviso Number		Summary of Statutory Requirement and/of Authority Granted	Is the law a Statute, Proviso or Regulation?
1	37-1-101 et seq.	State	Establishes the general purposes and definitions of the South Carolina Consumer Protection Code.	Statute
2	37-2-101 et seq.	State	Establishes regulation of consumer credit sales, home solicitation sales and rental-purchase agreements in this state.	Statute
3	37-2-307	State	Allows charging of closing fees for motor vehicle dealers	Statute
4	37-2-308	State	Requirements for motor vehicle advertising	Statute
5	37-2-309	State	Requirements for manufactured housing credit disclosures, material terms	Statute
6	37-3-101 et seq.	State	Establishes regulation of consumer loans in this state.	Statute
7	37-3-308	State	Requirements for manufactured housing credit disclosures, material terms	Statute
8	37-3-413	State	Limitations on short term motor vehicle secured loans	Statute
9	37-4-101 et seq.	State	Establishes regulation of insurance sold in connection with a consumer credit transaction.	Statute
10	37-5-101 et seq.	State	Establishes basic remedies and penalties for Consumer Protection Code violations.	Statute
11	37-6-101 et seq.	State	Establishes the Department of Consumer Affairs its jurisdiction and enforcement mechanisms.	Statute
12	37-7-101 et seq.	State	Establishes regulation of Consumer Credit Counseling industry.	Statute
13	37-9-101 et seq.	State	Establishes the effective date and repealer of the Consumer Protection Code.	Statute
14	37-10-101 et seq.	State	Establishes miscellaneous loan provisions, including attorney and insurance preference.	Statute
15	37-11-10 et seq.	State	Establishes regulation of Continuing Care Retirement Communities.	Statute
16	37-13-10 et seq.	State	Establishes regulation of subleasing and loan assumption of motor vehicles.	Statute

Legal Standards

17	37-15-10 et seq.	State	Establishes parameters for offering of prizes and gifts.	Statute
18	37-16-10 et seq.	State	Establishes regulation of Prepaid Legal Services.	Statute
19	37-17-10 et seq.	State	Establishes regulation of Discount Medical Plan Organizations	Statute
20	37-20-110 et seq.	State	Establishes the Consumer Identity Theft Protection Act	Statute
21	37-22-110 et seq.	State	Establishes regulation of mortgage lending industry,	Statute
22	37-23-10 et seq.	State	Establishes limitations on High Cost Home Loans.	Statute
23	37-25-10 et seq.	State	Establishes limitations on Dispensing of an Ophthalmic Contact Lens or Lenses	Statute
24	16-17-445	State	Establishes limitations on Telephone Solicitations	Statute
25	16-17-446	State	Establishes limitations on Telephone Calls Made with Automatically Dialed Announcing Devices	Statute
26	32-7-10 et seq	State	Establishes regulation of Preneed Funeral Contracts	Statute
27	34-36-10 et seq.	State	Establishes limitations on Loan Brokers	Statute
28	38-73-220 -38-73-	State		Statute
	260		Provides for Consumer Advocate review of certain insurance rate filings	
29	38-73-490	State	Provides for Consumer Advocate review of workers compensation insurance rate filings	Statute
30	38-73-915	State	Permits Consumer Advocate to intervene in insurance proceedings	Statute
31	39-61-10 et seq.	State	Establishes regulation of Motor Club Services	Statute
32	40-39-10 et seq.	State	Establishes regulation of Pawnbrokers	Statute
33	40-58-10 et seq.	State	Establishes regulation of Mortgage Brokers	Statute
34	40-68-10 et seq	State	Establishes regulation of Professional Employer Organizations	Statute
35	44-79-10 et seq.	State	Establishes regulation of Physical Fitness Services	Statute
36	56-28-10 et seq.	State	Establishes enforcement of Motor Vehicle Express Warranties	Statute
37	59-102-10 et seq	State	Establishes regulation of Athlete Agents	Statute
38	1-11-490	State	Establishes requirements pertaining to agency security breaches.	Statute
39	39-1-90	State	Establishes requirements pertaining to business security breaches.	Statute
40	Regs. 28	State	Supplements DCA general provision and regulatory statutes.	Regulation
41	Proviso 80.1	State	Authorizes DCA to retain all funds paid in the settlement of cases involving statutes enforced by the	Proviso
			department and to use the retained funds to offset enforcement costs.	
42	Proviso 80.2	State	Authorizes DCA to retain funds paid under Chapter 102, Title 59 (Uniform Athlete Agents Act) for	Proviso
			enforcement of the chapter.	
43	Proviso 80.3	State	Authorizes DCA to carry forward unexpended funds appropriated for the expert witness/assistance	Proviso
			program.	
44	Proviso 80.4	State	Authorizes DCA to retain funds collected under Chapters 2, 3 and 6 of Title 37 (Registered Credit Grantor	Proviso
			Notification and Maximum Rate Filing) to cover operational costs and to carry forward such funds	
45	Proviso 80.5	State	Authorizes DCA to retain funds collected under Chapter 61, Title 39 (Motor Clubs); Chapter 39, Title 40	Proviso
			(Pawnbrokers) and Chapter 79, Title 44 (Physical Fitness Facilities) for program implementation.	
46	Proviso 117.110	State	Pertains to state agency data breach notification requirements.	Proviso

Legal Standards

47	15 USC 1601 et seq	Federal	Truth in Lending Act, establishes requirements for credit disclosures	Statute
48	16 CFR 1026	Federal	Regulation Z, implements requirements for Truth in Lending Act	Regulation

Mission, Vision and Goals

Legal Responsibilities Satisfied	Goals & Description	Describe how the Goal is S.M.A.R.T.	Public Benefit/Intended Outcome
(i.e. state and federal statutes or provisos the goal is satisfying)	(i.e. Goal 1 - insert description)	Specific Measurable Attainable Relevant Time-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome
All	Goal 1 -EFFECTIVELY ADMINISTER & ENFORCE THE LAWS ASSIGNED TO THE DEPARTMENT TO PROTECT CONSUMERS FROM FRAUDULENT, UNFAIR AND DECEPTIVE PRACTICES.	S- States exactly what the Department intends to accomplish. M- Can calculate through internal measurements how the goal is accomplished. A- Looking to past fiscal years and programs/ projects implemented, can ascertain the goal is attainable. R- DCA is to protect consumers while giving due regard to legitimate businesses. T- Goal is to be attained on a fiscal year basis, with strategies and objectives fluctuating as necessary to attain the goal.	Consumers are protected when engaging with regulated entities in the marketplace and are effectively served by mediation services when harmed. Businesses acting in a fair and balanced manner flourish while those not complying with the law are held accountable.
S.C. Code Title 37, Chapter 6; Ann. §§ 37-1-102; 37-2-307; 37-2-306; 37-3-306; 37-7-104; 37-11-30; 37-16-40; 37-17-40; 32-7-10 et seq.; 39-61-70; 40-39-30; 40-58-50; 40-68-30; 44-79-80; 59-102-40; S.C. Reg. 28-3,-4, -8, -9, -30 to -1000	Goal 2 - PROVIDE A QUALITY, STREAMLINED PROGRAM OF LICENSING AND REGISTRATION TO PROMOTE HIGH STANDARDS FOR REGULATED BUSINESSES AND ENSURE SOUTH CAROLINIANS ARE EFFECTIVELY AND EFFICIENTLY SERVED	S- States exactly what the Department intends to accomplish. M- Can calculate through internal measurements how the goal is accomplished. A- Looking to past fiscal years and programs/ projects implemented, can ascertain the goal is attainable. R- Undertaking activities to encourage honesty and fair business practices in the sale and promotion of consumer goods and services. T- Goal is to be attained on a fiscal year basis, with strategies and objectives fluctuating as necessary to attain the goal.	Promotion of consumer interests in the provision of services by qualified individuals, a transparent and efficient complaint process and representation in the legislative process.

Mission, Vision and Goals

		S- States exactly what the Department intends to accomplish. M- Can calculate through internal measurements how the goal is accomplished. A- Looking to past fiscal years and programs/ projects implemented, can ascertain the goal is attainable. R- Education is a core component of DCA's mission	Educated consumers are better able to protect
S.C. Code Ann. §§ 37-1-102; 37-6- 104,-117; S.C. Reg. 28-3, -4	Goal 3 -EDUCATE CONSUMERS AND BUSINESSES ON THEIR RIGHTS AND RESPONSIBILTIES UNDER THE LAW	T- Goal is to be attained on a fiscal year basis, with strategies and objectives fluctuating as necessary to attain the goal.	themselves from unscrupulous businesses and businesses are guided how to act in a fair and honest manner, creating a balanced marketplace.
		S- States exactly what the Department intends to accomplish. M- Can calculate through internal measurements how the goal is accomplished. A- Looking to past fiscal years and programs/ projects implemented, can ascertain the goal is attainable. R- Staff needs proper training and	
All	Goal 4 - ENHANCE INTERNAL COMMUNICATIONS AND AVAILABLE TOOLS TO BUILD KNOWLEDGE, BOLSTER MORALE AND ENABLE STAFF TO PERFORM AT THE HIGHEST LEVEL	development to be able to achieve DCA's mission. T- Goal is to be attained on a fiscal year basis, with strategies and objectives	DCA is composed of a knowledgeable, qualified staff able to successfully administer and enforce laws under our jurisdiction and committed to serving our customers.

This is the next chart because once the agency determines its goals, and those responsible for each goal, it then needs to determine the strategy and objectives to accomplish each goal. To ensure accountability, one person should be responsible for each objective. This can be the same person responsible for the goal, if it is a small agency, or, for larger agencies, a person who reports to the person responsible for the goal. The same person is not required to be responsible for all of the objectives.

Agency Responding	Department of Consumer
	Affairs
Date of Submission	42396
Fiscal Year for which information below pertains	2015-16

Instructions:

- 1) Under the "Legal Responsibilities Satisfied" column, enter the legal responsibilities (i.e. state and/or federal statutes and provisos) the goal or objective is satisfying. For each goal, the agency can copy and paste the information from the Mission, Vision and Goals Chart. All of the legal standards mentioned for a particular goal should be included next to one of the objectives under that goal. When listing the Legal Responsibilities Satisfied, the agency can group the standards together when applicable (i.e. 63-19-320 thru 63-19-370). 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 "Strategic Plan Part and Description" column, enter the strategic plan part number and description (i.e. Goal 1 Increase the number of job opportunities available to juveniles to 20 per juvenile within the next 2 years). For each goal, the agency can copy and paste the information from the Mission, Vision and Goals Chart. If the agency is still utilizing the same strategies and objectives it submitted as part of the Accountability Report, it can copy and paste those into this chart, then fill in the remainder of the columns. However, if the agency has trouble explaining how each objective is SMART, it may need to revise its objectives. In addition, if the agency has revised its strategic plan since submitting its last Accountability Report, please provide information from the most current strategic plan.
- 3) Under the "Describe how it is SMART" column, enter the information which shows how each goal and objective is Specific, Measurable, Attainable, Relevant and Time-bound.
- 4) Under the "Public Benefit/Intended Outcome" column, enter the intended outcome of accomplishing each goal and objective.
- 5) Under the "Responsible Person" columns, provide information about the individual who has primary responsibility/accountability for each goal and objective. The Responsible Person for a goal has different teams of employees beneath him/her to help accomplish the goal. The Responsible Person for an objective has employees and possibly different teams of employees beneath him/her to help accomplish the objective. The Responsible Person for a goal is the person who, in conjunction with his/her team(s) and approval from higher level superiors, determines the strategy and objectives needed to accomplish the goal. The Responsible Person for an objective is the person who, in conjunction with his/her employees and approval from higher level superiors, sets the performance measure targets and heads the game plan for how to accomplish the objective for which he/she is responsible. Under the "Position" column, enter the Responsible Person's position/title at the agency. Under "Office Address" column, enter the address for the office from which the Responsible Person works. Under the "Department/Division" column, enter the department or division at the agency.

Legal Responsibilities Satisfied:	Strategic Plan Part and Description	How it is S.M.A.R.T.:	Public Benefit/Intended Outcome:		Number of months person	n		Department or Division:	
(i.e. state and federal statutes or provisos the goal or objective is satisfying)	Description, Objective 1.1.1 - Insert Description)	<u>S</u> pecific; <u>M</u> easurable; <u>A</u> ttainable; <u>R</u> elevant; and <u>T</u> ime	(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 Person Name:	has been responsible for the goal or objective:	Position:	Office Address:		Department or Division Summary:
All	Goal 1 -EFFECTIVELY ADMINISTER & ENFORCE THE LAWS ASSIGNED TO THE DEPARTMENT TO PROTECT CONSUMERS FROM FRAUDULENT, UNFAIR AND DECEPTIVE PRACTICES.	tiscal year basis, with	Consumers are protected when engaging with regulated entities in the marketplace and are effectively served by mediation services when harmed. Businesses acting in a fair and balanced manner flourish while those not complying with the law are held accountable.	Carri Grube Lybarker	59	Administrator	2221 Devine St., Ste. 200, Columbia, SC	Administration	This division provides support and planning services to the Department, including leadership, procurement, accounting, human resources, and information technology.

The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"	Strategy 1.1 - Examine regulated industries to determine compliance with applicable laws and regulations, conduct investigations upon receiving probable cause and implement enforcement actions against violators.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
All	Objective 1.1.1 - Bring necessary enforcement actions, including joint enforcement actions with federal, state and local agencies.	S- DCA will identify violations of the law and pursue enforcement M- Can calculate the number of actions pursued A- Based on previous years, this is attainable R- DCA's enforcement actions protect consumers as well as businesses operating in compliance with the laws T- Based on fiscal year	SC consumers are protected in transactions because businesses will cease operating in violation of SC law.	Kelly Rainsford	22	Deputy of Regulatory Enforcement	2221 Devine St., Ste. 200, Columbia, SC	Legal	This division administers, interprets, and enforces the S.C. Consumer Protection Code. The division also licenses and regulates fifteen industries.
S.C. Code Ann. § 37-6- 104 to -113, -117, -118, - 607; S.C. Reg. 28-3, -4; Also S.C. Code: Title 32, Chapter 7; Title 37 entirely; Title 39, Chapter 61; Title 40, Chapters 39, 58, 68, 79; Title 34, Chapter 36; Title 59, Chapter 102	Objective 1.1.2 - Obtain Refunds, Credits and Adjustments for consumers from regulated entities	S- DCA will identify violations of the law and pursue enforcement M- Can calculate the number of actions pursued A- Based on previous years, this is attainable R- DCA's enforcement actions protect consumers as well as businesses operating in compliance with the laws T- Based on fiscal year	Consumers harmed in the marketplace are made whole through enforcement actions.	Kelly Rainsford	22	Deputy of Regulatory Enforcement	2221 Devine St., Ste. 200, Columbia, SC	Legal	This division administers, interprets, and enforces the S.C. Consumer Protection Code. The division also licenses and regulates fifteen industries.
S.C. Code Ann. § 37-6- 104 to -113, -117, -118, - 607; S.C. Reg. 28-3, -4; Also S.C. Code: Title 32, Chapter 7; Title 37 entirely; Title 39, Chapter 61; Title 40, Chapters 39, 58, 68, 79; Title 34, Chapter 36; Title 59, Chapter 102; 15 USC 1601 et seq;16 CFR	Objective 1.1.3 - Perform compliance reviews of regulated entities	S- DCA will identify violations of the law and pursue enforcement M- Can calculate the number of actions pursued A- Based on previous years, this is attainable R- DCA's enforcement actions protect consumers as well as businesses operating in compliance with the laws T- Based on fiscal year	SC consumers will be protected in transactions because businesses will comply with applicable laws.	Kelly Rainsford	22	Deputy of Regulatory Enforcement	2221 Devine St., Ste. 200, Columbia, SC	Legal	This division administers, interprets, and enforces the S.C. Consumer Protection Code. The division also licenses and regulates fifteen industries.
The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"	Strategy 1.2 - Receive and expeditiously resolve complaints of individuals pertaining to any consumer transaction arising out of the production, promotion or sale of consumer goods and services.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
S.C. Code Ann. § § 37-5- 108; 37-6-104, -105, - 117; S.C. Reg. 28-3,-4,-9, -500, -1000.	Objective 1.2.1 - Track and analyze complaints and resolutions obtained		DCA finds equitable solutions for the consumer and the business through the provision of efficient mediation services.	Donna Backwinkel	133	Director of Consumer Services	2221 Devine St., Ste. 200, Columbia, SC	Consumer Services	This division receives and processes and mediates consumer complaints filed against businesses.

S.C. Code Ann. § § 37-5- 108; 37-6-104, -105, - 117; S.C. Reg. 28-3,-4, -9, -500, -1000. S.C. Code Ann. § § 37-5- 108; 37-6-104, -105, - 117; S.C. Reg. 28-3,-4, -9, -500, -1000.	Objective 1.2.2 - Increase usage of online complaint system and decrease processing times Objective 1.2.3 - Obtain credits, refunds and adjustments for consumers equal to amount of general funds received	n/a	The complaint process is streamlined, user friendly and overall efficient for both consumers and businesses. DCA finds equitable solutions for the consumer and the business through the provision of mediation services.	Donna Backwinkel Carri Grube Lybarker	133 59	Director of Consumer Services Administrator	2221 Devine St., Ste. 200, Columbia, SC 2221 Devine St., Ste. 200, Columbia, SC	Consumer Services Administration	This division receives, processes and mediates consumer complaints filed against businesses. This division provides support and planning services to the Department, n/a
need to insert the information for the rest of the columns for any strategy, type "n/a"+A21:C21 S.C. Code Ann. §§ 37-1-102; 37-6-104, -117, -601 et seq; 38-73-220-260490, -915; S.C. Reg.	before the Legislature, Governor and regulatory agencies Objective 1.3.1 - Represent the consumer interest in certain insurance matters	S- States exactly what the Department intends to accomplish. M- Can calculate through	Changes to homeowners' insurance and worker's compensation insurance rates are justified and not excessive, inadequate to unwarranted.	Matthew Aronson	18	Assistant Consumer Advocate	2221 Devine St., Ste. 200, Columbia, SC	Advocacy	This division provides legal representation for consumer interest
28-3,-4.		internal measurements how the objective is accomplished. A- Looking to past fiscal years and programs/ projects implemented, can ascertain the objective is attainable. R- DCA is protect the consumer interest in ratemaking proceedings T- Based on fiscal year.							in matters involving property and casualty insurance, workers' compensation insurance, and other actions substantially affecting the interests of consumers.
S.C. Code Ann. §37-1- 102; 37-6-104, -117; S.C. Reg. 28-3,-4.	Objective 1.3.2 - Track pending legislation and testify before the Legislature on issues affecting consumers	S- States exactly what the Department intends to accomplish. M- Can calculate through internal measurements how the objective is accomplished. A- Looking to past fiscal years and programs/ projects implemented, can ascertain the objective is attainable. R- DCA is to make recommendations on new laws and amendments to protect consumers. T- Based on fiscal year.	Legislation is enacted that promotes the protection of consumer interests and, alternatively, is not enacted due to the potential negative impact on consumers.	Carri Grube Lybarker	59	Administrator	2221 Devine St., Ste. 200, Columbia, SC	Administration	This division provides support and planning services to the Department, including leadership, procurement, accounting, human resources, and information technology.

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				Carri Grube	59	Administrator	2221 Devine St.,	Administration	This division
		S- States exactly what the		Lybarker			Ste. 200,		provides support
		Department intends to					Columbia, SC		and planning
		accomplish.							services to the
		M- Can calculate through							Department,
		internal measurements how							including
		the goal is accomplished.							leadership,
		A- Looking to past fiscal years							procurement,
		and programs/ projects							accounting, human
		implemented, can ascertain							resources, and
		the goal is attainable.							information
S.C. Code Title 37,									technology.
		R- Undertaking activities to							
Chapter 6; Ann. §§ 37-1-		encourage honesty and fair							
102; 37-2-307; 37-2-306;		business practices in the sale							
37-3-306; 37-7-104; 37-		and promotion of consumer							
11-30; 37-16-40; 37-17-		goods and services.							
40; 32-7-10 et seq.; 39-	Goal 2 - PROVIDE A QUALITY, STREAMLINED	T- Goal is to be attained on a	Promotion of consumer interests in the						
61-70; 40-39-30; 40-58-	PROGRAM OF LICENSING AND REGISTRATION TO	fiscal year basis, with	provision of services by qualified						
	PROMOTE HIGH STANDARDS FOR REGULATED	strategies and objectives	individuals, a transparent and efficient						
, 0		fluctuating as necessary to	complaint process and representation in						
	EFFECTIVELY AND EFFICIENTLY SERVED	attain the goal.	the legislative process.						
S.C. Code Ann. §§ 37-6-	Strategy 2.1 - Investigate and process applications	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
104, -105, -117, -118; 32-	for regulated entities								
7-50; 37-2-305; 37-3-									
305; 37-6-202, -204; 37-									
2-307; 37-2-306; 37-3-									
306; 37-7-104; 37-11-30;									
37-16-40; 37-17-40; 39-									
61-70; 40-39-30; 40-58-									
50; 40-68-30; 44-79-80;									
59-102-40; S.C. Reg. 28-									
3, -8, -9, -30 to -1000									
, , =, == == == ==									
S.C. Code Ann. § 32-7-	Objective 2.1.1 - Increase availability and usage of	S- DCA will provide more	Reduction in manual, paper processing	Kelly Rainsford	22	Deputy of	2221 Devine St.,	Legal	This division
50; 37-2-305; 37-3-305;	online regulatory filing systems	options for filing online	results in licenses being issued faster			Regulatory	Ste. 200,		administers,
37-6-202, -204; 37-2-		M- Can calculate the ratio of	and the online system permits better			Enforcement	Columbia, SC		interprets, and
307; 37-2-306; 37-3-306;		how many people filed online	transparency during the licensing						enforces the S.C.
37-7-104; 37-11-30; 37-		versus on paper	process.						Consumer
16-40; 37-17-40; 39-61-		A- DCA is implementing a new							Protection Code.
70; 40-39-30; 40-58-50;		licensing database that will be							The division also
40-68-30; 44-79-80; 59-		available for all regulatory							licenses and
102-40; S.C. Reg. 288,		filings							regulates fifteen
30 to -1000		R- DCA is responsible for							industries.
11 1000		receiving and processing							
		filings for 15 regulatory							
		programs							
		T- The new database should							
		be implemented fully by the							
		pe implemented fully by the							
		and of EV JUITE							

S.C. Code Ann. § 32-7-	Objective 2.1.2 - Process business and employee	S- DCA will publicize the online	Reduction in manual, paper processing	Kelly Rainsford	22	Deputy of	2221 Devine St.,	Legal	This division
50; 37-2-305; 37-3-305;	license applications within an average time of 30	filing systems and provide	results in licenses being issued faster.	, ,		Regulatory	Ste. 200,	, and the second	administers,
37-6-202, -204; 37-2-	days of receipt of a completed application.	training for users				Enforcement	Columbia, SC		interprets, and
307; 37-2-306; 37-3-306;		M- Can calculate the ratio of					,		enforces the S.C.
37-7-104; 37-11-30; 37-		how many people filed online							Consumer
16-40; 37-17-40; 39-61-		versus on paper							Protection Code.
70; 40-39-30; 40-58-50;		A- DCA is implementing a new							The division also
40-68-30; 44-79-80; 59-		licensing database that will be							licenses and
102-40; S.C. Reg. 288,		available for all regulatory							regulates fifteen
30 to -1000		filings							industries.
		R- DCA is responsible for							
		receiving and processing							
		filings for 15 regulatory							
		programs							
		T- The new database should							
		be implemented fully by the							
S.C. Code Ann. § 32-7-	Strategy 2.2- Interpret and explain statutes under	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	the agency's jurisdiction in a fair manner, balancing	.,, 4	,,, ,	.,,	,,,	.,,	,,,	.,,	.,,
37-6-202, -204; 37-2-	the interests of consumers with those businesses								
307; 37-2-306; 37-3-306;									
37-7-104; 37-11-30; 37-	deting nonestry and larry								
16-40; 37-17-40; 39-61-									
70; 40-39-30; 40-58-50;									
40-68-30; 44-79-80; 59-									
102-40; S.C. Reg. 288,									
30 to -1000									
S.C. Code Ann. § 32-7-	Objective 2.2.1 -Issue and update formal and	S- States exactly what the	Businesses receive guidance in	Carri Grube	59	Administrator	2221 Devine St.,	Legal	This division
50; 37-2-305; 37-3-	informal interpretations, rules and regulations	Department intends to	compliant and noncompliant practices,	Lybarker			Ste. 200,		provides support
305;37-6-104, -117,-506;		accomplish.	creating a fair and balanced business				Columbia, SC		and planning
37-6-202, -204; 37-2-		M- Can calculate through	climate.						services to the
307; 37-2-306; 37-3-306;		internal measurements how							Department,
37-7-104; 37-11-30; 37- 16-40; 37-17-40; 39-61-		the objective is accomplished. A- Looking to past fiscal years							including leadership,
70; 40-39-30; 40-58-50;		and programs/ projects							procurement,
		implemented, can ascertain							accounting, human
40-68-30; 44-79-80; 59- 102-40; S.C. Reg. 28-8, -		the objective is attainable.							resources, and
30 to -1000		R- DCA is responsible for							information
30 10 -1000		issuing guidance to ensure							technology.
		compliance with, and prevent							teennology.
		circumvention of, the law.							
		T- Based on fiscal year.							
		i basea on riscar year.							

S.C. Code Ann. §§ 37-1- 102; 37-6-104,-117, - 118, -604; S.C. Reg. 28-3,	Goal 3 -EDUCATE CONSUMERS AND BUSINESSES ON THEIR RIGHTS AND RESPONSIBILTIES UNDER THE LAW	S- States exactly what the Department intends to accomplish. M- Can calculate through internal measurements how the goal is accomplished. A- Looking to past fiscal years and programs/ projects implemented, can ascertain the goal is attainable. R- Education is a core component of DCA's mission T- Goal is to be attained on a fiscal year basis, with strategies and objectives fluctuating as necessary to attain the goal.	Educated consumers are better able to protect themselves from unscrupulous businesses and businesses are guided how to act in a fair and honest manner, creating a balanced marketplace.	Carri Grube Lybarker	59	Administrator	2221 Devine St., Ste. 200, Columbia, SC	Administration	This division provides support and planning services to the Department, including leadership, procurement, accounting, human resources, and information technology.
S.C. Code Ann. §§ 37-1- 102; 37-6-104,-117; S.C. Reg. 28-3, -4	Strategy 3.1 -Engage in traditional educational efforts to decrease consumer risks and increase industry compliance	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
S.C. Code Ann. §§ 37-1- 102; 37-6-104,-117; S.C. Reg. 28-3, -4	Objective 3.1.1 - Increase presentations by 10%, including joint educational outreach with federal, state and local agencies	S- Increase the number of presentations we give M- Can calculate through internal measurements how the objective is accomplished.	Increased public awareness of laws under DCA, it's services and consumer and business topics of interest.	Juliana Harris	48	Director of Public Information	2221 Devine St., Ste. 200, Columbia, SC	Public Information	This division informs consumers and businesses of their rights and responsibilities in
S.C. Code Ann. §§ 37-1-102; 37-6-104,-117; S.C. Reg. 28-3, -4	Objective 3.1.2 - Produce consumer and business educational materials, always including agency toll free number and website	S- Produce tangible materials to disseminate and include contact information M- Can calculate through internal measurements how the objective is accomplished. A- DCA is currently fully staffed and trained to meet this goal. R- Education is a core component of DCA's mission. T- Based on fiscal year.	Increased public awareness of laws under DCA, it's services and consumer and business topics of interest.	Juliana Harris	48	Director of Public Information	2221 Devine St., Ste. 200, Columbia, SC	Public Information	This division informs consumers and businesses of their rights and responsibilities in the marketplace through social media, presentations, media coverage, and publications.
S.C. Code Ann. §§ 37-1- 102; 37-6-104,-117, - 118, 604; S.C. Reg. 28-3, -	Objective 3.1.3 - Actively seek out media attention and cultivate relationships with media stakeholders	S- involves conferring particularly with media members aligned with our messaging M- Can calculate through internal measurements how the objective is accomplished. A- DCA is currently fully staffed and trained to meet this goal. R- Media assist DCA in fulfilling it's education mission. T- Based on fiscal year.	More relationships with media outlets helps increase agency visibility and results in more public awareness of agency statutes and its services.	Juliana Harris	48	Director of Public Information	2221 Devine St., Ste. 200, Columbia, SC	Public Information	This division informs consumers and businesses of their rights and responsibilities in the marketplace through social media, presentations, media coverage, and publications.

S.C. Code Ann. §§ 37-1-	Strategy 3.2 - Increase public awareness through	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
102; 37-6-104,-117; S.C.	digital media and alternative cost-effective methods								
Reg. 28-3, -4		o titili ti			10	a:	2004 5 1 0	0.14	-1
S.C. Code Ann. §§ 37-1-102; 37-6-104,-117; S.C. Reg. 28-3, -4	Objective 3.2.1 - Conduct presentations utilizing webinar software	S- Utilize webinar software to connect with remote stakeholders who can't benefit from localized messaging M- Can calculate through internal measurements how the objective is accomplished. A- Looking to past fiscal years and programs/ projects implemented, can ascertain the objective is attainable. R- Education is a core component of DCA's mission. T- Based on fiscal year.	Consumers and businesses who are unable to attend in person presentation have access to DCA's education. Webinars also save money by cutting out travel/commute costs of staffers required to travel to presentation sites.	Juliana Harris	48	Director of Public Information	2221 Devine St., Ste. 200, Columbia, SC	Public Information	This division informs consumers and businesses of their rights and responsibilities in the marketplace through social media, presentations, media coverage, and publications.
S.C. Code Ann. §§ 37-1- 102; 37-6-104,-117; S.C. Reg. 28-3, -4	Objective 3.2.2 - Ensure website and social media content is up to date and contains compelling content	S- Requires consistent, timely and accurate curation of social media platforms M- Can calculate through internal measurements how the objective is accomplished. A- DCA is currently fully staffed and trained to meet this goal. R- Education is a core component of DCA's mission. T- Based on fiscal year.	Public receives timely, relevant related to DCA, it's statutes and mission 24/7 for free.	Juliana Harris	48	Director of Public Information	2221 Devine St., Ste. 200, Columbia, SC	Public Information	This division informs consumers and businesses of their rights and responsibilities in the marketplace through social media, presentations, media coverage, and publications.
All	Goal 4 - ENHANCE INTERNAL COMMUNICATIONS AND AVAILABLE TOOLS TO BUILD KNOWLEDGE, BOLSTER MORALE AND ENABLE STAFF TO PERFORM AT THE HIGHEST LEVEL	S- States exactly what the Department intends to accomplish. M- Can calculate through internal measurements how the goal is accomplished. A- Looking to past fiscal years and programs/ projects implemented, can ascertain the goal is attainable. R- Staff needs proper training and development to be able to achieve DCA's mission. T- Goal is to be attained on a fiscal year basis, with strategies and objectives fluctuating as necessary to attain the goal.	DCA is composed of a knowledgeable, qualified staff able to successfully administer and enforce laws under our jurisdiction and committed to serving our customers.	Carri Grube Lybarker	59	Administrator	2221 Devine St., Ste. 200, Columbia, SC	Administration	This division provides support and planning services to the Department, including leadership, procurement, accounting, human resources, and information technology.
All	Strategy 4.1 -Implement and update technology to	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
All	Strategy 4.1 -Implement and update technology to assist staff in performing job functions	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

All	Objective 4.1.1 - Work with Division of Technology to ensure secure, updated computer systems and software	S- States exactly what the Department intends to accomplish. M- Can calculate through internal measurements how the objective is accomplished. A- Looking to past fiscal years and programs/ projects implemented, can ascertain the goal is attainable. R- Staff needs proper tools to be able to achieve DCA's mission. T- Based on fiscal year.	DCA staff harnesses technology to efficiently perform job functions and protect customer information.	Carri Grube Lybarker	59	Administrator	2221 Devine St., Ste. 200, Columbia, SC	Administration	This division provides support and planning services to the Department, including leadership, procurement, accounting, human resources, and information technology.
All	Strategy 4.2 -Provide an environment that supports staff development and retention	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
All	Objective 4.2.1 - Increase the availability of cost effective internal and external training opportunities for staff	S- States exactly what the Department intends to accomplish. M- Can calculate through internal measurements how the objective is accomplished. A- Looking to past fiscal years and programs/ projects implemented, can ascertain the goal is attainable. R- Staff needs proper training and development to be able to achieve DCA's mission. T- Based on fiscal year.	DCA is composed of a knowledgeable, qualified staff able to successfully administer and enforce laws under our jurisdiction and committed to serving our customers.	Carri Grube Lybarker	59	Administrator	2221 Devine St., Ste. 200, Columbia, SC	Administration	This division provides support and planning services to the Department, including leadership, procurement, accounting, human resources, and information technology.
АШ	Objective 4.2.2 - Maintain memberships and participation in state regulator/trade associations	S- States exactly what the Department intends to accomplish. M- Can calculate through internal measurements how the objective is accomplished. A- Looking to past fiscal years and programs/ projects implemented, can ascertain the goal is attainable. R- Staff needs proper training and development to be able to achieve DCA's mission. T- Based on fiscal year.	DCA is composed of a knowledgeable, qualified staff through staying abreast of industry developments, state and federal trends.	Carri Grube Lybarker	59	Administrator	2221 Devine St., Ste. 200, Columbia, SC	Administration	This division provides support and planning services to the Department, including leadership, procurement, accounting, human resources, and information technology.

This is the next chart because once the agency has determined its goals, strategies and objectives, the agency needs to determine which of its programs will help achieve those objectives and goals and which programs may need to be curtailed or eliminated. If one program is helping accomplish an objective that a lot of other programs are also helping accomplish, the agency should consider whether the resources needed for that program could be better utilized (i.e. so the agency can most effectively and efficiently accomplish all of its goals and objectives) if they were distributed among the other programs that are helping accomplish the same objective or among programs that are helping accomplish other objectives.

Agency Responding	Department of Consumer Affairs
Date of Submission	42396
Fiscal Year for which information below	2015-16
pertains	

Instructions:

- 1) Under the "Name of Agency Program" column, enter the name of every program at the agency on a separate row.
- 2) Under the "Description of Program" column, enter a 1-3 sentence description of the agency program.
- 3) Under the "Legal Statute Requiring Program" column, enter the legal statute which requires (this is different than allows) the program, if the program is required by a state or federal statute or proviso. Make sure it is clear whether the agency is referencing state or federal laws and whether it is a proviso or statute. If the program is not required by a state or federal statute or proviso, enter "none."
- 3) Under the "Objective the Program Helps Accomplish" column, enter the strategic plan objective number and description. The agency can copy the Objective number and description from the first column of the Strategy, Objective and Responsibility Chart. Enter ONLY ONE objective per row. If an agency program helps accomplish multiple objectives, insert additional rows with that agency program information and enter each different objective it helps accomplish on a separate row.

Name of Agency Program	Description of Program	Legal Statute or Proviso Requiring the Program	Objective the Program Helps Accomplish (The agency can copy the Objective number and description from the first column of the Strategy, Objective and Responsibility Chart) List ONLY ONE strategic objective per row.
Administration	Provides support and planning services to the agency. All support services critical to the operation of the agency are housed in Administration, including procurement, human resources, accounting and information technology. The Administrator position, the officer appointed by the Commission on Consumer Affairs to administer Title 37 and other statutes falling within the Department's authority and otherwise manage the day to day operations of the agency, is located in this Division.	S.C. Code of Laws Sections 37 1-101 <i>et seq.,</i> specifically 37- 6-104, -117, -501, -506	Objective 1.1.3 - Perform compliance reviews of regulated entities
Administration	Provides support and planning services to the agency. All support services critical to the operation of the agency are housed in Administration, including procurement, human resources, accounting and information technology. The Administrator position, the officer appointed by the Commission on Consumer Affairs to administer Title 37 and other statutes falling within the Department's authority and otherwise manage the day to day operations of the agency, is located in this Division.	S.C. Code of Laws Sections 37 1-101 et seq., specifically 37- 6-104, -117, -501, -506	-Objective 1.3.1 - Represent the consumer interest in certain insurance matters
Administration	Provides support and planning services to the agency. All support services critical to the operation of the agency are housed in Administration, including procurement, human resources, accounting and information technology. The Administrator position, the officer appointed by the Commission on Consumer Affairs to administer Title 37 and other statutes falling within the Department's authority and otherwise manage the day to day operations of the agency, is located in this Division.		Objective 1.3.2 - Track pending legislation and testify before the Legislature on issues affecting consumers

Administration	Provides support and planning services to the agency. All support services critical to the operation of the agency are housed in Administration, including procurement, human resources, accounting and information technology. The Administrator position, the officer appointed by the Commission on Consumer Affairs to administer Title 37 and other statutes falling within the Department's authority and otherwise manage the day to day operations of the agency, is located in this Division.	S.C. Code of Laws Sections 37- 1-101 <i>et seq.,</i> specifically 37- 6-104, -117, -501, -506	Objective 2.1.1 - Increase availability and usage of online regulatory filing systems
Administration	Provides support and planning services to the agency. All support services critical to the operation of the agency are housed in Administration, including procurement, human resources, accounting and information technology. The Administrator position, the officer appointed by the Commission on Consumer Affairs to administer Title 37 and other statutes falling within the Department's authority and otherwise manage the day to day operations of the agency, is located in this Division.		Objective 2.1.2 - Process business and employee license applications within an average time of 30 days of receipt of a completed application.
Administration	Provides support and planning services to the agency. All support services critical to the operation of the agency are housed in Administration, including procurement, human resources, accounting and information technology. The Administrator position, the officer appointed by the Commission on Consumer Affairs to administer Title 37 and other statutes falling within the Department's authority and otherwise manage the day to day operations of the agency, is located in this Division.		Objective 3.1.1 - Increase presentations by 10%, including joint educational outreach with federal, state and local agencies
Administration	Provides support and planning services to the agency. All support services critical to the operation of the agency are housed in Administration, including procurement, human resources, accounting and information technology. The Administrator position, the officer appointed by the Commission on Consumer Affairs to administer Title 37 and other statutes falling within the Department's authority and otherwise manage the day to day operations of the agency, is located in this Division.		Objective 3.1.2 - Produce consumer and business educational materials, always including agency toll free number and website
Administration	Provides support and planning services to the agency. All support services critical to the operation of the agency are housed in Administration, including procurement, human resources, accounting and information technology. The Administrator position, the officer appointed by the Commission on Consumer Affairs to administer Title 37 and other statutes falling within the Department's authority and otherwise manage the day to day operations of the agency, is located in this Division.	S.C. Code of Laws Sections 37- 1-101 <i>et seq.,</i> specifically 37- 6-104, -117, -501, -506	Objective 3.2.1 - Conduct presentations utilizing webinar software
Administration	Provides support and planning services to the agency. All support services critical to the operation of the agency are housed in Administration, including procurement, human resources, accounting and information technology. The Administrator position, the officer appointed by the Commission on Consumer Affairs to administer Title 37 and other statutes falling within the Department's authority and otherwise manage the day to day operations of the agency, is located in this Division.		Objective 3.2.2 - Ensure website and social media content is up to date and contains compelling content
Administration	Provides support and planning services to the agency. All support services critical to the operation of the agency are housed in Administration, including procurement, human resources, accounting and information technology. The Administrator position, the officer appointed by the Commission on Consumer Affairs to administer Title 37 and other statutes falling within the Department's authority and otherwise manage the day to day operations of the agency, is located in this Division.		Objective 4.1.1 - Work with Division of Technology to ensure secure, updated computer systems and software
Administration	Provides support and planning services to the agency. All support services critical to the operation of the agency are housed in Administration, including procurement, human resources, accounting and information technology. The Administrator position, the officer appointed by the Commission on Consumer Affairs to administer Title 37 and other statutes falling within the Department's authority and otherwise manage the day to day operations of the agency, is located in this Division.		Objective 4.2.1 - Increase the availability of cost effective internal and external training opportunities for staff
Administration	Provides support and planning services to the agency. All support services critical to the operation of the agency are housed in Administration, including procurement, human resources, accounting and information technology. The Administrator position, the officer appointed by the Commission on Consumer Affairs to administer Title 37 and other statutes falling within the Department's authority and otherwise manage the day to day operations of the agency, is located in this Division.	S.C. Code of Laws Sections 37- 1-101 <i>et seq.,</i> specifically 37- 6-104, -117, -501, -506	Objective 4.2.2 - Ensure staff meets professional training requirements, including through participation in state regulator/trade associations

Legal	The General Assembly has charged the DCA with advising the Legislature and Governor on consumer issues and state of credit in this State; Administer, interpret and enforce the S.C. Consumer Protection Code and license, register, or otherwise regulate mortgage brokers, pawnbrokers, physical fitness centers, motor clubs, credit counseling organizations, prepaid legal services, athlete agents, the sale of preneed funeral contracts, registered consumer credit grantor, maximum rate filing and motor vehicle disclosure programs.	1-101 et seq., 16-17-445, 16- includ	ective 1.1.1 - Bring necessary enforcement actions, uding joint enforcement actions with federal, state local agencies.
Legal	The General Assembly has charged the DCA with advising the Legislature and Governor on consumer issues and state of credit in this State; Administer, interpret and enforce the S.C. Consumer Protection Code and license, register, or otherwise regulate mortgage brokers, pawnbrokers, physical fitness centers, motor clubs, credit counseling organizations, prepaid legal services, athlete agents, the sale of preneed funeral contracts, registered consumer credit grantor, maximum rate filing and motor vehicle disclosure programs.	,	ective 1.1.2 - Obtain Refunds, Credits and istments for consumers from regulated entities
Legal	The General Assembly has charged the DCA with advising the Legislature and Governor on consumer issues and state of credit in this State; Administer, interpret and enforce the S.C. Consumer Protection Code and license, register, or otherwise regulate mortgage brokers, pawnbrokers, physical fitness centers, motor clubs, credit counseling organizations, prepaid legal services, athlete agents, the sale of preneed funeral contracts, registered consumer credit grantor, maximum rate filing and motor vehicle disclosure programs.	S.C. Code of Laws Sections 37-Objet 1-101 et seq., 16-17-445, 16-17-446; Also S.C. Code: Title 32, Chapter 7; Title 34, Chapter 36; Title 39, Chapter 61; Title 40, Chapters 39, 58, 68, 79; Title 59, Chapter 102; 15 USC 1601 et seq;16 CFR 1026	ective 1.1.3 - Perform compliance reviews of ulated entities
Legal	The General Assembly has charged the DCA with advising the Legislature and Governor on consumer issues and state of credit in this State; Administer, interpret and enforce the S.C. Consumer Protection Code and license, register, or otherwise regulate mortgage brokers, pawnbrokers, physical fitness centers, motor clubs, credit counseling organizations, prepaid legal services, athlete agents, the sale of preneed funeral contracts, registered consumer credit grantor, maximum rate filing and motor vehicle disclosure programs.		ective 1.3.2 - Track pending legislation and testify ore the Legislature on issues affecting consumers

Legal	The General Assembly has charged the DCA with advising the Legislature and Governor on consumer issues and state of credit in this State; Administer, interpret and enforce the S.C. Consumer Protection Code and license, register, or otherwise regulate mortgage brokers, pawnbrokers, physical fitness centers, motor clubs, credit counseling organizations, prepaid legal services, athlete agents, the sale of preneed funeral contracts, registered consumer credit grantor, maximum rate filing and motor vehicle disclosure programs.	S.C. Code of Laws Sections 37-Objective 2.1.1 - Increase availability and usage of online 1-101 et seq., 16-17-445, 16-17-446; Also S.C. Code: Title 32, Chapter 7; Title 34, Chapter 36; Title 39, Chapter 61; Title 40, Chapters 39, 58, 68, 79; Title 59, Chapter 102; 15 USC 1601 et seq;16 CFR 1026
Legal	The General Assembly has charged the DCA with advising the Legislature and Governor on consumer issues and state of credit in this State; Administer, interpret and enforce the S.C. Consumer Protection Code and license, register, or otherwise regulate mortgage brokers, pawnbrokers, physical fitness centers, motor clubs, credit counseling organizations, prepaid legal services, athlete agents, the sale of preneed funeral contracts, registered consumer credit grantor, maximum rate filing and motor vehicle disclosure programs.	S.C. Code of Laws Sections 37- 1-101 et seq., 16-17-445, 16- 17-446; Also S.C. Code: Title 32, Chapter 7; Title 34, Chapter 36; Title 39, Chapter 61; Title 40, Chapters 39, 58, 68, 79; Title 59, Chapter 102; 15 USC 1601 et seq;16 CFR 1026
Legal	The General Assembly has charged the DCA with advising the Legislature and Governor on consumer issues and state of credit in this State; Administer, interpret and enforce the S.C. Consumer Protection Code and license, register, or otherwise regulate mortgage brokers, pawnbrokers, physical fitness centers, motor clubs, credit counseling organizations, prepaid legal services, athlete agents, the sale of preneed funeral contracts, registered consumer credit grantor, maximum rate filing and motor vehicle disclosure programs.	S.C. Code of Laws Sections 37-Objective 3.1.1 - Increase presentations by 10%, 1-101 et seq., 16-17-445, 16-17-446; Also S.C. Code: Title 32, Chapter 7; Title 34, Chapter 36; Title 39, Chapter 61; Title 40, Chapters 39, 58, 68, 79; Title 59, Chapter 102; 15 USC 1601 et seq;16 CFR 1026
Legal	The General Assembly has charged the DCA with advising the Legislature and Governor on consumer issues and state of credit in this State; Administer, interpret and enforce the S.C. Consumer Protection Code and license, register, or otherwise regulate mortgage brokers, pawnbrokers, physical fitness centers, motor clubs, credit counseling organizations, prepaid legal services, athlete agents, the sale of preneed funeral contracts, registered consumer credit grantor, maximum rate filing and motor vehicle disclosure programs.	S.C. Code of Laws Sections 37-Objective 3.1.2 - Produce consumer and business 1-101 et seq., 16-17-445, 16-17-446; Also S.C. Code: Title 32, Chapter 7; Title 34, Chapter 36; Title 39, Chapter 61; Title 40, Chapters 39, 58, 68, 79; Title 59, Chapter 102; 15 USC 1601 et seq;16 CFR 1026

Legal	The General Assembly has charged the DCA with advising the Legislature and Governor on consumer		Objective 3.2.1 - Conduct presentations utilizing webinar
	issues and state of credit in this State; Administer, interpret and enforce the S.C. Consumer Protection Code and license, register, or otherwise regulate mortgage brokers, pawnbrokers, physical fitness	1-101 et seq., 16-17-445, 16- 17-446; Also S.C. Code:	software
	centers, motor clubs, credit counseling organizations, prepaid legal services, athlete agents, the sale of	Title 32, Chapter 7; Title 34,	
	preneed funeral contracts, registered consumer credit grantor, maximum rate filing and motor vehicle	Chapter 36;	
	disclosure programs.	Title 39, Chapter 61;	
		Title 40, Chapters 39, 58, 68,	
		79; Title 59, Chapter 102; 15	
		USC 1601 et seq;16 CFR 1026	
Legal	The General Assembly has charged the DCA with advising the Legislature and Governor on consumer	S.C. Code of Laws Sections 37-	Objective 3.2.2 - Ensure website and social media
	issues and state of credit in this State; Administer, interpret and enforce the S.C. Consumer Protection	1-101 et seq., 16-17-445, 16-	content is up to date and contains compelling content
	Code and license, register, or otherwise regulate mortgage brokers, pawnbrokers, physical fitness	17-446; Also S.C. Code:	
	centers, motor clubs, credit counseling organizations, prepaid legal services, athlete agents, the sale of	Title 32, Chapter 7; Title 34,	
	preneed funeral contracts, registered consumer credit grantor, maximum rate filing and motor vehicle	Chapter 36;	
	disclosure programs.	Title 39, Chapter 61;	
		Title 40, Chapters 39, 58, 68,	
		79; Title 59, Chapter 102; 15	
		USC 1601 et seq;16 CFR 1026	
Legal	The General Assembly has charged the DCA with advising the Legislature and Governor on consumer	S.C. Code of Laws Sections 37-	Objective 4.2.2 - Ensure staff meets professional training
	issues and state of credit in this State; Administer, interpret and enforce the S.C. Consumer Protection	1-101 et seq., 16-17-445, 16-	requirements, including through participation in state
	Code and license, register, or otherwise regulate mortgage brokers, pawnbrokers, physical fitness	17-446; Also S.C. Code:	regulator/trade associations
	centers, motor clubs, credit counseling organizations, prepaid legal services, athlete agents, the sale of	Title 32, Chapter 7; Title 34,	
	preneed funeral contracts, registered consumer credit grantor, maximum rate filing and motor vehicle	Chapter 36;	
	disclosure programs.	Title 39, Chapter 61;	
		Title 40, Chapters 39, 58, 68,	
		79; Title 59, Chapter 102; 15	
		USC 1601 et seq;16 CFR 1026	
Consumer Services	The Consumer Services Division processes and mediates written consumer complaints, seeking to find	·	Objective 1.2.1 - Track and analyze complaints and
	equitable solutions for the consumer and the business, including refunds, adjustments and credits to	5-108; 37-6-104, -105,-117	resolutions obtained
	consumer accounts. Staff takes consumer complaints against businesses regulated by the DCA, refers		
	complaints that fall within another agency's jurisdiction, and mediates those complaints against businesses that are unregulated.		
Consumer Services	The Consumer Services Division processes and mediates written consumer complaints, seeking to find		Objective 1.2.2- Increase usage of online complaint
	equitable solutions for the consumer and the business, including refunds, adjustments and credits to	5-108; 37-6-104, -105,-117	system and decrease processing times
	consumer accounts. Staff takes consumer complaints against businesses regulated by the DCA, refers		
	complaints that fall within another agency's jurisdiction, and mediates those complaints against businesses that are unregulated.		
Consumer Services	The Consumer Services Division processes and mediates written consumer complaints, seeking to find	S.C. Code of Laws Sections 37-	Objective 3.1.1 - Increase presentations by 10%,
- Consumer Services	equitable solutions for the consumer and the business, including refunds, adjustments and credits to	5-108; 37-6-104, -105,-117	including joint educational outreach with federal, state
	consumer accounts. Staff takes consumer complaints against businesses regulated by the DCA, refers	.1, 1, 1 23 1, 103, 117	and local agencies
	complaints that fall within another agency's jurisdiction, and mediates those complaints against		
	businesses that are unregulated.		
Consumer Services	The Consumer Services Division processes and mediates written consumer complaints, seeking to find	·	Objective 3.2.1 - Conduct presentations utilizing webinar
	equitable solutions for the consumer and the business, including refunds, adjustments and credits to	5-108; 37-6-104, -105,-117	software
	consumer accounts. Staff takes consumer complaints against businesses regulated by the DCA, refers		
	complaints that fall within another agency's jurisdiction, and mediates those complaints against		
	businesses that are unregulated.		

Consumer Services	The Consumer Services Division processes and mediates written consumer complaints, seeking to find	S.C. Code of Laws Sections 37-	Objective 3.2.2 - Ensure website and social media
	equitable solutions for the consumer and the business, including refunds, adjustments and credits to consumer accounts. Staff takes consumer complaints against businesses regulated by the DCA, refers complaints that fall within another agency's jurisdiction, and mediates those complaints against businesses that are unregulated.	5-108; 37-6-104, -105,-117	content is up to date and contains compelling content
Consumer Services	The Consumer Services Division processes and mediates written consumer complaints, seeking to find equitable solutions for the consumer and the business, including refunds, adjustments and credits to consumer accounts. Staff takes consumer complaints against businesses regulated by the DCA, refers complaints that fall within another agency's jurisdiction, and mediates those complaints against businesses that are unregulated.	S.C. Code of Laws Sections 37-5-108; 37-6-104, -105,-117	Objective 4.2.2 - Ensure staff meets professional training requirements, including through participation in state regulator/trade associations
Advocacy	Provides legal representation for the consumer interest in matters involving property and casualty insurance and worker's compensation insurance. Regulates professional employer organizations, discount medical plan organizations and continuing care retirement communities	S.C. Code of Laws Sections 37-6-601 et seq.; 37-11-10 et seq.; 37-17-10 et seq.; 40-68-10 et seq.;38-73-220 -38-73-260;38-73-490,-915.	Objective 1.1.1 - Bring necessary enforcement actions, including joint enforcement actions with federal, state and local agencies.
Advocacy	Provides legal representation for the consumer interest in matters involving property and casualty insurance and worker's compensation insurance. Regulates professional employer organizations, discount medical plan organizations and continuing care retirement communities	S.C. Code of Laws Sections 37: 6-601 et seq.; 37-11-10 et seq.; 37-17-10 et seq.; 40-68- 10 et seq.;38-73-220-38-73- 260;38-73-490,-915.	Objective 1.1.2 - Obtain Refunds, Credits and Adjustments for consumers from regulated entities
Advocacy	Provides legal representation for the consumer interest in matters involving property and casualty insurance and worker's compensation insurance. Regulates professional employer organizations, discount medical plan organizations and continuing care retirement communities	S.C. Code of Laws Sections 37- 6-601 et seq.; 37-11-10 et seq.; 37-17-10 et seq.; 40-68- 10 et seq.;38-73-220-38-73- 260;38-73-490,-915.	Objective 1.1.3 - Perform compliance reviews of regulated entities
Advocacy	Provides legal representation for the consumer interest in matters involving property and casualty insurance and worker's compensation insurance. Regulates professional employer organizations, discount medical plan organizations and continuing care retirement communities	S.C. Code of Laws Sections 37- 6-601 et seq.; ;37-11-10 et seq.; 37-17-10 et seq.; 40-68- 10 et seq.;38-73-220-38-73- 260;38-73-490,-915.	Objective 1.3.1 - Represent the consumer interest in certain insurance matters
Advocacy	Provides legal representation for the consumer interest in matters involving property and casualty insurance and worker's compensation insurance. Regulates professional employer organizations, discount medical plan organizations and continuing care retirement communities	S.C. Code of Laws Sections 37- 6-601 et seq.; 37-11-10 et seq.; 37-17-10 et seq.; 40-68- 10 et seq.;38-73-220-38-73- 260;38-73-490,-915.	Objective 2.1.1 - Increase availability and usage of online regulatory filing systems
Advocacy	Provides legal representation for the consumer interest in matters involving property and casualty insurance and worker's compensation insurance. Regulates professional employer organizations, discount medical plan organizations and continuing care retirement communities	S.C. Code of Laws Sections 37- 6-601 et seq.; 37-11-10 et seq.; 37-17-10 et seq.; 40-68- 10 et seq.;38-73-220-38-73- 260;38-73-490,-915.	Objective 2.1.2 - Process business and employee license applications within an average time of 30 days of receipt of a completed application.
Advocacy	Provides legal representation for the consumer interest in matters involving property and casualty insurance and worker's compensation insurance. Regulates professional employer organizations, discount medical plan organizations and continuing care retirement communities	S.C. Code of Laws Sections 37-6-601 et seq.; 37-11-10 et seq.; 37-17-10 et seq.; 40-68-10 et seq.;38-73-220-38-73-260;38-73-490,-915.	Objective 3.1.1 - Increase presentations by 10%, including joint educational outreach with federal, state and local agencies

Advocacy	Provides legal representation for the consumer interest in matters involving property and casualty	S.C. Code of Laws Sections 37	Objective 3.1.2 - Produce consumer and business
	insurance and worker's compensation insurance. Regulates professional employer organizations,	6-601 et seq. ; 37-11-10 et	educational materials, always including agency toll free
	discount medical plan organizations and continuing care retirement communities	seq.; 37-17-10 et seq.; 40-68-	number and website
		10 et seq.;38-73-220 -38-73-	
		260;38-73-490,-915.	
Advocacy	Provides legal representation for the consumer interest in matters involving property and casualty	S.C. Code of Laws Sections 37	Objective 3.2.1 - Conduct presentations utilizing webinar
	insurance and worker's compensation insurance. Regulates professional employer organizations,	6-601 et seg. ; 37-11-10 et	software
	discount medical plan organizations and continuing care retirement communities	seg.; 37-17-10 et seg.; 40-68-	
		10 et seq.;38-73-220 -38-73-	
		260;38-73-490,-915.	
Advocacy	Provides legal representation for the consumer interest in matters involving property and casualty	S.C. Code of Laws Sections 37	Objective 3.2.2 - Ensure website and social media
, lave each	insurance and worker's compensation insurance. Regulates professional employer organizations,	6-601 et seq. ; 37-11-10 et	content is up to date and contains compelling content
	discount medical plan organizations and continuing care retirement communities	seq.; 37-17-10 et seq.; 40-68-	
	discourte medical plan organizations and continuing care retirement communities	10 et seq.;38-73-220 -38-73-	
		260;38-73-490,-915.	
Public Information and Education	The Public Information and Education Division serves as the main consumer education portal for	S.C. Code of Laws Sections 37	Objective 1.2.2- Increase usage of online complaint
Table intermediate and Education	consumers, business and the media. The Division informs consumers and businesses on their rights and	5-108; 37-6-104, -105,-117	system and decrease processing times
	responsibilities in the marketplace through traditional and alternative media distribution, including social	3 100, 37 0 10 1, 103, 117	system and decrease processing times
	media, presentations, media coverage and publications.		
Public Information and Education	The Public Information and Education Division serves as the main consumer education portal for	S.C. Code of Laws Sections 37	Objective 3.1.1 - Increase presentations by 10%,
	consumers, business and the media. The Division informs consumers and businesses on their rights and	1-102; 37-6-104; 37-6-117;	including joint educational outreach with federal, state
	responsibilities in the marketplace through traditional and alternative media distribution, including social	37-6-118; 37-6-604	and local agencies
	media, presentations, media coverage and publications.		
Public Information and Education	The Public Information and Education Division serves as the main consumer education portal for	S.C. Code of Laws Sections 37	Objective 3.1.2 - Produce consumer and business
	consumers, business and the media. The Division informs consumers and businesses on their rights and	1-102; 37-6-104; 37-6-117;	educational materials, always including agency toll free
	responsibilities in the marketplace through traditional and alternative media distribution, including social	37-6-118; 37-6-604	number and website
	media, presentations, media coverage and publications.		
Public Information and Education	The Public Information and Education Division serves as the main consumer education portal for		Objective 3.1.3 - Actively seek out media attention and
	consumers, business and the media. The Division informs consumers and businesses on their rights and		cultivate relationships with media stakeholders
	responsibilities in the marketplace through traditional and alternative media distribution, including social	37-6-118; 37-6-604	
	media, presentations, media coverage and publications.		
Public Information and Education	The Public Information and Education Division serves as the main consumer education portal for		Objective 3.2.1 - Conduct presentations utilizing webinar
	consumers, business and the media. The Division informs consumers and businesses on their rights and		software
	responsibilities in the marketplace through traditional and alternative media distribution, including social	37-6-118; 37-6-604	
Public Information and Education	media, presentations, media coverage and publications. The Public Information and Education Division serves as the main consumer education portal for	S.C. Codo of Lows Sections 27	Objective 3.2.2 - Ensure website and social media
Public Information and Education	· · · · · · · · · · · · · · · · · · ·		
	consumers, business and the media. The Division informs consumers and businesses on their rights and		content is up to date and contains compelling content
	responsibilities in the marketplace through traditional and alternative media distribution, including social media, presentations, media coverage and publications.	37-6-118; 37-6-604	
Public Information and Education	The Public Information and Education Division serves as the main consumer education portal for	S.C. Codo of Laws Sections 37	Objective 4.2.2 - Ensure staff meets professional training
rubile information and Education	· · · · · · · · · · · · · · · · · · ·	1-102; 37-6-104; 37-6-117;	requirements, including through participation in state
	responsibilities in the marketplace through traditional and alternative media distribution, including social		regulator/trade associations
	media, presentations, media coverage and publications.	37 0-110, 37-0-004	regulator/ trade associations
Identity Theft Unit	Provide education and outreach to consumers on how to deter, detect and defend against identity	S.C. Code of Laws Sections 37	Objective 1.1.1 - Bring necessary enforcement actions,
Tachter There of the	theft. Assist consumers in mitigating instances of identity theft. Provide education to businesses and	1-102; 37-6-104; 37-6-117;	including joint enforcement actions with federal, state
	state agencies on complying with state identity theft laws and otherwise enforces such statutes.	37-6-118; 37-6-506; 37-20-	and local agencies.
	State agencies on complying with state identity there iaws and other wise emoltes such statutes.	110 et seg .	and local agentices.
Identity Theft Unit	Provide education and outreach to consumers on how to deter, detect and defend against identity	S.C. Code of Laws Sections 37	Objective 1.2.1 - Track and analyze complaints and
	theft. Assist consumers in mitigating instances of identity theft. Provide education to businesses and	1-102; 37-6-104; 37-6-117;	resolutions obtained
	state agencies on complying with state identity theft laws and otherwise enforces such statutes.	37-6-118; 37-6-506; 37-20-	
		110 et seg .	

Identity Theft Unit	Provide education and outreach to consumers on how to deter, detect and defend against identity	S.C. Code of Laws Sections 37-Objective 1.2.3 - Obtain credits, refunds and
	theft. Assist consumers in mitigating instances of identity theft. Provide education to businesses and	1-102; 37-6-104; 37-6-117; adjustments for consumers equal to amount of general
	state agencies on complying with state identity theft laws and otherwise enforces such statutes.	37-6-118; 37-6-506; 37-20- funds received
		110 et seg .
Identity Theft Unit	Provide education and outreach to consumers on how to deter, detect and defend against identity	S.C. Code of Laws Sections 37-Objective 1.3.2 - Track pending legislation and testify
	theft. Assist consumers in mitigating instances of identity theft. Provide education to businesses and	1-102; 37-6-104; 37-6-117; before the Legislature on issues affecting consumers
	state agencies on complying with state identity theft laws and otherwise enforces such statutes.	37-6-118; 37-6-506; 37-20-
		110 et seq .
Identity Theft Unit	Provide education and outreach to consumers on how to deter, detect and defend against identity	S.C. Code of Laws Sections 37-Objective 2.2.1 -Issue and update formal and informal
	theft. Assist consumers in mitigating instances of identity theft. Provide education to businesses and	1-102; 37-6-104; 37-6-117; interpretations, rules and regulations
	state agencies on complying with state identity theft laws and otherwise enforces such statutes.	37-6-118; 37-6-506; 37-20-
		110 et seg .
Identity Theft Unit	Provide education and outreach to consumers on how to deter, detect and defend against identity	S.C. Code of Laws Sections 37-Objective 3.1.1 - Increase presentations by 10% ,
	theft. Assist consumers in mitigating instances of identity theft. Provide education to businesses and	1-102; 37-6-104; 37-6-117; including joint educational outreach with federal, state
	state agencies on complying with state identity theft laws and otherwise enforces such statutes.	37-6-118; 37-6-506; 37-20- and local agencies
		110 et seq .
Identity Theft Unit	Provide education and outreach to consumers on how to deter, detect and defend against identity	S.C. Code of Laws Sections 37-Objective 3.1.2 - Produce consumer and business
	theft. Assist consumers in mitigating instances of identity theft. Provide education to businesses and	1-102; 37-6-104; 37-6-117; educational materials, always including agency toll free
	state agencies on complying with state identity theft laws and otherwise enforces such statutes.	37-6-118; 37-6-506; 37-20- number and website
		110 et seq .
Identity Theft Unit	Provide education and outreach to consumers on how to deter, detect and defend against identity	S.C. Code of Laws Sections 37-Objective 3.2.1 - Conduct presentations utilizing webinar
	theft. Assist consumers in mitigating instances of identity theft. Provide education to businesses and	1-102; 37-6-104; 37-6-117; software
	state agencies on complying with state identity theft laws and otherwise enforces such statutes.	37-6-118; 37-6-506; 37-20-
		110 et seg .
Identity Theft Unit	Provide education and outreach to consumers on how to deter, detect and defend against identity	S.C. Code of Laws Sections 37-Objective 3.2.2 - Ensure website and social media
	theft. Assist consumers in mitigating instances of identity theft. Provide education to businesses and	1-102; 37-6-104; 37-6-117; content is up to date and contains compelling content
	state agencies on complying with state identity theft laws and otherwise enforces such statutes.	37-6-118; 37-6-506; 37-20-
		110 et seq .
Identity Theft Unit	Provide education and outreach to consumers on how to deter, detect and defend against identity	S.C. Code of Laws Sections 37-Objective 4.2.2 - Ensure staff meets professional training
	theft. Assist consumers in mitigating instances of identity theft. Provide education to businesses and	1-102; 37-6-104; 37-6-117; requirements, including through participation in state
	state agencies on complying with state identity theft laws and otherwise enforces such statutes.	37-6-118; 37-6-506; 37-20- regulator/trade associations
		110 et seg .

Strategic Budgeting

This is the next chart because once the agency determines its goals, strategies and objectives, as well as the programs that will best allow the agency to accomplish its objectives, the agency needs to determine how to allocate its funds to most effectively and efficiently accomplish the objectives. After allocating the funds to the objectives, the agency may decide to go back and revise which associated programs it will continue, curtail or eliminate in order to most effectively and efficiently accomplish its goals and objectives.

Agency Responding	Department of Consumer Affairs
Date of Submission	42396
Fiscal Year for which information below pertains	2015-2016

IMPORTANT TIME SAVING NOTE: Please note that only one year of budgeted funds is requested. Once an agency is under study with the House Legislative Oversight Committee, the Committee may request information on how the agency budgeted and spent money for the previous five years. If an agency is chosen for study five years from now, the agency can quickly and easily combine the information from this chart for each of the last five years.

Part A Instructions: Estimated Funds Available this Fiscal Year (2015-16)

1) Please enter each source of funds for the agency in a separate column. Group the funding sources however is best for the agency (i.e. general appropriation programs, proviso 18.2, proviso 19.3, grant ABC, grant XYZ, Motor Vehicle User Fees. License Fines, etc.) to provide the information requested below each source (i.e. state, other or federal funding; recurring or one-time funding; etc.). The agency is not restricted by the number of columns below so please delete or add as many as needed. However the agency chooses to group its funding sources, it should be clear through Part A and B, how much the agency estimates it has available to spend and where the agency has budgeted the funds it has available to spend.

Part B Instructions: How Agency Budgeted Funds this Fiscal Year (2015-16)

- 1) Enter each agency objective and description (i.e. Objective 1.1.1 insert description of objective). The agency can insert as many rows as necessary so that all objectives are included.
- 2) After entering all of the objectives, enter each "unrelated purpose" for which money received by the agency will go (i.e. Unrelated Purpose #1 insert description of unrelated purpose) on a separate row. An "unrelated purpose" is money the agency is legislatively directed to spend on something that is not related to an agency objective (i.e. pass through, carry forward, etc.).
- 3) Enter how much money from each source of funds the agency budgets to spend on each objective and unrelated purpose. The "Total budgeted to spend on objectives and unrelated purposes" for each source of funds in Part B should equal the "Amount estimated to have available to spend this fiscal year" in Part A.

	Explanations from the Agency regarding Part A:		Insert any additional expl	anations the agency would like	e to provide related to the i	nformation it provides belo	W.	
PART A Estimated Funds Available this	Source of Funds:	Totals	General	Filing Fees & Penalties	Miscellaneous Revenue	Insert name of Source of Funds #4	Insert name of Source of Funds #5	Etc.
Fiscal Year (2015-16)	Is the source state, other or federal funding:	Totals	State	Other	Other	State, Federal or Other Funds?	State, Federal or Other Funds?	State, Federal or Other Funds?
	Is funding recurring or one-time?	Totals	Recurring	Recurring	Recurring	Recurring or one-time funding?	Recurring or one-time funding?	Recurring or one-time funding?
	\$ From Last Year Available to Spend this Year							
	Amount available at end of previous fiscal year	\$678,188	\$115,390	\$545,982	\$16,816			
	Amount available at end of previous fiscal year that agency can actually use this fiscal year:	\$678,188	115,390	545982	16816			
	If the amounts in the two rows above are not the same, explain why :	Enter explanation for each fund to the right						
	\$ Estimated to Receive this Year							<u> </u>
	Amount budgeted/estimated to receive in this fiscal year:	\$3,014,806	1,308,806	1700000	6000			
	Total Actually Available this Year							
	Amount estimated to have available to spend this fiscal year (i.e. Amount available at end of previous fiscal year that agency can actually use in this fiscal year PLUS Amount budgeted/estimated to receive this fiscal year):	\$3,692,994	1,424,196	2245982	22816			

Strategic Budgeting

Explanations from the Agency regarding Part B:

Insert any additional explanations the agency would like to provide related to the information it provides below.

PART B How Agency Budgeted Funds this Fiscal Year (2015-16)

	Source of Funds: (the rows to the left should populate automatically from what the agency entered in Part A)	Totals	General	Filing Fees & Penalties	Miscellaneous Revenue	Insert name of Source of Funds #4	Insert name of Source of Funds #5	Etc.
ds								
ır	Is source state, other or federal funding: (the rows to the left should populate automatically from what the agency entered in Part A)	Totals	State	Other	Other	State, Federal or Other Funds?	State, Federal or Other Funds?	State, Federal or Other Funds?
	Restrictions on how agency is able to spend the funds from this source:	n/a						
	Amount estimated to have available to spend this fiscal year: (the rows to the left should populate automatically from what the agency entered in Part A)	\$3,692,994	\$1,424,196	\$2,245,982	\$22,816	\$0	\$0	\$0
	Are expenditure of funds tracked through SCEIS? (if no, state the system through which they are recorded so the total amount of expenditures could be verified, if needed)	n/a	Yes	Yes	Yes			
	Where Agency Budgeted to Spend Money this Year							
	Objective 1.1.1 - Bring necessary enforcement actions, including joint enforcement actions with federal, state and local agencies:		161,991	310,749.00				
	Objective 1.1.2 - Obtain Refunds, Credits and Adjustments for consumers from regulated entities: Objective 1.1.3 - Perform compliance reviews of regulated		43,919 49,480	118,110 208,044				
	Objective 1.2.1 - Track and analyze complaints and resolutions		118,818	280,364				
	obtained:		110,010					
	Objective 1.2.2- Increase usage of online complaint system and decrease processing times:			66317				
	Objective 1.2.3 - Obtain credits, refunds and adjustments for consumers equal to amount of general funds received:		91,403	139,276				
	Objective 1.3.1 - Represent the consumer interest in certain insurance matters:		98,743	29,030.00				
	Objective 1.3.2 - Track pending legislation and testify before the Legislature on issues affecting consumers:		120,453	26,071				
	Objective 2.1.1 - Increase availability and usage of online regulatory filing systems:		161,096	139,071				
	Objective 2.1.2 - Process business and employee license applications within an average time of 30 days of receipt of a completed application:		131,869	376,589				
	Objective 2.2.1 -Issue and update formal and informal interpretations, rules and regulations:		88,644	137,486				
	Objective 3.1.1 - Increase presentations by 10%, including joint educational outreach with federal, state and local agencies:		104,370	67,675	7,252			
	Objective 3.1.2 - Produce consumer and business educational materials, always including agency toll free number and website:		75,631	34,244	15,564			
	Objective 3.1.3 - Actively seek out media attention and cultivate relationships with media stakeholders		35,014					
	Objective 3.2.1 - Conduct presentations utilizing webinar software:		25,539	27,876				
	Objective 3.2.2 - Ensure website and social media content is up to date and contains compelling content:		48,949					
	Objective 4.1.1 - Work with Division of Technology to ensure		41,096	183027				
	secure, updated computer systems and software: Objective 4.2.1 - Increase the availability of cost effective internal		17,096	102053				
	and external training opportunities for staff: Objective 4.2.2 - Maintain memberships and participation in state		10,085					
	regulator/trade associations:							

Strategic Budgeting

Total Budgeted to Spend on Objectives and Unrelated	1,424,196	2,245,982.00	22816		
Purposes: (this should be the same as Amount estimated to have					
available to spend this fiscal year)					

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	Department of Consumer Affairs
Date of Submission	42396
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.

# and description of Goal the Objective is helping accomplish: Legal responsibilities satisfied by Goal: # and description of Strategy the Objective is under: Objective Objective # and Description: Legal responsibilities satisfied by Objective: Public Benefit/Intended Outcome: Agency Programs Associated with Objective	Copy and paste this from the second column of the Mission, Vision and Goals Chart Copy and paste this from the first column of the Mission, Vision and Goals Chart Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Goal: # and description of Strategy the Objective is under: Objective Objective # and Description: Legal responsibilities satisfied by Objective: Public Benefit/Intended Outcome:	Copy and paste this from the first column of the Mission, Vision and Goals Chart Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
# and description of Strategy the Objective is under: Objective Objective # and Description: Legal responsibilities satisfied by Objective: Public Benefit/Intended Outcome:	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
# and description of Strategy the Objective is under: Objective Objective # and Description: Legal responsibilities satisfied by Objective: Public Benefit/Intended Outcome:	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Objective Objective # and Description: Legal responsibilities satisfied by Objective: Public Benefit/Intended Outcome:	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Objective # and Description: Legal responsibilities satisfied by Objective: Public Benefit/Intended Outcome:	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	
	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective	
	_
Program Names:	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:	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	
Position:	
Office Address:	
Department or Division:	
Department or Division Summary:	
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent: Agency will provide next year	

PERFORMANCE MEASURES

<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	
Performance Measure:	
Type of Measure:	
Results	
2013-14 Actual Results (as of 6/30/14):	
2014-15 Target Results:	
2014-15 Actual Results (as of 6/30/15):	
2015-16 Minimum Acceptable Results:	
2015-16 Target Results:	
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Insert any further explanation, if needed
two cells over)	
What are the names and titles of the individuals who chose this as a performance measure?	
Why was this performance measure chosen?	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	
What are the names and titles of the individuals who chose the target value for 2015-16?	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	
made on setting it at the level at which it was set?	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	
reached or what resources are being diverted to ensure performance measures more likely to be reached, are	
reached?	

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	
Level Requires Outside Help	
Outside Help to Request	
Level Requires Inform General Assembly	
3 General Assembly Options	

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)

PARTNERS

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

Current Partner Entity	, , ,	Is the Partner a State/Local Government Entity; College, University; or Other 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	Department of Consumer Affairs
Date of Submission	1/27/2016
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 1- Effectively administer and enforce the laws assigned to the Department to protect consumers from fraudulent, unfair, and deceptive practices	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	All	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	1.1 - Examine regulated industries to determine compliance with applicable laws and regulations, conduct investigations upon receiving probable cause and implement enforcement actions against violators	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		•
Objective # and Description:	1.1.1 - Bring necessary enforcement actions, including joint enforcement actions with federal, state, and local agencies	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	All	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	SC consumers are protected in transactions because businesses will cease operating in violation of SC law.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Legal, Advocacy, Identity Theft Unit	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:	Kelly Rainsford	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	22	
Position:	Deputy of Regulatory Enforcement	
Office Address:	2221 Devine St., Ste. 200	
Department or Division:	Legal, Advocacy	
Department or Division Summary:	Administers, interprets, and enforces the S.C. Consumer Protection Code. The division also licenses and regulates fifteen industries.	
Amount Budgeted and Spent To Accomplish Objective		•
Total Budgeted for this fiscal year:	\$472,740	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	1.1.1 - Bring necessary enforcement actions, including joint	
	enforcement actions with federal, state, and local agencies	
Performance Measure:	Number of enforcement actions	
Type of Measure:	Output	
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:	100	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory	
	Enforcement	
Why was this performance measure chosen?	It is a quantifiable measurement that can be compared to previous years	
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?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory Enforcement	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	We considered the resources available during 2014-15 in comparison to the resources expected to be available during 2015-16, number of filings received, complaint data and trends and compliance review results.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact

Noncompliant businesses will continue to operate in violation of SC law causing potential harm to SC consumers

Level Requires Outside Help	When enforcement actions increase to level that current staff cannot pursue
Outside Help to Request	Contract outside attorneys or request funds to hire additional staff
Level Requires Inform General Assembly	When enforcement actions increase to level that current staff cannot pursue
3 General Assembly Options	Provide funding/ FTE positions for internal hires; provide funding for contractors; provide resources for acquisition of tools to increase efficiency

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)

PARTNERS

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

instead of noting each right school in the scaling separatery.		
Current Partner Entity	, , ,	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Horry County Police Department	Investigating regulated business	State/Local Government Entity
Lexington County Sheriff's Office	Investigating regulated business	State/Local Government Entity
Greenville County Sheriff's Office	Investigating regulated business	State/Local Government Entity
SC Board of Financial Institutions, CFD	Investigating regulated business	State/Local Government Entity
SC Department of Motor Vehicles	Investigating regulated businesses	State/Local Government Entity

How the Agency is Measuring its Performance		
Objective Number and Description	1.1.1 - Bring necessary enforcement actions, including joint	
	enforcement actions with federal, state, and local agencies	
Performance Measure:	Number of advertising enforcement actions	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	N/A	
2014-15 Target Results:	N/A	
2014-15 Actual Results (as of 6/30/15):	114	
2015-16 Minimum Acceptable Results:	75	
2015-16 Target Results:	Increase 10%	
<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
Does the state or federal government require the agency to track this? (provide any additional explanation needed, What are the names and titles of the individuals who chose this as a performance measure?	Only Agency Selected Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory	Insert any further explanation, if needed
		Insert any further explanation, if needed
	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory Enforcement	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory Enforcement	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?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory Enforcement	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure? Why was this performance measure chosen? If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory Enforcement It is a quantifiable measurement that can be compared to previous years N/A Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory Enforcement	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure? Why was this performance measure chosen? If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory Enforcement It is a quantifiable measurement that can be compared to previous years N/A Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure? Why was this performance measure chosen? If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached? What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory Enforcement It is a quantifiable measurement that can be compared to previous years N/A Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory Enforcement	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure? Why was this performance measure chosen? If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached? What are the names and titles of the individuals who chose the target value for 2015-16? What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory Enforcement It is a quantifiable measurement that can be compared to previous years N/A Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory Enforcement We considered the resources available during 2014-15 in comparison to the	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure? Why was this performance measure chosen? If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached? What are the names and titles of the individuals who chose the target value for 2015-16? What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory Enforcement It is a quantifiable measurement that can be compared to previous years N/A Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory Enforcement We considered the resources available during 2014-15 in comparison to the resources expected to be available during 2015-16, number of filings	Insert any further explanation, if needed

POTENTIAL NEGATIVE IMPACT

If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is

Instructions: Please list what the agency considers the m	ost potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter
Most Potential Negative Impact	Noncompliant businesses will continue to advertise in violation of SC law causing potential harm and confusion to SC consumers
Level Requires Outside Help	When enforcement actions increase to level that current staff cannot pursue

	1		
Outside Help to Request	Request funds to hire additional staff		
Level Requires Inform General Assembly	When enforcement actions increase to level that current staff cannot pursue		
3 General Assembly Options	Provide funding/ FTE positions for internal hires; provide	gfunding for contractors; provide resources for acquisition of tools to increase ef	ficiency
REVIEWS/AUDITS			
Instructions: Below please list all external or internal rev	iews, audits, investigations or studies ("Reviews") of	the agency which occurred during the past fiscal year that relates/impact	s this objective. Please remember to
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)
PARTNERS			
Instructions: Under the column labeled, "Current Partne	r Entities" list all entities the agency is currently worl	king with that help the agency accomplish this objective. Under the "Way	s Agency works with Current Partners,"
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or	
		Other Business, Association, or Individual?	
SC Department of Motor Vehicles	Investigating regulated businesses	State/Local Government Entity	
SC Automobile Dealers Association	Receive reports of violations	Business, Association or Individual	
Carolinas Independent Automobile Dealers Association	Receive reports of violations	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	Department of Consumer Affairs
Date of Submission	1/27/2016
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 1- Effectively administer and enforce the laws	Copy and paste this from the second column of the Mission, Vision and Goals Chart
	assigned to the Department to protect consumers	
Legal responsibilities satisfied by Goal:	<u>All</u>	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	1.1 - Examine regulated industries to determine	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	compliance with applicable laws and regulations,	
	conduct investigations upon receiving probable cause	
	and implement enforcement actions against violators	
Objective		
Objective # and Description:	1.1.2 - Obtain refunds, credits, and adjustments for	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	consumers from regulated entities	
Legal responsibilities satisfied by Objective:	S.C. Code Ann. § 37-6-104 to -113, -117, -118, -607;	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	S.C. Reg. 28-3, -4; Also S.C. Code:	
	Title 32, Chapter 7;	
	Title 37 entirely;	
	Title 39, Chapter 61;	
	Title 40, Chapters 39, 58, 68, 79; Title 34, Chapter 36;	
	Title 59, Chapter 102; 15 USC 1601 et seq;16 CFR 1026	
Public Benefit/Intended Outcome:	SC consumers will be protected in transactions	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	because businesses will comply with applicable laws.	
Agency Programs Associated with Objective		
Program Names:	Legal, Advocacy	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:	Kelly Rainsford	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	22	_
Position:	Deputy of Regulatory Enforcement	_
Office Address:	2221 Devine St., Ste. 200	_
Department or Division:	Legal, Advocacy	_
Department or Division Summary:	Administers, interprets, and enforces the S.C.	
	Consumer Protection Code. The division also licenses	
Amount Budgeted and Sport To Accomplish Objective	and regulates fifteen industries.	-
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	\$162,029	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	1.1.2 - Obtain refunds, credits, and adjustments for consumers from	
	regulated entities	
Performance Measure:	Amount of consumer credits, refunds, and adjustments arising from	
	enforcement actions	
Type of Measure	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14).	\$53,736	
2014-15 Target Results:		
2014-15 Actual Results (as of 6/30/15):		
2015-16 Minimum Acceptable Results:		
2015-16 Target Results:	\$75,000	
Details		
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?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory	
Why was this performance measure chosen?	It is a quantifiable measurement that can be compared to previous years	
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?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	We considered the resources available during 2014-15 in comparison to the	
made on setting it at the level at which it was set?	resources expected to be available during 2015-16, number of filings	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is		
reached or what resources are being diverted to ensure performance measures more likely to be reached, are		
reached?		

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	Consumers who have been harmed by noncompliant businesses will not obtain an efficient resolution or will have to pursue their own actions to obtain credits, refunds, and	
Level Requires Outside Help	When enforcement actions increase to level that current staff cannot pursue	
Outside Help to Request	Request funds to hire additional staff	

then enforcement actions increase to level that current staff cannot pursue
ovide funding/ FTE positions for internal hires; provide funding for contractors; provide resources for acquisition of tools to increase efficiency
he ov

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)

PARTNERS

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

Current Partner Entity		Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Horry County Police Department	Investigating regulated business	State/Local Government Entity
Lexington County Sheriff's Office	Investigating regulated business	State/Local Government Entity
Greenville County Sheriff's Office	Investigating regulated business	State/Local Government Entity
SC Board of Financial Institutions, CFD	Investigating regulated business	State/Local Government Entity
SC Department of Motor Vehicles	Investigating regulated businesses	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	Department of Consumer Affairs
Date of Submission	1/27/2016
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.

Christiania Dian Cantaut		
Strategic Plan Context # and description of Goal the Objective is helping accomplish:	Goal 1- Effectively administer and enforce the laws	Copy and paste this from the second column of the Mission, Vision and Goals Chart
# and description of doar the objective is neighing accomplish.	assigned to the Department to protect consumers	copy and paste this from the second column of the Mission, vision and Goals Chart
Legal responsibilities satisfied by Goal:	All	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	1.1 - Examine regulated industries to determine	Copy and paste this from the first column of the Mission, vision and Goals Chart Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
# and description of strategy the objective is under.	compliance with applicable laws and regulations,	copy and paste this from the second column of the strategy, objectives and responsibility chart
	conduct investigations upon receiving probable cause	
	and implement enforcement actions against violators	
	and implement enjoyeement detions against violators	
Objective		
Objective # and Description:	1.1.3 - Perform compliance reviews of regulated	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	entities	
Legal responsibilities satisfied by Objective:	S.C. Code Ann. § 37-6-104 to -113, -117, -118, -607;	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	S.C. Reg. 28-3, -4; Also S.C. Code:	
	Title 32, Chapter 7;	
	Title 37 entirely;	
	Title 39, Chapter 61;	
	Title 40, Chapters 39, 58, 68, 79; Title 34, Chapter 36;	
	Title 59, Chapter 102; 15 USC 1601 et seq;16 CFR 1026	
Public Benefit/Intended Outcome:	SC consumers will be protected in transactions	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
rubiic Beriefit/iliterided Odtcome.	because businesses will comply with applicable laws.	copy and paste this from the fourth countrie of the strategy, objectives and Responsibility Chart
	because businesses will comply with applicable laws.	
Agency Programs Associated with Objective		_
Program Names:	Legal, Advocacy	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:	Kelly Rainsford	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	22	
Position:	Deputy of Regulatory Enforcement	
Office Address:	2221 Devine St., Ste. 200	
Department or Division:	Legal, Advocacy	
Department or Division Summary:	Administers, interprets, and enforces the S.C.	
	Consumer Protection Code. The division also licenses	
	and regulates fifteen industries.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	\$257,524	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

	_
1.1.3 - Perform compliance reviews of regulated entities	
Number of compliance reviews completed	
Output	
347	
350	
473	
350	
400	
Only Agency Selected	Insert any further explanation, if needed
Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory	
It is a quantifiable measurement that can be compared to previous years	
N/A	
Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory	
We considered the resources available during 2014-15 in comparison to the	
resources expected to be available during 2015-16, number of filings	
Yes	
	Number of compliance reviews completed Output 347 350 473 350 400 Only Agency Selected Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory It is a quantifiable measurement that can be compared to previous years N/A Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory We considered the resources available during 2014-15 in comparison to the resources expected to be available during 2015-16, number of filings

POTENTIAL NEGATIVE IMPAC

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

Most Potential Negative Impact	onsumers may be harmed by noncompliant businesses that could have been identified and corrected through a compliance review	
Level Requires Outside Help	When number of licensees increase to level that current staff cannot pursue	
Outside Help to Request	n/a	
Level Requires Inform General Assembly	When number of licensees increase to level that current staff cannot pursue	
3 General Assembly Options	Provide funding/ FTE positions for internal hires; provide funding for contractors; provide resources for acquisition of tools to increase efficiency	

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.

1	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)

PARTNERS

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

Current Partner Entity	, ,	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
SC Department of Labor, Licensing, and Regulation	We provide results of compliance reviews finding	State/Local Government Entity
State Coordinating Commission	Pursue multi-state compliance reviews	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	Department of Consumer Affairs
Date of Submission	42396
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		Copy and paste this from the second column of the Mission, Vision and Goals Chart
	LAWS ASSIGNED TO THE DEPARTMENT TO PROTECT	
	CONSUMERS FROM FRAUDULENT, UNFAIR AND	
	DECEPTIVE PRACTICES	
egal responsibilities satisfied by Goal:	All	Copy and paste this from the first column of the Mission, Vision and Goals Chart
and description of Strategy the Objective is under:	Strategy 1.2 - Receive and expeditiously resolve	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	complaints of individuals pertaining to any consumer	
	transaction arising out of the production, promotion	
	or sale of consumer goods and services.	
Dbjective		
Objective # and Description:	Objective 1.2.1 - Track and analyze complaints and	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	resolutions obtained	
egal responsibilities satisfied by Objective:	S.C. Code Ann. § § 37-5-108; 37-6-104, -105, -117;	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	S.C. Reg. 28-3,-4, -9, -500, -1000.	
Public Benefit/Intended Outcome:	DCA finds equitable solutions for the consumer and	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	the business through the provision of efficient	
	mediation services.	<u>.</u>
Agency Programs Associated with Objective		
Program Names:	Services, Identity Theft Unit	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:	Donna Backwinkel	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	134	
Position:	Services Director	
Office Address:	2221 Devine Street, Columbia	
Department or Division:	Services Division	
Department or Division Summary:	This division receives, processes and mediates	
	consumer complaints filed against businesses	
Amount Budgeted and Spent To Accomplish Objective		
Fotal Budgeted for this fiscal year:	\$298,862	Copy and paste this information from the Strategic Budgeting Chart
	I	
Total Actually Spent:	Agency will provide next year	

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 1.2.1 - Track and analyze complaints and resolutions obtained	1
	Number of complaints closed	
Type of Measure:		
Results	- According	
2013-14 Actual Results (as of 6/30/14):	3919 (3,722 filed)	
2014-15 Target Results:		
2014-15 Actual Results (as of 6/30/15):	3734 (4,162 filed)	
2015-16 Minimum Acceptable Results:	75% of complaints filed	
2015-16 Target Results:	85% of complaints filed	
Details		
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
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director	
Why was this performance measure chosen?	This number shows that the Division is keeping up with all new complaints and adequately processing the complaints.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The agency implemented a new online database which required focus on analyst training and impeded processing.	
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Staffing resources, complaint trends. The target is in line with data reviewed.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	No	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	We are analyzing the types and complexity of complaints to compile a new	
reached or what resources are being diverted to ensure performance measures more likely to be reached, are	strategy for regulated complaint processing versus unregulated.	

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 Most Potential Negative Impact

Longer processing times; complaint process not as valuable to businesses and consumers as could be for non-hearing resolutions

Level Requires Outside Help

75% closing ratio

Outside Help to Request	SC.Gov		
Level Requires Inform General Assembly	75% closing ratio		
3 General Assembly Options	Provide funding/ FTE positions for internal hires; provide	e funding for contractors; provide resources for acquisition of tools to increase ϵ	efficiency/ meet goal
REVIEWS/AUDITS			
Instructions: Below please list all external or internal revi	ews, audits, investigations or studies ("Reviews") of	the agency which occurred during the past fiscal year that relates/impac	ts this objective. Please remember to
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)
PARTNERS			
		king with that help the agency accomplish this objective. Under the "War	
enter the ways the agency works with the entity (names o	f projects, initiatives, etc.) which helps the agency a	ccomplish this objective. List only one partner per row and insert as mar	ny rows as necessary to list all of the
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or	
,	,	Other Business, Association, or Individual?	
SC.Gov	Provides complaint database platform	Other Business, Association, or Individual	
How the Agency is Measuring its Performance			
The state of the s	Objective Number and Description	Objective 1.2.1 - Track and analyze complaints and resolutions obtained	1
	Objective Number and Description	objective 1.2.1 Track and analyze complaints and resolutions obtained	
	Performance Measure:		
		Percentage of complaints closed Satisfied	
			
Results	Type of Measure:	Percentage of complaints closed Satisfied Outcome	
Results	Type of Measure:		
Results	Type of Measure: 2013-14 Actual Results (as of 6/30/14):	Outcome 86	
Results	Type of Measure: 2013-14 Actual Results (as of 6/30/14): 2014-15 Target Results:	Outcome	
Results	Type of Measure: 2013-14 Actual Results (as of 6/30/14): 2014-15 Target Results: 2014-15 Actual Results (as of 6/30/15):	Outcome 86 > 75% 83	
Results	Type of Measure: 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:	Outcome 86 > 75% 83 > 75%	
	Type of Measure: 2013-14 Actual Results (as of 6/30/14): 2014-15 Target Results: 2014-15 Actual Results (as of 6/30/15):	Outcome 86 > 75% 83	
Details	Type of Measure: 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:	Outcome 86 > 75% 83 > 75% > 75%	Insert any further explanation if needed
Details Does the state or federal government require the agency to tr.	Type of Measure: 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: ack this? (provide any additional explanation needed,	Outcome 86 > 75% 83 > 75% > 75% Only Agency Selected	Insert any further explanation, if needed
Details	Type of Measure: 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: ack this? (provide any additional explanation needed,	Outcome 86 > 75% 83 > 75% > 75%	Insert any further explanation, if needed
Details Does the state or federal government require the agency to tr. What are the names and titles of the individuals who chose thi	Type of Measure: 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: ack this? (provide any additional explanation needed,	Outcome 86 > 75% 83 > 75% > 75% Only Agency Selected Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director	Insert any further explanation, if needed
Details Does the state or federal government require the agency to tr.	Type of Measure: 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: ack this? (provide any additional explanation needed,	Outcome 86 > 75% 83 > 75% > 75% > 75% Only Agency Selected Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director Is indicative of analysts securing adequate business response or resolution	Insert any further explanation, if needed
Details Does the state or federal government require the agency to tr. What are the names and titles of the individuals who chose thi Why was this performance measure chosen?	Type of Measure: 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: ack this? (provide any additional explanation needed, s as a performance measure?	Outcome 86 > 75% 83 > 75% Nolly Agency Selected Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director Is indicative of analysts securing adequate business response or resolution preferred by the consumer	Insert any further explanation, if needed
Details Does the state or federal government require the agency to track. What are the names and titles of the individuals who chose this who was this performance measure chosen? If the target value was not reached in 2014-15, what changes was not reached in 2014-15.	Type of Measure: 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: ack this? (provide any additional explanation needed, s as a performance measure?	Outcome 86 > 75% 83 > 75% 875% > 75% Only Agency Selected Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director Is indicative of analysts securing adequate business response or resolution preferred by the consumer N/A	Insert any further explanation, if needed
Details Does the state or federal government require the agency to tr. What are the names and titles of the individuals who chose thi Why was this performance measure chosen?	Type of Measure: 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: ack this? (provide any additional explanation needed, s as a performance measure?	Outcome 86 > 75% 83 > 75% Nolly Agency Selected Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director Is indicative of analysts securing adequate business response or resolution preferred by the consumer	Insert any further explanation, if needed
Details Does the state or federal government require the agency to tr. What are the names and titles of the individuals who chose thi Why was this performance measure chosen? If the target value was not reached in 2014-15, what changes with the target value was not reached to the individuals who chose the	Type of Measure: 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: 2015-16 Target Results: ack this? (provide any additional explanation needed, s as a performance measure?	Outcome 86 > 75% 83 > 75% > 75% Only Agency Selected Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director Is indicative of analysts securing adequate business response or resolution preferred by the consumer N/A Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director	Insert any further explanation, if needed
Details Does the state or federal government require the agency to tr. What are the names and titles of the individuals who chose thi Why was this performance measure chosen? If the target value was not reached in 2014-15, what changes with the target value was not reached to the individuals who chose the what was considered when determining the level to set the ta	Type of Measure: 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: 2015-16 Target Results: ack this? (provide any additional explanation needed, s as a performance measure?	Outcome 86 > 75% 83 > 75% 87 Only Agency Selected Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director Is indicative of analysts securing adequate business response or resolution preferred by the consumer N/A Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director Staffing levels, complaint trends, including complaint complexity, which	Insert any further explanation, if needed
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REVIEWS/AUDITS

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

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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)
PARTNERS			
Instructions: Under the column labeled, "Current Partne	r Entities" list all entities the agency is currently worl	king with that help the agency accomplish this objective. Under the "Way	Agency works with Current Partners,"
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or	
		Other Business, Association, or Individual?	
SC.Gov	Provides complaint database platform	Other Business, Association, or Individual	

Legal responsibilities satisfied by Goal: # and description of Strategy the Objective is under: Objective Objective # and Description: Legal responsibilities satisfied by Objective: Spublic Benefit/Intended Outcome: Agency Programs Associated with Objective Program Names: Associated With Objective Program Name: Number of Months Responsible: Department or Division: Department or Division Summary: Amount Budgeted and Spent To Accomplish Objective	Goal 1 - EFFECTIVELY ADMINISTER & ENFORCE THE LAWS ASSIGNED TO THE DEPARTMENT TO PROTECT CONSUMERS FROM FRAUDULENT, UNFAIR AND DECEPTIVE PRACTICES All Strategy 1.2 - Receive and expeditiously resolve complaints of individuals pertaining to any consumer transaction arising out of the production, promotion or sale of consumer goods and services. Objective 1.2.2- Increase usage of online complaint system and decrease processing times S.C. Code Ann. § § 37-5-108, 37-6-104, -105, -117; S.C. Reg. 28-3. 4, -9, -500, -1000. The complaint process is streamlined, user friendly and overall efficient for both consumers and businesses. Services, Public Information Donna Backwinkel 134 Services Director 2221 Devine Street, Columbia Services Division This division receives, processes and mediates consumer complaints filed against businesses.	Copy and paste this from the second column of the Mission, Vision and Goals Copy and paste this from the first column of the Mission, Vision and Goals Char Copy and paste this from the second column of the Strategy, Objectives and Re Copy and paste this from the second column of the Strategy, Objectives and Re Copy and paste this from the first column of the Strategy, Objectives and Responsible to the Strategy objective and Responsible this from the fourth column of the Strategy, Objectives and Responsible this from the fourth column of the Strategy, Objective and Responsible this from the fourth column of the Strategy, Objective and Responsible this objective. The Copy and paste this information from the fifth column of the Strategy, Objective	t sponsibility Chart sponsibility Chart onsibility Chart ponsibility Chart agency can determine this by sorting the
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Public Benefit/Intended Outcome: Agency Programs Associated with Objective Program Names: SResponsible Person Name: Unumber of Months Responsible: Position: Office Address: Department or Division: Department or Division Summary: Amount Budgeted and Spent To Accomplish Objective	The complaint process is streamlined, user friendly and complaint process is streamlined, user friendly businesses. Services, Public Information Donna Backwinkel 134 Services Director 2221 Devine Street, Columbia Services Division This division receives, processes and mediates	Enter all the agency programs which are helping accomplish this objective. The	agency can determine this by sorting the
Agency Programs Associated with Objective Program Names: Responsible Person Name: I Position: Office Address: Department or Division: Department or Division Summary: Amount Budgeted and Spent To Accomplish Objective	businesses. Donna Backwinkel 134 Services Director 2221 Devine Street, Columbia Services Division This division receives, processes and mediates		
Agency Programs Associated with Objective Program Names: SResponsible Person Name: I Number of Months Responsible: Position: Office Address: Department or Division: Department or Division Summary: Amount Budgeted and Spent To Accomplish Objective	Services, Public Information Donna Backwinkel 134 Services Director 2221 Devine Street, Columbia Services Division This division receives, processes and mediates		
Program Names: Responsible Person Name: Number of Months Responsible: Position: Office Address: Department or Division: Department or Division Summary: Amount Budgeted and Spent To Accomplish Objective	Donna Backwinkel 134 Services Director 2221 Devine Street, Columbia Services Division This division receives, processes and mediates		
Name: Number of Months Responsible: Position: Office Address: Department or Division: Department or Division Summary: Amount Budgeted and Spent To Accomplish Objective	134 Services Director 2221 Devine Street, Columbia Services Division This division receives, processes and mediates	Copy and paste this information from the fifth column of the Strategy, Objectiv	es and Responsibility Chart
Number of Months Responsible: Position: Soffice Address: Department or Division: Department or Division Summary: Amount Budgeted and Spent To Accomplish Objective	134 Services Director 2221 Devine Street, Columbia Services Division This division receives, processes and mediates	copy and puse and mornadom on the man common are stately, objects	es and nesponsionity enait
Office Address: Department or Division: Department or Division Summary: Amount Budgeted and Spent To Accomplish Objective	2221 Devine Street, Columbia Services Division This division receives, processes and mediates		
Department or Division: Separtment or Division Summary: Amount Budgeted and Spent To Accomplish Objective	Services Division This division receives, processes and mediates		
Department or Division Summary: Amount Budgeted and Spent To Accomplish Objective	This division receives, processes and mediates		
Amount Budgeted and Spent To Accomplish Objective	consumer complaints filed against businesses		
	ionionier complaints flied against busiliesses.		
Total Budgeted for this fiscal year:			
	\$66,317	Copy and paste this information from the Strategic Budgeting Chart	
Total Actually Spent:	Agency will provide next year		
PERFORMANCE MEASURES			
Instructions: Please conv and paste the chart and question	ns below as many times as needed so the agency o	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 1.2.2- Increase usage of online complaint system and decrease	
	Derformance Messure	processing times Percentage of complaints filed online	
	Type of Measure:		
Results	· ·		
	2013-14 Actual Results (as of 6/30/14): 2014-15 Target Results:		
	2014-15 Target Results: 2014-15 Actual Results (as of 6/30/15):	60	
	2015-16 Minimum Acceptable Results:	50	
Details	2015-16 Target Results:	60	
Does the state or federal government require the agency to trac	ck 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 this	as a performance measure?	Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director	
Why was this performance measure chosen?		This number reflects the number of consumers utilizing the online system	
With this performance measure chosen.		This number reflects the number of consumers unitarily the office system	
If the target value was not reached in 2014-15, what changes we	ere made to try and ensure it was reached?	Public education to increase awareness of the online system. Various media	
What are the names and titles of the individuals who chose the	target value for 2015-16?	(YouTube, tutorials, etc.) that explain the system. Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director	
What was considered when determining the level to set the targ	get value in 2015-16 and why was the decision finally	The complaint system went live 1/7/2014, so patterns to analyze are limited.	
made on setting it at the level at which it was set?		We review monthly and also took into account public education initiatives and system updates in the pipeline	
Based on the performance so far in 2015-16, does it appear the		Yes	
If the answer to the question above is "questionable" or "no," w	hat changes are being made to try and ensure it is		
POTENTIAL NEGATIVE IMPACT			
Instructions · Please list what the agency considers the mo		y occur as a result of the agency not accomplishing this objective. Next to	"Most Potential Negative Impact "
Most Potential Negative Impact		able to businesses and consumers as could be for non-hearing resolutions	
	50% usage		
Level Requires Outside Help 5 Outside Help to Request 5	SC.Gov	, ,	
Level Requires Outside Help 5 Outside Help to Request 5 Level Requires Inform General Assembly 5	SC.Gov 50% usage		efficiency/ meet and
Level Requires Outside Help 5 Outside Help to Request 5 Level Requires Inform General Assembly 5	SC.Gov 50% usage	e funding for contractors; provide resources for acquisition of tools to increase	efficiency/ meet goal
Level Requires Outside Help S Outside Help to Request S Level Requires Inform General Assembly S 3 General Assembly Options REVIEWS/AUDITS	SC.Gov 50% usage Provide funding/ FTE positions for internal hires; provid	e funding for contractors; provide resources for acquisition of tools to increase	, ,
Level Requires Outside Help Outside Help to Request Level Requires Inform General Assembly 3 General Assembly Options REVIEWS/AUDITS Instructions - Relow please list all external or internal reviews	SC.Gov 50% usage Provide funding/ FTE positions for internal hires; provid ews. audits. investigations or studies ("Reviews") o	e funding for contractors; provide resources for acquisition of tools to increase of the agency which occurred during the past fiscal year that relates limpa	, ,
Level Requires Outside Help Outside Help to Request Sevel Requires Inform General Assembly General Assembly Options REVIEWS/AUDITS Instructions: Relow please list all external or internal review Matter(s) or Issue(s) Under Review Fig. 1. Reviews August 1. Review August 1. Reviews 1.	SC.Gov 50% usage Provide funding/ FTE positions for internal hires; provid ews. audits. investigations or studies ("Reviews") o	e funding for contractors; provide resources for acquisition of tools to increase	cts this objective. Please remember to
Level Requires Outside Help Outside Help to Request Sevel Requires Inform General Assembly General Assembly Options REVIEWS/AUDITS Instructions: Relow please list all external or internal review Matter(s) or Issue(s) Under Review Fig. 1. Reviews August 1. Review August 1. Reviews 1.	SC.Gov 50% usage Provide funding/FTE positions for internal hires; provid ews. audits. investigations or studies ("Reviews") r Reason Review was initiated (outside request, internal	e funding for contractors; provide resources for acquisition of tools to increase of the agency which occurred during the nast fiscal year that relates fimna Entity Performing the Review and Whether Reviewing Entity External or	cts this objective Please remember to Date Review Began (MM/DD/YYYY) and
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Level Requires Outside Help 5 Outside Help to Request 5 Stevel Requires Inform General Assembly 5 3 General Assembly Options 6 REVIEWS/AUDITS Instructions - Relow please list all external or internal review 6 Matter(s) or Issue(s) Under Review 6 PARTNERS Instructions - Linder the column labeled "Current Partner Current Partner Current Partner Entity 1	SC.GOV SOS usage Provide funding/ FTE positions for internal hires; provide Provide funding/ FTE positions for internal hires; provide Reason Review was Initiated (outside request, internal policy, etc.) - Entities" list all entities the agency is currently wo Ways Agency Works with Current Partner Provides complaint database platform Objective Number and Description Performance Measure: Type of Measure: 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:	e funding for contractors; provide resources for acquisition of tools to increase of the agency which occurred during the nast fiscal year that relates/impa Entity Performing the Review and Whether Reviewing Entity External or Internal rking with that help the agency accomplish this objective. Under the "Walls the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual? Other Business, Association, or Individual	cts this objective. Please remember to Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
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What are the names and titles of the individuals who chose the	nis as a performance measure?	Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director	
Why was this performance measure chosen?		Faster processing times benefit the consumer as well as the business.	_
If the target value was not reached in 2014-15, what changes	were made to try and ensure it was reached?	Staff training on the online system as well as system issues. Also, complaints	
		filed against regulated businesses may involve investigations, which delay	
		complaint resolution.	
What are the names and titles of the individuals who chose the	he target value for 2015-16?	Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director	
What was considered when determining the level to set the t	arget value in 2015-16 and why was the decision finally	Complaint trends, usage of the online complaint portal, timeline for system	
made on setting it at the level at which it was set?		updates.	
Based on the performance so far in 2015-16, does it appear t		Questionable	
If the answer to the question above is "questionable" or "no,"		We are analyzing the types and complexity of complaints to compile a new	
reached or what resources are being diverted to ensure performance measures more likely to be reached, are		strategy for regulated complaint processing versus unregulated, including	
reached?		segregation of data.	
POTENTIAL NEGATIVE IMPACT			
		ay occur as a result of the agency not accomplishing this objective. Next	to "Most Potential Negative Impact "
Most Potential Negative Impact		uable to businesses and consumers as could be for non-hearing resolutions	
Level Requires Outside Help	55 days to process unregulated complaint		
Outside Help to Request	SC.Gov		
Level Requires Inform General Assembly	55 days to process unregulated complaint		
3 General Assembly Options	Provide funding/ FTE positions for internal hires; provide	de funding for contractors; provide resources for acquisition of tools to increase	efficiency/ meet goal
REVIEWS/AUDITS			
		of the agency which occurred during the past fiscal year that relates/imp	
Matter(s) or Issue(s) Under Review	· · · · · · · · · · · · · · · · · · ·	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)
PARTNERS			
Instructions : Under the column labeled. "Current Partr Current Partner Entity	ver Entities" list all entities the agency is currently wo Ways Agency Works with Current Partner	orking with that help the agency accomplish this objective. Under the "Willis the Partner a State/Local Government Entity: College, University: or	Avs Agency works with Current Partners
current raturel citally	ways agency works with current raither		
		Other Business, Association, or Individual?	

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 -EFFECTIVELY ADMINISTER & ENFORCE THE	Copy and paste this from the second column of the Mission, Vision and Goals Chart
	LAWS ASSIGNED TO THE DEPARTMENT TO PROTECT	
	CONSUMERS FROM FRAUDULENT, UNFAIR AND	
	DECEPTIVE PRACTICES.	<u></u>
Legal responsibilities satisfied by Goal:	All	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.2 - Receive and expeditiously resolve	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	complaints of individuals pertaining to any consumer	
	transaction arising out of the production, promotion	
	or sale of consumer goods and services.	
Objective		l e e e e e e e e e e e e e e e e e e e
Objective # and Description:	Objective 1.2.3 - Obtain credits, refunds and	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	adjustments for consumers equal to amount of	
	general funds received	
Legal responsibilities satisfied by Objective:	S.C. Code Ann. § § 37-5-108; 37-6-104, -105, -117;	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	S.C. Reg. 28-3,-4, -9, -500, -1000.	
Public Benefit/Intended Outcome:	DCA finds equitable solutions for the consumer and	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	the business through the provision of mediation	
	services.	<u>l</u>
Agency Programs Associated with Objective		
Program Names:	Service, Identity Theft Unit	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	Donna Backwinkel	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	134	
Position:	Services Director	_
Office Address:	2221 Devine Street, Columbia	_
Department or Division:	Services Division	
Department or Division Summary:	This division receives, processes and mediates	
	consumer complaints filed against businesses.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	\$230,679	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	
PERFORMANCE MEASURES		
PERFURIMINUE IVIEASURES		

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.

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

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 recourses to strategies with the greatest effect on the most valued outcomes. Outcome measures chould be the first priority. Example - % of licensees with no low the Agency is Measuring its Performance.

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.2.3 - Obtain credit, refunds and adjustments for consumers in the	
	amount equal to general funds received.	
Performance Measure:	Refunds, credits and adjustments	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	1,013,183	
2014-15 Target Results:	1,000,000	
2014-15 Actual Results (as of 6/30/15):	1,234,256	
2015-16 Minimum Acceptable Results:	750,000	
2015-16 Target Results.	1,000,000	
Details		
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
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director	
Why was this performance measure chosen?	Is indicative of obtaining resolution satisfactory to the consumer	
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?	Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Reviewed complaint trends, staffing, prior results, system updates, number of	
made on setting it at the level at which it was set?	complaints filed- all indicate this is a feasible target.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is		
POTENTIAL NEGATIVE IMPACT		
Instructions: Please list what the agency considers the most notential negative impact to the public that may	ay occur as a result of the agency not accomplishing this phiective. Next to	"Most Potential Negative Impact "
Most Potential Negative Impact Complaint process not as valuable to businesses and a		
Level Requires Outside Help Minimum result not obtained		

POTENTIAL NEGATIVE IMPACT	
Instructions · Please list what the agency considers the n	post potential pegative 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	Complaint process not as valuable to businesses and consumers
Level Requires Outside Help	Minimum result not obtained
Outside Help to Request	SC.Gov
Level Requires Inform General Assembly	Minimum result not obtained
3 General Assembly Options	Provide funding/FTE positions for internal hires; provide funding for contractors; provide resources for acquisition of tools to increase efficiency/ meet goal

REVIEWS/AUDITS			
Instructions: 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	cts this objective. Please remember to
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)

PARTNERS

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or	
		Other Business, Association, or Individual?	
SC.Gov	Provides complaint database platform	Other Business, Association, or Individual	

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.

Ivpes of Performance Measures:	
How the Agency is Measuring its Performance	
Objective Number and Description	Objective 1.2.3 - Obtain credit, refunds and adjustments for consumers in the
	amount equal to general funds received.
Performance Measure:	Maintain at least 50% ROI in complaint mediation programs
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	176
2014-15 Target Results:	>100
2014-15 Actual Results (as of 6/30/15):	236
2015-16 Minimum Acceptable Results:	>100
2015-16 Target Results:	>100
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected

		Other Business, Association, or Individual?	1
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or	
		rking with that help the agency accomplish this objective. Under the "Wi	avs Agency works with Current Partners."
PARTNERS		_	
	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
	ı views, audits, investigations or studies ("Reviews") (of the agency which occurred during the past fiscal year that relates/impa	cts this objective. Please remember to
REVIEWS/AUDITS			
3 deficial Assembly Options	Provide funding/ FTE positions for internal hires; provide funding for contractors; provide resources for acquisition of tools to increase efficiency/ meet goal		
3 General Assembly Options	Minimum result not obtained		
Level Requires Inform General Assembly	C. Gov		
Level Requires Outside Help Outside Help to Request	Minimum result not obtained		
	Complaint process not as valuable to businesses and consumers as could be for non-hearing resolutions		
Instructions · Please list what the agency considers the m Most Potential Negative Impact	nost notential negative impact to the public that may occur as a result of the agency not accomplishing this phiective. Next to "Most Potential Negative Impact"		
POTENTIAL NEGATIVE IMPACT			
If the answer to the question above is "questionable" or "no,"	what changes are being made to try and ensure it is		
Based on the performance so far in 2015-16, does it appear the		Yes	
made on setting it at the level at which it was set?		complaints filed- all indicate this is a feasible target.	
What was considered when determining the level to set the ta	rget value in 2015-16 and why was the decision finally	Reviewed complaint trends, staffing, prior results, system updates, number of	
what are the names and thes of the mulviduals who chose the	e target value for 2015 10:	Carri Grabe Eybarker, Administrator, Domina Backwinker, Services Director	
What are the names and titles of the individuals who chose the		Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director	
If the target value was not reached in 2014-15, what changes	were made to try and ensure it was reached?	N/A	1
Why was this performance measure chosen?		Evidence program worth and success	
What are the names and titles of the individuals who chose th	is as a performance measure?	Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director	

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	Department of Consumer Affairs
Date of Submission	1/27/2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping	Goal 1- Effectively administer and enforce the laws	Copy and paste this from the second column of the Mission, Vision and Goals Chart
accomplish:	assigned to the Department to protect consumers	
Legal responsibilities satisfied by Goal:	All	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	1.3 - Promote the interests of consumers before the	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	Legislature, Governor, and regulatory agencies	
Objective		
Objective # and Description:	1.3.1 - Represent the consumer interest in certain	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	insurance matters	_
Legal responsibilities satisfied by Objective:	S.C. Code Ann. §§ 37-1-102; 37-6-104, -117, -601 et	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	seq; 38-73-220-260490, -915; S.C. Reg. 28-3,-4.	
Public Benefit/Intended Outcome:	Changes to homeowners' insurance and worker's	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	compensation insurance rates are justified and not	
	excessive, inadequate to unwarranted.	
Agency Programs Associated with Objective		
Program Names:	Advocacy, Administration	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:	Matthew Aronson	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	19	<u>.</u>
Position:	Asssistant Consumer Advocate	<u>.</u>
Office Address:	2221 Devine Street, Ste. 200	<u>.</u>
Department or Division:	Advocacy	<u>.</u>
Department or Division Summary:	Represent consumer interest before regulatory	
	agencies which undertake to fix rates or prices for	
	consumer products or services and to enact	
	regulations or establish policies related thereto and to	
	provide legal representation of the consumer interest	
	concerning insurance matters	<u> </u>
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	\$127,773	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	T

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).
- I) 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 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, 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

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 perations. 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 vorkload 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

(i.e. explanatory). These measures should be the last priority. Example - # or license applications received		
How the Agency is Measuring its Performance		-
	1.3.1 - Represent the consumer interest in certain insurance matters	
	Number of Insurance Rate Notices reviewed	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	594 (100% received)	
2014-15 Target Results:		
2014-15 Actual Results (as of 6/30/15):	534 (100% received)	
2015-16 Minimum Acceptable Results:	100% received	
2015-16 Target Results:	Review 100% of insurance notices received	
Details		
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?	Carri Grube Lybarker, Administrator/Consumer Advocate and Matthew	
	Aronson, Assistant Consumer Advocate	
Why was this performance measure chosen?	It is a quantifiable measurement that can be compared to previous years	
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?	Carri Grube Lybarker, Administrator/Consumer Advocate and Matthew	
	Aronson, Assistant Consumer Advocate	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	We considered the resources available during 2014-15 in comparison to the	
made on setting it at the level at which it was set?	resources expected to be available during 2015-16, number of filings received	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	†
based on the performance so far in 2013-10, does it appear the agency is going to reach the target for 2013-10:	res	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is		t
reached or what resources are being diverted to ensure performance measures more likely to be reached, are		
reached?		
reactieu:		

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

Most Potential Negative Impact	Insurance companies may file insurance rates that are excessive, inadequate, or unfairly discriminitory causing potential harm to SC consumers
Level Requires Outside Help	When intervention increases to a level that current staff cannot meet deadlines

Outside Help to Request	Contract outside attorneys or request funds to hire of	additional staff	
Level Requires Inform General Assembly	When intervention increases to a level that current s	staff cannot meet deadlines	
3 General Assembly Options	Provide funding/ FTE positions for internal hires; pro	vide funding for contractors; provide resources for acquisition of tools to increase o	efficicency
REVIEWS/AUDITS			
		of the agency which occurred during the past fiscal year that relates/impact	
		the Review as copies may be requested when the agency is under study. NO	TE: Responses are not limited to the
number of rows below that have borders around		Cakin Dadamin Aba Dadin and Whathan Dadin in Cakin Catanada	Data Davison Daras (MANA/DD (1990)) and
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
			(, ==,,
PARTNERS			
Instructions: Under the column labeled, "Curre enter the ways the agency works with the entity partners. Note, if there is a large list of partners	(names of projects, initiatives, etc.) which helps the agency that all fit within a certain group, the agency can list the gr ing each middle school separately. As another example, if t	orking with that help the agency accomplish this objective. Under the "Way, accomplish this objective. List only one partner per row and insert as many oup instead of each partner individually. For example, if the agency works with agency works with every high school in Lexington county, the agency can	rows as necessary to list all of the rith every middle school in the state, the
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 Insurance	Providing notices and full filings of insurance	State/Local Government Entity	<u> </u>
ctuarial Consultant	Reviews insurance filings	Business, Association or Individual	<u> </u>
low the Agency is Measuring its Performance	Objective Number and Descript	tion 1.3.1 - Represent the consumer interest in certain insurance matters	% of comments/notices of intervention
			submitted to DOI on or before deadline
	Performance Measu Type of Measu		-
esults	Type of Measu	ire. Outcome	
	2013-14 Actual Results (as of 6/30/1		<u> </u>
	2014-15 Target Resu 2014-15 Actual Results (as of 6/30/1		<mark>=</mark>
	2014-15 Actual Results (as of 6/30/1 2015-16 Minimum Acceptable Resu		=
	2015-16 Target Resu		<u>=</u>
Details			Insert any further explanation, if needed
loes the state or federal government require the a What are the names and titles of the individuals wh	gency to track this? (provide any additional explanation neede to chose this as a performance measure?	d, Only Agency Selected Carri Grube Lybarker, Administrator/Consumer Advocate and Matthew	insert any futurer explanation, il freeded
		Aronson, Assistant Consumer Advocate	<u></u>
Vhy was this performance measure chosen?		It is a quantifiable measurement that can be compared to previous years	
f the target value was not reached in 2014-15, wha	it changes were made to try and ensure it was reached?	N/A	=
What are the names and titles of the individuals wh		Carri Grube Lybarker, Administrator/Consumer Advocate and Matthew	=
	•	Aronson, Assistant Consumer Advocate	
What was considered when determining the level to made on setting it at the level at which it was set?	o set the target value in 2015-16 and why was the decision fina	We considered the resources available during 2014-15 in comparison to the resources expected to be available during 2015-16, comments provided and	
made on second it at the level at which it was set!		industry trends.	
	t appear the agency is going to reach the target for 2015-16?	Yes	<u>=</u>
the answer to the question above is "questionable	e" or "no," what changes are being made to try and ensure it is		<u></u>
OTENTIAL NEGATIVE IMPACT			
nstructions: Please list what the agency consider		ay occur as a result of the agency not accomplishing this objective. Next to,	
lost Potential Negative Impact evel Requires Outside Help	Insurance companies may file insurance rates that a When intervention increases to a level that current s	are excessive, inadequate, or unfairly discriminitory causing potential harm to SC co	insumers
utside Help to Request	Contract outside attorneys or request funds to hire e		
evel Requires Inform General Assembly	When intervention increases to a level that current s	staff cannot meet deadlines	
General Assembly Options	Provide funding/ FTE positions for internal hires; pro	ovide funding for contractors; provide resources for acquisition of tools to increase	efficicency
EVIEWS/AUDITS			
nstructions : Below please list all external or int		of the agency which occurred during the past fiscal year that relates/impact	
latter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
PARTNERS	nt Partner Entities" list all antities the agency is acceptable.	corking with that halp the agency accomplish this phiostics. Used as the "Mar-	Agonou works with Current Dartage "
Current Partner Entity	Ways Agency Works with Current Partner	orking with that help the agency accomplish this objective. Under the "Way Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	s Agency Works with Current Partners,
Department of Insurance	Providing notices and full filings of insurance companies	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	Department of Consumer Affairs
Date of Submission	1/27/2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping	Goal 1- Effectively administer and enforce the laws	Copy and paste this from the second column of the Mission, Vision and Goals Chart
accomplish:	assigned to the Department to protect consumers	
	from fraudulent, unfair, and deceptive practices	
Legal responsibilities satisfied by Goal:	All	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	1.3 - Promote the interests of consumers before the	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	Legislature, Governor, and regulatory agencies	
Objective		-
Objective # and Description:	Objective 1.3.2 - Track pending legislation and testify	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	before the Legislature on issues affecting consumers	
Legal responsibilities satisfied by Objective:	S.C. Code Ann. §37-1-102; 37-6-104, -117; S.C. Req.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
, ,	28-3,-4.	500 7 1 7
Public Benefit/Intended Outcome:	Legislation is enacted that promotes the protection of	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	consumer interests and, alternatively, is not enacted	
	due to the potential negative impact on consumers.	
Agency Programs Associated with Objective		
Program Names:	Administration, Legal, Identity Theft Unit	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:	Carri Grube Lybarker	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	<mark>59</mark>	
Position:	Administrator	<u></u>
Office Address:	2221 Devine Street, Ste. 200	<u></u>
Department or Division:	Administration	<u>.</u>
Department or Division Summary:	This division provides support and planning services to	
	the Department, including leadership, procurement,	
	accounting, human resources, and information	
	technology.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	\$146,524	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	7
	1 - 1	

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 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, 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

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 1.3.2 - Track pending legislation and testify before the Legislature on	
	issues affecting consumers	
Performance Measure:	Legislative Hearing Attendance/ Testimony for relevant bills	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):		
2014-15 Target Results:	100%	
2014-15 Actual Results (as of 6/30/15):	100%	
2015-16 Minimum Acceptable Results:	95%	
2015-16 Target Results:	100%	
<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?	Carri Grube Lybarker, Administrator/Consumer Advocate and Matthew	
	Aronson, Assistant Consumer Advocate	
Why was this performance measure chosen?	Is central to fulfilling responsibility of advising the Legislature on consumer	
	matters	
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?	Carri Grube Lybarker, Administrator/Consumer Advocate	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	We considered the resources available during 2014-15 in comparison to the	
made on setting it at the level at which it was set?	resources expected to be available during 2015-16, number of relevant bills	
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?		

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

	Minimum result not obtained		
Level Requires Outside Help Outside Help to Request	polinimum result not obtained Contract outside attorneys		
Level Requires Inform General Assembly	Minimum result not obtained		
3 General Assembly Options		e funding for contractors; provide resources for acquisition of tools to increase ej	ficiency
3 deneral resembly options	Tronde juriding, The positions for internationes, provide	e funding for contractors, provide resources for dequisition of tools to increase ef	juiciney
REVIEWS/AUDITS			
Instructions: Below please list all external or internal revi	ews, 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. NOT	E: Responses are not limited to the
number of rows below that have borders around them, ple	ease 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
	internal policy, etc.)	Internal	Date Review Ended (MM/DD/YYYY)
PARTNERS			
		king with that help the agency accomplish this objective. Under the "Ways	
		complish this objective. List only one partner per row and insert as many r	
		instead of each partner individually. For example, if the agency works wit	
	niddle school separately. As another example, if the	agency works with every high school in Lexington county, the agency can li	ist Lexington County High Schools, instea
of listing each high school in the county separately.			T
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?	
How the Agency is Measuring its Performance			
	Objective Number and Description	1.3.1 - Represent the consumer interest in certain insurance matters	% of comments/notices of intervention
	Da-f Manager	Percentage of Comments/Notices of Intervention Provided by Deadline	submitted to DOI on or before deadline
	Type of Measure:		
Results	Type of Measure.	- Cutcome	
results	2013-14 Actual Results (as of 6/30/14):	100% (27 provided)	
	2014-15 Target Results:	100%	
	2014-15 Actual Results (as of 6/30/15):	100% (45 provided)	
	2015-16 Minimum Acceptable Results:		
	2015-16 Target Results:	100%	
Details	14:27 11 12: 1 1 2 1 1		Insert any further explanation, if needed
Does the state or federal government require the agency to to What are the names and titles of the individuals who chose the		Only Agency Selected Carri Grube Lybarker, Administrator/Consumer Advocate and Matthew	insert any further explanation, il freeded
What are the names and titles of the individuals who chose ti	is as a performance measure:	Aronson, Assistant Consumer Advocate	
Why was this performance measure chosen?		It is a quantifiable measurement that can be compared to previous years	
,			
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	e target value for 2015-16?	Carri Grube Lybarker, Administrator/Consumer Advocate and Matthew	
		Aronson, Assistant Consumer Advocate	
	arget value in 2015-16 and why was the decision finally	We considered the resources available during 2014-15 in comparison to the	
made on setting it at the level at which it was set?		resources expected to be available during 2015-16, comments provided and	
David thefermine fee: - 2015 16 de it		industry trends. Yes	•
Based on the performance so far in 2015-16, does it appear the lift the answer to the question above is "questionable" or "no,"		res	•
if the answer to the question above is questionable of hio,	what changes are being made to try and ensure it is		
POTENTIAL NEGATIVE IMPACT			
	ost potential negative impact to the public that may	occur as a result of the agency not accomplishing this objective. Next to, "I	Most Potential Negative Impact." enter
Most Potential Negative Impact		excessive, inadequate, or unfairly discriminatory causing potential harm to SC co	
Level Requires Outside Help	When intervention increases to a level that current staff	f cannot meet deadlines	
Outside Help to Request	Contract outside attorneys or request funds to hire exp		
Level Requires Inform General Assembly	When intervention increases to a level that current staf		
3 General Assembly Options	Provide funding/ FTE positions for internal hires; provide	e funding for contractors; provide resources for acquisition of tools to increase e	ficiency
DENUENAC (ALIDITE			
REVIEWS/AUDITS		ale and the second distinct and final and the second secon	this ship time. Disease seement is a
Matter(s) or Issue(s) Under Review	ews, audits, investigations or studies ("Reviews") of Reason Review was Initiated (outside request,	the agency which occurred during the past fiscal year that relates/impacts Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
matter (5) or 1330e(3) order neview	internal policy, etc.)	Internal	Date Review Ended (MM/DD/YYYY)
	processing process of the state of		management of the

Department of Insurance

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	Department of Consumer Affairs
Date of Submission	1/27/2016
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.

Chunkania Dian Cankauk		
Strategic Plan Context	Cont 2. Describe a society of social and social and	Conversal marks this from the annual column of the Minima Vision and Coals Chart
# and description of Goal the Objective is helping accomplish:	1 21	Copy and paste this from the second column of the Mission, Vision and Goals Chart
	licensing and registration to promote high standards	
Legal responsibilities satisfied by Goal:	S.C. Code Title 37, Chapter 6; Ann. §§ 37-1-102; 37-2-	Copy and paste this from the first column of the Mission, Vision and Goals Chart
	307; 37-2-306; 37-3-306; 37-7-104; 37-11-30; 37-16-	
	40; 37-17-40; 32-7-10 et seq.; 39-61-70; 40-39-30; 40-	
	58-50; 40-68-30; 44-79-80; 59-102-40; S.C. Reg. 28-3,-	
	48930 to -1000	
# and description of Strategy the Objective is under:	2.1 - Investigate and process applications for	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	regulated entities	
Objective		
Objective # and Description:	2.1.1 - Increase availability and usage of online	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	regulatory filing systems	
Legal responsibilities satisfied by Objective:	S.C. Code Ann. § 32-7-50; 37-2-305; 37-3-305; 37-6-	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	202, -204; 37-2-307; 37-2-306; 37-3-306; 37-7-104;	
	37-11-30; 37-16-40; 37-17-40; 39-61-70; 40-39-30; 40-	
	58-50; 40-68-30; 44-79-80; 59-102-40; S.C. Reg. 288,	
	30 to -1000	
Public Benefit/Intended Outcome:	Reduction in manual, paper processing results in	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	licenses being issued faster and the online system	
	permits better transparency during the licensing	
	process.	
Agency Programs Associated with Objective		
Program Names:	Legal, Advocacy, Administration	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:	Kelly Rainsford	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	22	gr y
Position:	Deputy of Regulatory Enforcement	
Office Address:	2221 Devine St., Ste. 200	
Department or Division:	Legal, Advocacy	
Department or Division Summary:	Administers, interprets, and enforces the S.C.	1
'	Consumer Protection Code. The division also licenses	
	and regulates fifteen industries.	
Amount Budgeted and Spent To Accomplish Objective	and regarded freeh made resi	•
Total Budgeted for this fiscal year:	\$300,167	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	
DEDECORMANICE 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.

- 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	2.1.1 - Increase availability and usage of online regulatory filing systems	
Performance Measure:	Number of programs available online	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	6	
2014-15 Target Results:	8	
2014-15 Actual Results (as of 6/30/15):		
2015-16 Minimum Acceptable Results:	9	
2015-16 Target Results:	14	
Details		
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?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory Enforcement	
Why was this performance measure chosen?	It is a quantifiable measurement that can be compared to previous years	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	We are in the process of developing and implementing a new licensing	
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory Enforcement	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	We anticipate database implementation to occur during 2015-16 and our goal is to stagger the rollout of programs on the new system.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact Licensees will continue to file paper applications, which reduces efficiency and increases storage needs	
Level Requires Outside Help	When funding levels do not permit technology maintenance
Outside Help to Request	DTO; MMO

Level Requires Inform General Assembly	Depends on overall funding		
3 General Assembly Options	Provide adequate funding for technology; Provide ad	equate funding for staff; Provide funding to centralize technology services throu	gh DTO and eliminate agency billing
REVIEWS/AUDITS			
nstructions: 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/imp	acts this objective. Please remember to
naintain an electronic copy of each Review a	nd 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 aro	und them, please insert as many rows as needed.		
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, interr	al 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)
VARTNERS			
	rrent Partner Entities" list all entities the agency is currently w	orking with that help the agency accomplish this objective. Under the "W	Javs Agency works with Current Partner
<u>nstructions</u> : Under the column labeled, "Cu		orking with that help the agency accomplish this objective. Under the "Vy accomplish this objective. List only one partner per row and insert as m	
<u>nstructions</u> : Under the column labeled, "Cu inter the ways the agency works with the en	tity (names of projects, initiatives, etc.) which helps the agenc	orking with that help the agency accomplish this objective. Under the "Vy accomplish this objective. List only one partner per row and insert as moup instead of each partner individually. For example, if the agency work	any rows as necessary to list all of the
nstructions: Under the column labeled, "Cuenter the ways the agency works with the enterthers. Note, if there is a large list of partners.	tity (names of projects, initiatives, etc.) which helps the agencers that all fit within a certain group, the agency can list the gr	y accomplish this objective. List only one partner per row and insert as m	any rows as necessary to list all of the swith every middle school in the state,
enter the ways the agency works with the entoartners. Note, if there is a large list of partners.	tity (names of projects, initiatives, etc.) which helps the agenc ers that all fit within a certain group, the agency can list the gr listing each middle school separately. As another example, if	y accomplish this objective. List only one partner per row and insert as m oup instead of each partner individually. For example, if the agency work	any rows as necessary to list all of the swith every middle school in the state,
nstructions: Under the column labeled, "Cu enter the ways the agency works with the en- partners. Note, if there is a large list of partn- agency can list SC Middle Schools, instead of	tity (names of projects, initiatives, etc.) which helps the agenc ers that all fit within a certain group, the agency can list the gr listing each middle school separately. As another example, if	y accomplish this objective. List only one partner per row and insert as m oup instead of each partner individually. For example, if the agency work	any rows as necessary to list all of the swith every middle school in the state,
nstructions: Under the column labeled, "Cu enter the ways the agency works with the en- partners. Note, if there is a large list of partn- agency can list SC Middle Schools, instead of instead of listing each high school in the coun	tity (names of projects, initiatives, etc.) which helps the agenc ers that all fit within a certain group, the agency can list the gr listing each middle school separately. As another example, if ity separately.	y accomplish this objective. List only one partner per row and insert as moup instead of each partner individually. For example, if the agency work he agency works with every high school in Lexington county, the agency ls the Partner a State/Local Government Entity; College, University; or	any rows as necessary to list all of the swith every middle school in the state,
nstructions: Under the column labeled, "Cu inter the ways the agency works with the en- partners. Note, if there is a large list of partningency can list SC Middle Schools, instead of instead of listing each high school in the coun current Partner Entity	tity (names of projects, initiatives, etc.) which helps the agence ers that all fit within a certain group, the agency can list the grilisting each middle school separately. As another example, if the separately. Ways Agency Works with Current Partner	y accomplish this objective. List only one partner per row and insert as moup instead of each partner individually. For example, if the agency work the agency works with every high school in Lexington county, the agency list he Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	any rows as necessary to list all of the swith every middle school in the state,
nstructions: Under the column labeled, "Cu inter the ways the agency works with the en- partners. Note, if there is a large list of partningency can list SC Middle Schools, instead of instead of listing each high school in the coun current Partner Entity	tity (names of projects, initiatives, etc.) which helps the agencers that all fit within a certain group, the agency can list the grilisting each middle school separately. As another example, if the separately. Ways Agency Works with Current Partner Developing our new licensing database	y accomplish this objective. List only one partner per row and insert as moup instead of each partner individually. For example, if the agency work he agency works with every high school in Lexington county, the agency list he Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual? Business, Association or Individual	any rows as necessary to list all of the swith every middle school in the state,
nstructions: Under the column labeled, "Cu enter the ways the agency works with the en- partners. Note, if there is a large list of partn- gency can list SC Middle Schools, instead of instead of listing each high school in the coun current Partner Entity	tity (names of projects, initiatives, etc.) which helps the agencers that all fit within a certain group, the agency can list the grilisting each middle school separately. As another example, if ity separately. Ways Agency Works with Current Partner Developing our new licensing database Administers online filings for 6 of our regulatory	y accomplish this objective. List only one partner per row and insert as moup instead of each partner individually. For example, if the agency work he agency works with every high school in Lexington county, the agency list he Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual? Business, Association or Individual	any rows as necessary to list all of the swith every middle school in the state,

Performance Measure:	Total Percentage of Online Filings
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	16%
2014-15 Target Results:	25%
2014-15 Actual Results (as of 6/30/15):	26%
2015-16 Minimum Acceptable Results:	25%
2015-16 Target Results:	25%

Details		
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
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory	
	Enforcement	
Why was this performance measure chosen?	It is a quantifiable measurement that can be compared to previous years	
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?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory	
	Enforcement	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	We anticipate there will be a standard adoption curve once the new licensing	
made on setting it at the level at which it was set?	system becomes available	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	

POTENTIAL NEGATIVE IMPACT

If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is

mistractions. Flease list what the agency considers the mi	ost potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, Nost Potential Negative impact, enter
Most Potential Negative Impact	Licensees will continue to file paper applications, which reduces efficiency and increases storage needs
Level Requires Outside Help	When funding levels do not permit technology maintenance
Outside Help to Request	рто; ммо
Level Requires Inform General Assembly	Depends on overall funding
3 General Assembly Options	Provide adequate funding for technology; Provide adequate funding for staff; Provide funding to centralize technology services through DTO and eliminate agency billing

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, interr	al 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)
			(, = 1,,
PARTNERS			
Instructions: Under the column labeled, "Curre	ent Partner Entities" list all entities the agency is currently w	orking with that help the agency accomplish this objective. Under the "V	Vavs Agency works with Current Partners,"
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?	
ThoughtSpan	Developing our new licensing database	Business, Association or Individual	
SC Business One Stop	Administers online filings for 6 of our regulatory	State/Local Government Entity	
	programs		
Division of Technology Operations	Assisting in new database development/ related	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	Department of Consumer Affairs
Date of Submission	1/27/2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping	Goal 2 - Provide a quality, streamlined program of	Copy and paste this from the second column of the Mission, Vision and Goals Chart
accomplish:	licensing and registration to promote high standards	
Legal responsibilities satisfied by Goal:	S.C. Code Title 37, Chapter 6; Ann. §§ 37-1-102; 37-2-	Copy and paste this from the first column of the Mission, Vision and Goals Chart
	307; 37-2-306; 37-3-306; 37-7-104; 37-11-30; 37-16-	
	40; 37-17-40; 32-7-10 et seq.; 39-61-70; 40-39-30; 40-	
	58-50; 40-68-30; 44-79-80; 59-102-40; S.C. Reg. 28-3,-	
	4, -8, -9, -30 to -1000	
# and description of Strategy the Objective is under:	2.1 - Investigate and process applications for	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	regulated entities	
Objective		_
Objective # and Description:	2.1.2 - Process business and employee license	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	applications within an average time of 30 days of	
	receipt of a completed application	
Legal responsibilities satisfied by Objective:	S.C. Code Ann. § 32-7-50; 37-2-305; 37-3-305; 37-6-	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	202, -204; 37-2-307; 37-2-306; 37-3-306; 37-7-104;	
	37-11-30; 37-16-40; 37-17-40; 39-61-70; 40-39-30; 40-	
	58-50; 40-68-30; 44-79-80; 59-102-40; S.C. Reg. 28	
	8, 30 to -1000	
Public Benefit/Intended Outcome:		Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		T
Program Names:	Legal, Advocacy, Administration	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		T
Name:	Kelly Rainsford	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	22	
Position:	Deputy of Regulatory Enforcement	
Office Address:	2221 Devine St., Ste. 200	
Department or Division:	Legal, Advocacy	
Department or Division Summary:	Administers, interprets, and enforces the S.C.	
	Consumer Protection Code. The division also licenses	
	and regulates fifteen industries.	<u>.</u>
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	\$508,458	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 that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
- 4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

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

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	2.1.2- Process business and employee license applications within an average	
	time of 30 days of receipt of a completed application	
Performance Measure:	Number of licenses issued	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):		
2014-15 Target Results:	N/A (changed method of calculation)	
2014-15 Actual Results (as of 6/30/15):	24,425	
2015-16 Minimum Acceptable Results:	22,000	
2015-16 Target Results:	25,500	Ī
Details		Ī
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?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory	
·	Enforcement	
Why was this performance measure chosen?	It is a quantifiable measurement that can be compared to previous years	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	We are in the process of developing and implementing a new licensing	
	database	
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory	t
what are the halfes and titles of the individuals who chose the target value for 2013-10:	Enforcement	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	We anticipate implementation to occur during 2015-16 and our goal is to	t
made on setting it at the level at which it was set?	stagger the rollout of programs on the new system, number of filings	
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?		

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 rises to that level. Next to, "Level Requires Inform 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 to under study.

to help resolve the issue before it became a crisis. The Ho	ouse Legislative Oversight Committee will provide thi	s information to all other House standing committees, but will not address	it itself until the agency is under study.
Most Potential Negative Impact		ed professionals, business providers are delayed in operating	
Level Requires Outside Help	N/A- Depends on overall agency funding		
Outside Help to Request	N/A		
Level Requires Inform General Assembly 3 General Assembly Options	Depends on overall agency funding	s; supply one-time funding to cover gaps; provide technology resources to increa	se efficiencies
3 General Assembly Options	Provide duequate junuing for overall agency operations	s, supply one-time junuing to cover gups, provide technology resources to increa.	se ejjiciericies
REVIEWS/AUDITS			
Instructions: Below please list all external or internal rev	iews, 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. NOT	E: Responses are not limited to the
number of rows below that have borders around them, p	lease 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
	internal policy, etc.)	Internal	Date Review Ended (MM/DD/YYYY)
PARTNERS			
enter the ways the agency works with the entity (names of partners. Note, if there is a large list of partners that all fi	of projects, initiatives, etc.) which helps the agency act within a certain group, the agency can list the group	king with that help the agency accomplish this objective. Under the "Ways ccomplish this objective. List only one partner per row and insert as many! on sitead of each partner individually. For example, if the agency works wit agency works with every high school in Lexington county, the agency can I	rows as necessary to list all of the th every middle school in the state, the
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?	
ThoughtSpan	Developing our new licensing database	Business, Association or Individual	
SC Business One Stop	Administers online filings for 6 of our regulatory	State/Local Government Entity	
How the Agency is Measuring its Performance	,,		
now the Agency is intensiting its remornance	Objective Number and Description	2.1.1 - Process business and employee license applications within an average	Ī
	objective Namber and Description	time of 30 days of receipt of a completed application	
	Performance Measure:		
		application	
	Type of Measure:	Outcome	
Results	2013-14 Actual Results (as of 6/30/14):	N/A	<u>.</u>
	2013-14 Actual Results (as 01 0/30/14). 2014-15 Target Results:	N/A	†
	2014-15 Actual Results (as of 6/30/15):		
	2015-16 Minimum Acceptable Results:	50%	
	2015-16 Target Results:	65%	_
Details Does the state or federal government require the agency to t	rack thir? (provide any additional explanation peeded	Only Agency Colocted	Insert any further explanation, if needed
What are the names and titles of the individuals who chose ti		Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory	most any rather expandator, in needed
	···	Enforcement	
Why was this performance measure chosen?		It is a quantifiable measurement that can be compared to previous years	
If the target value was not reached in 2014-15, what changes	were made to try and ensure it was reached?	We are in the process of developing and implementing a new licensing	
What are the names and titles of the individuals who chose t	he target value for 2015-16?	Gatadase Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory Enforcement	
What was considered when determining the level to set the t made on setting it at the level at which it was set?	arget value in 2015-16 and why was the decision finally		
Based on the performance so far in 2015-16, does it appear t	he agency is going to reach the target for 2015-162	Yes	†
If the answer to the question above is "questionable" or "no,"			
POTENTIAL NEGATIVE IMPACT		Political Control of the Control of	
Instructions: Please list what the agency considers the m Most Potential Negative Impact	ost potential negative impact to the public that may	occur as a result of the agency not accomplishing this objective. Next to, "I ad professionals, business providers are delayed in operating	viost Potential Negative Impact," enter
Level Requires Outside Help	N/A- Depends on overall agency funding	- p. 2,121.12.13, 2.22.11.03. providers are actuyed in operating	
Outside Help to Request	N/A		
Level Requires Inform General Assembly	Depends on overall agency funding		
3 General Assembly Options	Provide adequate funding for overall agency operation:	s; supply one-time funding to cover gaps; provide technology resources to increa	se efficiencies
REVIEWS/AUDITS			
	= riews, audits, investigations or studies ("Reviews") of	the agency which occurred during the past fiscal year that relates/impacts	this objective. Please remember to
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
PARTNERS			
		king with that help the agency accomplish this objective. Under the "Ways	Agency works with Current Partners,"
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?	
ThoughtSpan	Developing our new licensing database	Business, Association or Individual	4
Division of Technology Operations	Assisting in new database development/ related services		

Administers online filings for 6 of our regulatory

SC Business One Stop

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	Department of Consumer Affairs
Date of Submission	1/27/2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping	Goal 2 - Provide a quality, streamlined program of	Copy and paste this from the second column of the Mission, Vision and Goals Chart
accomplish:	licensing and registration to promote high standards	copy and paste this from the second column of the Mission, vision and Goals Chart
accomplish.	for regulated businesses and ensure South Carolinians	
	are effectively and efficiently served	
	are ejjectively and ejjiciently served	
Legal responsibilities satisfied by Goal:	S.C. Code Title 37, Chapter 6; Ann. §§ 37-1-102; 37-2-	Copy and paste this from the first column of the Mission, Vision and Goals Chart
	307; 37-2-306; 37-3-306; 37-7-104; 37-11-30; 37-16-	,
	40; 37-17-40; 32-7-10 et seg.; 39-61-70; 40-39-30; 40-	
	58-50; 40-68-30; 44-79-80; 59-102-40; S.C. Req. 28-3,-	
	4, -8, -9, -30 to -1000	
# and description of Strategy the Objective is under:	Strategy 2.2- Interpret and explain statutes under the	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	agency's jurisdiction in a fair manner, balancing the	·/ ·
	interests of consumers with those businesses acting	
	honestly and fairly	
Objective		<u>-</u>
Objective # and Description:	Strategy 2.2- Interpret and explain statutes under the	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	agency's jurisdiction in a fair manner, balancing the	
	interests of consumers with those businesses acting	
	honestly and fairly	
Legal responsibilities satisfied by Objective:	S.C. Code Ann. § 32-7-50; 37-2-305; 37-3-305;37-6-	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	104, -117,-506; 37-6-202, -204; 37-2-307; 37-2-306;	
	37-3-306; 37-7-104; 37-11-30; 37-16-40; 37-17-40; 39-	
	61-70; 40-39-30; 40-58-50; 40-68-30; 44-79-80; 59-	
	102-40; S.C. Reg. 28-8, -30 to -1000	
Public Benefit/Intended Outcome:	Businesses receive guidance in compliant and	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	noncompliant practices, creating a fair and balanced	
	business climate.	
Agency Programs Associated with Objective		
Program Names:	Administration, Legal, Identity Theft Unit	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:	Carri Grube Lybarker	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	59	
Position:	Administrator	
Office Address:	2221 Devine St., Ste. 200	
Department or Division:	Administration	
Department or Division Summary:	This division provides support and planning services to	
	the Department, including leadership, procurement,	
	accounting, human resources, and information	
	technology.	<u>. </u>
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	\$226,130	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	
	1 2 / 1	

- 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.

- 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, "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 "Target Results," enter the actual and target results for each year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

 4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an
- entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

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

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 2.2.2 -Issue and update formal and informal interpretations, rules	
	and regulations	
Performance Measure:	Annual Regulatory Review Completed	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	Yes	
2014-15 Target Results:	Yes	
2014-15 Actual Results (as of 6/30/15):	Yes	
2015-16 Minimum Acceptable Results:	Yes	
2015-16 Target Results:	Yes	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory Enforcement	
Why was this performance measure chosen?	Regulations must be updated at least every 5 years and are necessary to guide regulated industries	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory Enforcement	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Staffing, industry trends, current regulation status-all indicate the review can	
made on setting it at the level at which it was set?	be completed.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	

If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	Businesses are not properly guided to comply with law; violations occur
Level Requires Outside Help	Target not feasible
Outside Help to Request	N/A
Level Requires Inform General Assembly	Target not feasible
3 General Assembly Options	Provide adequate funding for staffing; supply one-time funding to cover gaps; provide technology resources to increase efficiencies

REVIEWS/AUDITS

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

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
	internal policy, etc.)	Internal	Date Review Ended (MM/DD/YYYY)

DARTHER

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

Current Partner Entity		Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Various industries regulated	Provide feedback on regulatory structure/ gaps	Other Business, Association, or Individual

Strategic Plan Context	
# and description of Goal the Objective is helping	Goal 3 -EDUCATE CONSUMERS AND BUSINESSES
accomplish:	ON THEIR RIGHTS AND RESPONSIBILTIES UNDER
	THE LAW
Legal responsibilities satisfied by Goal:	S.C. Code Ann. §§ 37-1-102; 37-6-104,-117, -118,
	604; S.C. Reg. 28-3, -4
# and description of Strategy the Objective is under:	Strategy 3.1 -Engage in traditional educational
	efforts to decrease consumer risks and increase
	industry compliance
Objective	
Objective # and Description:	Objective 3.1.1 - Increase presentations by 10%,
	including joint educational outreach with federal,
	state and local agencies
Legal responsibilities satisfied by Objective:	S.C. Code Ann. §§ 37-1-102; 37-6-104,-117; S.C.
	Reg. 28-3, -4
Public Benefit/Intended Outcome:	Increased public awareness of laws under DCA, it's
	services and consumer and business topics of
	interest.
Agency Programs Associated with Objective	
Program Names:	Public Information, ID Theft Unit, Legal, Advocacy,
	Service, Administration
Responsible Person	
Name:	Juliana Harris
Number of Months Responsible:	48
Position:	Director of Public Information
Office Address:	2221 Devine St, STE 200 Columbia SC 29205
Department or Division:	Public Information
Department or Division Summary:	Public Information serves as an informational
	portal for consumers, business, and media.
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	\$179,297
Total Actually Spent:	Agency will provide next year

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 3.1.1 - Increase presentations by 10%, including joint educational	
	outreach with federal, state and local agencies	
Performance Measure	Number of presentations given	
Type of Measure	Output	
Results		
2013-14 Actual Results (as of 6/30/14)	63	
2014-15 Target Results	70	
2014-15 Actual Results (as of 6/30/15)	95	
2015-16 Minimum Acceptable Results	95	
2015-16 Target Results	105	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator; Juliana Harris, Public Information	
	Director	
Why was this performance measure chosen?	The more presentations we do, the more aware the public becomes of DCA,	
	it's statutes and mission	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator; Juliana Harris, Public Information	
	Director	

What was considered when determining the level to set the target value in 2015-16 and why was the	Increased ability to provide presentations; more staff trained to give
decision finally made on setting it at the level at which it was set?	presentations
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and	

POTENTIAL NEGATIVE IMPACT

Instructions · Please list what the agency considers t	he most notential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to "Most Potential Negative
Most Potential Negative Impact	DCA is not able to give as many presentations resulting in decreased business and consumer knowledge of rights and responsibilities
Level Requires Outside Help	When DCA can not provide more than 20 presentations a year
Outside Help to Request	Public/ private outreach partners
Level Requires Inform General Assembly	When DCA can not provide more than 20 presentations a year
3 General Assembly Options	Provide funding/ FTE positions for internal hires; provide funding for contractors; provide resources for acquisition of tools to increase efficiency

REVIEWS/AUDITS

Instructions: Below please list all external or interna	al reviews, audits, investigations or studies ("Revi	ews") of the agency which occurred during the past fiscal year that relate	s/impacts this objective. Please
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
	internal policy, etc.)	Internal	Date Review Ended (MM/DD/YYYY)

PARTNERS

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

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?
AARP	Plan and execute presentations together	Business, Association or Individual
Other State Agencies	Plan and execute presentations together	

How the Agency is Measuring its Performance

non the rights of the control of the		
Objective Number and Description	Objective 3.1.1 - Increase presentations by 10%	
Performance Measure:	Attendees at presentations	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	14,908	
2014-15 Target Results:	15000	
2014-15 Actual Results (as of 6/30/15):	15,800	
2015-16 Minimum Acceptable Results:	10,000	
2015-16 Target Results:	15,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator; Juliana Harris, Public Information	
	Director	
Why was this performance measure chosen?	Direct reflection of how many people receive education	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator; Juliana Harris, Public Information	
	Director	
What was considered when determining the level to set the target value in 2015-16 and why was the	Based on last years numbers we should be able to give presentations as the	
decision finally made on setting it at the level at which it was set?	same (or a greater) rate as last year.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-	Yes	

If the answer to the question above is "questionable" or	"no," what changes are being made to try and
POTENTIAL NEGATIVE IMPACT	
	he 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"
Most Potential Negative Impact	Decreased business and consumer knowledge of rights and responsibilities
Level Requires Outside Help	When DCA can not provide more than 20 presentations a year
Outside Help to Request	Public/ private outreach partners
Level Requires Inform General Assembly	When DCA can not provide more than 20 presentations a year
3 General Assembly Options	Provide funding/ FTE positions for internal hires; provide funding for contractors; provide resources for acquisition of tools to increase efficiency

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 policy, etc.)	, , , , , , , , , , , , , , , , , , , ,	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
PARTNERS			
Instructions : Under the column labeled "Current F	Partner Entities" list all entities the agency is curre	ently working with that help the agency accomplish this objective. Under t	the "Wavs 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?	
AARP	Plan and execute presentations together	Business, Association or Individual	
Other State Agencies	Plan and execute presentations together		

Strategic Plan Context			
# and description of Goal the Objective is helping accomplish:	Goal 3 -EDUCATE CONSUMERS AND BUSINESSES ON THEIR RIGHTS AND RESPONSIBILTIES UNDER		
Legal responsibilities satisfied by Goal:	THE LAW S.C. Code Ann. §§ 37-1-102; 37-6-104,-117, -118, 604; S.C. Reg. 28-3, -4		
# and description of Strategy the Objective is under:	Strategy 3.1-Engage in traditional educational efforts to decrease consumer risks and increase		
Objective	industry compliance	1	
Objective # and Description:	Objective 3.1.2 - Produce consumer and business educational materials, always including agency toll		
Legal responsibilities satisfied by Objective:	free number and website S.C. Code Ann. §§ 37-1-102; 37-6-104,-117; S.C. Rea. 28-34		
Public Benefit/Intended Outcome:	Increased public awareness of DCA and it's services as well as consumer and business topics of interest.		
Agency Programs Associated with Objective			
Program Names:	Public Information, Legal, Advocacy, Identity Theft		
Responsible Person		<u>-</u>	
Name:	Juliana Harris		
Number of Months Responsible:	48		
Position:	Director of Public Information		
Office Address: Department or Division:	2221 Devine St, STE 200 Columbia SC 29205 Public Information	1	
Department or Division: Department or Division Summary:	Public Information Public Information serves as an informational portal for consumers, business, and media.		
Amount Budgeted and Spent To Accomplish Objective		•	
Total Budgeted for this fiscal year: Total Actually Spent:	\$125,439 Agency will provide next year		
How the Agency is Measuring its Performance			_
	Objective Number and Description	Objective 3.1.2 - Produce consumer and business educational materials always including agency toll free number and website	
	Performance Measure:		
Results	Type of Measure:	Output	1
nesuits	2013-14 Actual Results (as of 6/30/14):	6	
	2014-15 Target Results:	7	
	2014-15 Actual Results (as of 6/30/15):	3	
	2015-16 Minimum Acceptable Results:	4	
	2015-16 Target Results:	5	
Details Does the state or federal government require the agen	acy to track this? (provide any additional explanation	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who c		Carri Grube Lybarker, Administrator; Juliana Harris, Public Information Director	
Why was this performance measure chosen?		Directly reflects how able DCA is to generate and disseminate relevant information to consumers and businesses.	
f the target value was not reached in 2014-15, what che was not reached in 2014-15, when che was not reached in 2014-15, which		FY15 was less because DCA was focusing more on establishing and stabilizing its digital presence. Carri Grube Lybarker, Administrator; Juliana Harris, Public Information	
	et the target value in 2015-16 and why was the decision	Director	
Based on the performance so far in 2015-16, does it ap	opear the agency is going to reach the target for 2015-	Yes	
	or "no," what changes are being made to try and ensure		
POTENTIAL NEGATIVE IMPACT		10. 60	
Instructions · Please list what the agency consider Most Potential Negative Impact	rs the most potential negative impact to the public Decreased business and consumer knowledge of rigit	that may occur as a result of the agency not accomplishing this objective	Next to "Most Potential Negative
Level Requires Outside Help	When DCA can not provide more than 2 brochures of		
Outside Help to Request	Public/ private outreach partners	,	
Level Requires Inform General Assembly	When DCA can not provide more than 2 brochures of	year	
3 General Assembly Options	Provide funding/FTE positions for internal hires; pro	vide funding for contractors; provide resources for acquisition of tools to increas	e efficiency
REVIEWS/AUDITS			
Instructions : Relow please list all external or inte Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request,	inum ²¹) of the agency which occurred during the nest fiscal year that relate Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
	internal policy, etc.)	linceniai	Date Neview Elided (MIM/DD/1111)
PARTNERS			
	Partner Entities" list all entities the agency is curre	ently working with that help the agency accomplish this objective. Under	the "Wavs Agency works with Current
	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
	ways Agency works with Current Partner		

#NAME?

Strategic Plan Context # and description of Goal the Objective is helping	Goal 3 -EDUCATE CONSUMERS AND BUSINESSES		
accomplish:	ON THEIR RIGHTS AND RESPONSIBILTIES UNDER		
Legal responsibilities satisfied by Goal:	THE LAW S.C. Code Ann. §§ 37-1-102; 37-6-104,-117, -118,		
# and description of Strategy the Objective is under:	604; S.C. Reg. 28-3, -4 Strategy 3.1 -Engage in traditional educational efforts to decrease consumer risks and increase		
Objective	industry compliance		
Objective # and Description:	Objective 3.1.3 - Actively seek out media attention and cultivate relationships with media stakeholders		
Legal responsibilities satisfied by Objective:	S.C. Code Ann. §§ 37-1-102; 37-6-104,-117, -118, 604; S.C. Reg. 28-3, -4		
Public Benefit/Intended Outcome:	More relationships with media outlets helps increase agency visibility and results in more public awareness of agency statutes and its services.		
Agency Programs Associated with Objective Program Names:	Public Information]	
Responsible Person		1	
Name: Number of Months Responsible:	Juliana Harris 48		
Position:	Director of Public Information		
Office Address:	2221 Devine St, STE 200 Columbia SC 29205		
Department or Division: Department or Division Summary:	Public Information Public Information serves as an informational portal for consumers, business, and media.		
Amount Budgeted and Spent To Accomplish Objectiv			
Total Budgeted for this fiscal year: Total Actually Spent:	\$35,014 Agency will provide next year		
How the Agency is Measuring its Performance			1
	,	Objective 3.1.3 - Actively seek out media attention and develop relationships with media stakeholders Number of media requests fulfilled	
Results	Performance Measure: Type of Measure:		
lesuits	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:	65 65	
Details Does the state or federal government require the agend	cy to track this? (provide any additional explanation	Only Agency Selected	Insert any further explanation, if needed
needed, two cells over) What are the names and titles of the individuals who ch	nose this as a performance measure?	Carri Grube Lybarker, Administrator; Juliana Harris, Public Information	
Why was this performance measure chosen?		Director Reflects how responsive we are to media	
if the target value was not reached in 2014-15, what ch What are the names and titles of the individuals who ch		Carri Grube Lybarker, Administrator; Juliana Harris, Public Information	
What was considered when determining the level to set finally made on setting it at the level at which it was set	t the target value in 2015-16 and why was the decision	Director Based on previous years and relationships built, past measurements. DCA should be able to achieve the target	
Based on the performance so far in 2015-16, does it ap	pear the agency is going to reach the target for 2015- r "no," what changes are being made to try and ensure	Yes, we are half way to the target	
POTENTIAL NEGATIVE IMPACT Instructions: Please list what the agency considers	s the most notential negative impact to the public t	that may occur as a result of the agency not accomplishing this objective	Next to "Most Potential Negative
		that may occur as a result of the agency not accomplishing this objective hts and responsibilities	
Level Requires Outside Help Outside Help to Request	When DCA cannot fulfill 75 % of goal Public/ private outreach partners		
Level Requires Inform General Assembly	When DCA cannot fulfill 75 % of goal		
3 General Assembly Options	Provide funding/ FTE positions for internal hires; pro	vide funding for contractors; provide resources for acquisition of tools to increas	e efficiency
REVIEWS/AUDITS Instructions: Relow please list all external or inter	rnal reviews audits investigations or studios ("Pow	iews") of the agency which occurred during the past fiscal year that relat	es/impacts this objective. Please
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
	internal policy, etc.)	Internal	Date Review Ended (MM/DD/YYYY)
PARTNERS	Partner Fatition list - II	with modeling with that halp the second of t	the WMare Ages
Instructions - Under the column labeled "Current Current Partner Entity	Ways Agency Works with Current Partner	ntly working with that heln the agency accomplish this objective. Linder is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	the "Wavs Agency works with Current
Print and Broadcast Media Outlets	Fulfilling their media requests	Business, Association or Individual	
How the Agency is Measuring its Performance	Objective Name 1 1 1 2 2 2 2 2	Objective 2.1.2 Actively cool and a second a standard and a second and	1
		Objective 3.1.3 - Actively seek out media attention and develop relationships with media stakeholders	
	Performance Measure: Type of Measure:	Number of press releases issued Output	
Results	2013-14 Actual Results (as of 6/30/14):	32	
	2014-15 Target Results:	35	
	2014-15 Actual Results (as of 6/30/15):	28	
	2015-16 Minimum Acceptable Results: 2015-16 Target Results:	35	
Details			
Does the state or federal government require the ageno What are the names and titles of the individuals who ch		Only Agency Selected Carri Grube Lybarker, Administrator; Juliana Harris, Public Information	Insert any further explanation, if needed
, vinaciare une names and unes or the individuals who ch	rose and as a performance measure?	Curri Grube Lybarker, Auministrator, Juliana Harris, Public information	1
Why was this performance measure chosen?		Director Reflects how actively DCA generates relevant subject matter for media	

If the target value was not reached in 2014-15,	what changes were made to try and ensure it was reached?	Created internal resource allocation plan.	
What are the names and titles of the individual:	s who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator; Juliana Harris, Public Information	
		Director	
What was considered when determining the lev	vel to set the target value in 2015-16 and why was the decision	Past media interest, recurring events over past fiscal years.	
Based on the performance so far in 2015-16, do	oes it appear the agency is going to reach the target for 2015	- Yes	
If the answer to the question above is "question	nable" or "no," what changes are being made to try and ensur	re	
POTENTIAL NEGATIVE IMPACT			
		ic that may occur as a result of the agency not accomplishing this objective	e Next to "Most Potential Negative
Most Potential Negative Impact	Decreased business and consumer knowledge of r	ights and responsibilities	
Level Requires Outside Help	When DCA cannot fulfill 75 % of goal		
Outside Help to Request	Public/ private outreach partners		
Level Requires Inform General Assembly	When DCA cannot fulfill 75 % of goal		
3 General Assembly Options	Provide funding/ FTE positions for internal hires; p	provide funding for contractors; provide resources for acquisition of tools to incre	ase efficiency
REVIEWS/AUDITS			
		eviews") of the agency which occurred during the past fiscal year that rela	
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
	internal policy, etc.)	Internal	Date Review Ended (MM/DD/YYYY)
PARTNERS			
Current Partner Entity	Ways Agency Works with Current Partner	reptly working with that help the agency accomplish this objective. Under Is the Partner a State/Local Government Entity; College, University; or	r the "Wavs Agency works with Current
Current ratules Entity	ways Agency works with Current Partner	Other Business. Association, or Individual?	
		Other business, Association, or individual?	_

Strategic Plan Context		_	
# and description of Goal the Objective is helping accomplish:	Goal 3 -EDUCATE CONSUMERS AND BUSINESSES ON THEIR RIGHTS AND RESPONSIBILTIES UNDER		
Legal responsibilities satisfied by Goal:	THE LAW S.C. Code Ann. §§ 37-1-102; 37-6-104,-117, -118, 604; S.C. Reg. 28-3, -4		
# and description of Strategy the Objective is under:	Strategy 3.2. Increase public awareness through digital media and alternative cost-effective methods		
Objective	methods		
Objective # and Description:	Objective 3.2.1 - Conduct presentations utilizing webinar software		
Legal responsibilities satisfied by Objective:	S.C. Code Ann. §§ 37-1-102; 37-6-104,-117; S.C. Reg. 28-3, -4		
Public Benefit/Intended Outcome:	Consumers and businesses who are unable to attend in person presentation have access to DCA's		
	education. Webinars also save money by cutting out travel/commute costs of staffers required to		
Agency Programs Associated with Objective	travel to presentation sites.		
Program Names:	Public Information, Legal, Advocacy, Identity Theft Unit, Administration, Services		
Responsible Person	onit, Administration, Services		
Name:	Juliana Harris		
Number of Months Responsible:	48		
Position:	Director of Public Information		
Office Address: Department or Division:	2221 Devine St, STE 200 Columbia SC 29205 Public Information		
Department or Division. Department or Division Summary:	Public Information serves as an informational		
Amount Budgeted and Spent To Accomplish Objective	portal for consumers, business, and media.	1	
Total Budgeted for this fiscal year:	\$53,415		
Total Actually Spent:	Agency will provide next year		
How the Agency is Measuring its Performance		I	
now the Agency is Measuring its Performance	Objective Number and Description	Objective 3.2.1 - Conduct presentations utilizing webinar software	1
	Performance Measure:		
	Type of Measure:	Output	
Results			_
	2013-14 Actual Results (as of 6/30/14): 2014-15 Target Results:	5	_
	2014-15 Target Results: 2014-15 Actual Results (as of 6/30/15):	10	
	2015-16 Minimum Acceptable Results:	5	
	2015-16 Target Results:	5	
Details			Insert any further explanation, if needed
Does the state or federal government require the agenc What are the names and titles of the individuals who ch		Only Agency Selected Carri Grube Lybarker, Administrator; Juliana Harris, Public Information Director	insert any further explanation, il needed
Why was this performance measure chosen?		Directly reflects how many times we make DCA available to remote stakeholders	
If the target value was not reached in 2014-15, what ch			
What are the names and titles of the individuals who ch		Carri Grube Lybarker, Administrator; Juliana Harris, Public Information Director	
What was considered when determining the level to set finally made on setting it at the level at which it was set	?	Ability to plan and conduct webinars/ staffing	
Based on the performance so far in 2015-16, does it app		Yes	
If the answer to the question above is "questionable" or	"no," what changes are being made to try and ensure		
POTENTIAL NEGATIVE IMPACT			
Instructions - Places list what the agency considers	the most potential pogative impact to the public	that may accurac a recult of the agency not accomplishing this objective	Novt to "Most Potential Negative
Most Potential Negative Impact	Remote constituents have less opportunity to engage When DCA is unable to afford the webinar software	e with SCDCA	
Level Requires Outside Help Outside Help to Request	When DCA is unable to afford the webinar software N/A	or not nave stajj avaliable or trainea to present	
Level Requires Inform General Assembly	When DCA is unable to afford the webinar software	or not have staff available or trained to present	
3 General Assembly Options		vide funding for contractors; provide resources for acquisition of tools to increas	se efficiency
REVIEWS/AUDITS			/
Instructions: Below please list all external or inter Matter(s) or Issue(s) Under Review	ral reviews, audits, investigations or studies ("Rev Reason Review was Initiated (outside request,	iews") of the agency which occurred during the past fiscal year that relat Entity Performing the Review and Whether Reviewing Entity External or	es/impacts this objective. Please Date Review Began (MM/DD/YYYY) and
matter (2) or issue(2) order Neview	internal policy, etc.)	Internal	Date Review Ended (MM/DD/YYYY)
PARTNERS			
		ntly working with that help the agency accomplish this objective. Under its the Partner a State/Local Government Entity; College, University; or	the "Wavs 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?	

Strategic Plan Context	
# and description of Goal the Objective is helping	Goal 3 -EDUCATE CONSUMERS AND BUSINESSES
accomplish:	ON THEIR RIGHTS AND RESPONSIBILTIES UNDER
	THE LAW
Legal responsibilities satisfied by Goal:	S.C. Code Ann. §§ 37-1-102; 37-6-104,-117, -118, -
	604; S.C. Reg. 28-3, -4
# and description of Strategy the Objective is under:	Strategy 3.2 - Increase public awareness through
	digital media and alternative cost-effective
	methods
Objective	
Objective # and Description:	Objective 3.2.2 - Ensure website and social media
	content is up to date and contains compelling
	content
Legal responsibilities satisfied by Objective:	S.C. Code Ann. §§ 37-1-102; 37-6-104,-117; S.C.
	Reg. 28-3, -4
Public Benefit/Intended Outcome:	Public receives timely, relevant related to DCA, it's
	statutes and mission 24/7 for free.
Agency Programs Associated with Objective	
Program Names:	Public Information, Legal, Administration, Services,
0 11 0	Advocacy, Identity Theft Unit
Responsible Person Name:	Juliana Harris
	48
Number of Months Responsible: Position:	Director of Public Information
Office Address:	2221 Devine St, STE 200 Columbia SC 29205
Department or Division:	Public Information
Department or Division Summary:	Public Information serves as an informational
Department of Division Summary.	portal for consumers, business, and media.
Amount Budgeted and Spent To Accomplish Objective	portar joi consumers, pusifiess, una media.
ranount budgeted and open to recomplish objective	
Total Budgeted for this fiscal year:	\$48,949
Total Actually Spent:	Agency will provide next year

How the Agency is Measuring its Performance			_
	Objective Number and Description	Objective 3.2.2 - Ensure website and social media content is up to date and	
		contains compelling content	
	Performance Measure		
	Type of Measure	Outcome	
esults			
	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		
Petails	2015-16 Target Results	72%	-
	agency to track this? (provide any additional explanation	Only Agency Selected	Insert any further explanation, if needed
oes the state or rederal government require the Vhat are the names and titles of the individuals v		Carri Grube Lybarker, Administrator; Juliana Harris, Public Information	insert any further explanation, il needed
vhat are the names and titles of the individuals v	who chose this as a performance measurer	Director	
Vhy was this performance measure chosen?		Helps us identify correlations between content and new visitors, enabling us to	
vily was this periormance measure chosen:		more adeptly generate content the public will want.	
the target value was not reached in 2014 15 w	hat changes were made to try and ensure it was reached?	more adeptly generate content the public will want.	•
What are the names and titles of the individuals v		Carri Grube Lybarker, Administrator; Juliana Harris, Public Information	1
vinat are the fiames and titles of the illulyidudis v	who chose the target value for 2013-10:	Director	
What was considered when determining the leve	I to set the target value in 2015-16 and why was the decision	With new programs being rolled out, we are trying to get new visitors to come	1
inally made on setting it at the level at which it w		to the website. This parameter also affects the total number of web visits.	
,		to the website. This parameter also affects the total number of web visits.	
Based on the performance so far in 2015-16, doe	s it appear the agency is going to reach the target for 2015-	Yes	
	ble" or "no," what changes are being made to try and ensure		
ostructions · Please list what the agency con	usiders the most notential negative impact to the public	that may occur as a result of the agency not accomplishing this objective	Next to "Most Potential Negative
nstructions : Please list what the agency con Most Potential Negative Impact evel Requires Outside Help	Decreased business and consumer knowledge of rig Less than 50% new visitors	that may occur as a result of the agency not accomplishing this objective hts and responsibilities; DCA efficiency in utilization of cost effective outlet is dea	Next to "Most Potential Negative reased
nstructions: Please list what the agency con Most Potential Negative Impact evel Requires Outside Help Outside Help to Request	Decreased business and consumer knowledge of rig Less than 50% new visitors Public/ private outreach partners	that may occur as a result of the agency not accomplishing this objective hts and responsibilities; DCA efficiency in utilization of cost effective outlet is dec	Next to "Most Potential Negative reased
nstructions: Please list what the agency con dost Potential Negative Impact evel Requires Outside Help Jutside Help to Request evel Requires Inform General Assembly	Decreased business and consumer knowledge of rig Less than 50% new visitors Public/ private outreach partners Less than 50% new visitors	hts and responsibilities; DCA efficiency in utilization of cost effective outlet is dea	reased
POTENTIAL NEGATIVE IMPACT Instructions - Diesas list what the agency con Most Potential Negative Impact evel Requires Outside Help Outside Help to Request evel Requires Inform General Assembly general Assembly Options	Decreased business and consumer knowledge of rig Less than 50% new visitors Public/ private outreach partners Less than 50% new visitors	that may occur as a result of the agency not accomplishing this objective hts and responsibilities; DCA efficiency in utilization of cost effective outlet is dec	reased
nstructions - Dlease list what the agency con Most Potential Negative Impact weel Requires Outside Help Dutside Help to Request evel Requires Inform General Assembly is General Assembly Options	Decreased business and consumer knowledge of rig Less than 50% new visitors Public/ private outreach partners Less than 50% new visitors	hts and responsibilities; DCA efficiency in utilization of cost effective outlet is dea	reased
nstructions - Please list what the agency con Jost Potential Negative Impact evel Requires Outside Help Jutside Help to Request evel Requires Inform General Assembly General Assembly Options	Decreased business and consumer knowledge of rig Less than 50% new visitors Public/ private outreach partners Less than 50% new visitors Provide funding/ FTE positions for internal hires; pro	hts and responsibilities; DCA efficiency in utilization of cost effective outlet is deal ovide funding for contractors; provide resources for acquisition of tools to increase	reased se efficiency/ meet goal
nstructions - Dlease list what the agency con dost Potential Negative Impact evel Requires Outside Help butside Help to Request evel Requires Inform General Assembly General Assembly Options	Decreased business and consumer knowledge of rig Less than 50% new visitors Public/ private outreach partners Less than 50% new visitors Provide funding/ FTE positions for internal hires; pro	this and responsibilities; DCA efficiency in utilization of cost effective outlet is deal outlet in deal outlet is deal outlet in deal outlet is deal outlet in deal outlet	reased is efficiency/ meet goal gs/impacts this objective Please
nstructions - Dlease list what the agency con Jost Potential Negative Impact evel Requires Outside Help Dutside Help to Request evel Requires Inform General Assembly General Assembly Options	Decreased business and consumer knowledge of rig Less than 50% new visitors Public/ private outreach partners Less than 50% new visitors Provide funding/ FTE positions for internal hires; pro	this and responsibilities; DCA efficiency in utilization of cost effective outlet is decivible funding for contractors; provide resources for acquisition of tools to increasions." In the agency which occurred during the past fiscal year that relat Entity Performing the Review and Whether Reviewing Entity External or	se efficiency/meet goal es/imparts this objective Please Date Review Began (MM/DD/YYYY) and
nstructions - Dlease list what the agency con dost Potential Negative Impact evel Requires Outside Help butside Help to Request evel Requires Inform General Assembly General Assembly Options	Decreased business and consumer knowledge of rig Less than 50% new visitors Public/ private outreach partners Less than 50% new visitors Provide funding/ FTE positions for internal hires; pro	this and responsibilities; DCA efficiency in utilization of cost effective outlet is deal outlet in deal outlet is deal outlet in deal outlet is deal outlet in deal outlet	reased is efficiency/ meet goal gs/impacts this objective Please
nstructions - Dlease list what the agency con dost Potential Negative Impact evel Requires Outside Help butside Help to Request evel Requires Inform General Assembly General Assembly Options	Decreased business and consumer knowledge of rig Less than 50% new visitors Public/ private outreach partners Less than 50% new visitors Provide funding/ FTE positions for internal hires; pro	this and responsibilities; DCA efficiency in utilization of cost effective outlet is decivible funding for contractors; provide resources for acquisition of tools to increasions." In the agency which occurred during the past fiscal year that relat Entity Performing the Review and Whether Reviewing Entity External or	se efficiency/meet goal es/imparts this objective Please Date Review Began (MM/DD/YYYY) an
nstructions - Dlease list what the agency con dost Potential Negative Impact evel Requires Outside Help butside Help to Request evel Requires Inform General Assembly General Assembly Options	Decreased business and consumer knowledge of rig Less than 50% new visitors Public/ private outreach partners Less than 50% new visitors Provide funding/ FTE positions for internal hires; pro	this and responsibilities; DCA efficiency in utilization of cost effective outlet is decivible funding for contractors; provide resources for acquisition of tools to increasions." In the agency which occurred during the past fiscal year that relat Entity Performing the Review and Whether Reviewing Entity External or	reased se efficiency/meet goal es/imparts this objective Please Date Review Began (MM/DD/YYYY) and
Instructions - Dlease list what the agency condost Potential Negative Impact work Potential Negative Impact weel Requires Outside Help Dutside Help to Request weel Requires Inform General Assembly General Assembly Options REVIEWS/AUDITS Instructions - Relow please list all external or Matter(s) or Issue(s) Under Review	Decreased business and consumer knowledge of rig Less than 50% new visitors Public/ private outreach partners Less than 50% new visitors Provide funding/ FTE positions for internal hires; pro r internal reviews, audits, investigations or studies ("Rev Reason Review was Initiated (outside request, internal policy, etc.)	hts and responsibilities; DCA efficiency in utilization of cost effective outlet is decivible funding for contractors; provide resources for acquisition of tools to increasing the agency which occurred during the past fiscal year that related the properties of the pagency which occurred during the past fiscal year that related the properties of the pagency which occurred during the past fiscal year that related the properties of the pagency which occurred during the past fiscal year that related the properties of the pagency which occurred during the pagency which occurred the pagency which is the pagency which occurred the pagency which is the p	es/impacts this objective Please Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Instructions - Dlease list what the agency conduct Potential Negative Impact evel Requires Outside Help Dutside Help to Request evel Requires Inform General Assembly General Assembly Options REVIEWS/AUDITS INSTRUCTIONS - Relaw nlease list all external or Matter(s) or issue(s) Under Review PARTNERS Instructions - Linder the column labeled "Cu	Decreased business and consumer knowledge of rig Less than 50% new visitors Public/ private outreach partners Less than 50% new visitors Provide funding/ FTE positions for internal hires; pro r internal reviews aurilis investigations or studies ("Rev Reason Review was Initiated (outside request, internal policy, etc.) urrent Partner Entities" list all entities the agency is current	wide funding for contractors; provide resources for acquisition of tools to increase increase increase in the past fiscal wear that related the performing the Review and Whether Reviewing Entity External or Internal increase inc	es/impacts this objective Please Date Review Began (MM/DD/YYY) an Date Review Ended (MM/DD/YYY)
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ARTHERS ARTHERS ARTHERS ASSETUTE IN JUNE 1- LINGER THE COLUMN Labeled "Culurert Partner Entity ARTHERS ASSETUTE IN SECTION LABELED TO SECTION	Decreased business and consumer knowledge of rig Less than 50% new visitors Public/ private outreach partners Less than 50% new visitors Provide funding/ FTE positions for internal hires; provide funding/ FTE positions for internal hires; provide funding/ FTE positions for internal hires; provide funding/ FTE positions or studies ("Research Reason Review was initiated (outside request, internal policy, etc.) Ways Agency Works with Current Partner Ways Agency Works with Current Partner Maintains DCA website portal Objective Number and Description Performance Measure Type of Measure	wide funding for contractors; provide resources for acquisition of tools to increase	es/impacts this objective_Please_ Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
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Carri Grube Lybarker, Administrator; Juliana Harris, Public Information Director Reflects DCA's attempt to engage with public

2015-16 Minimum Acceptable Results: 2015-16 Target Results:

Details

Does the state or federal government require the agency to track this? (provide any additional explanation What are the names and titles of the individuals who chose this as a performance measure?

Why was this performance measure chosen?

If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?

What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator; Juliana Harris, Public Information Director
What was considered when determining the level to set the target value in 2015-16 and why was the decisio finally made on setting it at the level at which it was set?	h Staffing an prior postings. Posting between 500-600 times a year offers consistency without inundating followers.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure	
DOTENTIAL NECATIVE IMPACT	

POTENTIAL NEGATIVE IMPACT Instructions: Please list what the agency con	nsiders the most potential negative impact to the public	c that may occur as a result of the agency not accomplishing this objective	. Next to. "Most Potential Negative
		ency not accomplishing the objective. Next to, "Level Requires Outside H	
		agency would reach out if the potential negative impact rises to that level.	
		e of the level at which the potential negative impact has risen. Next to, "3	
options for what the General Assembly could out will not address it itself until the agency is		The House Legislative Oversight Committee will provide this information	to all other House standing committees,
	s under study.		
Most Potential Negative Impact		ights and responsibilities; DCA efficiency in utilization of cost effective outlet is de	creased
Level Requires Outside Help Outside Help to Request	Less than 350 posts Public/ private outreach partners		
Level Requires Inform General Assembly	Less than 350 posts		
3 General Assembly Options	Provide funding/FTE positions for internal hires; pr	rovide funding for contractors; provide resources for acquisition of tools to increa	se efficiency/ meet goal
REVIEWS/AUDITS			
Instructions · Relow please list all external or		eviews") of the agency which occurred during the past fiscal year that rela-	
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
	meernar poncy, etc.,	THE THE	bate nevew Ended (MM/BB) 1111
PARTNERS			
Instructions : Under the column labeled "Cu		rently working with that help the agency accomplish this objective. Under	the "Wavs 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?	
Twitter	Offers platform	Other Business, Association, or Individual	
Hamaha Amanay la Manazada a la Paula			
How the Agency is Measuring its Performance		on Objective 3.2.2 - Ensure website and social media content is up to date and	<u> </u>
		contains compelling content	
		e: % Increase in social media fans/ followers	
Results	Type of Measure	e: Outcome	
nesuits	2013-14 Actual Results (as of 6/30/14	1): 9	
	2014-15 Target Result	s: <mark>9</mark>	
	2014-15 Actual Results (as of 6/30/15		_
	2015-16 Minimum Acceptable Result 2015-16 Target Result		=
Details			
	e agency to track this? (provide any additional explanation	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals v	who chose this as a performance measure?	Carri Grube Lybarker, Administrator; Juliana Harris, Public Information Director	
Why was this performance measure chosen?		Reflects interest public has in DCA's content and DCA's ability to attract new	
		followers	
What are the names and titles of the individuals v	what changes were made to try and ensure it was reached? who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator; Juliana Harris, Public Information	_
		Director	
		n Re-evaluation of the social media tactics employed and implementation of	
finally made on setting it at the level at which it w	vas set?	research to see when optimal times to post to OUR audience were conducted Creation of standard seasonal topics of interest; Internal staffing allocation.	;
		ereation of standard seasonal topics of interest, internal stanning anocation.	
	es it appear the agency is going to reach the target for 2015-		
If the answer to the question above is "questional	ble" or "no," what changes are being made to try and ensur	e <u> </u>	
POTENTIAL NEGATIVE IMPACT			
Instructions · Please list what the agency con	siders the most notential negative impact to the public	c that may occur as a result of the agency not accomplishing this objective ights and responsibilities: DCA efficiency in utilization of cost effective outlet is de	Next to "Most Potential Negative
Most Potential Negative Impact Level Requires Outside Help	Less than 5% new fans/ followers	gnia una responsionices, oca efficiency in unitudon of cost effective outlet is de	breased
Outside Help to Request	Public/ private outreach partners		
Level Requires Inform General Assembly 3 General Assembly Options	Less than 5% new fans/ followers Provide funding/ FTF positions for internal hires; pi	rovide funding for contractors; provide resources for acquisition of tools to increa	use efficiency/meet goal
5 General Assembly OptiONS	provide junuing/ Fre positions for internal filles; pl	rovide partaing for contractors, provide resources for acquisition of tools to incred	Se efficiency/ nicet god!
REVIEWS/AUDITS			
Instructions : Relow please list all external or Matter(s) or Issue(s) Under Review	r internal reviews, audits, investigations or studies ("Re Reason Review was Initiated (outside request,	eviews") of the agency which occurred during the past fiscal year that related Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	internal policy, etc.)	Internal	Date Review Ended (MM/DD/YYYY)
PARTNERS			
Instructions : Under the column labeled "Cu	urrent Partner Entities" list all entities the agency is curr	reptly working with that help the agency accomplish this objective. Under lis the Partner a State/Local Government Entity; College, University; or	the "Wavs Agency works with Current
Current Partner Entity	Ways Agency Works with Current Partner	Other Business, Association, or Individual?	
Twitter	Provides platform	Other Business, Association, or Individual	
Facebook	Provides platform	Other Business, Association, or Individual	
How the Agency is Measuring its Performance			
general measuring no revisionalities		Objective 3.2.2 - Ensure website and social media content is up to date and	
	· .	contains compelling content	
	Performance Measure Type of Measure	e: % of tweets retweeted	_
Results	Type of Measure	C. Odcome	
	2013-14 Actual Results (as of 6/30/14		
	2014-15 Target Result 2014-15 Actual Results (as of 6/30/15		_
	2014-15 Actual Results (as of 6/30/15 2015-16 Minimum Acceptable Result		7
	2015-16 Target Result		

Details

Does the state or federal government require the agency to track this? (provide any additional explanation Only Agency Selected

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 "Wavs Agency works with Current Partner Entity" Ways Agency Works with Current Partner of the Business, Association, or Individual? Twitter Provides platform Objective Number and Description Objective 3.2.2 - Ensure website and social media content is up to date and contains compelling content Type of Measure: Number of YouTube views Type of Measure: Outcome Results 2013-14 Actual Results (as of 6/30/14): 7,530 2014-15 Target Results: 10,000 2015-16 Minimum Acceptable Results: 5,000 Details Type of Minimum Acceptable Results: 7,000				
The interest value was not reached in 2015-10, what changes were males to try and exacusarity was reached? We are the terminal of the office or devided which the English group of the 2015-10 and why was been considered. This is also sufficient of the interminal the local program of the consideration	What are the names and titles of the individuals who cho	ose this as a performance measure?		
Control and the carrier and the carlier in which which we can be supported for 2013 19 Control and support from detailing the weight of the carrier in the	Why was this performance measure chosen?		Reflects interest public has in DCA's content and DCA's ability to attract new	
October 1 description of the level to set the target value in 2015-15 and why was the decision in within a to act of the largest of the largest of which he is used to the second and the largest of the largest of which he is used to the product of the largest of the largest of which he is used to the product of the largest of the large				
South the set when greater than the food of which it was car? If the severe to the agentors above the production of the severe			Director	
Season and performance or far in 2011. 15, court a page of the passen is present in control to season and the same for passen in the season of the season and the season of the se			research to see when optimal times to post to OUR audience were conducted;	
CONTINUE MINISTER Control Links of the agency continued that the agency control control to the control of the agency of accomplication of the control of the agency of the control of the agency of the control of the agency of the control of	Based on the performance so far in 2015-16, does it app	ear the agency is going to reach the target for 2015-		
Control Research Control Processes and Control Research C	If the answer to the question above is "questionable" or	"no," what changes are being made to try and ensure		
Internations. Brace let what the assent considers the most operation levels in most on the make a court as a result of the assence care designation in the country of the c	POTENTIAL NEGATIVE IMPACT			
Local Hospito Register Mortaline High Local Hospito Register Victor Cheeral Autority Local Hospito Register Loc	Instructions: Please list what the agency considers			
Consider from the Control Control Security Control From the Control Control Security Control From the Control Co			hts and responsibilities; DCA efficiency in utilization of cost effective outlet is decr	reased
Common Assembly Control Common Assembly Control				
REVENS/AUDITS Introductions Both all external or internal standing analysis as a state of professions as internal policy, etc.) Internal policy description of the assessment of the profession of the professio				
Matter(s) or howeld Under Review Revi	3 General Assembly Options	Provide funding/ FTE positions for internal hires; pro	vide funding for contractors; provide resources for acquisition of tools to increas	e efficiency/ meet goal
Matter(s) or howeld Under Review Revi	DEVIEWS/ALIDITS			
Matter(s) or issue(s) Under Review and Whether Reviewing Entity Sciencial of Date Review Begain (MMDD/YYY) internal policy, etc.) Entity Performing the Review and Whether Reviewing Entity Sciencial of Date Review Begain (MMDD/YYY) internal policy, etc.) Enternal polic		nal reviews audits investigations or studies ("Rev	iews") of the agency which occurred during the past fiscal year that relate	es/impacts this objective. Please
PARTIESS PARTIESS PARTIESS Correct Partner State) Coal Government Entity College, University or Other Business, Association, or Individual? Provides pletform Objective Number and Description Performance Measure: Type of Measure: Outcome Performance Measure: Outcome Performance Measure: Outcome Performance Measure: Outcome Performance Measure: Outcome Objective Number and Secretary Number of November of Novem		Reason Review was Initiated (outside request,	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
Instructions: I Index the column labeled "Current Partners" Extitives" kit all entities the aeneror is currently working with that John the aeneror accommish this column they college, University; or Other Business, Association, or Individual? Collegether Number and Description Objective Number and Description Performance Measures: Instructive of Year University or Other Business, Association, or Individual? Objective Number and Description Type of Measures: Performance Measures: Instructive of Year University or Other Business, Association, or Individual Content is up to date and orelated social media content is up to date and orelated social media		internal policy, etc.)	Internal	Date Review Ended (MM/DD/YYYY)
Instructions: I Index the column labeled "Current Partners" Extitives" kit all entities the aeneror is currently working with that John the aeneror accommish this column they college, University; or Other Business, Association, or Individual? Collegether Number and Description Objective Number and Description Performance Measures: Instructive of Year University or Other Business, Association, or Individual? Objective Number and Description Type of Measures: Performance Measures: Instructive of Year University or Other Business, Association, or Individual Content is up to date and orelated social media content is up to date and orelated social media				
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Current Partner Entity				
Other Business, Association, or Individual? Other Business, Association, or Individual with the supplementation of Chipman and Description of Chipman and Descriptio				the "Wavs Agency works with Current
Objective Number and Description Objective Number and Description Performance Measure: Number of Voral Deviews. Performance Measure: Number of Voral Deviews. Type of Measure: Number of Voral Deviews. Number of Voral Devie	Current rattler Littly	ways Agency Works with current raither		
Performance Measure: Number of YouTube Views Type of Measure: Outcome 2013-14 Actual Results (as of 6/30/14): 7,530 2014-15 Target Results: 1,0000 2014-15 Target Results: 1,0000 2014-15 Target Results: 1,0000 2015-16 Target Results: 1,00000 2015-16 Target Results: 1,00000 2015-16 Target Results: 1,00000 2015	Twitter	Provides platform		
Performance Measure: Number of YouTubes views Results 100-15 Target Results: 100-00 2013-15				
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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	Department of Consumer Affairs
Date of Submission	1/27/2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping		Copy and paste this from the second column of the Mission, Vision and Goals Chart
accomplish:	AVAILABLE TOOLS TO BUILD KNOWLEDGE, BOLSTER	
	MORALE AND ENABLE STAFF TO PERFORM AT THE	
	HIGHEST LEVEL	
Legal responsibilities satisfied by Goal:	All	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 4.1 -Implement and update technology to	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	assist staff in performing job functions	
Objective		-
Objective # and Description:	Objective 4.1.1 - Work with Division of Technology to	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	ensure secure, updated computer systems and	
	software	
Legal responsibilities satisfied by Objective:	S.C. Code Ann. § 32-7-50; 37-2-305; 37-3-305;37-6-	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
	104, -117,-506; 37-6-202, -204; 37-2-307; 37-2-306;	
	37-3-306; 37-7-104; 37-11-30; 37-16-40; 37-17-40; 39	
	61-70; 40-39-30; 40-58-50; 40-68-30; 44-79-80; 59-	
	102-40; S.C. Req. 28-8, -30 to -1000	
Public Benefit/Intended Outcome:	DCA staff harnesses technology to efficiently perform	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	job functions and protect customer information.	
Agency Programs Associated with Objective		_
Program Names:	Administration	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:	Carri Grube Lybarker	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	59	
Position:	Administrator	
Office Address:	2221 Devine St., Ste. 200	
Department or Division:	Administration	
Department or Division Summary:	This division provides support and planning services to	
	the Department, including leadership, procurement,	
	accounting, human resources, and information	
	technology.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	\$224,123	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 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 federal government required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

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

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 +A34:D55Performance

now the Agency is measuring its 1A54.0551 errormance		
Objective Number and Description	Objective 4.1.1 - Work with Division of Technology to ensure secure, updated	
	computer systems and software	
Performance Measure:	Update Microsoft Software	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	n/a	
2014-15 Target Results:	n/a	
2014-15 Actual Results (as of 6/30/15):	n/a	
2015-16 Minimum Acceptable Results:	Complete	
2015-16 Target Results:	Complete	
Details		
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?	Carri Grube Lybarker, Administrator	
Why was this performance measure chosen?	Keeping in step with software updates increases employee efficiency and	
	security	
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?	Carri Grube Lybarker, Administrator	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	DTO contract, software versions available	
made on setting it at the level at which it was set?		
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?		

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

Most Potential Negative Impact	Staff not provided with tools needed to perform daily di	uties	
Level Requires Outside Help	Target not feasible		
Outside Help to Request	N/A		
Level Requires Inform General Assembly	Target not feasible	ony resources to increase efficiencies: Centralize IT services to DTO and cease hi	
3 General Assembly Options	Supply one-time funding to cover gaps; provide technol	ogy resources to increase efficiencies; Centralize II services to DTO and cease bi	lling agencies
REVIEWS/AUDITS			
Instructions: Below please list all external or internal revi	ews, 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. NOT	E: Responses are not limited to the
number of rows below that have borders around them, ple			
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
	internal policy, etc.)	Internal	Date Review Ended (MM/DD/YYYY)
PARTNERS			
		king with that help the agency accomplish this objective. Under the "Ways	
		complish this objective. List only one partner per row and insert as many	
		o instead of each partner individually. For example, if the agency works wit agency works with every high school in Lexington county, the agency can I	
of listing each high school in the county separately.	liddle scriool separately. As another example, if the	agency works with every high school in Lexington county, the agency can i	ist texington county right schools, instead
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or	T
	The state of the s	Other Business, Association, or Individual?	
рто	Maintain DCA computers	State/Local Government Entity	
3.10			•
		•	
How the Agency is Measuring its +A34:D55Performance			-
	Objective Number and Description		
	Performance Measure:	computer systems and software Review and Update DTO contract for service provision	-
	Type of Measure:		†
Results			
	2013-14 Actual Results (as of 6/30/14):	n/a	_
	2014-15 Target Results:	n/a	-
	2014-15 Actual Results (as of 6/30/15): 2015-16 Minimum Acceptable Results:	11/4	-
	2015-16 Target Results:	Complete	T .
Details			
Does the state or federal government require the agency to tr		Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose the Why was this performance measure chosen?	is as a performance measure?	Carri Grube Lybarker, Administrator Agency review of IT contract is necessary to ascertain best provision of	-
willy was this performance measure chosen?		services and security for DCA and its customers	
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	e target value for 2015-16?	Carri Grube Lybarker, Administrator	
\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\		DTO contract, internal IT gaps and needs of agency	-
What was considered when determining the level to set the to Based on the performance so far in 2015-16, does it appear the		Vec Vec	†
If the answer to the question above is "questionable" or "no,"			T .
POTENTIAL NEGATIVE IMPACT		h 51	
Most Potential Negative Impact	ost potential negative impact to the public that may in Staff not provided with tools needed to perform daily di	occur as a result of the agency not accomplishing this objective. Next to, "I	Most Potential Negative Impact," enter
Level Requires Outside Help	Target not feasible	and seeme data	
Outside Help to Request	N/A		
Level Requires Inform General Assembly	Target not feasible		
3 General Assembly Options	Supply one-time funding to cover gaps; provide technol	ogy resources to increase efficiencies; Centralize IT services to DTO and cease bi	lling agencies
REVIEWS/AUDITS			
	ews, audits, investigations or studies ("Reviews") of	the agency which occurred during the past fiscal year that relates/impacts	this objective. Please remember to
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request,	Entity Performing the Review and Whether Reviewing Entity External or	Date Review Began (MM/DD/YYYY) and
	internal policy, etc.)	Internal	Date Review Ended (MM/DD/YYYY)
PARTNERS			
		king with that help the agency accomplish this objective. Under the "Ways	Agency works with Current Partners,"
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?	
рто	Provide DCA IT needs	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	Department of Consumer Affairs
Date of Submission	1/27/2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping	Goal 4 - ENHANCE INTERNAL COMMUNICATIONS AND	Copy and paste this from the second column of the Mission, Vision and Goals Chart
accomplish:	AVAILABLE TOOLS TO BUILD KNOWLEDGE, BOLSTER	
	MORALE AND ENABLE STAFF TO PERFORM AT THE	
	HIGHEST LEVEL	
Legal responsibilities satisfied by Goal:	All	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 4.2 -Provide an environment that supports	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	staff development and retention	
Objective		
Objective # and Description:	Objective 4.2.1 - Increase the availability of cost	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	effective internal and external training opportunities	
	for staff	<u>.</u>
Legal responsibilities satisfied by Objective:	All	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	DCA is composed of a knowledgeable, qualified staff	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
1	able to successfully administer and enforce laws under	
	our jurisdiction and committed to serving our	
	customers.	
Agency Programs Associated with Objective		_
Program Names:	Administration	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:	Carri Grube Lybarker	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	59	
Position:	Administrator	
Office Address:	2221 Devine St., Ste. 200	
Department or Division:	Administration	
Department or Division Summary:	This division provides support and planning services to	
	the Department, including leadership, procurement,	
	accounting, human resources, and information	
	technology.	
Amount Budgeted and Spent To Accomplish Objective		-
Total Budgeted for this fiscal year:	\$119,149	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	
, ,	, , , , , , , , , , , , , , , , , , , ,	

PERFORMANCE MEASURES

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

- 1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
- 2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

 3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter

the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years,

then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its nission, 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

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 +A34:D55Performance		
Objective Number and Description	Objective 4.2.1 - Increase the availability of cost effective internal and external	
	training apportunities for staff	
Performance Measure:	Number of Internal Trainings Held	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	14	
2014-15 Target Results:	10	
2014-15 Actual Results (as of 6/30/15):	19	
2015-16 Minimum Acceptable Results:	15	
2015-16 Target Results:	19	
Details		
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?	Carri Grube Lybarker, Administrator	
Why was this performance measure chosen?	Maintaining a highly trained, knowledgeable staff is paramount to fulfilling	
	the agency's mission	
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?	Carri Grube Lybarker, Administrator	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Staff needs, law changes, staff expertise.	
made on setting it at the level at which it was set?		
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?		
l _e		

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

Most Potential Negative Impact	Staff not provided with training needed to perform daily duties effectively
Level Requires Outside Help	Target not feasible
Outside Help to Request	N/A

Level Requires Inform General Assembly 3 General Assembly Options	Target not feasible Supply recurring funding for external trainings; Supply	one-time funding to cover gaps; provide technology resources to increase efficie	ncies
REVIEWS/AUDITS			
<u>Instructions</u> : Below please list all external or internal rev		the agency which occurred during the past fiscal year that relates/impacts	
maintain an electronic copy of each Review and any other number of rows below that have borders around them, p		Review as copies may be requested when the agency is under study. NO	E: Responses are not limited to the
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	Date Review Ended (MIM/DD/YYYY)
PARTNERS Instructions: Linder the column labeled, "Current Partners"	er Entities" list all entities the agency is currently work	king 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	of projects, initiatives, etc.) which helps the agency ac	complish this objective. List only one partner per row and insert as many	rows as necessary to list all of the
		o instead of each partner individually. For example, if the agency works wi agency works with every high school in Lexington county, the agency can	
of listing each high school in the county separately.			7
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?	
Office of Human Resources	Provide training	State/Local Government Entity	
How the Agency is Measuring its+A75:D86 +A34:D55Perfo	ormance		
now the Agency is Measuring Its TA73.000 TA34.053Fello		Objective 4.2.1 - Increase the availability of cost effective internal and external	
	Performance Measure:	training opportunities for staff Number of Continuing Legal Education Hours Completed by Staff	
Results	Type of Measure:	Outcome	
INCOME	2013-14 Actual Results (as of 6/30/14):	138	
	2014-15 Target Results: 2014-15 Actual Results (as of 6/30/15):	129	
	2015-16 Minimum Acceptable Results: 2015-16 Target Results:	112 112	<u> </u>
Details Does the state or federal government require the agency to		Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose t		Carri Grube Lybarker, Administrator	
Why was this performance measure chosen?		Maintaining a highly trained, knowledgeable staff is paramount to fulfilling the agency's mission and necessary for attorneys to keep position	
If the target value was not reached in 2014-15, what changes		n/a	<u> </u>
What are the names and titles of the individuals who chose t		Carri Grube Lybarker, Administrator	
What was considered when determining the level to set the		Attorneys on staff, legal hours carried forward, state and national legal trends	
Based on the performance so far in 2015-16, does it appear t If the answer to the question above is "questionable" or "no,		163	<u></u>
POTENTIAL NEGATIVE IMPACT			
Instructions: Please list what the agency considers the m Most Potential Negative Impact	nost potential negative impact to the public that may Staff not provided with training needed to perform dail	occur as a result of the agency not accomplishing this objective. Next to, " y duties effectively	Most Potential Negative Impact," enter
Level Requires Outside Help Outside Help to Request	Target not feasible SC Bar, SCAG		
Level Requires Inform General Assembly	Target not feasible		
3 General Assembly Options	Supply recurring funding for external trainings; Supply	one-time funding to cover gaps; provide technology resources to increase efficie	ncies
REVIEWS/AUDITS Instructions: Below please list all external or internal rev	views. audits. investigations or studies ("Reviews") of	the agency which occurred during the past fiscal year that relates/impacts	this objective. Please remember to
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
	internal policy, etc.)	Internal	Date neview ended (wiw, DD) 1111)
PARTNERS Instructions: Under the column labeled, "Current Partne	Er Entities" list all entities the agency is currently work	king with that help the agency accomplish this objective. Under the "Ways	Agency works with Current Partners,"
Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
SC Bar Attorney General's Office	Provide CLEs Provide CLEs	Other Business, Association, or Individual State/Local Government Entity	
Attorney General's Office	Provide CLES	State/Local Government Entity	
How the Agency is Measuring its+A75:D86 +A34:D55Perfo			_
	Objective Number and Description	Objective 4.2.1 - Increase the availability of cost effective internal and external training opportunities for staff	
	Performance Measure:		
	Type of Measure:		
Results	2013-14 Actual Results (as of 6/30/14):	246 200	
	2014-15 Target Results: 2014-15 Actual Results (as of 6/30/15):	152 150	-
	2015-16 Minimum Acceptable Results: 2015-16 Target Results:		
Details			
Does the state or federal government require the agency to What are the names and titles of the individuals who chose t		Only Agency Selected Carri Grube Lybarker, Administrator	Insert any further explanation, if needed
Why was this performance measure chosen?		Maintaining a highly trained, knowledgeable staff is paramount to fulfilling the agency's mission	
If the target value was not reached in 2014-15, what changes What are the names and titles of the individuals who chose t		n/a Carri Grube Lybarker, Administrator	
What was considered when determining the level to set the		Number of investigators, state and national legal trends for industries	
made on setting it at the level at which it was set? Based on the performance so far in 2015-16, does it appear t		regulated Yes	1
If the answer to the question above is "questionable" or "no,			
POTENTIAL NEGATIVE IMPACT			
Instructions: Please list what the agency considers the Most Potential Negative Impact	Staff not provided with training needed to perform dail	y duties effectively	
Level Requires Outside Help Outside Help to Request	Target not feasible Other state and federal regulators		
Level Requires Inform General Assembly 3 General Assembly Options	Target not feasible	one-time funding to cover gaps; provide technology resources to increase efficie	ncies
	, , , , , , , , , , , , , , , , , , ,	, and a second s	
REVIEWS/AUDITS Instructions: Below please list all external or internal		le mante de la companya della companya della companya de la companya de la companya della compan	In
Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
DARTHERS			
PARTNERS Instructions: Under the column labeled, "Current	Was Assaulted 1912	LAND Determined to the second	7
	Ways Agency Works with Current Partner Provides conferences/ trainings	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual? Other 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	Department of Consumer Affairs
Date of Submission	1/27/2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping	Goal 4 - ENHANCE INTERNAL COMMUNICATIONS AND	Copy and paste this from the second column of the Mission, Vision and Goals Chart
accomplish:	AVAILABLE TOOLS TO BUILD KNOWLEDGE, BOLSTER	
	MORALE AND ENABLE STAFF TO PERFORM AT THE	
	HIGHEST LEVEL	<u> </u>
Legal responsibilities satisfied by Goal:	All	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 4.2 -Provide an environment that supports	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	staff development and retention	<u> </u>
Objective		
Objective # and Description:	Objective 4.2.2 - Maintain memberships and	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
	participation in state regulator/trade associations	J
Legal responsibilities satisfied by Objective:	All	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	DCA is composed of a knowledgeable, qualified staff	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
	through staying abreast of industry developments,	
	state and federal trends.	1
Agency Programs Associated with Objective		a
Program Names:	Administration	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:	Carri Grube Lybarker	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	59	<u> </u>
Position:	Administrator	4
Office Address:	2221 Devine St., Ste. 200	<u>4</u>
Department or Division:	Administration	4
Department or Division Summary:	This division provides support and planning services to	
	the Department, including leadership, procurement,	
	accounting, human resources, and information	
	technology.	4
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	\$10,085	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year	

<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 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 that the agency would find acceptable. the darget value due agenty waited to reach of the performance measure of that year. Next to winning acceptable level, either of the agency did not utilize a particular performance measure during certain year, 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 agreed to the provided 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 agreed to the provided performance measure during the provided performance measure during certain years," and the provided performance measure during certain years. The provided perfo
- 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

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

Objective 4.2.2 - Maintain memberships and participation in state	
regulator/trade associations	
Number of Association memberships maintained	
: Output	
t <mark>4</mark>	
s. <mark>4</mark>	
t <mark>4</mark>	
8 <mark>4</mark>	
6 6	
Only Agency Selected	Insert any further explanation, if needed
Carri Grube Lybarker, Administrator	
Maintaining a highly trained, knowledgeable staff is paramount to fulfilling	
the agency's mission	
n/a	
Carri Grube Lybarker, Administrator	
Staff needs, benefits of the various applicable associations and memberships	
Vec	
	Number of Association memberships maintained Dutout 1 4 St 4 St 4 St 4 St 4 St 6 Only Agency Selected Carri Grube Lybarker, Administrator Maintaining a highly trained, knowledgeable staff is paramount to fulfilling the agency's mission n/a

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 this objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Requiest," 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 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	Staff not provided with training, networking opportunities needed to stay up to date on industry trends and perform daily duties to highest level
Level Requires Outside Help	Target not feasible
Outside Help to Request	N/A
Level Requires Inform General Assembly	Target not feasible
3 General Assembly Options	Supply recurring funding for memberships; Supply one-time funding to cover gaps; provide technology resources to increase efficiencies

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

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

PARTNERS

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

Current Partner Entity		Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Various state regulator groups	Provide training, conferences	State/Local Government Entity

Reporting Requirements

Agency Responding	Department of Consumer Affairs
Date of Submission	42396
Fiscal Year for which information below pertains	2015-16

Instructions:

List all reports, if any, the agency is required to submit to a state, federal or outside entity on a regular basis. Insert the name of each report in a separate column and answer the questions below it. Add as many columns as needed. PLEASE NOTE: All information the agency provides in the rows below the row labeled, "Date the Report was last submitted," should apply to when the agency most recently submitted the report (i.e. date report was last submitted).

Agency Responding					
Report #	1	2	3	4	5
Report Name:	Restructuring Report	Restructuring Report	Fines and Fees Report	Mortgage Log Report	Accountability Report
Why Report is Required					
Legislative entity requesting the agency complete the report:	House	Senate	Legislature	Legislature	Legislature
Law which requires the report:	Section 1-30-10(G)	Section 1-30-10(G)	Proviso 117.75	S.C. Code Ann. Sections 37-22-210(C)(2) and 40-58-65(A)	S.C. Code Ann. Section 1 820
Agency's understanding of the intent of the report:	Increased transaprency and overisght of agency operations; self reflection of mission and goals.	Increased transaprency and overisght of agency operations; self reflection of mission and goals.	Transparency in revenue	Inform public on mortgage transactions	Infrom public and Legislature on agency operations over past yea
Year agency was first required to complete the report:	4/1/2015	1/12/2015	8/26/2015	7/8/2015	1975
Reporting frequency (i.e. annually, quarterly, monthly):	Annually	Annually	Annually	Annually	Annually
Information on Most Recently Submitted Report					
Date Report was last submitted:	4/1/2015	1/12/2015	8/26/2015		9/11/2015
Timing of the Report					
Month Report Template is Received by Agency:	November	N/A	June	n/a	July
Month Agency is Required to Submit the Report:	January	N/A	September	June	September
Where Report is Available & Positive Results					•
To whom the agency provides the completed report:	House Legislative Oversight Committee	Senate Oversight Committee	Ways and Means and Finance Chairs	Legislature	Executive Budget Office
Website on which the report is available:	n/a	n/a	www.consumer.sc.gov	www.consuemr.sc.gov	www.consumer.sc.gov
If it is not online, how can someone obtain a copy of it:					
Positive results agency has seen from completing the report:	Internal retrospection	Internal retrospection		Compliance review assistance tool	Internal retrospection

Restructuring Recommendations and Feedback

Agency Responding	Department of Consumer Affairs
Date of Submission	42396
Fiscal Year for which information below pertains	2015-16

RESTRUCTURING RECOMMENDATIONS

Instructions: Please answer the questions below and add as many rows as needed.

Does the agency have any recommendations, minor or major, for restructuring?

If the agency has recommendations for restructuring, list each one on a separate row in the chart below. Add as many rows as needed.

Does the agency recommendation require legislative action?	Recommendation for restructuring
No	Conduct training on format well in advance of submission time. Allow for more time from receiving guidelines to submission and consider redrafting again- this

FEEDBACK (Optional)

Instructions: Please answer the questions below to provide feedback on this Annual Restructuring Report ("Report").

Please list 1-3 benefits the agency sees in the public having access to the information requested in the Report, in the format it was requested.		Now that the agency has completed the Report, please list 1-3 things the agency could do differently next year (or it could advise other agencies to do) to complete the Report in less time and at a lower cost to the agency.
1	1	1
2	2	2
3	3	3

Does the agency believe this year's Restructuring Report was less burdensome than last year's?	Please list 1-3 changes to the Report questions, format, etc. the agency recommends to ensure the Report provides the best information to the public and General Assembly, in the least burdensome way to the agency.	Please add any other feedback the agency would like to provide (add as many additional rows as necessary)
	1	
Why or why not?	2	
	3	

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

Is Performance Measure Required?

State Federal Only Agency Selected

Type of Performance Measure

Outcome Efficiency Output Input/Explanatory/Activity

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

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

Does the Agency have any restructuring recommendations

Yes

No

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

Yes

No