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 Guidelines

PLEASE NOTE:

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

Agency Name:	**SC Probation, Parole and Pardon Services**
Date Report Submitted:	**January 12, 2016**
Agency Head	
First Name	Jerry
Last Name:	Adger
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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 (*insert date agency submits report*).”
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	HCommLegOv@schouse.gov
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 Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016

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, or Proviso Number	State or Federal	Summary of Statutory Requirement and/or Authority Granted	Is the law a Statute, Proviso or Regulation?
1	Section 24-21-10	State	Department of Probation, Parole and Pardon Services; Board of Probation, Parole and Pardon Services; board members; term; appointment; filing vacancies.	Statute
2	SECTION 24-21-11	State	Removal of director or member.	Statute
3	SECTION 24-21-12	State	Compensation of board members.	Statute
4	SECTION 24-21-13.	State	Director to oversee department; development of written policies and procedures; board's duty to consider cases for parole, etc.	Statute
5	SECTION 24-21-30	State	Meetings; parole and pardon panels.	Statute
6	SECTION 24-21-32	State	Reentry supervision; revocation.	Statute
7	SECTION 24-21-35	State	Administrative recommendations available to victim prior to parole hearing.	Statute
8	SECTION 24-21-40	State	Record of proceedings	Statute
9	SECTION 24-21-50	State	Hearings, arguments, and appearances by counsel or individuals.	Statute
10	SECTION 24-21-55	State	Hearing fee.	Statute
11	SECTION 24-21-60.	State	Cooperation of public agencies and officials; surveys.	Statute
12	SECTION 24-21-70	State	Records of prisoners;	Statute

Legal Standards

Item #	Statute, Regulation, or Proviso Number	State or Federal	Summary of Statutory Requirement and/or Authority Granted	Is the law a Statute, Proviso or Regulation?
13	SECTION 24-21-80	State	Probationers and parolees to pay supervision fee; intensive supervision fee; hardship exemption; delinquencies; substitution of public service.	Statute
14	SECTION 24-21-85	State	Electronic monitoring fees	Statute
15	SECTION 24-21-87	State	Extradition and maintenance polygraph fees.	Statute
16	SECTION 24-21-90	State	Account and receipt for fee payments; deposit of funds.	Statute
17	SECTION 24-21-100	State	Administrative monitoring when fines outstanding; fee.	Statute
18	SECTION 24-21-110	State	Administrative sanctions	Statute
19	SECTION 24-21-220	State	Powers and duties of director	Statute
20	SECTION 24-21-221	State	Notice of hearing to consider parole; to whom required.	Statute
21	SECTION 24-21-230	State	Employment of probation agents and other staff; employment and duties of hearing officers.	Statute
22	SECTION 24-21-235	State	Issuance of duty clothing to department employees.	Statute
23	SECTION 24-21-237	State	Employee meals.	Statute
24	SECTION 24-21-240	State	Oath of probation agents.	Statute
25	SECTION 24-21-250	State	Pay and expenses of probation agents.	Statute
26	SECTION 24-21-260	State	Probation agents' assignment locations.	Statute
27	SECTION 24-21-270	State	Offices for probation agents.	Statute
28	SECTION 24-21-280	State	Duties and powers of probation agents; authority to enforce criminal laws.	Statute
29	SECTION 24-21-290	State	Information received by probation agents privileged.	Statute
30	SECTION 24-21-300	State	Issuance of citation to person released pursuant to Offender Management Systems Act for violation of release terms.	Statute
31	SECTION 24-21-410	State	Power to suspend sentence and impose probation; exceptions; search and seizure.	Statute
32	SECTION 24-21-420	State	Report of probation agent on offense and defendant	Statute
33	SECTION 24-21-430	State	Conditions of probation	Statute
34	SECTION 24-21-440	State	Period of probation; The period of probation or suspension of sentence shall not exceed a period of five years and shall be determined by the judge of the court and may be continued or extended within the above limit.	Statute
35	SECTION 24-21-450	State	Arrest for violation of terms of probation; bond.	Statute
36	SECTION 24-21-460	State	Action of court in case of violation of terms of probation.	Statute
37	SECTION 24-21-480	State	Restitution Center program; distribution of offenders' salaries.	Statute
38	SECTION 24-21-485	State	Authority of Department of Probation, Parole, and Pardon Services with respect to establishment and maintenance of restitution centers.	Statute

Legal Standards

Item #	Statute, Regulation, or Proviso Number	State or Federal	Summary of Statutory Requirement and/or Authority Granted	Is the law a Statute, Proviso or Regulation?
39	SECTION 24-21-490	State	Collection and distribution of restitution; (A) The Department of Probation, Parole and Pardon Services shall collect and distribute restitution on a monthly basis from all offenders under probationary and intensive probationary supervision. B) Notwithstanding Section 14 17 725, the department shall assess a collection fee of twenty percent of each restitution program and deposit this collection fee into a separate account. The department shall maintain individual restitution accounts that reflect each transaction and the amount paid, the collection fee, and the unpaid balance of the account.	Statute
40	SECTION 24-21-510	State	Development and operation of system; basic elements. The department shall develop and operate a comprehensive community control system if the General Assembly appropriates sufficient funds. The system shall include community control centers and sentencing options as a condition of probation, and utilize all sentencing options set forth in Chapter 21 of Title 24.	Statute
41	SECTION 24-21-540	State	Community Control Centers for higher risk offenders; guidelines for placement.	Statute
42	SECTION 24-21-550	State	Probation terms involving fines, costs, assessments, or restitution.	Statute
43	SECTION 24-21-560	State	Community supervision program; eligibility; time periods, supervision, and determination of completion; violations; revocation; notification of release to community supervision.	Statute
44	SECTION 24-21-610	State	Eligibility for parole. In all cases cognizable under this chapter the Board may, upon ten days' written notice to the solicitor and judge who participated in the trial of any prisoner, parole a prisoner convicted of a crime and imprisoned in the state penitentiary, in any jail, or upon the public works of any county who if: (1) sentenced for not more than thirty years has served at least one third of the term; (2) sentenced to life imprisonment or imprisonment for any period in excess of thirty years, has served at least ten years.	Statute
45	SECTION 24-21-615	State	Review of case of prisoner convicted of capital offense by Parole Board restricted. The board may not review the case of a prisoner convicted of a capital offense for the purpose of determining whether the person is entitled to any of the benefits provided in this chapter during the month of December of each year.	Statute
46	SECTION 24-21-620	State	Review by Board of prisoner's case after prisoner has served one fourth of sentence.	Statute
47	SECTION 24-21-630	State	Effect of time served while awaiting trial upon determination of time required to be served for eligibility for parole. For the purpose of determining the time required to be served by a prisoner before he shall be eligible to be considered for parole, notwithstanding any other provision of law, all prisoners shall be given benefit for time served in prison in excess of three months while awaiting trial or between trials.	Statute

Legal Standards

Item #	Statute, Regulation, or Proviso Number	State or Federal	Summary of Statutory Requirement and/or Authority Granted	Is the law a Statute, Proviso or Regulation?
48	SECTION 24-21-635	State	Earned work credits. For the purpose of determining the time required to be served by a prisoner before he shall be eligible to be considered for parole, notwithstanding any other provision of law, all prisoners shall be given benefit of earned work credits awarded pursuant to Section 24 13 230.	Statute
49	SECTION 24-21-640	State	Circumstances warranting parole; search and seizure; criteria; reports of parolees; records subject to Freedom of Information Act.	Statute
50	SECTION 24-21-645	State	Parole and provisional parole orders; search and seizure; review schedule following parole denial of prisoners confined for violent crimes.	Statute
51	SECTION 24-21-650	State	Order of parole. The board shall issue an order authorizing the parole which must be signed by at least a majority of its members with terms and conditions, if any, but at least two thirds of the members of the board must sign orders authorizing parole for persons convicted of a violent crime as defined in Section 16-1-60. The director, or one lawfully acting for him, then must issue a parole order which, if accepted by the prisoner, provides for his release from custody. Upon a negative determination of parole, prisoners in confinement for a violent crime as defined in Section 16-1-60 must have their cases reviewed every two years for the purpose of a determination of parole.	Statute
52	SECTION 24-21-660	State	Effect of parole. Any prisoner who has been paroled is subject during the remainder of his original term of imprisonment, up to the maximum, to the conditions and restrictions imposed in the order of parole or by law imposed. Every such paroled prisoner must remain in the jurisdiction of the board and may at any time on the order of the board, be imprisoned as and where therein designated.	Statute
53	SECTION 24-21-670	State	Term of parole. Any prisoner who may be paroled under authority of this chapter shall continue on parole until the expiration of the maximum term or terms specified in his sentence without deduction of such allowance for good conduct as may be provided for by law.	Statute

Legal Standards

Item #	Statute, Regulation, or Proviso Number	State or Federal	Summary of Statutory Requirement and/or Authority Granted	Is the law a Statute, Proviso or Regulation?
54	SECTION 24-21-680	State	Violation of parole. Upon failure of any prisoner released on parole under the provisions of this chapter to do or refrain from doing any of the things set forth and required to be done by and under the terms of his parole, the parole agent must issue a warrant or citation charging the violation of parole, and a final determination must be made by the board as to whether the prisoner's parole should be revoked and whether he should be required to serve any part of the remaining unserved sentence. But such prisoner must be eligible to parole thereafter when and if the board thinks such parole would be proper. The board shall be the sole judge as to whether or not a parole has been violated and no appeal therefrom shall be allowed; provided, that any person arrested for violation of terms of parole may be released on bond, for good cause shown, pending final determination of the violation by the Probation, Parole and Pardon Board. No bond shall be granted except by the presiding or resident judge of the circuit wherein the prisoner is arrested, or, if there be no judge within such circuit, by the judge, presiding or resident, in an adjacent circuit, and the judge granting the bond shall determine the amount thereof.	Statute
55	SECTION 24-21-690	State	Release after service of full time less good conduct deduction. Any person who shall have served the term for which he has been sentenced less deductions allowed therefrom for good conduct shall, upon release, be treated as if he had served the entire term for which he was sentenced.	Statute
56	SECTION 24-21-700	State	Special parole of persons needing psychiatric care. Any prisoner who is otherwise eligible for parole under the provisions of this article, except that his mental condition is deemed by the Probation, Pardon and Parole Board to be such that he should not be released from confinement may, subject to approval by the Veterans Administration, be released to the custody of the Veterans Administration or to a committee appointed to commit such prisoner to a Veterans Administration Hospital. Such a special parole shall be granted in the sole discretion of the Board and, when so paroled, a prisoner shall be transferred directly from his place of confinement to a Veterans Administration Hospital which provides psychiatric care. When any prisoner paroled for psychiatric treatment is determined to be in a suitable condition to be released, he shall not be returned to penal custody except for a subsequent violation of the conditions of his parole.	Statute
57	SECTION 24-21-710	State	Film, videotape, or other electronic information may be considered by board in parole determination.	Statute
58	SECTION 24-21-715	State	Parole for terminally ill, geriatric, or permanently disabled inmates.	Statute
59	SECTION 24-21-910	State	Petitions for reprieve or commutation of death sentence; recommendation to governor.	Statute
60	SECTION 24-21-920	State	Clemency in other cases. In all other cases than those referred to in Section 24 21 910 the right of granting clemency shall be vested in the Board.	Statute

Legal Standards

Item #	Statute, Regulation, or Proviso Number	State or Federal	Summary of Statutory Requirement and/or Authority Granted	Is the law a Statute, Proviso or Regulation?
61	SECTION 24-21-930	State	Order of pardon. An order of pardon must be signed by at least two thirds of the members of the board. Upon the issue of the order by the board, the director, or one lawfully acting for him, must issue a pardon order which provides for the restoration of the pardon applicant's civil rights.	Statute
62	SECTION 24-21-950	State	Guidelines for determining eligibility for pardon.	Statute
63	SECTION 24-21-960	State	Pardon application fee; re-application after denial.	Statute
64	SECTION 24-21-970	State	Pardon considered in cases of terminal illness. Consideration shall be given to any inmate afflicted with a terminal illness where life expectancy is one year or less.	Statute
65	SECTION 24-21-980	State	Pardon obtained through fraud. Once delivered, a pardon cannot be revoked unless it was obtained through fraud. If a pardon is obtained through fraud, it is void.	Statute
66	SECTION 24-21-990	State	Civil rights restored upon pardon.	Statute
67	SECTION 24-21-1000	State	Certificate of pardon. For those applicants to be granted a pardon, a certificate of pardon shall be issued by the Board stating that the individual is absolved from all legal consequences of his crime and conviction, and that all of his civil rights are restored.	Statute
68	SECTION 24-21-1120	State	Interstate Commission for Adult Offender Supervision; state council; creation; commissioners and noncommissioner members; quorum; meetings; Executive Committee.	Statute
69	SECTION 24-21-1130	State	Powers. The Interstate Commission shall have the following powers: (1) to adopt a seal and suitable by laws governing the management and operation of the Interstate Commission; (2) to promulgate rules which shall have the force and effect of statutory law and shall be binding in the compacting states to the extent and in the manner provided in this compact; (3) to oversee, supervise, and coordinate the interstate movement of offenders subject to the terms of this compact and any by laws adopted and rules promulgated by the compact commission; (4) to enforce compliance with compact provisions, Interstate Commission rules, and bylaws using all necessary and proper means including, but not limited to, the use of the judicial process;	Statute
70	SECTION 24-21-1140	State	Adoption of by-laws. The Interstate Commission, by a majority of the members, within twelve months of the first Interstate Commission meeting, shall adopt bylaws to govern its conduct as may be necessary or appropriate to carry out the purposes of the compact.	Statute
71	SECTION 24-21-1150	State	Conduct of business; voting; public access to meetings and official records; closed meetings; minutes; interstate movement of offender data collection.	Statute

Legal Standards

Item #	Statute, Regulation, or Proviso Number	State or Federal	Summary of Statutory Requirement and/or Authority Granted	Is the law a Statute, Proviso or Regulation?
72	SECTION 24-21-1160	State	Promulgation of rules and amendments; emergency rules.	Statute
73	SECTION 24-21-1170	State	Oversight of interstate movement of adult offenders; enforcement of compact; resolution of disputes among states; mediation.	Statute
74	SECTION 24-21-1180	State	Establishment and operating costs; assessments from compacting states; accounting.	Statute
75	SECTION 24-21-1190	State	Compact membership eligibility; effective date; amendments.	Statute
76	SECTION 24-21-1200	State	Withdrawal; termination and other penalties for performance default by compacting state; legal actions; dissolution.	Statute
77	SECTION 24-21-1210	State	Severability. (A) The provisions of this compact must be severable, and if a phrase, clause, sentence, or provision is considered unenforceable, the remaining provisions of the compact must be enforceable. (B) The provisions of this compact must be liberally constructed to effectuate its purposes.	Statute
78	SECTION 24-21-1220	State	Construction and application. A)(1) Nothing in this article prevents the enforcement of another law of a compacting state that is consistent with this compact. (2) All compacting states' laws conflicting with this compact are superseded to the extent of the conflict.	Statute
79	SECTION 24-21-1300	State	Definitions. (A) The Department of Probation, Parole and Pardon Services may develop and operate day reporting centers within the State. (B) "Day reporting center" means a state facility providing supervision of inmates or offenders placed on supervision, which includes, but is not limited to, mandatory reporting, program participation, drug testing, community service, and any other conditions as determined by the Department of Corrections and the Department of Probation, Parole and Pardon Services.	Statute
80	SECTION 24-21-1310	State	Development and operation; inmate eligibility. (A) Notwithstanding another provision of law, the Department of Probation, Parole and Pardon Services may develop and operate day reporting centers for eligible inmates and eligible offenders, if the General Assembly appropriates funds to operate these centers. The Department of Probation, Parole and Pardon Services shall develop policies, procedures, and guidelines for the operation of day reporting centers. The period of time an eligible inmate or offender is required to participate in a day reporting program and the individual terms and conditions of an eligible inmate's or offender's placement and participation are at the joint discretion of the Department of Corrections and the Department of Probation, Parole and Pardon Services.	Statute

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Item #	Statute, Regulation, or Proviso Number	State or Federal	Summary of Statutory Requirement and/or Authority Granted	Is the law a Statute, Proviso or Regulation?
81	SECTION 24-21-1320	State	Conditions of placement; removal. (A) An eligible inmate or offender placed in a day reporting center must agree to abide by the conditions established by the Department of Corrections and the Department of Probation, Parole and Pardon Services,	Statute
82	SECTION 24-21-1330	State	Pilot project day reporting center program; termination. The pilot project day reporting center program terminates twelve months from its opening, unless extended by the General Assembly.	Statute
83	Proviso 66.1	State	Proviso # 66.1 (DPPP: Sale of Equipment) All revenue generated by the Department of Probation, Parole and Pardon Services from the sale of various equipment in excess of $575, less the cost of disposition incurred by the Budget and Control Board, Division of Operations, may be retained and carried forward into the current fiscal year and expended for the purpose of purchasing like items.	Proviso
84	Proviso 66.2	State	Proviso # 66.2 (DPPP: Interstate Compact Application Fee) The department may charge offenders an application fee set by the department, not to exceed $100, to offenders applying for transfers out of state under the Interstate Compact Act. The application fee shall be retained by the department to offset the cost of the Interstate Compact Act. All unexpended funds at year-end may be retained and carried forward by the department to be expended for the same purpose.	Proviso
85	Proviso 66.3	State	Proviso # 66.3 (DPPP: GED Learn and Earn Program) The department may enter into agreements with statewide colleges, technical colleges, and school districts for the purpose of providing GED and GED Prep education to offenders. Offenders of the department enrolled in the program must repay the department the cost of the course and materials within six months of obtaining their GED.	Proviso
86	Proviso 66.4	State	Proviso # 66.4 (DPPP: Sex Offender Monitoring Carry Forward) The Department of Previous Probation, Parole and Pardon Services is authorized to carry forward any unexpended funds in the Sex Offender Monitoring program. These funds must be used for the sex offender monitoring program. For the purpose of calculating the amount of funds which may be carried forward by the department, Sex Offender Monitoring program funds carried forward by this provision shall be excluded from the calculation of the carry forward authorized by provision elsewhere in this act.	Proviso
87	Proviso 66.5	State	Proviso # 66.5 (DPPP: Offender Drug Testing Fee) The department may charge offenders a fee set by the department, not to exceed $50, for the purpose of having a drug test analyzed by a lab for offenders challenging the findings of a drug test administered by the department. If it is determined that the offender is indigent, this filing fee must be waived. The fee shall be retained by the department to offset the cost of the lab test. All unexpended funds at year-end may be retained and carried forward by the department to be expended for the same purpose.	Proviso

Legal Standards

Item #	Statute, Regulation, or Proviso Number	State or Federal	Summary of Statutory Requirement and/or Authority Granted	Is the law a Statute, Proviso or Regulation?
88	Proviso 66.6	State	Proviso # 66.6 (DPPP: Public Service Employment Set-Up Fee) In addition to any other fee, the department may charge an adult offender placed under the jurisdiction of the department, who is ordered to public service employment by the court, a twenty five dollar Public Service Employment set-up fee. The fee must be retained by the department and applied to the department's supervision process. The department shall submit a report to the Chairman of the Senate Finance Committee and the Chairman of the House Ways and Means Committee on the number of offenders who are assessed the set-up fee and the amount of funds collected.	Proviso
89	SECTION 23-3-540	State	Electronic monitoring; reporting damage to or removing monitoring device; penalty.	Statute
90	SECTION 23-3-545	State	Effect of conviction of willfully violating term or condition of active electronic monitoring.	Statute
91	SECTION 23-3-550.	State	Assisting or harboring unregistered sex offender; penalty.	Statute
92	SECTION 23-3-555	State	Internet account, access provider, identifiers reporting requirements; notification of change; failure to comply; punishment; information provided to interactive computer services; judicial limitations on Internet usage by certain registered sex offenders.	Statute
93	SECTION 24-13-1310.	State	Shock Incarceration Program. Definitions	Statute
94	SECTION 24-13-1320	State	Regulations; reports	Statute
95	SECTION 24-13-1330	State	Court ordered participation; department evaluation and notification of unsuitability; inmate's agreement to terms and conditions; effect of completion; participation is a privilege.	Statute
96	SECTION 24-13-1510	State	This article is known and may be cited as the "Home Detention Act".	Statute
97	SECTION 24-13-1520	State	Definitions	Statute
98	SECTION 24-13-1530	State	Home detention programs as alternative to incarceration; correctional programs for which it may be substituted; local programs.	Statute
99	SECTION 24-13-1540.	State	Promulgation of regulations; approved absences from home.	Statute
100	SECTION 24-13-1550	State	Verification.	Statute
101	SECTION 24-13-1560	State	Use of electronic monitoring device.	Statute
102	SECTION 24-13-1570	State	Approval required for change in residence or schedule; notice that violation of detention is a crime; revocation; input of victim regarding eligibility for home detention.	Statute
103	SECTION 24-13-1580	State	Necessity of written consent to electronic home detention; other residents' knowledge	Statute
104	SECTION 24-13-1590	State	Article not applicable to certain controlled substance offenders; probation and parole authority not diminished.	Statute
105	SECTION 24-13-710	State	Implementation of supervised furlough program; search and seizure; fee; guidelines; eligibility criteria	Statute
106	SECTION 24-13-720	State	Inmates who may be placed with program; search and seizure.	Statute

Legal Standards

Item #	Statute, Regulation, or Proviso Number	State or Federal	Summary of Statutory Requirement and/or Authority Granted	Is the law a Statute, Proviso or Regulation?
107	SECTION 24-13-730	State	Implementation of new programs and program changes subject to appropriations by General Assembly.	Statute
108	SECTION 24-13-2110	State	Preparation of inmates for employment.	Statute
109	SECTION 24-13-2120	State	Coordination of agencies.	Statute
110	SECTION 24-13-2130	State	Memorandum of understanding to establish role of each agency	Statute
111	SECTION 24-13-2140	State	Coordination by Department of Corrections.	Statute
112	SECTION 24-19-10	State	Correction and Treatment of Youthful Offenders; Definitions	Statute
113	SECTION 24-19-20	State	Youthful Offender Division created in Department of Corrections; staff.	Statute
114	SECTION 24-19-30	State	Duties of Division generally	Statute
115	SECTION 24-19-40	State	Adoption of rules	Statute
116	SECTION 24-19-50.	State	Powers of courts upon conviction of youthful offenders	Statute
117	SECTION 24-19-60.	State	Institutions for treatment of youthful offenders.	Statute
118	SECTION 24-19-70	State	Facilities for Division provided by Department	Statute
119	SECTION 24-19-80	State	Reception and evaluation centers.	Statute
120	SECTION 24-19-90	State	Director's options upon receiving report and recommendations from Reception and Evaluation Center and members of Division.	Statute
121	SECTION 24-19-100	State	Transfer of youthful offenders	Statute
122	SECTION 24-19-110	State	Procedure for conditional release of youthful offenders; search and seizure; fee; victim notification.	Statute
123	SECTION 24-19-120	State	Time for release of youthful offenders.	Statute
124	SECTION 24-19-130	State	Revocation or modification of orders of Division.	Statute
125	SECTION 24-19-140	State	Supervisory agents	Statute
126	SECTION 24-19-150	State	Further treatment of youthful offenders; return to custody.	Statute
127	SECTION 24-19-160	State	Courts' powers not affected; jurisdiction of Department of Probation, Parole and Pardon Services.	Statute
128	SECTION 24-23-20	State	Case Classification Plan	Statute
129	SECTION 24-23-30	State	Community Corrections Plan to include description of community-based program needs	Statute
130	SECTION 24-23-40	State	Development of statewide policies with state agencies; guidelines for monitoring of restitution orders and fines; research and special studies; training of employees	Statute
131	SECTION 24-23-115	State	Public service work as condition of probation or suspension of sentence; regulations.	Statute
132	SECTION 24-23-130	State	Termination of supervision.	Statute
133	SECTION 24-26-10	State	Commission established.	Statute
134	SECTION 24-26-20	State	Duties and Responsibilities.	Statute

Legal Standards

Item #	Statute, Regulation, or Proviso Number	State or Federal	Summary of Statutory Requirement and/or Authority Granted	Is the law a Statute, Proviso or Regulation?
135	SECTION 24-28-30(1)(b)-(d)	State	Powers and duties of committee - [Sentencing Reform Oversight Committee]	Statute
136	SECTION 16-3-1260	State	Reimbursement of State by convicted person for payment by State Office of Victim Assistance	Statute
137	SECTION 16-3-1410	State	Victim Assistance Services; membership of Victim Services Coordinating Council	Statute
138	SECTION 16-3-1515	State	Victim or Witness wishing to receive services under article to supply certain information; requirements for receiving restitution; victims wishing to be present in court to notify prosecuting agency or summary court judge; victim impact statement	Statute
139	SECTION 16-3-1525	State	Arrest or detention of person accused of committing offense; notification to victims; protection of witnesses; notification of bond proceedings; juvenile detention hearings	Statute
140	SECTION 16-3-1530	State	Notification of victim release, escape or transfer of accused	Statute
141	SECTION 16-3-1535	State	Summary court's duty to notify victim of victim's rights; form for victim impact statement	Statute
142	SECTION 16-3-1545	State	Juvenile cases; notification to victims of right to submit victim impact statement for disposition proceeding; form of statement; other required information for victims	Statute
143	SECTION 16-3-1555	State	Expert witness fees; distribution; maintenance and use of victim's impact statements	Statute
144	SECTION 16-3-1560	State	Notification to victim of post-conviction proceedings affecting probation, parole, or release, and of victim's right to attend	Statute
145	SECTION 44-48-40	State	Notification to team, victim and attorney general regarding release, hearing or parole; effective date of parole or release; immunity	Statute
146	SECTION 44-48-50	State	Multidisciplinary team; appointments; review of records; membership	Statute
147	SC Constitution, Article 1, Section 24	State	Victims' Bill of Rights	SC Constitution
148	SECTION 23-23-30	State	South Carolina Law Enforcement Training Council	Statute
149	SECTION 23-23-40	State	Certification requirement	Statute
150	SECTION 23-23-80	State	South Carolina Law Enforcement Training Council; powers and duties	Statute
151	SECTION 23-23-120	State	Reimbursement for training costs	Statute
152	SECTION 1-11-10	State	Department of Administration established; transfer of offices, divisions, other agencies	Statute
153	SECTION 1-11-490	State	Breach of security state agency data; notification; rights and remedies of injured parties; penalties; notification of Consumer Protection Division	Statute
154	SECTION 8-1-190	State	Pilot programs to create innovation in state government	Statute
155	SECTION 8-11-940	State	Performance increases	Statute
156	REGULATION 19-704.03	State	Promotion	Regulation
157	REGULATION 19-704.06	State	Reclassification	Regulation
158	REGULATION 19-705.04	State	Salary Increases	Regulation

Legal Standards

Item #	Statute, Regulation, or Proviso Number	State or Federal	Summary of Statutory Requirement and/or Authority Granted	Is the law a Statute, Proviso or Regulation?
159	REGULATION 19-704.02	State	Initial Employment or Reemployment	Regulation
160	SECTION 24-22-10	State	Offender Management System Act	Statute
161	SECTION 24-22-30	State	Eligibility to participate in offender management system	Statute
162	SECTION 24-22-40	State	Implementation of system; limits to issuance of certificates; Orders by Governor to enroll or cease release or prisoners	Statute
163	SECTION 24-22-80	State	Revocation of offender management system status; no appeal	Statute
164	SECTION 24-22-90	State	Enrollment in system; supervision in community; giving of notice; statements by victims, witnesses, solicitors, law enforcement officers, and others for or against release	Statute
165	SECTION 24-22-100	State	Enrollee participation in designated programs; community control strategies	Statute
166	SECTION 24-22-110	State	Status of enrollees; retention and sharing of control by departments; revocation of enrollment	Statute
167	SECTION 24-22-120	State	Discipline or removal from system; violation, arrest and detention; no bond pending hearing	Statute
168	SECTION 24-22-150	State	Funding required for system initiation and ongoing operation; hiatus when funding exhausted	Statute

Mission, Vision and Goals

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Mission	To prepare offenders under our supervision toward becoming productive members of the community; To provide assistance to the victims of crimes, the courts and the Parole Board; and To protect public trust and safety. (2004)
Legal Basis for agency's mission	Title 24, Chapter 23/24
Vision	Our vision is to be recognized nationally as a catalyst for positive change in the lives of offenders, a force for public safety, a leader in victim services and a responsible steward of public funds. (2004)
Legal Basis for agency's vision	Title 24, Chapter 23/24

Instructions :

1) Under the "Legal Responsibilities Satisfied" column, enter the legal responsibilities (i.e. state and/or federal statutes and provisos) the goal is satisfying. All of the laws mentioned in the previous chart (i.e. Legal Standards Chart) should be included next to one of the agency's goals. When listing the Legal Responsibilities Satisfied, the agency can group the standards together when applicable (i.e. SC Code 63-19-320 thru 63-19-450). Make sure it is clear whether the agency is referencing state or federal laws and whether it is a proviso or statute.

2) Under the "Goals and Description" column, enter the number and description of the goal which will help the agency achieve its vision (i.e. Goal 1 - Increase the number of job opportunities available to juveniles to 20 per juvenile within the next 2 years). The agency should have 3-4 high level goals.

3) Under the "Describe how the Goal is SMART" column, enter the information which shows the goal is Specific, Measurable, Attainable, Relevant and Time-bound.

4) Under the "Public Benefit/Intended Outcome" column, enter the intended outcome of accomplishing the goal.

5) Under the "Responsible Person" columns, provide information about the individual who has primary responsibility/accountability for each goal. The Responsible Person has different teams of employees beneath him/her to help accomplish the goal. The Responsible Person is the person who, in conjunction with his/her team(s) and approval from higher level superiors, determines the strategy and objectives to accomplish the goal. In addition, this is the person who monitors the progress and makes any changes needed to the strategies and objectives to ensure the goal is accomplished. Under the "Position" column, enter the Responsible Person's position/title at the agency.

Mission, Vision and Goals

Legal Responsibilities Satisfied	Goals & Description	Describe how the Goal is S.M.A.R.T.	Public Benefit/Intended Outcome	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:
(i.e. state and federal statutes or provisos the goal is satisfying)	(i.e. Goal 1 - insert description)	Specific Measurable Attainable Relevant Time-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome			
Sections 24-21-110-1330; Please see all standards referenced in Strategies under each goal.	Goal 1 - To Promote Public Safety for the Residents of South Carolina	Probation Parole and Pardon Services mission statement is to prepare offenders under our supervision toward becoming productive members of the community, provide assistance to victims, the courts and the parole board as well as protect public safety in South Carolina. The Department's mission is identified in goal one by finding measures to help increase public safety for the entire state of South Carolina through evidence based practices. Beginning March 2016 through l June of 2018, PPP will increase compliance with the actuarial risk/needs assessment tool by 6%. 100% of all field agents will be trained on the violation matrix as well as the revision of how the Reentry centers are operated. PPP will maximize services to the courts, S.C. board of paroles and pardons, victims and other stakeholders by expanding remote video conference capabilities from two to four sites, increase the number of victim and offender forms translated into Spanish and implement an automated pardon system to increase the annual number of cases heard by 10%. Utilization of agency resources to increase community and agent safety by retaining 100% of all agents class one certification and forming a fugitive investigation unit to increase the number of absconded offenders annually.	Increased supervision success and reduced recidivism; increased and enhanced services provided to SCDPPPS stakeholders	Michael D. Nichols	5	Deputy Director for Field Operations
Sections 23-3-540-555; 14-1-220, 24-1-210-230; Please see all standards referenced in Strategies under each goal.	Goal 2 - To Continuously Improve Our Processes Within Secure Systems	The Department of Probation Parole and Pardon Services has strived to meet the mission of the agency with the continued use of technological advancements. With the advancements of mobile technology, laptops and tablets, the Department will continue to improve processes within all secure systems beginning January 2016 till December of 2016 by training 100% of all agency staff on security policies, developing a site security and security plan for 100% of all agency locations. Revise and complete all standard operating procedures for 100% of all agency processes and document and revise reference guidelines to capture adhoc processes and undocumented institutional knowledge for all agency processes.	Reduced risk of security breaches of information and physical systems; successfully cross-trained staff; increased fiscal responsibility among managers and staff; reliable and accurate data in Department systems.	Sonya Bookard	5	Deputy Director for Administration
Please see all standards referenced in Strategies under each goal.	Goal 3 - To Efficiently Develop the Organization and Workforce While Delivering Quality Services	Probation Parole and Pardon Services vision is to be recognized as a catalyst for positive change in the lives of offenders, a force for public safety, a leader in victim services and a responsible steward of public funds. Therefore, the department will continue to develop the organization and workforce while delivering quality services by creating a performance based pay plan for 100% of non agent bands and revise the current agent hiring process to reduce completion within 45-60 days. Also, to continuously explore and implement processes that create a high performance work culture by training 100% of supervisors and managers on leadership standards. This will help managers meet or exceed leadership standards on EPMS's. Employee initiatives and incentives will increase to 4 a year to help promote employee satisfaction.	Reduce employee turnover; increase employee satisfaction; increase stakeholder satisfaction.	Sonya Bookard	5	Deputy Director for Administration

Strategy, Objectives and Responsibility

Legal Responsibilities Satisfied:	*Strategic Plan Part and Description*	How it is S.M.A.R.T.:	Public Benefit/Intended Outcome:	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:	Office Address:	Department or Division:	Department or Division Summary:
(i.e. state and federal statutes or provisos the goal or objective is satisfying)	(i.e. Goal 1 - Insert description, Strategy 1.1 - Insert Description, Objective 1.1.1 - Insert Description)	Describe how each goal and objective is... Specific; Measurable; Attainable; Relevant; and 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						
Sections 24-21-110-1330; Please see all standards referenced in Strategies under each goal.	Goal 1 - To Promote Public Safety for the Residents of South Carolina	Probation Parole and Pardon Services mission statement is to prepare offenders under our supervision toward becoming productive members of the community, provide assistance to victims, the courts and the parole board as well as protect public safety in South Carolina. The Department's mission is identified in goal one by finding measures to help increase public safety for the entire state of South Carolina through evidence based practices. Beginning March 2016 through June of 2018, PPP will increase compliance with the actuarial risk/needs assessment tool by 6%. 100% of all field agents will be trained on the violation matrix as well as the revision of how the Reentry centers are operated. PPP will maximize services to the courts, S.C. board of paroles and pardons, victims and other stakeholders by expanding remote video conference capabilities from two to four sites, increase the number of victim and offender forms translated into Spanish and implement an automated pardon system to increase the annual number of cases heard by 10%. Utilization of agency resources to increase community and agent safety by retaining 100% of all agents class one	Reduce the incidents of crime committed by offenders under SCDPPPS supervision	Michael D. Nichols	5	Deputy Director for Field Operations	2221 Devine Street, Suite 600 Columbia, SC 29205	Field Operations	Responsible for the direct supervision and monitoring of offenders according to level of supervision, standards, and evidence-based practices in all 46 counties.
The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"	Strategy 1.1 - *To provide effective supervision and intervention that promotes accountability and integration into the community through evidence-based practices*	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Sections 24-21-32-35; 24-21-280, -310, -430, 510, -540, -610, -645, -1105, -1300, -1310; Sections 23-3-540-555; Sections 24-13-1530-1590; Sections 24-23-20, -30, -40, -130; Section 24-28-30	Objective 1.1.1 - Increase compliance with the actuarial risk/needs assessment tool(s) from 84.9% in August 2015 to 90% by June 2018.	PPP will reduce the likelihood of offenders re-offending by using the actuarial risk/needs assessment tool by 5.1% from August 2015 to June 2018.	Better define the services needed by offenders for successful supervision completion which will reduce recidivism	Jeff Harmon	1	Regional Director	2221 Devine Street, Suite 600 Columbia, SC 29205	Field Operations	Responsible for the direct supervision and monitoring of offenders according to level of supervision, standards, and evidence-based practices in all 46 counties.
Section 24-21-280, -310, -430, -440, -510, -540, -560, -610, -645, -690, -1300 -1330; Sections 24-13-1530-1590; Sections 24-13-2110-2140; Sections 24-23-20, -30, -40, -130	Objective 1.1.2 - Increase the number of measures of successful supervision from three to five by March 2016 and implement changes to capture and report relevant data beginning September 2016.	Increasing the number of measures to 5 by March 2016 and implement changes to capture and report relevant data beginning September 2016.	A uniform and clearly defined definition of successful supervision closure with the collection of desirable data.	Jeff Harmon	1	Regional Director	2221 Devine Street, Suite 600 Columbia, SC 29205	Field Operations	Responsible for the direct supervision and monitoring of offenders according to level of supervision, standards, and evidence-based practices in all 46
Sections 24-21-110, -310, -440, -460, -510, -540, -560, -610, -660, -680; 23-3-540; Sections 23-3-545-555; Section 24-13-425; Sections 24-23-115, -40	Objective 1.1.3 - Implement the use of graduated sanctions through the violation matrix with 100% of current caseload Agents and supervisors trained by June 2016.	Train 100% of all current caseload Agents and supervisors on the violation matrix by June 2016.	Increase the consistency and efficiency of quality offender management.	Melissa Ray	5	Director of Training Compliance and Professional Development	2221 Devine Street, Suite 540A Columbia, SC 29205	Training Compliance and Professional Development	Provide diverse and innovative training strategies by offering accessible and cost effective leadership, professional development, career development, and law enforcement training, pertinent to all staff members.
Section 24-21-280, -310, -460, -510, -540, -560, -610, -645, -1310-1330; Section 23-3-540; Sections 24-13-1530-1590; Sections 24-13-2110-2140; Sections 24-23-20, -30, -40, -130; Section 24-28-30	Objective 1.1.4 -Develop county-specific caseload plans which consider size, offender population, office resources, and other strategies beginning January 2016 and implemented by June 2017.	All counties will develop a county-specific caseload plan beginning January 2016 and implemented by June 2017.	Improve and make more efficient the strategies required to serve the offender population.	Jeff Harmon	1	Regional Director	2221 Devine Street, Suite 600 Columbia, SC 29205	Field Operations	Responsible for the direct supervision and monitoring of offenders according to level of supervision, standards, and evidence-based practices in all 46 counties.

Strategy, Objectives and Responsibility

Sections 24-21-260-270; 24-23-20, -40, -130	Objective 1.1.5 - Revise the Reentry Centers' operations and programs beginning December 2015 to develop it as an effective strategy for supervision and community integration by December 2016.	The Reentry Centers will be revised as an effective strategy for supervision and community integration beginning December 2015 to December 2016.	Increase the number of offenders who become employed after successful completing the Reentry Center program.	Shaunita Grase	5	Director of Evidence-Based Practices	2221 Devine Street, Suite 600 Columbia, SC 29205	Evidence-Based Practices	Using evidence based practices and information from the research and evaluation section, coordinate the Department's efforts in program evaluation, organizational reporting, data analysis, and the assessment of supervision practices and offender supervision.
The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"	Strategy 1.2 - *To maximize services to the Courts, SC Board of Paroles and Pardons, victims, and other stakeholders.*	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Sections 16-3-1260, -1410, -1515, -1525, -1530, -1535, -1545, -1555, -1560; Sections 44-48-40 and -50; Article 1, Section 24 of the SC Constitution (SC Victims' Bill or Rights)	Objective 1.2.1 - Increase the number of victim- and offender-forms translated to Spanish from two to 15 beginning January 1, 2016 and completed by December 2016 and to 30 by December 2017.	Increase the number of victim-and offender forms to Spanish to 30 beginning January 2016 and completed by December 2017.	Increase outreach to the Hispanic community and give them the opportunity to exercise their rights as crime victims, i.e. attend parole hearings, receive notification about hearings or case status updates. Improve communication with Spanish-speaking offenders	Debbie Curtis	5	Director of Victim Services	2221 Devine Street, Suite 300 Columbia, SC 29205	Victim Services	The Office of Victim Services' responsibility is to assist victims whose offenders are under the supervision of the Department. OVS' primary goal is to keep victims informed of the status of their cases (probation and parole) and to make certain they are as informed as possible throughout the process.
Section 24-21-950	Objective 1.2.2 - Implement an automated pardon system to increase the annual number of cases heard from 567 in 2014 to 623 (an increase of 10%) beginning February 2016 and capture baseline data for process improvements by July 2017.	Implement the automated pardon system to increase number of cases heard by 10% beginning February 2016 to July 2017.	Hear more pardon cases annually and streamline the application process through automation.	Larry Patton	5	Director of Parole Board Support	2221 Devine Street, Suite 418H Columbia, SC 29205	Parole Board Support	Provides investigative and functional support to the South Carolina Board of Paroles and Pardons.
Section 24-21-710	Objective 1.2.3 - Expand remote video conference capabilities for all victims of crimes by increasing the number of regional video conference sites from two in January 2016 to four by June 2018.	Expand regional video conference sites for all victims from 2 to 4 beginning January 2016 to June 2018.	Increase the opportunity for crime victims to exercise their right to "…be present at any post-conviction hearing involving a post-conviction release decision;" as stated in the SC Victims' Bill of Rights.	Debbie Curtis	5	Director of Victim Services	2221 Devine Street, Suite 300 Columbia, SC 29205	Victim Services	The Office of Victim Services' responsibility is to assist victims whose offenders are under the supervision of the Department. OVS' primary goal is to keep victims informed of the status of their cases (probation and parole) and to make certain they are as informed as possible throughout the process.
Section 24-23-40	Objective 1.2.4 - Increase the number of service satisfaction surveys distributed to victims attending parole and pardon hearings from 10% in 2014 to 100% in 2016 to enhance quality service delivery.	Increase the service satisfaction surveys distributed to victims attending parole and pardon hearings to 100% by July 2016.	Increase the amount of feedback and data collection from victims/survivors who attend parole and pardon hearings.	Debbie Curtis	5	Director of Victim Services	2221 Devine Street, Suite 300 Columbia, SC 29205	Victim Services	The Office of Victim Services' responsibility is to assist victims whose offenders are under the supervision of the Department. OVS' primary goal is to keep victims informed of the status of their cases (probation and parole) and to make certain they are as informed as possible throughout the process.
The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"	Strategy 1.3 - *To utilize agency resources to increase community and Agent safety.*	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Strategy, Objectives and Responsibility

Sections 24-23-20, -30, -40, -130; Section 24-28-30	Objective 1.3.1 - *Increase the successful supervision completion rate from 75% reported in FY 2014 by 1% per year through FY 2020.*	Increase the successful supervision completion rate from 75% to 81% by FY 2020.	Increase the number of offenders who successfully reenter into the community with tools and strategies that will deter recidivism	Jeff Harmon	1	Regional Director	2221 Devine Street, Suite 600 Columbia, SC 29205	Field Operations	Responsible for the direct supervision and monitoring of offenders according to level of
Section 24-21-280, -310, -430, -440, -510, -540, -560, -610, -645, -690, -1300 - 1330; Sections 24-13-1530-1590; Sections 24-13-2110-2140; Sections 24-23-20, -30, -40, -130	Objective 1.3.2 - Form a fugitive investigation unit to increase the number of apprehended absconded offenders annually beginning January 2016.	Form a fugitive investigation unit to increase the number of apprehended absconded offenders annually beginning January 2016.	Improve public safety.	Michael D. Nichols	5	Deputy Director for Field Operations	2221 Devine Street, Suite 600 Columbia, SC 29205	Field Operations	Responsible for the direct supervision and monitoring of offenders according to level of supervision, standards, and evidence-based practices in all 46 counties.
Proviso 66.1	Objective 1.3.3 - Decrease the vehicle to Agent ratio from 1:3 in July 2015 to 1:2 by July 2020.	Decrease the vehicle to Agent ratio to 1:2 by July 2020.	Improve public safety and response.	Virginia Camp	5	Budget Manager	2221 Devine Street, Suite 600 Columbia, SC 29205	Budget Office	To provide for the efficient use of the department's available financial resources through collaboration with department management in effectively planning, implementing, and monitoring the budget of the department.
Section 24-23-40; Sections 23-23-30, -40, -80, -120	Objective 1.3.4 - Retain the annual Class One Law Enforcement Certification for 100% of Agents with relevant training as required by the South Carolina Criminal Justice Academy.	Retain the annual Class One Law Enforcement Certification for 100% of Agents with relevant training as required by the South Carolina Criminal Justice Academy.	To be a variable public safety resource for the community and maintain accountability and responsibility to the state. Keep current on training and procedures for criminal justice professionals.	Melissa Ray	5	Director of Training Compliance and Professional Development	2221 Devine Street, Suite 540A Columbia, SC 29205	Training Compliance and Professional Development	Provide diverse and innovative training strategies by offering accessible and cost effective leadership, professional development, career development, and law enforcement training, pertinent to all staff members.
Sections 23-3-540-555; 14-1-220, 24-1-210-230; Please see all standards referenced in Strategies under each goal.	Goal 2 - *To Continuously Improve Our Processes Within Secure Systems*	PPP will continuously improve processes within all secure systems beginning January 2016 till December of 2016 by training 100% of all agency staff on security policies, developing a site security and security plan for 100% of all agency locations. Revise and complete all standard operating procedures for 100% of all agency processes and document and revise reference guidelines to capture adhoc processes and undocumented institutional knowledge for all agency processes.	To safeguard and protect data collected from relevant stakeholders.	Sonya Bookard	5	Deputy Director for Administration	2221 Devine Street, Suite 600 Columbia, SC 29205	Administration	Responsible for oversight of Procurement, Fiscal and Materials Management, Human Resources, Records Management, Strategic Development and Information Technology, Training Compliance and Professional Development
The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"	Strategy 2.1 - *To implement federal- and state-mandated physical and information security policies and procedures.*	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Section 24-23-40; Sections 1-11- 10, -490	Objective 2.1.1 - Train 100% of employees on security policies and procedures beginning January 2016 and ending June 2016 with annual training.	Train all staff annually on security policies and procedures beginning January 2016.	Ensure compliance with the South Carolina Department of Administration. Increase employee accountability.	Melissa Ray	5	Director of Training Compliance and Professional Development	2221 Devine Street, Suite 540A Columbia, SC 29205	Training Compliance and Professional Development	Provide diverse and innovative training strategies by offering accessible and cost effective leadership, professional development, career development, and law enforcement training, pertinent to all staff members.

Strategy, Objectives and Responsibility

Sections 1-11- 10, -490	Objective 2.1.2 - Develop a site security and safety plan for 100% of all agency locations by June 2016 and review annually.	Develop a site security and safety plan for all agency locations by June 2016 and review annually.	Ensure compliance with the South Carolina Department of Administration. Increase employee accountability.	Randy Bumgarner	5	Director of Special Operations	2221 Devine Street, Suite 600 Columbia, SC 29205	Field Operations	Responsible for the direct supervision and monitoring of offenders according to level of supervision, standards, and evidence-based practices in all 46
Sections 1-11- 10, -490	Objective 2.1.3 - Implement a mobile device security plan to be completed by June 2016 and updated annually.	Implement a mobile device security plan for PPP to be completed by June 2016 and updated annually.	Ensure compliance with the South Carolina Department of Administration. Increase employee accountability.	Quincy Williams	5	Director of Strategic Development & Information Technology	2221 Devine Street, Suite 600 Columbia, SC 29205	Strategic Development & Information Technology	Responsible for the development, design and operation of the Departments complex Information Technology Services division. Manages the Cyber-Security framework and assists with business continuity and disaster recovery planning.
The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"	Strategy 2.2 - *To create knowledge continuity management and succession planning for each division.*	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Section 8-1-190	Objective 2.2.1 - Conduct a formal assessment for succession planning in 100% of agency divisions and sections beginning January 2016 and ending by June 2016; document succession plans and update as needed.	Conduct a formal assessment for succession planning for knowledge retention in 100% of agency divisions and sections beginning January 2016 and ending by June 2016.	Retain vital knowledge within the agency.	Patrice Boyd	5	Director of Human Resources Management	2221 Devine Street, Suite 540A Columbia, SC 29205	Administration	Assist the organization in making effective and efficient use of employee resources. Ensure compliance with Department policy and procedures, Federal and State laws, rules and regulations related to employment practices.
Sections 24-23-20, -30	Objective 2.2.2 - Document and revise standard operating procedures for all agency processes beginning October 2015 and completed by June 2016 and review annually.	Document and revise standard operating procedures for all agency processes beginning October 2015 and completed by June 2016 and review annually.	Retain agency knowledge for continuity purposes.	Sonya Bookard	5	Deputy Director for Administration	2221 Devine Street, Suite 600 Columbia, SC 29205	Administration	Responsible for oversight of Procurement, Fiscal and Materials Management, Human Resources, Records Management, Strategic Development and Information Technology, Training Compliance and Professional Development
Sections 24-23-20, -30	Objective 2.2.3 - Review White Papers annually beginning January 2016 with completion by March of each year. Draft new White Papers as needed.	Review White Papers annually beginning January 2016 with completion by March of each year.	Refine processes within specified Departments.	Jodi Gallman	5	Director of Executive Programs	2221 Devine Street, Suite 600 Columbia, SC 29205	Executive Programs	Researches and develops new programs and identifies creative funding sources that will enable the Department to implement new initiatives. Oversees Community Affairs, Grants Management, Mentoring initiatives, Volunteer and Intern Services, and Victim
The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"	Strategy 2.3 - *To optimize our financial resources and fiscal accountability.*	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Strategy, Objectives and Responsibility

Provisos 66. 2, 66.3, 66.4, 66.5, 66.6; Section 24-23-40; Section 24-28-30	Objective 2.3.1 - Implement budget management training for 100% of section heads and Agents in Charge beginning March 2016 and ending June 2016.	All section heads and Agent in Charge will be trained on budget management beginning March 2016 and ending June 2016.	Increase fiscal accountability and responsibility for all section heads and Agents in Charge.	Virginia Camp	5	Budget Manager	2221 Devine Street, Suite 600 Columbia, SC 29205	Budget Office	To provide for the efficient use of the department's available financial resources through collaboration with department management in effectively planning, implementing, and monitoring the budget of the department.
Provisos 66.2, 66.3, 66.4, 66.5, 66.6; Sections 24-23-20, -40	Objective 2.3.2 - Establish at least two additional methods to collect payments from offenders beginning April 2016 and implement by July 2017.	Two additional methods to collect payments from offenders will be established beginning April 2016 and implement by July 2017.	Offer offenders more options to pay their financial obligations, i.e., restitution, fees, etc.	Cheryl Thompson	5	Assistant Deputy Director for Administration	2221 Devine Street, Suite 600 Columbia, SC 29205	Fiscal and Materials Management	Support the agency's mission and strategic plans through sound, efficient, and ethical financial management and is governed by applicable agency policies, state of South Carolina and federal laws and regulations.
Section 24-28-30	Objective 2.3.3 - Pursue at least 75% of all eligible grants annually.	PPP will pursue 75% of all eligible grants annually to expand resources within the agency.	Augment and alleviate the Agency's budget.	Arnise Moultrie	5	Program Administrator	2221 Devine Street, Suite 600 Columbia, SC 29205	Grants Management	Identify, write, implement, coordinate, and manage funding sources to augment budgetary needs for the Department.
The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"	Strategy 2.4 - *To improve Departmental data confidentiality and integrity.*	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Section 24-23-40	Objective 2.4.1 - Design and implement training for procedures/data entry in agency applications beginning January 2016 and completed by June 2017.	Design and implement training on agency applications for data entry beginning January 2016 and completed by June 2017.	Improve the accuracy of data integrity.	Melissa Ray	5	Director of Training Compliance and Professional Development	2221 Devine Street, Suite 540A Columbia, SC 29205	Training Compliance and Professional Development	Provide diverse and innovative training strategies by offering accessible and cost effective leadership, professional development, career development, and law enforcement training, pertinent to all staff members.
Agency-Internal	Objective 2.4.2 - Develop a plan to address incidents of missing, insufficient, or incorrect data by December 2016.	A plan will be developed to address incidents of missing, insufficient, or incorrect data by December 2016.	Increase staff accountability for data entry.	Jeff Harmon	1	Regional Director	2221 Devine Street, Suite 600 Columbia, SC 29205	Field Operations	Responsible for the direct supervision and monitoring of offenders according to level of supervision, standards, and evidence-based practices in all 46 counties.
Section 24-23-40	Objective 2.4.3 - Implement a schedule by December 2016 to review and revise reports generated by agency applications, develop new reports when identified, and delete obsolete reports.	Agency will implement a schedule to review and revise reports generated by agency applications by December 2016.	Increase accuracy of information and reduce duplication of services.	Jeff Harmon	1	Regional Director	2221 Devine Street, Suite 600 Columbia, SC 29205	Field Operations	Responsible for the direct supervision and monitoring of offenders according to level of supervision, standards, and evidence-based practices in all 46 counties.
Please see all standards referenced in Strategies under each goal.	Goal 3 - *To Efficiently Develop the Organization and Workforce While Delivering Quality Services*	PPP will continue to develop the organization and workforce while delivering quality services by creating a performance based pay plan for 100% of non agent bands and revise the current agent hiring process to reduce completion within 45-60 days. Also, to continuously explore and implement processes that create a high performance work culture by training 100% of supervisors and managers on leadership standards. This will help managers meet or exceed leadership standards on EPMS's. Employee initiatives and incentives will increase to 4 a year to help promote employee satisfaction.		Sonya Bookard	5	Deputy Director for Administration	2221 Devine Street, Suite 600 Columbia, SC 29205	Administration	Responsible for oversight of Procurement, Fiscal and Materials Management, Human Resources, Records Management, Strategic Development and Information Technology, Training Compliance and Professional Development

Strategy, Objectives and Responsibility

The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"	Strategy 3.1 - *To implement a comprehensive plan for retaining employees at all levels of the Department.*	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Sections 8-1-190; 8-11-940; Regulations 19-704.03, -704.06, -705.04	Objective 3.1.1 - Create a performance-based pay plan for 100% of non-agents, Bands 5 through 8 by July 2016.	A performance-based pay plan will be created for 100% of non-agents, Bands 5 through 8 by July 2016.	Increase retention for non-Agent employees.	Patrice Boyd	5	Director of Human Resources Management	2221 Devine Street, Suite 540A Columbia, SC 29205	Administration	Assist the organization in making effective and efficient use of employee resources. Ensure compliance with Department policy and procedures, Federal and State laws, rules and regulations related to employment practices.
Regulation 19-704.02	Objective 3.1.2 - Revise the current Agent hiring process to reduce completion from 90 days in July 2015 to 45 to 60 calendar days by June 2016.	The current Agent hiring process will be reduced to 45 to 60 calendar days by June 2016.	Alleviate the workload caused by the gap in services.	Patrice Boyd	5	Director of Human Resources Management	2221 Devine Street, Suite 540A Columbia, SC 29205	Administration	Assist the organization in making effective and efficient use of employee resources. Ensure compliance with Department policy and procedures, Federal and State laws, rules and regulations related to employment practices.
Section 8-1-190; Regulations 19-704.03, -704.06, -705.04	Objective 3.1.3 - Create a plan to increase opportunities for advancement within all levels of the organizational structure by March 2016 and implement it by July 2018.	A plan will be created for advancement opportunities within all levels of the organizational structure by July 2018.	Improve morale and increase employee retention.	Sonya Bookard	5	Deputy Director for Administration	2221 Devine Street, Suite 600 Columbia, SC 29205	Administration	Responsible for oversight of Procurement, Fiscal and Materials Management, Human Resources, Records Management, Strategic Development and Information Technology, Training Compliance and Professional Development
The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"	Strategy 3.2 - *To continuously explore and implement processes that create a high performance work culture.*	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Section 24-23-40	Objective 3.2.1 - Develop and train 100% of the Department's supervisors and managers on leadership standards from an evidence-based source by June 2016.	All supervisors and managers will be trained on leadership standards from evidence-based source by June 2016.	Improve workflow efficiency.	Shaunita Grase	1	Director of Evidence-Based Practices	2221 Devine Street, Suite 600 Columbia, SC 29205	Evidence-Based Practices	Using evidence based practices and information from the research and evaluation section, coordinate the Department's efforts in program evaluation, organizational reporting, data analysis, and the assessment of supervision practices and offender supervision.
Section 24-23-40; Section 8-1-190	Objective 3.2.2 - Encourage over 80% of supervisors and managers to meet or exceed Departmental leadership standards on their EPMS by June 2017.	Supervisors and Managers will be encouraged to meet or exceed Departmental leadership standards on their EPMS by June 2017.	Foster a mutually beneficial working environment between manager and employee	Robert Mitchell	1	Deputy Director for Legal Services	2221 Devine Street, Suite 600 Columbia, SC 29205	Legal Services	Addresses all legal matters, interprets policies, advises management on issues having legal implications to the Department, provides investigative and functional support to the Board of Paroles and Pardons, and operates the Department's Administrative Hearings process and Internal Audits.

Strategy, Objectives and Responsibility

Section 24-32-40; Section 8-1-190	Objective 3.2.3 - Increase the number of annual statewide employee satisfaction initiatives and incentives that will promote employee interaction from two in 2015 to three by January 2016 and to four by January 2017.	The number of statewide employee satisfaction initiatives and incentives will increase to promote employee interaction from 2 to four by January 2017.	Improve employee morale.	Patrice Boyd	5	Director of Human Resources Management	2221 Devine Street, Suite 540A Columbia, SC 29205	Administration	Assist the organization in making effective and efficient use of employee resources. Ensure compliance with Department policy and procedures, Federal and State laws, rules and regulations related to
Section 8-1-190	Objective 3.2.4 - Implement a quality review panel to address employee concerns and suggestions by January 2016.	A quality review panel will be implemented to address employee concerns and suggestions by January 2016.	Improve employee morale.	Patrice Boyd	5	Director of Human Resources Management	2221 Devine Street, Suite 540A Columbia, SC 29205	Administration	Assist the organization in making effective and efficient use of employee resources. Ensure compliance with Department policy and procedures, Federal and State laws, rules and regulations related to
Secti24-23-40; Section 8-1-190	Objective 3.2.5 - Increase the methods by which the Department disseminates agency information from two methods in July 2015 to four methods by June 2016 using examples from the Universal Design for Learning.	The Department will disseminates agency information from two to four methods by June 2016.	Ensure employees receive relevant agency information in ways most congruent to their learning styles.	Michael D. Nichols	1	Deputy Director for Field Operations	2221 Devine Street, Suite 600 Columbia, SC 29205	Field Operations	Responsible for the direct supervision and monitoring of offenders according to level of supervision, standards, and evidence-based practices in all 46
The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"	Strategy 3.3 - *To determine the needs and expectations of our customers and to utilize their feedback for continuous improvement.*	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Section 24-23-40	Objective 3.3.1 - Create a "Comments About PPP" link with a drop down menu on the Agency website by October 2015.	A "Comments About PPP" link with a drop down menu will be created on the Agency website by October 2015.	Encourage feedback from stakeholders.	Deborah Parker	1	Director of External Affairs	2221 Devine Street, Suite 600 Columbia, SC 29205	External Affairs	The Office of External Affairs manages communications between the Department and the South Carolina Legislature and media. OEA staff responds to inquiries regarding legislative bills, news events, budget needs and Freedom of Information Act requests.
Section 24-23-40	Objective 3.3.2 - Implement an annual customer satisfaction evaluation for service providers and disseminate to 100% of providers in the Department's Service Provider database by July 2016.	An annual customer satisfaction evaluation form will be created and disseminated to 100% of providers in the Department's Service Provider database by July 2016.	Encourage feedback from community partners.	Rebecca Raybon	1	Director of Field Operations Programs	2221 Devine Street, Suite 600 Columbia, SC 29205	Field Operations Programs	The purpose of Field Operations Programs is to create programs and initiatives that serve in the best interest of the offender to produce a reduction in recidivism and enhancement to community safety. Program integrity and success is achieved through enhanced training, continuous research in the profession of Probation and Parole work, and quality assurance tools used by each Program Coordinator in their
Section 24-23-40	Objective 3.3.3 - Implement an exit service assessment and disseminate to 100% of offenders successfully completing supervision by July 2016.	An exit service assessment form will be disseminated to 100% of offenders successfully completing supervision by July 2016.	Improved supervision strategies and increase customer satisfaction.	Jeff Harmon	1	Regional Director	2221 Devine Street, Suite 600 Columbia, SC 29205	Field Operations	Responsible for the direct supervision and monitoring of offenders according to level of supervision, standards, and evidence-based practices in all 46

Associated Programs

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	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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.
OFFENDER SUPERVISION	To supervise offenders under the Department's jurisdiction per the Omnibus Crime Reduction and Sentencing Reform Act to provide fair and effective sentencing options, reduce recidivism, and employ evidence-based practices.	Sections 24-21-32-35; 24-21-280, -310, -430, 510, -540, -610, -645, -1105, -1300, -1310; Sections 23-3-540-555; Sections 24-13-1530-1590; Sections 24-23-20, -30, -40, -130; Section 24-28-30	Objective 1.1.1 - Increase compliance with the actuarial risk/needs assessment tool(s) from 84.9% in August 2015 to 90% by June 2018.
OFFENDER SUPERVISION	To supervise offenders under the Department's jurisdiction per the Omnibus Crime Reduction and Sentencing Reform Act to provide fair and effective sentencing options, reduce recidivism, and employ evidence-based practices.	Section 24-21-280, -310, -430, -440, -510, -540, -560, -610, -645, -690, -1300 -1330; Sections 24-13-1530-1590; Sections 24-13-2110-2140; Sections 24-23-20, -30, -40, -130	Objective 1.1.2 - Increase the number of measures of successful supervision from three to five by March 2016 and implement changes to capture and report relevant data beginning September 2016.
OFFENDER SUPERVISION	To supervise offenders under the Department's jurisdiction per the Omnibus Crime Reduction and Sentencing Reform Act to provide fair and effective sentencing options, reduce recidivism, and employ evidence-based practices.	Sections 24-21-110, -310, -440, -460, -510, -540, -560, -610, -660, -680; 23-3-540; Sections 23-3-545-555; Section 24-13-425; Sections 24-23-115, -40	Objective 1.1.3 - Implement the use of graduated sanctions through the violation matrix with 100% of current caseload Agents and supervisors trained by June 2016.

Associated Programs

OFFENDER SUPERVISION	To supervise offenders under the Department's jurisdiction per the Omnibus Crime Reduction and Sentencing Reform Act to provide fair and effective sentencing options, reduce recidivism, and employ evidence-based practices.	Section 24-21-280, -310, -460, -510, -540, -560, -610, -645, -1310-1330; Section 23-3-540; Sections 24-13-1530-1590; Sections 24-13-2110-2140; Sections 24-23-20, -30, -40, -130; Section 24-28-30	Objective 1.1.4 -Develop county-specific caseload plans which consider size, offender population, office resources, and other strategies beginning January 2016 and implemented by June 2017.
RE ENTRY CENTERS	To provide life skills training and employment for high risk offenders under a highly structured-entry setting.	Sections 24-21-260-270; 24-23-20, -40, -130	Objective 1.1.5 - Revise the Reentry Centers' operations and programs beginning December 2015 to develop it as an effective strategy for supervision and community integration by December 2016.
OFFENDER SUPERVISION	To supervise offenders under the Department's jurisdiction per the Omnibus Crime Reduction and Sentencing Reform Act to provide fair and effective sentencing options, reduce recidivism, and employ evidence-based practices.	Sections 16-3-1260, -1410, -1515, -1525, -1530, -1535, -1545, -1555, -1560; Sections 44-48-40 and -50; Article 1, Section 24 of the SC Constitution (SC Victims' Bill or Rights)	Objective 1.2.1 - Increase the number of victim- and offender-forms translated to Spanish from two to 15 beginning January 1, 2016 and completed by December 2016 and to 30 by December 2017.
VICTIM SERVICES	To provide crime victim with information and notification concerning offenders on probation, parole and appearing before the Parole Board.	Sections 16-3-1260, -1410, -1515, -1525, -1530, -1535, -1545, -1555, -1560; Sections 44-48-40 and -50; Article 1, Section 24 of the SC Constitution (SC Victims' Bill or Rights)	Objective 1.2.1 - Increase the number of victim- and offender-forms translated to Spanish from two to 15 beginning January 1, 2016 and completed by December 2016 and to 30 by December 2017.
PAROLE BOARD OPERATIONS	The Board has the sole responsibility for granting or denying parole and pardons, revoking, modifying or re-hearing paroles and making recommendations on petitions for reprieves and referred by the Governor.	Section 24-21-950	Objective 1.2.2 - Implement an automated pardon system to increase the annual number of cases heard from 567 in 2014 to 623 (an increase of 10%) beginning February 2016 and capture baseline data for process improvements by July 2017.
INFORMATION TECHNOLOGY	To implement programs that will provide information security for data entry and access	Section 24-21-950	Objective 1.2.2 - Implement an automated pardon system to increase the annual number of cases heard from 567 in 2014 to 623 (an increase of 10%) beginning February 2016 and capture baseline data for process improvements by July 2017.
VICTIM SERVICES	To provide crime victim with information and notification concerning offenders on probation, parole and appearing before the Parole Board.	Section 24-21-710	Objective 1.2.3 - Expand remote video conference capabilities for all victims of crimes by increasing the number of regional video conference sites from two in January 2016 to four by June 2018.
INFORMATION TECHNOLOGY	To implement programs that will provide information security for data entry and access	Section 24-21-710	Objective 1.2.3 - Expand remote video conference capabilities for all victims of crimes by increasing the number of regional video conference sites from two in January 2016 to four by June 2018.
PAROLE BOARD OPERATIONS	The Board has the sole responsibility for granting or denying parole and pardons, revoking, modifying or re-hearing paroles and making recommendations on petitions for reprieves and referred by the Governor.	Section 24-21-710	Objective 1.2.3 - Expand remote video conference capabilities for all victims of crimes by increasing the number of regional video conference sites from two in January 2016 to four by June 2018.
VICTIM SERVICES	To provide crime victim with information and notification concerning offenders on probation, parole and appearing before the Parole Board.	Section 24-23-40	Objective 1.2.4 - Increase the number of service satisfaction surveys distributed to victims attending parole and pardon hearings from 10% in 2014 to 100% in 2016 to enhance quality service delivery.
OFFENDER SUPERVISION	To supervise offenders under the Department's jurisdiction per the Omnibus Crime Reduction and Sentencing Reform Act to provide fair and effective sentencing options, reduce recidivism, and employ evidence-based practices.	Sections 24-23-20, -30, -40, -130; Section 24-28-30	Objective 1.3.1 - Increase the successful supervision completion rate from 75% reported in FY 2014 by 1% per year through FY 2020.

Associated Programs

OFFENDER SUPERVISION	To supervise offenders under the Department's jurisdiction per the Omnibus Crime Reduction and Sentencing Reform Act to provide fair and effective sentencing options, reduce recidivism, and employ evidence-based practices.	Section 24-21-280, -310, -430, -440, -510, -540, -560, -610, -645, -690, -1300 -1330; Sections 24-13-1530-1590; Sections 24-13-2110-2140; Sections 24-23-20, -30, -40, -130	Objective 1.3.2 - Form a fugitive investigation unit to increase the number of apprehended absconded offenders annually beginning January 2016.
OFFENDER SUPERVISION	To supervise offenders under the Department's jurisdiction per the Omnibus Crime Reduction and Sentencing Reform Act to provide fair and effective sentencing options, reduce recidivism, and employ evidence-based practices.	Proviso 66.1	Objective 1.3.3 - Decrease the vehicle to Agent ratio from 1:3 in July 2015 to 1:2 by July 2020.
ADMINISTRATION	Provide executive leadership and administrative support for the internal operations of the Department. The activities supported include Legislation, Accounting, Revenue, Budgeting, Human Resources, Procurement, Audit, Training and other miscellaneous administrative functions.	Proviso 66.1	Objective 1.3.3 - Decrease the vehicle to Agent ratio from 1:3 in July 2015 to 1:2 by July 2020.
OFFENDER SUPERVISION	To supervise offenders under the Department's jurisdiction per the Omnibus Crime Reduction and Sentencing Reform Act to provide fair and effective sentencing options, reduce recidivism, and employ evidence-based practices.	Section 24-23-40; Sections 23-23-30, -40, -80, -120	Objective 1.3.4 - Retain the annual Class One Law Enforcement Certification for 100% of Agents with relevant training as required by the South Carolina Criminal Justice Academy.
ADMINISTRATION	Provide executive leadership and administrative support for the internal operations of the Department. The activities supported include Legislation, Accounting, Revenue, Budgeting, Human Resources, Procurement, Audit, Training and other miscellaneous administrative functions.	Section 24-23-40; Sections 23-23-30, -40, -80, -120	Objective 1.3.4 - Retain the annual Class One Law Enforcement Certification for 100% of Agents with relevant training as required by the South Carolina Criminal Justice Academy.
ADMINISTRATION	Provide executive leadership and administrative support for the internal operations of the Department. The activities supported include Legislation, Accounting, Revenue, Budgeting, Human Resources, Procurement, Audit, Training and other miscellaneous administrative functions.	Section 24-23-40; Sections 1-11- 10, -490	Objective 2.1.1 - Train 100% of employees on security policies and procedures beginning January 2016 and ending June 2016 with annual training.
OFFENDER SUPERVISION	To supervise offenders under the Department's jurisdiction per the Omnibus Crime Reduction and Sentencing Reform Act to provide fair and effective sentencing options, reduce recidivism, and employ evidence-based practices.	Sections 1-11- 10, -490	Objective 2.1.2 - Develop a site security and safety plan for 100% of all agency locations by June 2016 and review annually.
ADMINISTRATION	Provide executive leadership and administrative support for the internal operations of the Department. The activities supported include Legislation, Accounting, Revenue, Budgeting, Human Resources, Procurement, Audit, Training and other miscellaneous administrative functions.	Sections 1-11- 10, -490	Objective 2.1.2 - Develop a site security and safety plan for 100% of all agency locations by June 2016 and review annually.
ADMINISTRATION	Provide executive leadership and administrative support for the internal operations of the Department. The activities supported include Legislation, Accounting, Revenue, Budgeting, Human Resources, Procurement, Audit, Training and other miscellaneous administrative functions.	Sections 1-11- 10, -490	Objective 2.1.3 - Implement a mobile device security plan to be completed by June 2016 and updated annually.
INFORMATION TECHNOLOGY	To implement programs that will provide information security for data entry and access	Sections 1-11- 10, -490	Objective 2.1.3 - Implement a mobile device security plan to be completed by June 2016 and updated annually.
ADMINISTRATION	Provide executive leadership and administrative support for the internal operations of the Department. The activities supported include Legislation, Accounting, Revenue, Budgeting, Human Resources, Procurement, Audit, Training and other miscellaneous administrative functions.	Section 8-1-190	Objective 2.2.1 - Conduct a formal assessment for succession planning in 100% of agency divisions and sections beginning January 2016 and ending by June 2016; document succession plans and update as needed.
ADMINISTRATION	Provide executive leadership and administrative support for the internal operations of the Department. The activities supported include Legislation, Accounting, Revenue, Budgeting, Human Resources, Procurement, Audit, Training and other miscellaneous administrative functions.	Sections 24-23-20, -30	Objective 2.2.2 - Document and revise standard operating procedures for all agency processes beginning October 2015 and completed by June 2016 and review annually.
ADMINISTRATION	Provide executive leadership and administrative support for the internal operations of the Department. The activities supported include Legislation, Accounting, Revenue, Budgeting, Human Resources, Procurement, Audit, Training and other miscellaneous administrative functions.	Sections 24-23-20, -30	Objective 2.2.3 - Review White Papers annually beginning January 2016 with completion by March of each year. Draft new White Papers as needed.
ADMINISTRATION	Provide executive leadership and administrative support for the internal operations of the Department. The activities supported include Legislation, Accounting, Revenue, Budgeting, Human Resources, Procurement, Audit, Training and other miscellaneous administrative functions.	Provisos 66. 2, 66.3, 66.4, 66.5, 66.6; Section 24-23-40; Section 24-28-30	Objective 2.3.1 - Implement budget management training for 100% of section heads and Agents in Charge beginning March 2016 and ending June 2016.
INFORMATION TECHNOLOGY	To implement programs that will provide information security for data entry and access	Provisos 66.2, 66.3, 66.4, 66.5, 66.6; Sections 24-23-20, -40	Objective 2.3.2 - Establish at least two additional methods to collect payments from offenders beginning April 2016 and implement by July 2017.

Associated Programs

OFFENDER SUPERVISION	To supervise offenders under the Department's jurisdiction per the Omnibus Crime Reduction and Sentencing Reform Act to provide fair and effective sentencing options, reduce recidivism, and employ evidence-based practices.	Provisos 66.2, 66.3, 66.4, 66.5, 66.6; Sections 24-23-20, -40	Objective 2.3.2 - Establish at least two additional methods to collect payments from offenders beginning April 2016 and implement by July 2017.
ADMINISTRATION	Provide executive leadership and administrative support for the internal operations of the Department. The activities supported include Legislation, Accounting, Revenue, Budgeting, Human Resources, Procurement, Audit, Training and other miscellaneous administrative functions.	Provisos 66.2, 66.3, 66.4, 66.5, 66.6; Sections 24-23-20, -40	Objective 2.3.2 - Establish at least two additional methods to collect payments from offenders beginning April 2016 and implement by July 2017.
ADMINISTRATION	Provide executive leadership and administrative support for the internal operations of the Department. The activities supported include Legislation, Accounting, Revenue, Budgeting, Human Resources, Procurement, Audit, Training and other miscellaneous administrative functions.	Section 24-28-30	Objective 2.3.3 - Pursue at least 75% of all eligible grants annually.
ADMINISTRATION	Provide executive leadership and administrative support for the internal operations of the Department. The activities supported include Legislation, Accounting, Revenue, Budgeting, Human Resources, Procurement, Audit, Training and other miscellaneous administrative functions.	Section 24-23-40	Objective 2.4.1 - Design and implement training for procedures/data entry in agency applications beginning January 2016 and completed by June 2017.
INFORMATION TECHNOLOGY	To implement programs that will provide information security for data entry and access	Section 24-23-40	Objective 2.4.1 - Design and implement training for procedures/data entry in agency applications beginning January 2016 and completed by June 2017.
OFFENDER SUPERVISION	To supervise offenders under the Department's jurisdiction per the Omnibus Crime Reduction and Sentencing Reform Act to provide fair and effective sentencing options, reduce recidivism, and employ evidence-based practices.	Section 24-23-40	Objective 2.4.1 - Design and implement training for procedures/data entry in agency applications beginning January 2016 and completed by June 2017.
OFFENDER SUPERVISION	To supervise offenders under the Department's jurisdiction per the Omnibus Crime Reduction and Sentencing Reform Act to provide fair and effective sentencing options, reduce recidivism, and employ evidence-based practices.	Agency-Internal	Objective 2.4.2 - Develop a plan to address incidents of missing, insufficient, or incorrect data by December 2016.
ADMINISTRATION	Provide executive leadership and administrative support for the internal operations of the Department. The activities supported include Legislation, Accounting, Revenue, Budgeting, Human Resources, Procurement, Audit, Training and other miscellaneous administrative functions.	Agency-Internal	Objective 2.4.2 - Develop a plan to address incidents of missing, insufficient, or incorrect data by December 2016.
OFFENDER SUPERVISION	To supervise offenders under the Department's jurisdiction per the Omnibus Crime Reduction and Sentencing Reform Act to provide fair and effective sentencing options, reduce recidivism, and employ evidence-based practices.	Section 24-23-40	Objective 2.4.3 - Implement a schedule by December 2016 to review and revise reports generated by agency applications, develop new reports when identified, and delete obsolete reports.
INFORMATION TECHNOLOGY	To implement programs that will provide information security for data entry and access	Section 24-23-40	Objective 2.4.3 - Implement a schedule by December 2016 to review and revise reports generated by agency applications, develop new reports when identified, and delete obsolete reports.
ADMINISTRATION	Provide executive leadership and administrative support for the internal operations of the Department. The activities supported include Legislation, Accounting, Revenue, Budgeting, Human Resources, Procurement, Audit, Training and other miscellaneous administrative functions.	Sections 8-1-190; 8-11-940; Regulations 19-704.03, -704.06, -705.04	Objective 3.1.1 - Create a performance-based pay plan for 100% of non-agents, Bands 5 through 8 by July 2016.
ADMINISTRATION	Provide executive leadership and administrative support for the internal operations of the Department. The activities supported include Legislation, Accounting, Revenue, Budgeting, Human Resources, Procurement, Audit, Training and other miscellaneous administrative functions.	Regulation 19-704.02	Objective 3.1.2 - Revise the current Agent hiring process to reduce completion from 90 days in July 2015 to 45 to 60 calendar days by June 2016.
ADMINISTRATION	Provide executive leadership and administrative support for the internal operations of the Department. The activities supported include Legislation, Accounting, Revenue, Budgeting, Human Resources, Procurement, Audit, Training and other miscellaneous administrative functions.	Section 8-1-190; Regulations 19-704.03, -704.06, -705.04	Objective 3.1.3 - Create a plan to increase opportunities for advancement within all levels of the organizational structure by March 2016 and implement it by July 2018.
OFFENDER SUPERVISION	To supervise offenders under the Department's jurisdiction per the Omnibus Crime Reduction and Sentencing Reform Act to provide fair and effective sentencing options, reduce recidivism, and employ evidence-based practices.	Section 24-23-40	Objective 3.2.1 - Develop and train 100% of the Department's supervisors and managers on leadership standards from an evidence-based source by June 2016.
ADMINISTRATION	Provide executive leadership and administrative support for the internal operations of the Department. The activities supported include Legislation, Accounting, Revenue, Budgeting, Human Resources, Procurement, Audit, Training and other miscellaneous administrative functions.	Section 24-23-40	Objective 3.2.1 - Develop and train 100% of the Department's supervisors and managers on leadership standards from an evidence-based source by June 2016.
ADMINISTRATION	Provide executive leadership and administrative support for the internal operations of the Department. The activities supported include Legislation, Accounting, Revenue, Budgeting, Human Resources, Procurement, Audit, Training and other miscellaneous administrative functions.	Section 24-23-40; Section 8-1-190	Objective 3.2.2 - Encourage over 80% of supervisors and managers to meet or exceed Departmental leadership standards on their EPMS by June 2017.

Associated Programs

ADMINISTRATION	Provide executive leadership and administrative support for the internal operations of the Department. The activities supported include Legislation, Accounting, Revenue, Budgeting, Human Resources, Procurement, Audit, Training and other miscellaneous administrative functions.	Section 24-32-40; Section 8-1-190	Objective 3.2.3 - Increase the number of annual statewide employee satisfaction initiatives and incentives that will promote employee interaction from two in 2015 to three by January 2016 and to four by January 2017.
ADMINISTRATION	Provide executive leadership and administrative support for the internal operations of the Department. The activities supported include Legislation, Accounting, Revenue, Budgeting, Human Resources, Procurement, Audit, Training and other miscellaneous administrative functions.	Section 8-1-190	Objective 3.2.4 - Implement a quality review panel to address employee concerns and suggestions by January 2016.
ADMINISTRATION	Provide executive leadership and administrative support for the internal operations of the Department. The activities supported include Legislation, Accounting, Revenue, Budgeting, Human Resources, Procurement, Audit, Training and other miscellaneous administrative functions.	Secti24-23-40; Section 8-1-190	Objective 3.2.5 - Increase the methods by which the Department disseminates agency information from two methods in July 2015 to four methods by June 2016 using examples from the Universal Design for Learning.
ADMINISTRATION	Provide executive leadership and administrative support for the internal operations of the Department. The activities supported include Legislation, Accounting, Revenue, Budgeting, Human Resources, Procurement, Audit, Training and other miscellaneous administrative functions.	Section 24-23-40	Objective 3.3.1 - Create a “Comments About PPP” link with a drop down menu on the Agency website by October 2015.
ADMINISTRATION	Provide executive leadership and administrative support for the internal operations of the Department. The activities supported include Legislation, Accounting, Revenue, Budgeting, Human Resources, Procurement, Audit, Training and other miscellaneous administrative functions.	Section 24-23-40	Objective 3.3.2 - Implement an annual customer satisfaction evaluation for service providers and disseminate to 100% of providers in the Department’s Service Provider database by July 2016.
ADMINISTRATION	Provide executive leadership and administrative support for the internal operations of the Department. The activities supported include Legislation, Accounting, Revenue, Budgeting, Human Resources, Procurement, Audit, Training and other miscellaneous administrative functions.	Section 24-23-40	Objective 3.3.3 - Implement an exit service assessment and disseminate to 100% of offenders successfully completing supervision by July 2016.

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	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
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 explanations the agency would like to provide related to the information it provides below.*

PART A
Estimated Funds Available this Fiscal Year (2015-16)

Source of Funds:	Totals	*General Fund 10010000*	Operating Revenue 30350000 Supervision Fees; Pardon Applications, Electronic Monitoring Fee, Filing Fees, Extradition Fees, Drug Test Fee, misc. Fees	Omnibus Criminal Act 1985- 34980000 Court Fines	Supervised Furlough Revenue - 32690000 Intensive Supervision	Sex Offender Monitoring 34650000 Jesse's Law	Ignition Interlock 34L8000	DACOR-Admin Fee 32730000	DNA Reimbursement - 31520000	Federal Grant
Is the source state, other or federal funding:	Totals	*State*	Other Funds	Other Funds	Other Funds	Other Funds	Other Funds	Other Funds	Other Funds	Other Funds
Is funding recurring or one-time?	$45,163,263	Recurring Act 25,166,981 Allocations 125,674 Total: 25,292,655 One-time Funding FTE Bonus 289,363 Bike Week 29,656 Total: 319,019	Recurring with revenue collections declining. Total: 7,254,888	Recurring with revenue collections declining. Total: 10,066,388	Recurring with revenue collections declining. Total: 685,319	Recurring with revenue collections declining. Total: 5,952	Recurring Total: 292,680	Recurring Total: 1,238,369	Recurring Total: 7,993	NonRecurring Total: 434,797
$ From Last Year Available to Spend this Year	$5,442,443	$ 408,302	$ 1,235,215	$ 1,658,864	$ 249,544	$ 18,860	$ 409,121	$ 1,331,017	$ 131,520	$ -
Amount available at end of previous fiscal year	$5,442,443	$408,302	$1,235,215	$1,658,864	$249,544	$18,860	$409,121	$1,331,017	$131,520	$0
Amount available at end of previous fiscal year that agency can actually use this fiscal year:	$5,442,443	$408,302	$1,235,215	$1,658,864	$249,544	$18,860	$409,121	$1,331,017	$131,520	$0
If the amounts in the two rows above are not the same, explain why :	Enter explanation for each fund to the right	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
$ Estimated to Receive this Year	$45,598,060	$25,611,674	$7,254,888	$10,066,388	$685,319	$5,952	$292,680	$1,238,369	$7,993	$434,797
Amount budgeted/estimated to receive in this fiscal year:	$45,598,060	25,611,674	7,254,888	10,066,388	685,319	5,952	292,680	1,238,369	7,993	434,797
Total Actually Available this Year	$51,040,503	$26,019,976	$8,490,103	$11,725,252	$934,863	$24,812	$701,801	$2,569,386	$139,513	$434,797
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):	$51,040,503	$26,019,976	$8,490,103	$11,725,252	$934,863	$24,812	$701,801	$2,569,386	$139,513	$434,797

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 Fund 10010000	Operating Revenue 30350000 Supervision Fees; Pardon Applications, Electronic Monitoring Fee, Filing Fees, Extradition Fees, Drug Test Fee, misc. Fees	Omnibus Criminal Act 1985- 34980000 Court Fines	Supervised Furlough Revenue - 32690000 Intensive Supervision	Sex Offender Monitoring 34650000 Jesse's Law	Ignition Interlock 34L8000	DACOR-Admin Fee 32730000	DNA Reimbursement - 31520000	Federal Grant
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 Funds	Other Funds	Other Funds	Other Funds	Other Funds	Other Funds	Other Funds	Other Funds
Restrictions on how agency is able to spend the funds from this source:	n/a	Yes. The Offender Supervision Program has several program areas that are service related such as Sex Offender Monitoring, Offender Programs and Sentencing Reform.	No Major Restrictions; Annual payment the General Fund.	Funds must be used to support the Offender Supervision Programs and Operations.	No Major Restrictions	Sex Offender Monitoring Program	Ignition Interlock Program	20% Admin Fee revenue based on restitution collections. Revenue used to support Victim related programs and Victim's Services Division.	Reimbursement of actual DNA costs	As directed per Grant agreements
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)	$51,040,503	$26,019,976	$8,490,103	$11,725,252	$934,863	$24,812	$701,801	$2,569,386	$139,513	$434,797
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	Yes	Yes	Yes	Yes	Yes	Yes
Where Agency Budgeted to Spend Money this Year										
Total Budgeted to Spend on Objectives and Unrelated Purposes: (this should be the same as Amount estimated to have available to spend this fiscal year)	$51,040,503	$26,019,976	$8,490,103	$11,725,252	$934,863	$24,812	$701,801	$2,569,386	$139,513	$434,797
Objective 1.1.1 - Increase compliance with the actuarial risk/needs assessment tool(s) from 84.9% in August 2015 to 90% by June 2018.	*$ 278,578*									$278,578
Objective 1.1.2 - Increase the number of measures of successful supervision from three to five by March 2016 and implement changes to capture and report relevant data beginning September 2016.	*$ 50,000*		$50,000							
Objective 1.1.3 - Implement the use of graduated sanctions through the violation matrix with 100% of current caseload Agents and supervisors trained by June 2016.	*$ 187,110*			$187,110						
Objective 1.1.4 - Development county-specific caseload plans which consider size, offender population, office resources, and other strategies beginning January 2016 and implemented by June 2017.	*$ 100,000*		$100,000							
Objective 1.1.5 - Revise the ReEntry Centers' Operations and program beginning December 2015; and to develop as an effective strategy for supervision and communicate integration by December 2016.	*$ 711,262*		$24,150	$687,112						
Objective 1.2.1 - Increase the number of victim- and offender-forms translated to Spanish from two to 15 beginning January 1, 2016 and completed by December 2016 and to 30 by December 2017.	*$ 15,000*							$15,000		
Objective 1.2.2 - Implement an automated pardon system to increase the annual number of cases heard from 567 in 2014 to 623 (an increase of 10%) beginning February 2016 and capture baseline data for process improvements by July 2017.	*$ 314,308*			$314,308						
Objective 1.2.3 - Expand remote video conference capabilities for all victims of crimes by increasing the number of regional video conference sites from two in January 2016 to four by June 2018.	*$ 6,000*			$6,000						
Objective 1.2.4 - Increase the number of service satisfaction surveys distributed to victims attending parole and pardon hearings from 10% in 2014 to 100% in 2016 to enhance quality service delivery.	*$ 400*							$400		
Objective 1.3.1 - Increase the successful supervision completion rate from 75% reported in FY 2014 by 1% per year through FY 2020.	*$ 19,475,328*	$14,801,728		$4,141,445				$532,155		
Objective 1.3.2 - Form a fugitive investigation unit to increase the number of apprehended absconded offenders annually beginning January 2016.	*$ 462,000*	$462,000								
Objective 1.3.3 - Decrease the vehicle to Agent ratio from 1:3 in July 2015 to 1:2 by July 2020. Held until FY17 due to FY16 cash balances.	*$ 982,217*	$770,229	$42,641	$159,348			$3,352		$6,647	

Objective 1.3.4 - Retain the annual Class One Law Enforcement Certification for 100% of Agents with relevant training as required by the South Carolina Criminal Justice Academy.	$ -									
Objective 2.1.1 - Train 100% of employees on security policies and procedures beginning January 2016 and ending June 2016 with annual training.	$ -									
Objective 2.1.2 - Develop a site security and safety plan for 100% of all agency locations by June 2016 and review annually. Completed in FY15; reviewed in FY16.	$ -									
Objective 2.1.3 - Implement a mobile device security plan to be completed by June 2016 and updated annually.	$ -									
Objective 2.2.1 - Conduct a formal assessment for succession planning in 100% of agency divisions and sections beginning January 2016 and ending by June 2016; document succession plans and update as needed.	$ -									
Objective 2.2.2 - Document and revise standard operating procedures for all agency processes beginning October 2015 and completed by June 2016 and review annually.	$ -									
Objective 2.2.3 - Review White Papers annually beginning January 2016 with completion by March of each year. Draft new White Papers as needed.	$ -									
Objective 2.3.1 - Implement budget management training for 100% of section heads and Agents in Charge beginning March 2016 and ending June 2016.	$ -									
Objective 2.3.2 - Establish at least two additional methods to collect payments from offenders beginning April 2016 and implement by July 2017. FY17 Expense	$ -									
Objective 2.3.3 - Pursue at least 75% of all eligible grants annually.	$ **66,680**		$66,680							
Objective 2.4.1 - Design and implement training for procedures/data entry in agency applications beginning January 2016 and completed by June 2017.	$ -									
Objective 2.4.2 - Develop a plan to address incidents of missing, insufficient, or incorrect data by December 2016.	$ -									
Objective 2.4.3 - Implement a schedule by December 2016 to review and revise reports generated by agency applications, develop new reports when identified, and delete obsolete reports.	$ -									
Objective 3.1.1 - Create a performance-based pay plan for 100% of non-agents, Bands 5 through 8 by July 2016.	$ **358,883**	$197,385	$71,777	$89,721						
Objective 3.1.2 - Revise the current Agent hiring process to reduce completion from 90 days in July 2015 to 45 to 60 calendar days by June 2016.	$ -									
Objective 3.1.3 - Create a plan to increase opportunities for advancement within all levels of the organizational structure by March 2016 and implement it by July 2018.	$ -									
Objective 3.2.1 - Develop and train 100% of the Department's supervisors and managers on leadership standards from an evidence-based source by June 2016.	$ -									
Objective 3.2.2 - Encourage over 80% of supervisors and managers to meet or exceed Departmental leadership standards on their EPMS by June 2017.	$ -									
Objective 3.2.3 - Increase the number of annual statewide employee satisfaction initiatives and incentives that will promote employee interaction from two in 2015 to three by January 2016 and to four by January 2017.	$ **5,000**		$5,000							
Objective 3.2.4 - Implement a quality review panel to address employee concerns and suggestions by January 2016.	$ -									
Objective 3.2.5 - Increase the methods by which the Department disseminates agency information from two methods in July 2015 to four methods by June 2016 using examples from the Universal Design for Learning. Suspended in FY16 due to cash balances. Est. 5K.	$ -									
Objective 3.3.1 - Create a "Comments About PPP" link with a drop down menu on the Agency website by October 2015.	$ -									

Objective 3.3.2 - Implement an annual customer satisfaction evaluation for service providers and disseminate to 100% of providers in the Department's Service Provider database by July 2016.	$ -									
Objective 3.3.3 - Implement an exit service assessment and disseminate to 100% of offenders successfully completing supervision by July 2016.	$ -									
Unrelated Purpose 1: Administration	***$ 4,653,047***	*$1,545,703*	$1,868,526	$759,037	$6,190			$473,591		
Unrelated Purpose 2: IT	***$ 3,323,012***	*$2,580*	$1,291,667	$1,588,765				$440,000		
Unrelated Purpose 3: Legal Services	***$ 719,832***	*$155,333*	$184,777	$379,722						
Unrelated Purpose 4: Offender Supervision	***$ 11,073,495***	*$850,725*	$3,872,757	$3,310,052	$928,673	$16,812	$698,449	$1,106,942	$132,866	$156,219
Unrelated Purpose 5: Parole Board	***$ 1,120,470***	*$647,412*	$369,128	$102,632				$1,298		
Unrelated Purpose 6: Sentencing Reform	***$ 3,259,886***	*$3,259,886*								
Unrelated Purpose 7: Sex Offender Monitoring	***$ 3,877,995***	*$3,326,995*	$543,000			$8,000				

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 1 - To Promote Public Safety for the Residents of South Carolina*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10—24-21-87; 24-21-110—24-21-235; 24-21-240—24-21-460; 24-21-560—24-21-1130; 24-21-1300—24-21-1330; 23-3-540—23-3-555; 24-13-1310—24-13-1590; 24-13-710—24-13-730; 24-13-2110—24-13-2140; 24-19-10—24-19-160*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 1.1 - To provide effective supervision and intervention that promotes accountability and integration into the community through evidence-based practices*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 1.1.1 - Increase compliance with the actuarial risk/needs assessment tool(s) from 84.9% in August 2015 to 90% by June 2018.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Sections 24-21-32-35; 24-21-280, -310, -430, 510, -540, -610, -645, -1105, -1300, -1310; Sections 23-3-540-555; Sections 24-13-1530-1590; Sections 24-23-20, -30, -40, -130; Section 24-28-30***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Better define the services needed by offenders for successful supervision completion which will reduce recidivism***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Offender Supervision*	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:	*Jeff Harmon*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	5	
Position:	*Regional Director*	
Office Address:	*2221 Devine Street, Suite 600 Columbia, SC 29205*	
Department or Division:	*Field Operations*	
Department or Division Summary:	*Responsible for the direct supervision and monitoring of offenders according to level of supervision, standards, and evidence-based practices in all 46 counties.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$278,578	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.1.1 - Increase compliance with the actuarial risk/needs assessment tool(s) from 84.9% in August 2015 to 90% by June 2018.	
Performance Measure:	Increase the Number of Actuarial Risk Needs Assessments Completed	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year	
2014-15 Target Results:	85% Increase in compliance	
2014-15 Actual Results (as of 6/30/15):	85.5% Increase in compliance	
2015-16 Minimum Acceptable Results:	87% Increase in compliance	
2015-16 Target Results:	87% Increase in compliance	
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?	Shaunita Grase, Director of Evidence-Based Practices	
Why was this performance measure chosen?	State Statute 24-21-280(C) requires the agency to adopt a validated actuarial risk/needs assessment tool that is consistent with the use of evidence-based practices.	
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?	Shaunita Grase, Director of Evidence-Based Practices	
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and current workload levels were considered when setting target value for this assessment period.	
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?	n/a	

Objective Details

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	*The inability to conduct assessments to determine what factors are contributing to offender risk and propensity to commit new crimes due to staffing issue.*
Level Requires Outside Help	*Low*
Outside Help to Request	*General Assembly*
Level Requires Inform General Assembly	*High*
3 General Assembly Options	*Budget/Resource Implications*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Risk Needs Assessment Compliance Review	*Internal evaluation procedures*	*Monthly internal review by assigned program coordinators*	*07/01/2014-06/30/2015*
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act (SRA) of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	
Northpointe, Inc.	*Provides contractual software and user licenses support for use of the risk needs actuarial assessment tool.*	*Business, Association or Individual*
NWN	*Provided contractual services to automate and integrate application in case management system*	*Business, Association or Individual*

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 1 - To Promote Public Safety for the Residents of South Carolina*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10—24-21-87; 24-21-110—24-21-235; 24-21-240—24-21-460; 24-21-560—24-21-1130; 24-21-1300—24-21-1330; 23-3-540—23-3-555; 24-13-1310—24-13-1590; 24-13-710—24-13-730; 24-13-2110—24-13-2140; 24-19-10—24-19-160*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 1.1 - To provide effective supervision and intervention that promotes accountability and integration into the community through evidence-based practices*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 1.1.2 - Increase the number of measures of successful supervision from three to five by March 2016 and implement changes to capture and report relevant data beginning September 2016*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Section 24-21-280, -310, -430, -440, -510, -540, -560, -610, -645, -690, -1300 -1330; Sections 24-13-1530-1590; Sections 24-13-2110-2140; Sections 24-23-20, -30, -40, -130***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***A uniform and clearly defined definition of successful supervision closure with the collection of desirable data.***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Offender Supervision*	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:	*Jeff Harmon*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	1	
Position:	*Regional Director*	
Office Address:	*2221 Devine Street, Suite 600 Columbia, SC 29205*	
Department or Division:	*Field Operations*	
Department or Division Summary:	*Responsible for the direct supervision and monitoring of offenders according to level of supervision, standards, and evidence-based practices in all 46 counties.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$50,000	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.1.2-Increase the number of measures of successful supervision from three to five by March 2016; and implement changes to capture and report data beginning September 2016.	
Performance Measure:	Increase the number of data measures for successful supervision	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year	
2014-15 Target Results:	Agency did not use PM during this year	
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year	
2015-16 Minimum Acceptable Results:	Establish 4 measures of successful supervision	
2015-16 Target Results:	4 measures of successful supervision	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Oversight from the Sentencing Reform Oversight Committee
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices	
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. Additional measures for successful supervision will provide more perspective on what interventions are resulting in supervision success rates.	
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?	Shaunita Grase, Director of Evidence-Based Practices	
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to make modifications to existing offender case management software system were considered when setting target value for this assessment period.	
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?	n/a	

Objective Details

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	*The inability to determine which interventions or strategies are most effective and result in successful supervision outcomes.*
Level Requires Outside Help	*Low*
Outside Help to Request	*n/a*
Level Requires Inform General Assembly	*n/a*
3 General Assembly Options	*n/a*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
NWN	*Provided contractual services to automate and integrate application in case management system*	*Business, Association or Individual*

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 1 - To Promote Public Safety for the Residents of South Carolina*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10—24-21-87; 24-21-110—24-21-235; 24-21-240—24-21-460; 24-21-560—24-21-1130; 24-21-1300—24-21-1330; 23-3-540—23-3-555; 24-13-1310—24-13-1590; 24-13-710—24-13-730; 24-13-2110—24-13-2140; 24-19-10—24-19-160*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 1.1 - To provide effective supervision and intervention that promotes accountability and integration into the community through evidence-based practices*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 1.1.3 - Implement the use of graduated sanctions through the violation matrix with 100% of current caseload Agents and supervisors trained by June 2016*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Sections 24-21-110, -310, -440, -460, -510, -540, -560, -610, -660, -680; 23-3-540; Sections 23-3-545-555; Section 24-13-425; Sections 24-23-115, -40***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Increase the consistency and efficiency of quality offender management.***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Offender Supervision*	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:	*Melissa Ray*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	5	
Position:	*Director of Training Compliance and Professional Development*	
Office Address:	*2221 Devine Street, Suite 540A Columbia, SC 29205*	
Department or Division:	*Training Compliance and Professional Development*	
Department or Division Summary:	*Provide diverse and innovative training strategies by offering accessible and cost effective leadership, professional development, career development, and law enforcement training, pertinent to all staff members.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$187,110	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.1.3-Implement the use of graduated sanctions through the violation matrix with 100% of current caseload agents and supervisors trained by June 2016.	
Performance Measure:	% of current caseload agents and supervisors trained to use the violation matrix	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year	
2014-15 Target Results:	Agency did not use PM during this year	
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year	
2015-16 Minimum Acceptable Results:	80% of current caseload agents and supervisors trained to use the violations matrix	
2015-16 Target Results:	80% of current caseload agents and supervisors trained to use the violations matrix	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Oversight from the Sentencing Reform Oversight Committee
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices	
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to increase the use of graduated administrative sanctions or alternatives to incarceration for supervision non-compliance.	
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?	Shaunita Grase, Director of Evidence-Based Practices	
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to fully implement the use of the violations matrix statewide were considered when setting target value for this assessment period.	
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?	n/a	

Objective Details

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	*The inability to use an effective and evidence-based approached to address supervision non-compliance.*
Level Requires Outside Help	*Low*
Outside Help to Request	*General Assembly*
Level Requires Inform General Assembly	*High*
3 General Assembly Options	*Budget/Resource Implications*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
NWN	*Provided contractual services to automate and integrate application in case management system*	*Business, Association or Individual*

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 1 - To Promote Public Safety for the Residents of South Carolina*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10—24-21-87; 24-21-110—24-21-235; 24-21-240—24-21-460; 24-21-560—24-21-1130; 24-21-1300—24-21-1330; 23-3-540—23-3-555; 24-13-1310—24-13-1590; 24-13-710—24-13-730; 24-13-2110—24-13-2140; 24-19-10—24-19-160*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 1.1 - To provide effective supervision and intervention that promotes accountability and integration into the community through evidence-based practices*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 1.1.4 -Develop county-specific caseload plans which consider size, offender population, office resources, and other strategies beginning January 2016 and implemented by June 2017*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Section 24-21-280, -310, -460, -510, -540, -560, -610, -645, -1310-1330; Section 23-3-540; Sections 24-13-1530-1590; Sections 24-13-2110-2140; Sections 24-23-20, -30, -40, -130; Section 24-28-30***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Improve and make more efficient the strategies required to serve the offender population.***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Offender Supervision*	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:	*Jeff Harmon*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	1	
Position:	*Regional Director*	
Office Address:	*2221 Devine Street, Suite 600 Columbia, SC 29205*	
Department or Division:	*Field Operations*	
Department or Division Summary:	*Responsible for the direct supervision and monitoring of offenders according to level of supervision, standards, and evidence-based practices in all 46 counties*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$100,000	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.1.4-Develop county-specific caseload plans which consider size, offender population, office resources, and other strategies beginning January 2016 and implemented by June 2017.	
Performance Measure:	Improved use of resources based on county-specific demographics	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year	
2014-15 Target Results:	Agency did not use PM during this year	
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year	
2015-16 Minimum Acceptable Results:	Develop county-specific caseload plans which consider size, offender population, office resources, and other strategies	
2015-16 Target Results:	Develop county-specific caseload plans which consider size, offender population, office resources, and other strategies	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices	
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while allocating resources to high risk and needs offender populations based on county demographics, need and available resources.	
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?	Shaunita Grase, Director of Evidence-Based Practices	
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to identify key challenges in regards to size, offender population and office resources in each county were considered when setting target value for this assessment period.	
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?	n/a	

Objective Details

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	*The inability to use a fiscally-responsible approach to allocate resources based on jurisdictional demographic variances*
Level Requires Outside Help	*Low*
Outside Help to Request	*General Assembly*
Level Requires Inform General Assembly	*High*
3 General Assembly Options	*Budget/Resource Implications*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

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

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 1 - To Promote Public Safety for the Residents of South Carolina*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10—24-21-87; 24-21-110—24-21-235; 24-21-240—24-21-460; 24-21-560—24-21-1130; 24-21-1300—24-21-1330; 23-3-540—23-3-555; 24-13-1310—24-13-1590; 24-13-710—24-13-730; 24-13-2110—24-13-2140; 24-19-10—24-19-160*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 1.1 - To provide effective supervision and intervention that promotes accountability and integration into the community through evidence-based practices*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 1.1.5 - Revise the Reentry Centers' operations and programs beginning December 2015 to develop it as an effective strategy for supervision and community integration by December 2016*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Sections 24-21-260-270; 24-23-20, -40, -130***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Increase the number of offenders who become employed after successful completing the Reentry Center program.***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Re Entry Centers*	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:	*Shaunita Grase*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	5	
Position:	*Director of Evidence-Based Practices*	
Office Address:	*2221 Devine Street, Suite 600 Columbia, SC 29205*	
Department or Division:	*Evidence-Based Practices*	
Department or Division Summary:	*Using evidence based practices and information from the research and evaluation section, coordinate the Department's efforts in program evaluation, organizational reporting, data analysis, and the assessment of supervision practices and offender supervision*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$711,262	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.1.5-Revise the Reentry Centers' operations and programs beginning December 2015 to develop as an effective strategy for supervision and community integration by December 2016.	
Performance Measure:	Improved reentry and reintegration strategy for offenders under the jurisdiction of the Department	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year	
2014-15 Target Results:	Agency did not use PM during this year	
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year	
2015-16 Minimum Acceptable Results:	Develop a plan of action to facilitate expansion of reentry and reintegration strategy at the Reentry Centers using evidence-influenced strategies	
2015-16 Target Results:	Develop a plan of action to facilitate expansion of reentry and reintegration strategy at the Reentry Centers using evidence-influenced strategies	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices	
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while allocating resources to high risk and needs of incarcerated offender populations based on reentry needs prior to release and while under supervision	
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?	Shaunita Grase, Director of Evidence-Based Practices	
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to identify high risk and needs populations prior to release and during release were considered when setting target value for this assessment period.	
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?	n/a	

Objective Details

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	*The inability to use a fiscally-responsible approach to allocate resources based on the reentry needs of the Department's offender population-lack of public trust*
Level Requires Outside Help	*Low*
Outside Help to Request	*General Assembly*
Level Requires Inform General Assembly	*High*
3 General Assembly Options	*Budget/Resource Implications*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
S.C. Department of Mental Health	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*
S.C. Department of Education	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*
S.C. Department of Social Services	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*
S.C. Department of Disabilities and Special Needs	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*
S.C. Department of Alcohol and Other Drug Services	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*
S.C. Technical Colleges	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*

S.C. Vocational Rehabilitation	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*
State Office of Victim Assistance (SOVA)	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*
S.C. Department of Employment and Workforce	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*
S.C. African American HIV/AIDS Council	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*
S.C. Department of Motor Vehicles	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*
SC Private Service Providers-Statewide-for rehabilitative treatment services and/or transitional housing.	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*Business, Association or Individual*

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 1 - To Promote Public Safety for the Residents of South Carolina*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10—24-21-87; 24-21-110—24-21-235; 24-21-240—24-21-460; 24-21-560—24-21-1130; 24-21-1300—24-21-1330; 23-3-540—23-3-555; 24-13-1310—24-13-1590; 24-13-710—24-13-730; 24-13-2110—24-13-2140; 24-19-10—24-19-160*	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 - To maximize services to the Courts, SC Board of Paroles and Pardons, victims, and other stakeholders.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 1.2.1 - Increase the number of victim- and offender-forms translated to Spanish from two to 15 beginning January 1, 2016 and completed by December 2016 and to 30 by December 2017.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Sections 16-3-1260, -1410, -1515, -1525, -1530, -1535, -1545, -1555, -1560; Sections 44-48-40 and -50; Article 1, Section 24 of the SC Constitution (SC Victims' Bill or Rights)***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Increase outreach to the Hispanic community and give them the opportunity to exercise their rights as crime victims, i.e. attend parole hearings, receive notification about hearings or case status updates. Improve communication with Spanish-speaking offenders***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Victim Services/Offender Supervision*	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:	*Debbie Curtis*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	5	
Position:	*Director of Victim Services*	
Office Address:	*2221 Devine Street, Suite 300 Columbia, SC 29205*	
Department or Division:	*Victim Services*	
Department or Division Summary:	*The Office of Victim Services' responsibility is to assist victims whose offenders are under the supervision of the Department. OVS' primary goal is to keep victims informed of the status of their cases (probation and parole) and to make certain they are as informed as possible throughout the process.*	

Objective Details

Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$15,000	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.2.1-Increase the number of victim-and-offender forms translated to Spanish from two to 15 beginning January 1, 2016 and completed by December 2016 and to 30 by December 2017.	
Performance Measure:	Improve ability to communicate with Spanish-speaking victims and offenders	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year	
2014-15 Target Results:	Agency did not use PM during this year	
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year	
2015-16 Minimum Acceptable Results:	Translate 10 victim-and-offender forms to Spanish	
2015-16 Target Results:	Translate 10 victim-and-offender forms to Spanish	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices	
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while allocating resources to effectively communicate with Spanish-speaking victims and offenders.	
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?	Shaunita Grase, Director of Evidence-Based Practices	
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to identify and update key forms for Spanish-speaking victims were considered when setting target value for this assessment period.	
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?	n/a	

Objective Details

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	*The inability to effectively communicate with victims and supervise offenders whose primary language is not English.*
Level Requires Outside Help	*Low*
Outside Help to Request	*n/a*
Level Requires Inform General Assembly	*n/a*
3 General Assembly Options	*n/a*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Hispanic Connections	Provide assistance and referral services for Hispanic or Spanish-speaking clients.	*Business, Association or Individual*
State Office of Victim Assistance (SOVA)	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 1 - To Promote Public Safety for the Residents of South Carolina*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10—24-21-87; 24-21-110—24-21-235; 24-21-240—24-21-460; 24-21-560—24-21-1130; 24-21-1300—24-21-1330; 23-3-540—23-3-555; 24-13-1310—24-13-1590; 24-13-710—24-13-730; 24-13-2110—24-13-2140; 24-19-10—24-19-160*	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 - *To maximize services to the Courts, SC Board of Paroles and Pardons, victims, and other stakeholders.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 1.2.2 - Implement an automated pardon system to increase the annual number of cases heard from 567 in 2014 to 623 (an increase of 10%) beginning February 2016 and capture baseline data for process improvements by July 2017.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Section 24-21-950***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Hear more pardon cases annually and streamline the application process through automation.***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Parole Board Operation/Information Technology*	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:	*Larry Patton*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	5	
Position:	*Director of Parole Board Support*	
Office Address:	*2221 Devine Street, Suite 418H Columbia, SC 29205*	
Department or Division:	*Parole Board Support*	
Department or Division Summary:	*Provides investigative and functional support to the South Carolina Board of Paroles and Pardons.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$314,308	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance

Objective Number and Description	Objective 1.2.2-Implement an automated pardon system to increase the annual number of cases heard from 587 in 2014 to 623 (an increase of 10%) beginning February 2016 and capture baseline data for process improvements by July 2017.	
Performance Measure:	Increase in the number of pardon cases based on completed investigations	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year	
2014-15 Target Results:	Agency did not use PM during this year	
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year	
2015-16 Minimum Acceptable Results:	5% increase in the number of pardon cases heard	
2015-16 Target Results:	5% increase in the number of pardon cases heard	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices	
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while allocating resources to assist those offenders who have completed all of the requirements of supervision, demonstrated stability in the community and are requesting a pardon or to be forgiven for past criminal behaviors.	
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?	Shaunita Grase, Director of Evidence-Based Practices	
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to identify process gaps in the pardon process were considered when setting target value for this assessment period.	
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?	n/a	

Objective Details

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	*Reduced opportunities for individuals seeking to be forgiven for prior offenses after demonstrating long-term stability in the community*
Level Requires Outside Help	*Low*
Outside Help to Request	*General Assembly*
Level Requires Inform General Assembly	*High*
3 General Assembly Options	*Budget/Resource/Implications*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
NWN	*Provided contractual services to automate and integrate application in case management system*	*Business, Association or Individual*

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 1 - To Promote Public Safety for the Residents of South Carolina*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10—24-21-87; 24-21-110—24-21-235; 24-21-240—24-21-460; 24-21-560—24-21-1130; 24-21-1300—24-21-1330; 23-3-540—23-3-555; 24-13-1310—24-13-1590; 24-13-710—24-13-730; 24-13-2110—24-13-2140; 24-19-10—24-19-160*	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 - To maximize services to the Courts, SC Board of Paroles and Pardons, victims, and other stakeholders.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 1.2.3 - Expand remote video conference capabilities for all victims of crimes by increasing the number of regional video conference sites from two in January 2016 to four by June 2018.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Section 24-21-710***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Increase the opportunity for crime victims to exercise their right to "…be present at any post-conviction hearing involving a post-conviction release decision;" as stated in the SC Victims' Bill of Rights.***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Victim Services/ Parole Board Operations/Information Technology*	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:	*Debbie Curtis*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	5	
Position:	*Director of Victim Services*	
Office Address:	*2221 Devine Street, Suite 300 Columbia, SC 29205*	
Department or Division:	*Victim Services*	
Department or Division Summary:	*The Office of Victim Services' responsibility is to assist victims whose offenders are under the supervision of the Department. OVS' primary goal is to keep victims informed of the status of their cases (probation and parole) and to make certain they are as informed as possible throughout the process.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$6,000	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.2.3-Expand remote video conference capabilities for all victims of crime by increasing the number regional video conference sites from two in January 2016 to four by June 2018.	
Performance Measure:	Increase in the number of regional video conference sites	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year	
2014-15 Target Results:	Agency did not use PM during this year	
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year	
2015-16 Minimum Acceptable Results:	Develop a plan to facilitate an expansion of remote video conference capabilities for all victims of crime	
2015-16 Target Results:	Develop a plan to facilitate an expansion of remote video conference capabilities for all victims of crime	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices	
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while allocating resources to alleviate challenges for them to attend parole or pardon hearings.	
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?	Shaunita Grase, Director of Evidence-Based Practices	
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to identify innovate ways to provide victims with the opportunity to participate in hearings were considered when setting target value for this assessment period.	
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?	n/a	

Objective Details

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	*Reduced opportunities to provide crime victims with alternative and convenient statewide locations to attend parole or pardon hearings*
Level Requires Outside Help	*Low*
Outside Help to Request	*General Assembly*
Level Requires Inform General Assembly	*High*
3 General Assembly Options	*Budget/Implications Resources*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
South Carolina Office of Victims Assistance	*Provides assistance to victims who may need assistance about video-conferencing for hearings*	State/Local Government Entity
South Carolina National Guard	*Provides site locations for video-conferencing capacity for hearings*	State/Local Government Entity
South Carolina Department of Corrections	*Provides technical assistance for video-conferencing capacity for hearings*	*State/Local Government Entity*

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 1 - To Promote Public Safety for the Residents of South Carolina*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10—24-21-87; 24-21-110—24-21-235; 24-21-240—24-21-460; 24-21-560—24-21-1130; 24-21-1300—24-21-1330; 23-3-540—23-3-555; 24-13-1310—24-13-1590; 24-13-710—24-13-730; 24-13-2110—24-13-2140; 24-19-10—24-19-160*	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 - To maximize services to the Courts, SC Board of Paroles and Pardons, victims, and other stakeholders.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 1.2.4 - Increase the number of service satisfaction surveys distributed to victims attending parole and pardon hearings from 10% in 2014 to 100% in 2016 to enhance quality service delivery.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Section 24-23-40***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Increase the amount of feedback and data collection from victims/survivors who attend parole and pardon hearings.***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Victim Services	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:	*Debbie Curtis*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	5	
Position:	*Director of Victim Services*	
Office Address:	*2221 Devine Street, Suite 300 Columbia, SC 29205*	
Department or Division:	*Victim Services*	
Department or Division Summary:	*The Office of Victim Services' responsibility is to assist victims whose offenders are under the supervision of the Department. OVS' primary goal is to keep victims informed of the status of their cases (probation and parole) and to make certain they are as informed as possible throughout the process.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$400	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 1.2.4-Increase the number of service satisfaction surveys distributed to victims attending parole and pardon hearings from 10% in 2014 to 100% in 2016 to enhance quality services delivery.
Performance Measure:	# of service satisfaction surveys distributed to victims attending parole and pardon hearings
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year
2014-15 Target Results:	Agency did not use PM during this year
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year
2015-16 Minimum Acceptable Results:	85% of the victims attending parole and pardon hearings receive a service satisfaction survey
2015-16 Target Results:	85% of the victims attending parole and pardon hearings receive a service satisfaction survey
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while soliciting input and feedback out our practices from external stakeholders.
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?	Shaunita Grase, Director of Evidence-Based Practices
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to identify process gaps as related to the distribution of service satisfaction surveys were considered when setting target value for this assessment period.
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?	n/a

Objective Details

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	*Reduced opportunities to incorporate external stakeholder feedback in organizational improvement effort, lack of public trust*
Level Requires Outside Help	*Low*
Outside Help to Request	*n/a*
Level Requires Inform General Assembly	*n/a*
3 General Assembly Options	*n/a*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
South Carolina Office of Victims Assistance	*Provides assistance to victims who may need assistance about video-conferencing for hearings*	State/Local Government Entity

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 1 - To Promote Public Safety for the Residents of South Carolina*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10—24-21-87; 24-21-110—24-21-235; 24-21-240—24-21-460; 24-21-560—24-21-1130; 24-21-1300—24-21-1330; 23-3-540—23-3-555; 24-13-1310—24-13-1590; 24-13-710—24-13-730; 24-13-2110—24-13-2140; 24-19-10—24-19-160*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 1.3 - To utilize agency resources to increase community and Agent safety.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 1.3.1 - Increase the successful supervision completion rate from 75% reported in FY 2014 by 1% per year through FY 2020.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Sections 24-23-20, -30, -40, -130; Section 24-28-30***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Increase the number of offenders who successfully reenter into the community with tools and strategies that will deter recidivism.***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Offender Supervision*	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:	*Jeff Harmon*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	1	
Position:	*Regional Director*	
Office Address:	*2221 Devine Street, Suite 600 Columbia, SC 29205*	
Department or Division:	*Field Operations*	
Department or Division Summary:	*Responsible for the direct supervision and monitoring of offenders according to level of supervision, standards, and evidence-based practices in all 46 counties.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$19,475,328	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.3.1-Increase the successful supervision completion rate from 75% reported in FY 2014 by 1% per year through FY 2020.	
Performance Measure:	Increase in the successful completion rate of offenders under supervision by the Department	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	75% successful completion rate	
2014-15 Target Results:	76% successful completion rate	
2014-15 Actual Results (as of 6/30/15):	76% successful completion rate	
2015-16 Minimum Acceptable Results:	77% successful completion rate	
2015-16 Target Results:	77% successful completion rate	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices	
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while allocating resources to high risk and needs of incarcerated offender populations based on criminogenic needs prior to release and while under supervision.	
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?	Shaunita Grase, Director of Evidence-Based Practices	
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to identify supervision outcomes were considered when setting target value for this assessment period.	
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?	n/a	

Objective Details

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	*Possible impact to public safety and trust in the organization to change behavior and reduce recidivism*
Level Requires Outside Help	*Low*
Outside Help to Request	*General Assembly*
Level Requires Inform General Assembly	*High*
3 General Assembly Options	*Budget/Resource Implications*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
S.C. Department of Mental Health	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*
S.C. Department of Education	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*
S.C. Department of Social Services	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*
S.C. Department of Disabilities and Special Needs	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*
S.C. Department of Alcohol and Other Drug Services	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*
S.C. Technical Colleges	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*
S.C. Vocational Rehabilitation	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*

Objective Details

State Office of Victim Assistance (SOVA)	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*
S.C. Department of Employment and Workforce	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*
S.C. African American HIV/AIDS Council	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*
S.C. Department of Motor Vehicles	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*
SC Private Service Providers-Statewide-for rehabilitative treatment services and/or transitional housing.	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*Business, Association or Individual*
South Carolina Department of Corrections	Partner assist in the supervision of offenders and implementation of reentry programs.	*State/Local Government Entity*
S.C. Department of Mental Health	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 1 - To Promote Public Safety for the Residents of South Carolina*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10—24-21-87; 24-21-110—24-21-235; 24-21-240—24-21-460; 24-21-560—24-21-1130; 24-21-1300—24-21-1330; 23-3-540—23-3-555; 24-13-1310—24-13-1590; 24-13-710—24-13-730; 24-13-2110—24-13-2140; 24-19-10—24-19-160*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 1.3 - To utilize agency resources to increase community and Agent safety.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 1.3.2 - Form a fugitive investigation unit to increase the number of apprehended absconded offenders annually beginning January 2016.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	*Section 24-21-280, -310, -430, -440, -510, -540, -560, -610, -645, -690, -1300 -1330; Sections 24-13-1530-1590; Sections 24-13-2110-2140; Sections 24-23-20, -30, -40, -130*	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Improve public safety.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Offender Supervision*	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:	*Michael D. Nichols*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	5	
Position:	*Deputy Director for Field Operations*	
Office Address:	*2221 Devine Street, Suite 600 Columbia, SC 29205*	
Department or Division:	*Field Operations*	
Department or Division Summary:	*Responsible for the direct supervision and monitoring of offenders according to level of supervision, standards, and evidence-based practices in all 46 counties.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$462,000	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

1) In the cell next to, “Performance Measure,” enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.3.2-Form a fugitive investigation unit to increase the number of apprehended absconded offenders annually beginning January 2016.	
Performance Measure:	Improved Department response to absconded offenders	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year	
2014-15 Target Results:	Agency did not use PM during this year	
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year	
2015-16 Minimum Acceptable Results:	Plan developed and implemented to review fugitive investigation practices	
2015-16 Target Results:	Plan developed and implemented to review fugitive investigation practices	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices	
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while allocating resources to high risk and needs of incarcerated offender populations based on factors contributing to criminal behavior and propensity to abscond supervision	
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?	Shaunita Grase, Director of Evidence-Based Practices	
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to identify high risk and needs populations prior to during supervision were considered when setting target value for this assessment period.	
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?	n/a	

Objective Details

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	*Possible impact to public safety and trust in the organization to change behavior and reduce recidivism*
Level Requires Outside Help	*Low*
Outside Help to Request	*General Assembly*
Level Requires Inform General Assembly	*High*
3 General Assembly Options	*Budget/Resource Implications*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

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

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 1 - To Promote Public Safety for the Residents of South Carolina*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10—24-21-87; 24-21-110—24-21-235; 24-21-240—24-21-460; 24-21-560—24-21-1130; 24-21-1300—24-21-1330; 23-3-540—23-3-555; 24-13-1310—24-13-1590; 24-13-710—24-13-730; 24-13-2110—24-13-2140; 24-19-10—24-19-160*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 1.3 - To utilize agency resources to increase community and Agent safety.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 1.3.3 - Decrease the vehicle to Agent ratio from 1:3 in July 2015 to 1:2 by July 2020.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Proviso 66.1***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Improve publc safety and response.***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Adminstration/Offender Supervision*	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:	*Virginia Camp*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	5	
Position:	*Budget Manager*	
Office Address:	*2221 Devine Street, Suite 600 Columbia, SC 29205*	
Department or Division:	*Budget Office*	
Department or Division Summary:	*To provide for the efficient use of the department's available financial resources through collaboration with department management in effectively planning, implementing, and monitoring the budget of the department.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$982,217	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.3.3-Decrease the vehicle to Agent ratio from 1:3 in July 2015 to 1:2 by July 2020.	
Performance Measure:	Increase in the number of field contacts for moderate to high risk offenders	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year	
2014-15 Target Results:	Agency did not use PM during this year	
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year	
2015-16 Minimum Acceptable Results:	Develop a strategy to facilitate an increase in field contacts with offenders in the community	
2015-16 Target Results:	Develop a strategy to facilitate an increase in field contacts with offenders in the community	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices	
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while allocating resources to equip Agents with the ablity to supervise offenders away from the office and in their natural enviroments as a best supervision practice	
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?	Shaunita Grase, Director of Evidence-Based Practices	
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to identify high risk and needs populations for priority supervision in the community was considered when setting target value for this assessment period.	
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?	n/a	

Objective Details

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	*Possible impact to public safety and trust in the organization to change behavior and reduce recidivism*
Level Requires Outside Help	*High*
Outside Help to Request	*General Assembly*
Level Requires Inform General Assembly	*High*
3 General Assembly Options	*Budget/Resource Implication*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
South Carolina Department Administration	*State Fleet assist in the leasing of agency vehicles*	*State/Local Government Entity*

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 1 - To Promote Public Safety for the Residents of South Carolina*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10—24-21-87; 24-21-110—24-21-235; 24-21-240—24-21-460; 24-21-560—24-21-1130; 24-21-1300—24-21-1330; 23-3-540—23-3-555; 24-13-1310—24-13-1590; 24-13-710—24-13-730; 24-13-2110—24-13-2140; 24-19-10—24-19-160*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 1.3 - To utilize agency resources to increase community and Agent safety.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 1.3.4 - Retain the annual Class One Law Enforcement Certification for 100% of Agents with relevant training as required by the South Carolina Criminal Justice Academy.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Section 24-23-40; Sections 23-23-30, -40, -80, -120***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***To be a vaiable public safety resource for the community and maintain accountability and responsibility to the state. Keep current on training and procedures for criminal justice professionals.***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Offender Supervision/Adminstration*	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:	*Melissa Ray*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	*5*	
Position:	*Director of Training Compliance and Professional Development*	
Office Address:	*2221 Devine Street, Suite 540A Columbia, SC 29205*	
Department or Division:	*Training Compliance and Professional Development*	
Department or Division Summary:	*Provide diverse and innovative training strategies by offering accessible and cost effective leadership, professional development, career development, and law enforcement training, pertinent to all staff members.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$0	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.3.4-Retain the annual Class One Law Enforcement Certification for 100% of Agents with relevant training as required by the South Carolina Criminal Justice Academy.	
Performance Measure:	Number of Agents certified	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year	
2014-15 Target Results:	Agency did not use PM during this year	
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year	
2015-16 Minimum Acceptable Results:	90% of Agents maintain law enforcement certification	
2015-16 Target Results:	90% of Agents maintain law enforcement certification	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices	
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while ensuring Agent staff are properly trained and certified as law enforcement officers.	
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?	Shaunita Grase, Director of Evidence-Based Practices	
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to identify the training needs of staff to main certification prior to expiration were considered when setting target value for this assessment period.	
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?	n/a	

Objective Details

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	*Possible impact to public safety and trust in the organization to ensure staff are incompliance with certification to accomplish designated roles and responsibilities*
Level Requires Outside Help	*High*
Outside Help to Request	*General Assembly*
Level Requires Inform General Assembly	*High*
3 General Assembly Options	*Budget/Resource Implications*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
SC Criminal Justice Academy	*Provides training opportunties and oversight for Class One Law Enforcement Certification*	*State/Local Government Entity*

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 2 - To Continuously Improve Our Processes Within Secure Systems*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10—24-21-87; 24-21-110—24-21-235; 24-21-240—24-21-460; 24-21-560—24-21-1130; 24-21-1300—24-21-1330; 23-3-540—23-3-555; 24-13-1310—24-13-1590; 24-13-710—24-13-730; 24-13-2110—24-13-2140; 24-19-10—24-19-160; 24-23-20—24-23-40; 24-23-115; 24-23-130; 24-26-10; 24-26-20; 24-28-30(1)(b)-(d); 16-3-1260; 16-3-1410; 16-3-1515; 16-3-1525; 16-3-1530; 16-3-1535; 16-3-1545; 16-3-1555; 15-3-1560; 44-48-40; 44-48-50; SC Constitution, Article 1, Section 24; 23-23-30; 23-23-40; 23-23-80; 24-22-40; 24-22-80; 24-22-90; 24-22-100; 24-22-110; 24-22-120;*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 2.1 - To implement federal- and state-mandated physical and information security policies and procedures.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 2.1.1 - Train 100% of employees on security policies and procedures beginning January 2016 and ending June 2016 with annual training.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Section 24-23-40; Sections 1-11- 10, -490***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Ensure compliance with the South Carolina Department of Administration. Increase employee accountability.***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
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:	*Melissa Ray*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	5	
Position:	*Director of Training Compliance and Professional Development*	
Office Address:	*2221 Devine Street, Suite 540A Columbia, SC 29205*	
Department or Division:	*Training Compliance and Professional Development*	
Department or Division Summary:	*Provide diverse and innovative training strategies by offering accessible and cost effective leadership, professional development, career development, and law enforcement training, pertinent to all staff members.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$0	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

Objective Details

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 2.1.1-Train 100% of employees on security policies and procedures beginning January 2016 and ending June 2016 with annual training.	
Performance Measure:	% of employees trained on security policies and procedures	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year	
2014-15 Target Results:	Agency did not use PM during this year	
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year	
2015-16 Minimum Acceptable Results:	75% employees trained on security policies and procedures	
2015-16 Target Results:	75% employees trained on security policies and procedures	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices	
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while allocating resources to ensure employees have increased knowledge about physical and information security policies for mobile devices.	
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?	Shaunita Grase, Director of Evidence-Based Practices	
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to identify training needs for physical and information security policies and procedures were considered when setting target value for this assessment period.	
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?	n/a	

Objective Details

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	*Possible impact to public trust in the organization to secure and maintain confidential or sensitive information*
Level Requires Outside Help	*High*
Outside Help to Request	*General Assembly*
Level Requires Inform General Assembly	*High*
3 General Assembly Options	*Budget/Resource Implications*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
South Carolina Department of Administration	*Provides support/guidance on the implementation of security policies and procedures*	*State/Local Government Entity*

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 2 - To Continuously Improve Our Processes Within Secure Systems*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10—24-21-87; 24-21-110—24-21-235; 24-21-240—24-21-460; 24-21-560—24-21-1130; 24-21-1300—24-21-1330; 23-3-540—23-3-555; 24-13-1310—24-13-1590; 24-13-710—24-13-730; 24-13-2110—24-13-2140; 24-19-10—24-19-160*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 2.1 - To implement federal- and state-mandated physical and information security policies and procedures.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 2.1.2-Develop a site security and safety plan for 100% of all agency locations by June 2016 and review annually.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Sections 1-11- 10, -490***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Ensure compliance with the South Carolina Department of Administration. Increase employee accountability.***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	Administration/Offender Supervision	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:	Randy Bumgarner	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	5	
Position:	Director of Special Operations	
Office Address:	*2221 Devine Street, Suite 600 Columbia, SC 29205*	
Department or Division:	*Field Operations*	
Department or Division Summary:	*Responsible for the direct supervision and monitoring of offenders according to level of supervision, standards, and evidence-based practices in all 46 counties.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$0	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance

Objective Number and Description	Objective 2.1.2-Develop a site security and safety plan for 100% of all agency locations by June 2016 and review annually.	
Performance Measure:	Increase in employee awareness about secure systems in the workplace	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year	
2014-15 Target Results:	Agency did not use PM during this year	
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year	
2015-16 Minimum Acceptable Results:	Develop and implement a plan of action for site security and safety plan	
2015-16 Target Results:	Develop and implement a plan of action for site security and safety plan	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices	
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while allocating resources to ensure employees have increased knowledge about physical and information security policies for mobile devices.	
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?	Shaunita Grase, Director of Evidence-Based Practices	
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to identify training needs for physical and information security policies and procedures were considered when setting target value for this assessment period.	
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?	n/a	

Objective Details

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	*Possible impact to public trust in the organization to secure and maintain confidential or sensitive information*
Level Requires Outside Help	*High*
Outside Help to Request	*General Assembly and/or Local County Administrators*
Level Requires Inform General Assembly	*High*
3 General Assembly Options	*Budget/Resource Implications*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
South Carolina Department of Administration	*Support and guidance on procurement matters related to site security and safety plan implementation*	*State/Local Government Entity*
SC Local County Office Administrators	*Support and guidance on procurement matters related to site security and safety plan implementation*	*State/Local Government Entity*

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 2 - To Continuously Improve Our Processes Within Secure Systems*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10—24-21-87; 24-21-110—24-21-235; 24-21-240—24-21-460; 24-21-560—24-21-1130; 24-21-1300—24-21-1330; 23-3-540—23-3-555; 24-13-1310—24-13-1590; 24-13-710—24-13-730; 24-13-2110—24-13-2140; 24-19-10—24-19-160*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 2.1 - To implement federal- and state-mandated physical and information security policies and procedures.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 2.1.3-Implement a mobile device security plan to be completed by June 2016 and updated annually.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Sections 1-11- 10, -490***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Ensure compliance with the South Carolina Department of Administration. Increase employee accountability.***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Information Technology/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:	*Quincy Williams*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	5	
Position:	*Director of Strategic Information and Information Technology*	
Office Address:	*2221 Devine Street, Suite 600 Columbia, SC 29205*	
Department or Division:	*Strategic Information and Information Technology*	
Department or Division Summary:	*Responsible for the development, design and operation of the Departments complex Information Technology Services division. Manages the Cyber-Security framework and assists with business continuity and disaster recovery planning*	
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*	

Objective Details

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance

Objective Number and Description	Objective 2.1.3-Implement a mobile device security plan to be completed by June 2016 and updated annually.	
Performance Measure:	Increase in employee awareness about information security on mobile devices	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year	
2014-15 Target Results:	Agency did not use PM during this year	
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year	
2015-16 Minimum Acceptable Results:	Training curriculum and implementation plan designed for mobile device security	
2015-16 Target Results:	Training curriculum and implementation plan designed for mobile device security	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices	
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while allocating resources to ensure employees have increased knowledge about physical and information security policies for mobile devices.	
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?	Shaunita Grase, Director of Evidence-Based Practices	
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to identify training needs for physical and information security policies and procedures were considered when setting target value for this assessment period.	
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?	n/a	

Objective Details

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	*Possible impact to public trust in the organization to secure and maintain confidential or sensitive information*
Level Requires Outside Help	*High*
Outside Help to Request	*General Assembly*
Level Requires Inform General Assembly	*High*
3 General Assembly Options	*Budget/Resource Implications*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
South Carolina Department of Administration	*Support and guidance on procurement matters related to site security and safety plan implementation*	*State/Local Government Entity*

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 2 - To Continuously Improve Our Processes Within Secure Systems*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10—24-21-87; 24-21-110—24-21-235; 24-21-240—24-21-460; 24-21-560—24-21-1130; 24-21-1300—24-21-1330; 23-3-540—23-3-555; 24-13-1310—24-13-1590; 24-13-710—24-13-730; 24-13-2110—24-13-2140; 24-19-10—24-19-160*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 2.2 - To create knowledge continuity management and succession planning for each division.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 2.2.1-Conduct a formal assessment for succession planning in 100% of agency divisions and sections beginning January 2016 and ending by June 2016; document succession plans and update as needed*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Section 8-1-190***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Retain vital knowledge within the agency.***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
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:	*Patrice Boyd*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	5	
Position:	*Director of Human Resources Management*	
Office Address:	*2221 Devine Street, Suite 540A Columbia, SC 29205*	
Department or Division:	*Administration*	
Department or Division Summary:	*Assist the organization in making effective and efficient use of employee resources. Ensure compliance with Department policy and procedures, Federal and State laws, rules and regulations related to employment practices*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$0	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 2.2.1-Conduct a formal assessment for succession planning in 100% of agency divisions and sections beginning January 2016 and ending by June 2016; document succession plans and update as needed.	
Performance Measure:	Increase in departmental awareness about future service needs and delivery	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year	
2014-15 Target Results:	Agency did not use PM during this year	
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year	
2015-16 Minimum Acceptable Results:	Develop a strategy to facilitate the appropriate development and placements of successors	
2015-16 Target Results:	Develop a strategy to facilitate the appropriate development and placements of successors	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices	
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while allocating resources to sustain the efforts of crime and justice reforms.	
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?	Shaunita Grase, Director of Evidence-Based Practices	
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to identify key positions, critical talent, and professional development options were considered when setting target value for this assessment period.	
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?	n/a	

Objective Details

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	*Inability to sustain investment in resources to increase supervision compliance and reduce supervision failures, threat to public safety and trust*
Level Requires Outside Help	*High*
Outside Help to Request	*General Assembly/State Office of Human Resources*
Level Requires Inform General Assembly	*High*
3 General Assembly Options	*Budget/Resource Implications*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Audit of Delegated Transactions	Annual audit	*SC Department of Administration-Division of State Office of Human Resources*	07/01/2014-06/30/2015
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
S.C. Department of Administration	*The Division of State Office of Human Resources provides support and guidance on human resource matters related to personnel management.*	*State/Local Government Entity*

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 2 - To Continuously Improve Our Processes Within Secure Systems*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10—24-21-87; 24-21-110—24-21-235; 24-21-240—24-21-460; 24-21-560—24-21-1130; 24-21-1300—24-21-1330; 23-3-540—23-3-555; 24-13-1310—24-13-1590; 24-13-710—24-13-730; 24-13-2110—24-13-2140; 24-19-10—24-19-160*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 2.2 - To create knowledge continuity management and succession planning for each division.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 2.2.2-Document and revise standard operating procedures for all agency processes beginning October 2015 and completed by June 2016 and review annually.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Sections 24-23-20, -30***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Retain agency knowledge for continuity purposes.***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
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:	*Sonya Bookard*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	5	
Position:	*Deputy Director for Administration*	
Office Address:	*2221 Devine Street, Suite 600 Columbia, SC 29205*	
Department or Division:	*Administration*	
Department or Division Summary:	*Responsible for oversight of Procurement, Fiscal and Materials Management, Human Resources, Records Management, Strategic Development and Information Technology, Training Compliance and Professional Development*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$0	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 2.2.2-Document and revise standard operating procedures for all agency processes beginning October 2015 and completed by June 2016 and review annually.	
Performance Measure:	# and content of standard operating procedures for all agency processes	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year	
2014-15 Target Results:	Agency did not use PM during this year	
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year	
2015-16 Minimum Acceptable Results:	Plan developed to review and revise standard operating procedures	
2015-16 Target Results:	Plan developed to review and revise standard operating procedures	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices	
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while developing strategies to communicate pertinent information about key Departmental processes and programs.	
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?	Shaunita Grase, Director of Evidence-Based Practices	
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to identify the need to review and develop new standard operating procedures was considered when setting target value for this assessment period.	
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?	n/a	

Objective Details

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	*Inability to maintain and support consistent organizational practices statewide; reduction in effectiveness and efficiency, threat to public trust and safety*
Level Requires Outside Help	*Low*
Outside Help to Request	*n/a*
Level Requires Inform General Assembly	*n/a*
3 General Assembly Options	*n/a*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Agreed Upon Procedures Audit	*Annual Review*	*Office of State Auditors*	02/5/2015-05/30/2015
State Procurement Audit	*Ensure Compliance with State Procurement Codes*	*SC Department of Administration*	10/1/2014-11/18/2014
Procurement Card Audit	*Internal annual review*	*SCDPPPS-Internal Audits*	12/1/2014-1/31/2015
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Office of State Auditors	*Support and guidance on state regulations, policies and procedures with financial compliance.*	State/Local Government Entity
SC Department of Administration	*Support and guidance on procurement matters related to compliance with state procurement codes.*	*State/Local Government Entity*

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 2 - To Continuously Improve Our Processes Within Secure Systems*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10—24-21-87; 24-21-110—24-21-235; 24-21-240—24-21-460; 24-21-560—24-21-1130; 24-21-1300—24-21-1330; 23-3-540—23-3-555; 24-13-1310—24-13-1590; 24-13-710—24-13-730; 24-13-2110—24-13-2140; 24-19-10—24-19-160*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 2.2 - To create knowledge continuity management and succession planning for each division.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 2.2.3-Review White Papers annually beginning January 2016 with completion by March of each year. Draft new White Papers as needed.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Sections 24-23-20, -30***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Refine processes within specified Departments.***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
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:	*Jodi Gallman*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	5	
Position:	*Director of Executive Programs*	
Office Address:	*2221 Devine Street, Suite 600 Columbia, SC 29205*	
Department or Division:	*Executive Programs*	
Department or Division Summary:	*Researches and develops new programs and identifies creative funding sources that will enable the Department to implement new initiatives. Oversees Community Affairs, Grants Management, Mentoring initiatives, Volunteer and Intern Services, and Victim Services*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$0	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance

Objective Number and Description	Objective 2.2.3-Review White Papers annually beginning January 2016 with completion by March of each year. Draft new White Papers as needed.
Performance Measure:	# and content of white papers
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year
2014-15 Target Results:	Agency did not use PM during this year
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year
2015-16 Minimum Acceptable Results:	Plan developed to review and revise White Papers on an annual basis
2015-16 Target Results:	Plan developed to review and revise White Papers on an annual basis
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while developing strategies to communicate pertinent information about key Departmental processes and programs.
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?	Shaunita Grase, Director of Evidence-Based Practices
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to identify the need to review and develop new White Papers was considered when setting target value for this assessment period.
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?	n/a

Objective Details

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	*Inability to communicate organizational practices and programs to stakeholders, contributing to a lack of public trust*
Level Requires Outside Help	*Low*
Outside Help to Request	*n/a*
Level Requires Inform General Assembly	*n/a*
3 General Assembly Options	*n/a*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

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

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 2 - To Continuously Improve Our Processes Within Secure Systems*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10—24-21-87; 24-21-110—24-21-235; 24-21-240—24-21-460; 24-21-560—24-21-1130; 24-21-1300—24-21-1330; 23-3-540—23-3-555; 24-13-1310—24-13-1590; 24-13-710—24-13-730; 24-13-2110—24-13-2140; 24-19-10—24-19-160*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 2.3 - To optimize our financial resources and fiscal accountability.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 2.3.1-Implement budget management training for 100% of section heads and Agents in Charge beginning March 2016 and ending June 2016.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Provisos 66. 2, 66.3, 66.4, 66.5, 66.6; Section 24-23-40; Section 24-28-30***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Increase fiscal accountability and responsibility for all section heads and Agents in Charge.***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
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:	*Virginia Camp*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	5	
Position:	*Budget Manager*	
Office Address:	*2221 Devine Street, Suite 600 Columbia, SC 29205*	
Department or Division:	*Budget Office*	
Department or Division Summary:	*To provide for the efficient use of the department's available financial resources through collaboration with department management in effectively planning, implementing, and monitoring the budget of the department*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$0	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 2.3.1-Implement budget management training for 100% of section heads and Agents in Charge beginning March 2016 and ending June 2016.	
Performance Measure:	Increase in section heads and Agents in Charge knowledge about the Department's judgment management process	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year	
2014-15 Target Results:	Agency did not use PM during this year	
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year	
2015-16 Minimum Acceptable Results:	80% of section heads and Agents in Charge trained	
2015-16 Target Results:	80% of section heads and Agents in Charge trained	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices	
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while allocating resources to high risk and needs of incarcerated offender populations based on reentry needs prior to release and while under supervision	
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?	Shaunita Grase, Director of Evidence-Based Practices	
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to identify, train and coach section heads and Agents in Charge on procedures related to data entry in agency applications was considered when setting target value for this assessment period.	
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?	n/a	

Objective Details

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	*Inability to maintain and support consistent organizational practices statewide; decrease in public trust for fiscal responsibility*
Level Requires Outside Help	*n/a*
Outside Help to Request	*n/a*
Level Requires Inform General Assembly	*n/a*
3 General Assembly Options	*n/a*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

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

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 2 - To Continuously Improve Our Processes Within Secure Systems*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10—24-21-87; 24-21-110—24-21-235; 24-21-240—24-21-460; 24-21-560—24-21-1130; 24-21-1300—24-21-1330; 23-3-540—23-3-555; 24-13-1310—24-13-1590; 24-13-710—24-13-730; 24-13-2110—24-13-2140; 24-19-10—24-19-160*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 2.3 - To optimize our financial resources and fiscal accountability.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 2.3.2-Establish at least two additional methods to collect payments from offenders beginning April 2016 and implement by July 2017.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Provisos 66.2, 66.3, 66.4, 66.5, 66.6; Sections 24-23-20, -40***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Offer offenders more options to pay their financial obligations, i.e., restitution, fees, etc.***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Administration/ Information Technology /Offender Supervision*	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:	*Cheryl Thompson*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	5	
Position:	*Assistant Deputy Director for Administration*	
Office Address:	*2221 Devine Street, Suite 600 Columbia, SC 29205*	
Department or Division:	Fiscal and Materials Management	
Department or Division Summary:	*Support the agency's mission and strategic plans through sound, efficient, and ethical financial management and is governed by applicable agency policies, state of South Carolina and federal laws and regulations*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$0	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance

Objective Number and Description	Objective 2.3.2-Establish at least two additional methods to collect payments from offenders beginning April 2016 and implement by July 2017.
Performance Measure:	Increase in the number of methods to collect payments for offenders
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year
2014-15 Target Results:	Agency did not use PM during this year
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year
2015-16 Minimum Acceptable Results:	Implement one additional method of payments for offenders
2015-16 Target Results:	Implement one additional method of payments for offenders
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while allocating reducing the challenges offenders may have to make payments based on current collection methods. This measure was selected to establish reduce workload and increase collection of offenders' financial obligations via IT infrastructure enhancements
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?	Shaunita Grase, Director of Evidence-Based Practices
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to identify innovative way for offender to pay financial obligations without having to make a visit to the office just for financial obligations were considered when setting target value for this assessment period.
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?	n/a

Objective Details

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	*Inability to support innovative organizational practices statewide which may lead to unsuccessful supervision outcomes, a threat to public safety*
Level Requires Outside Help	*High*
Outside Help to Request	*General Assembly*
Level Requires Inform General Assembly	*High*
3 General Assembly Options	*Budget/Resources Implications*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
S.C. Department of Administration	*Provides guidance and support on implementing other forms to collect payments*	*State/Local Government Entity*
SC State Treasury Office	*Provides guidance and support on implementing other forms to collect payments*	*State/Local Government Entity*
SC.GOV	*Provides guidance and support on implementing other forms to collect payments*	*Business, Association or Individual*

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 2 - To Continuously Improve Our Processes Within Secure Systems*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10—24-21-87; 24-21-110—24-21-235; 24-21-240—24-21-460; 24-21-560—24-21-1130; 24-21-1300—24-21-1330; 23-3-540—23-3-555; 24-13-1310—24-13-1590; 24-13-710—24-13-730; 24-13-2110—24-13-2140; 24-19-10—24-19-160*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 2.3 - To optimize our financial resources and fiscal accountability.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 2.3.3-Pursue at least 75% of all eligible grants annually*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Section 24-28-30***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Augment and alleviate the Agency's budget.***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
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:	*Arnise Moultrie*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	5	
Position:	Program Administrator	
Office Address:	2221 Devine Street, Suite 600 Columbia, SC 29205	
Department or Division:	Grants Management	
Department or Division Summary:	*Identify, write, implement, coordinate, and manage funding sources to augment budgetary needs for the Department.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$66,680	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

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

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

Objective Details

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 2.3.3-Pursue at least 75% of all eligible grants annually	
Performance Measure:	Increase in the number of grant applications for evidence-based organizational capacity building efforts or equipment enhancing public or officer safety	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year	
2014-15 Target Results:	Agency did not use PM during this year	
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year	
2015-16 Minimum Acceptable Results:	Plan developed and implemented to review and apply for eligible grants based on the Department's program and/or innovation needs.	
2015-16 Target Results:	Plan developed and implemented to review and apply for eligible grants based on the Department's program and/or innovation needs.	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices	
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while pursuing additional funding sources to support organizational capacity to change offender behavior and increase the knowledge and resources for staff to be effective.	
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?	Shaunita Grase, Director of Evidence-Based Practices	
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to identify and apply for applicable grants were considered when setting target value for this assessment period.	
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?	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 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	*Inability to secure organizational resources not funded by non-grant appropriations for public and/or employee safety*
Level Requires Outside Help	*High*
Outside Help to Request	*General Assembly*
Level Requires Inform General Assembly	*High*
3 General Assembly Options	*Budgets/Resources Implications*

Objective Details

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Bureau of Justice Assistance	Provides grant funding and other assistance for programs and equipment	*Other Business, Association, or Individual*
South Carolina Department of Public Safety	*Provides grant funding support and other assistance for programs and equipment*	*State/Local Government Entity*

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 2 - To Continuously Improve Our Processes Within Secure Systems*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10—24-21-87; 24-21-110—24-21-235; 24-21-240—24-21-460; 24-21-560—24-21-1130; 24-21-1300—24-21-1330; 23-3-540—23-3-555; 24-13-1310—24-13-1590; 24-13-710—24-13-730; 24-13-2110—24-13-2140; 24-19-10—24-19-160*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 2.4 - To improve Departmental data confidentiality and integrity.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 2.4.1-Design and implement training for procedures/data entry in agency applications beginning January 2016 and completed by June 2017.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Section 24-23-40***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Improve the accuracy of data integrity.***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Administration/Information Technology/Offender Supervision*	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:	*Melissa Ray*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	5	
Position:	*Director of Training Compliance and Professional Development*	
Office Address:	*2221 Devine Street, Suite 540A Columbia, SC 29205*	
Department or Division:	*Training Compliance and Professional Development*	
Department or Division Summary:	*Provide diverse and innovative training strategies by offering accessible and cost effective leadership, professional development, career development, and law enforcement training, pertinent to all staff members*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$0	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 2.4.1-Design and implement training for procedures/data entry in agency applications beginning January 2016 and completed by June 2017.	
Performance Measure:	Increase employee awareness on entering data in agency applications	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year	
2014-15 Target Results:	Agency did not use PM during this year	
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year	
2015-16 Minimum Acceptable Results:	Training curriculum and implementation plan designed for data entry procedures in agency applications	
2015-16 Target Results:	Training curriculum and implementation plan designed for data entry procedures in agency applications	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices	
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while allocating ensuring quality assurance measures are implemented to ensure fidelity in the data entered in the Department's offender case management systems	
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?	Shaunita Grase, Director of Evidence-Based Practices	
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to identify, train and coach staff on procedures/data entry in agency applications was considered when setting target value for this assessment period.	
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?	n/a	

Objective Details

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	*Decrease in stakeholder trust regarding organizational data entry practices*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

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

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 2 - To Continuously Improve Our Processes Within Secure Systems*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10—24-21-87; 24-21-110—24-21-235; 24-21-240—24-21-460; 24-21-560—24-21-1130; 24-21-1300—24-21-1330; 23-3-540—23-3-555; 24-13-1310—24-13-1590; 24-13-710—24-13-730; 24-13-2110—24-13-2140; 24-19-10—24-19-160*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 2.4 - To improve Departmental data confidentiality and integrity.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 2.4.2-Develop a plan to address incidents of missing, insufficient, or incorrect data by December 2016.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Agency - Internal***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Increase staff accountability for data entry.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Offender Supervision/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:	*Jeff Harmon*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	1	
Position:	*Regional Director*	
Office Address:	*2221 Devine Street, Suite 600 Columbia, SC 29205*	
Department or Division:	*Field Operations*	
Department or Division Summary:	*Responsible for the direct supervision and monitoring of offenders according to level of supervision, standards, and evidence-based practices in all 46 counties.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$0	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance

Objective Number and Description	Objective 2.4.2-Develop a plan to address incidents of missing, insufficient, or incorrect data by December 2016.	
Performance Measure:	Improved data entry methods in offender case management systems	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year	
2014-15 Target Results:	Agency did not use PM during this year	
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year	
2015-16 Minimum Acceptable Results:	Plan developed to address data entry errors or omissions	
2015-16 Target Results:	Plan developed to address data entry errors or omissions	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices	
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while allocating ensuring quality assurance measures are implemented to ensure fidelity in the data entered in the Department's offender case management systems.	
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?	Shaunita Grase, Director of Evidence-Based Practices	
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to identify and remedy potential issues with data entry were considered when setting target value for this assessment period.	
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?	n/a	

Objective Details

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	*Decrease in stakeholder trust regarding organizational data entry practices.*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

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

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 2 - To Continuously Improve Our Processes Within Secure Systems*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10—24-21-87; 24-21-110—24-21-235; 24-21-240—24-21-460; 24-21-560—24-21-1130; 24-21-1300—24-21-1330; 23-3-540—23-3-555; 24-13-1310—24-13-1590; 24-13-710—24-13-730; 24-13-2110—24-13-2140; 24-19-10—24-19-160*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 2.4 - To improve Departmental data confidentiality and integrity.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 2.4.3-Implement a schedule by December 2016 to review and revise reports generated by agency applications, develop new reports when identified, and delete obsolete reports.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	*Section 24-23-40*	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Increase accuracy of information and reduce duplication of services.***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Offender Supervision/Information Technology*	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:	*Jeff Harmon*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	1	
Position:	*Regional Director*	
Office Address:	*2221 Devine Street, Suite 600 Columbia, SC 29205*	
Department or Division:	*Field Operations*	
Department or Division Summary:	*Responsible for the direct supervision and monitoring of offenders according to level of supervision, standards, and evidence-based practices in all 46 counties.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$0	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 2.4.3-Implement a schedule by December 2016 to review and revise reports generated by agency applications, develop new reports when identified, and delete obsolete reports.	
Performance Measure:	Improved use of technology to manage caseloads	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year	
2014-15 Target Results:	Agency did not use PM during this year	
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year	
2015-16 Minimum Acceptable Results:	Plan developed to review and revise reports generated by agency case management applications	
2015-16 Target Results:	Plan developed to review and revise reports generated by agency case management applications	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices	
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while ensuring staff have the proper reports to manage caseloads. This performance measure may help improve offender supervision outcomes.	
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?	Shaunita Grase, Director of Evidence-Based Practices	
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to identify reports and collect data in the Department's offender case management systems were considered when setting target value for this assessment period.	
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?	n/a	

Objective Details

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	*Decrease in stakeholder trust regarding organizational data management practices*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
NWN	*Provided contractual services to automate and integrate application in case management system*	*Business, Association or Individual*

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 3 - To Efficiently Develop the Organization and Workforce While Delivering Quality Services*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10; 24-21-230*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 3.1 - To implement a comprehensive plan for retaining employees at all levels of the Department.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 3.1.1 - Create a performance-based pay plan for 100% of non-agents, Bands 5 through 8 by July 2016.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Sections 8-1-190; 8-11-940; Regulations 19-704.03, -704.06, -705.04***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Increase retention for non-Agent employees.***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
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:	*Patrice Boyd*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	5	
Position:	*Director of Human Resources Management*	
Office Address:	*2221 Devine Street, Suite 600 Columbia, SC 29205*	
Department or Division:	*Administration*	
Department or Division Summary:	*Assist the organization in making effective and efficient use of employee resources. Ensure compliance with Department policy and procedures, Federal and State laws, rules and regulations related to employment practices*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$358,882	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

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

Objective Details

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 3.1.1 - Create a performance-based pay plan for 100% of non-agents, Bands 5 through 8 by July 2016.	
Performance Measure:	Increase in the number of opportunities for non-agents to be eligible for performance-based incentive funding	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year	
2014-15 Target Results:	Agency did not use PM during this year	
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year	
2015-16 Minimum Acceptable Results:	Performance-based pay plan for non-agents created, Bands 5 through 8	
2015-16 Target Results:	Performance-based pay plan for non-agents created, Bands 5 through 8	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices	
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while implementing strategies aimed to promote increased morale and retention within the Department.	
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?	Shaunita Grase, Director of Evidence-Based Practices	
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to identify and remedy potential gaps in the employee appraisal process were considered when setting target value for this assessment period.	
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?	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 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	*Inability to recruit and/or retain qualified staff*
Level Requires Outside Help	*High*
Outside Help to Request	*OHR/General Assembly*
Level Requires Inform General Assembly	*High*
3 General Assembly Options	*Budget/Resource Implications*

Objective Details

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Department of Administration-OHR	*The Division of State Office of Human Resources provides support and guidance on human resource matters related to personnel management.*	*State/Local Government Entity*

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 3 - To Efficiently Develop the Organization and Workforce While Delivering Quality Services*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10; 24-21-230*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 3.1 - To implement a comprehensive plan for retaining employees at all levels of the Department.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 3.1.2 - Revise the current Agent hiring process to reduce completion from 90 days in July 2015 to 45 to 60 calendar days by June 2016.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Regulation 19-704.02***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Alleviate the workload caused by the gap in services.***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
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:	*Patrice Boyd*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	5	
Position:	*Director of Human Resources Management*	
Office Address:	*2221 Devine Street, Suite 600 Columbia, SC 29205*	
Department or Division:	*Administration*	
Department or Division Summary:	*Assist the organization in making effective and efficient use of employee resources. Ensure compliance with Department policy and procedures, Federal and State laws, rules and regulations related to employment practices*	
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

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

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

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

Objective Details

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 3.1.2 - Revise the current Agent hiring process to reduce completion from 90 days in July 2015 to 45 to 60 calendar days by June 2016.
Performance Measure:	Reduce the number of calendar days to hire an Agent
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year
2014-15 Target Results:	Agency did not use PM during this year
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year
2015-16 Minimum Acceptable Results:	60 calendar days to complete the process to hire an Agent
2015-16 Target Results:	60 calendar days to complete the process to hire an Agent
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while allocating working expeditiously to hire an Agent. The Department has taken measures to streamline the process in order to reduce the number of days to complete the new hire process for this position.
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?	Shaunita Grase, Director of Evidence-Based Practices
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to identify and remedy potential process gaps in the hiring process were considered when setting target value for this assessment period.
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?	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 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	*Inability to recruit qualified applicants*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

Objective Details

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

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

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 3 - To Efficiently Develop the Organization and Workforce While Delivering Quality Services*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10; 24-21-230*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 3.1 - To implement a comprehensive plan for retaining employees at all levels of the Department.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 3.1.3 - Create a plan to increase opportunities for advancement within all levels of the organizational structure by March 2016 and implement it by July 2018.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Section 8-1-190; Regulations 19-704.03, -704.06, -705.04***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Improve morale and increase employee retention.***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
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:	Sonya Bookard	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	5	
Position:	*Deputy Director for Administration*	
Office Address:	*2221 Devine Street, Suite 600 Columbia, SC 29205*	
Department or Division:	*Administration*	
Department or Division Summary:	*Responsible for oversight of Procurement, Fiscal and Materials Management, Human Resources, Records Management, Strategic Development and Information Technology, Training Compliance and Professional Development*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$0	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 3.1.3 - Create a plan to increase opportunities for advancement within all levels of the organizational structure by March 2016 and implement it by July 2018.	
Performance Measure:	Increase in the number of opportunities for advancement within all levels of organizational structure	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year	
2014-15 Target Results:	Agency did not use PM during this year	
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year	
2015-16 Minimum Acceptable Results:	Implement a plan of action for advancement opportunities within the Department	
2015-16 Target Results:	Implement a plan of action for advancement opportunities within the Department	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices	
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while implementing strategies aimed to promote increased morale and retention within the Department.	
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?	Shaunita Grase, Director of Evidence-Based Practices	
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to identify best practices and implement a plan of action to increase advancement opportunities within the agency were considered when setting target value for this assessment period.	
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?	n/a	

Objective Details

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	*Inability to recruit and/or retain qualified staff*
Level Requires Outside Help	*High*
Outside Help to Request	*OHR/General Assembly*
Level Requires Inform General Assembly	*High*
3 General Assembly Options	*Budget/Resource Implications*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Department of Administration-OHR	*The Division of State Office of Human Resources provides support and guidance on human resource matters related to personnel management.*	*State/Local Government Entity*

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 3 - To Efficiently Develop the Organization and Workforce While Delivering Quality Services*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10; 24-21-230*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 3.2 - To continuously explore and implement processes that create a high performance work culture.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 3.2.1 - Develop and train 100% of the Department's supervisors and managers on leadership standards from an evidence-based source by June 2016*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Section 24-23-40***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Improve workflow efficiency.***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Offender Supervision/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:	*Shaunita Grase*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	1	
Position:	Director of Evidence-Based Practices	
Office Address:	*2221 Devine Street, Suite 600 Columbia, SC 29205*	
Department or Division:	*Evidence-Based Practices*	
Department or Division Summary:	*Using evidence based practices and information from the research and evaluation section, coordinate the Department's efforts in program evaluation, organizational reporting, data analysis, and the assessment of supervision practices and offender supervision.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$0	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 3.2.1 - Develop and train 100% of the Department's supervisors and managers on leadership standards from an evidence-based source by June 2016.
Performance Measure:	% of supervisors and managers trained on leadership standards from an evidence-based source
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year
2014-15 Target Results:	Agency did not use PM during this year
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year
2015-16 Minimum Acceptable Results:	80% of supervisors and managers trained on the Department's leadership standards from an evidence-based source
2015-16 Target Results:	80% of supervisors and managers trained on the Department's leadership standards from an evidence-based source
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while increasing the knoweldge of staff in key supervisory practices such as budget management in their areas of responsiblity.
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?	Shaunita Grase, Director of Evidence-Based Practices
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to identify, train and coach supervisors and managers with responsiblitites related to the Department's leadership standards was considered when setting target value for this assessment period.
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?	n/a

Objective Details

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	*Diminished capacity-building efforts in support of succession planning and organizational leadership development*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

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

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 3 - To Efficiently Develop the Organization and Workforce While Delivering Quality Services*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10; 24-21-230*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 3.2 - To continuously explore and implement processes that create a high performance work culture.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 3.2.2 - Encourage over 80% of supervisors and managers to meet or exceed Departmental leadership standards on their EPMS by June 2017.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Section 24-23-40; Section 8-1-190***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Foster a mutually beneficial working environment between manager and employee***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
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:	*Robert Mitchell*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	*1*	
Position:	*Deputy Director for Legal Services*	
Office Address:	*2221 Devine Street, Suite 600 Columbia, SC 29205*	
Department or Division:	*Legal Services*	
Department or Division Summary:	*Addresses all legal matters, interprets policies, advises management on issues having legal implications to the Department, provides investigative and functional support to the Board of Paroles and Pardons, and operates the Department's Administrative Hearings process and Internal Audits.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$0	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 3.2.2 - Encourage over 80% of supervisors and managers to meet or exceed Departmental leadership standards on their EPMS by June 2017.
Performance Measure:	% of supervisors and managers to meet or exceed the Department's leadership standards on their EPMS
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year
2014-15 Target Results:	Agency did not use PM during this year
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year
2015-16 Minimum Acceptable Results:	75% of supervisors and managers to meet or exceed the Department's leadership standards on their EPMS.
2015-16 Target Results:	75% of supervisors and managers to meet or exceed the Department's leadership standards on their EPMS.
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while increasing the knowledge and staff in key supervisory practices such as budget management in their areas of responsibility.
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?	Shaunita Grase, Director of Evidence-Based Practices
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to identify, train and coach supervisors and managers with responsibilities related to the Department's leadership standards was considered when setting target value for this assessment period.
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?	n/a

Objective Details

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	*Decrease in accountability in support of cultivating leadership knowledge*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

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

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 3 - To Efficiently Develop the Organization and Workforce While Delivering Quality Services*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10; 24-21-230*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 3.2 - To continuously explore and implement processes that create a high performance work culture.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 3.2.3 - Increase the number of annual statewide employee satisfaction initiatives and incentives that will promote employee interaction from two in 2015 to three by January 2016 and to four by January 2017*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Section 24-32-40; Section 8-1-190***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Improve employee morale.***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
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:	*Patrice Boyd*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	5	
Position:	*Director of Human Resource Management*	
Office Address:	*2221 Devine Street, Suite 600 Columbia, SC 29205*	
Department or Division:	*Human Resources*	
Department or Division Summary:	*Assist the organization in making effective and efficient use of employee resources. Ensure compliance with Department policy and procedures, Federal and State laws, rules and regulations related to employment practices*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$5,000	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 3.2.3 - Increase the number of annual statewide employee satisfaction initiatives and incentives that will promote employee interaction from two in 2015 to three by January 2016 and to four by January 2017.
Performance Measure:	Increase in the number of statewide employee satisfaction initiatives and incentives
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year
2014-15 Target Results:	Agency did not use PM during this year
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year
2015-16 Minimum Acceptable Results:	50% increase in the number of annual statewide employee satisfaction initiatives and incentives.
2015-16 Target Results:	50% increase in the number of annual statewide employee satisifcation initatives and incentives.
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while implementating stratigies aimed to increase job satisfaction, outlook and feelings of well-being within the Department.
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?	Shaunita Grase, Director of Evidence-Based Practices
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to collect data related to staff concerns were considered when setting target value for this assessment period.
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?	

Objective Details

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	*Inability to recruit and/or retain qualified staff*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

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

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 3 - To Efficiently Develop the Organization and Workforce While Delivering Quality Services*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10; 24-21-230*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 3.2 - To continuously explore and implement processes that create a high performance work culture.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 3.2.4 - Implement a quality review panel to address employee concerns and suggestions by January 2016.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Section 8-1-190***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Improve employee morale.***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
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:	*Patrice Boyd*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	5	
Position:	*Director of Human Resource Management*	
Office Address:	*2221 Devine Street, Suite 600 Columbia, SC 29205*	
Department or Division:	*Human Resources*	
Department or Division Summary:	*Assist the organization in making effective and efficient use of employee resources. Ensure compliance with Department policy and procedures, Federal and State laws, rules and regulations related to employment practices.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$0	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

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

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

Objective Details

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 3.2.4 - Implement a quality review panel to address employee concerns and suggestions by January 2016.
Performance Measure:	Number of employees recruited and selected to participate on the quality review panel
Type of Measure:	Input/Explanatory/Activity
Results	
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year
2014-15 Target Results:	Agency did not use PM during this year
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year
2015-16 Minimum Acceptable Results:	Employees recruited and selected
2015-16 Target Results:	Employees recruited and selected
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while developing a standard quality review process to address staff concerns and solicit suggestions at the Department.
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?	Shaunita Grase, Director of Evidence-Based Practices
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to collect data related to staff concerns were considered when setting target value for this assessment period.
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?	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 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	*Decrease in employee morale and organizational effectiveness*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

Objective Details

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

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

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 3 - To Efficiently Develop the Organization and Workforce While Delivering Quality Services*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10; 24-21-230*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 3.2 - To continuously explore and implement processes that create a high performance work culture.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 3.2.5 - Increase the methods by which the Department disseminates agency information from two methods in July 2015 to four methods by June 2016 using examples from the Universal Design for Learning*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Secti24-23-40; Section 8-1-190***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Ensure employees receive relevant agency information in ways most congruent to their learning styles.***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
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:	*Michael D. Nichols*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	1	
Position:	*Deputy Director for Field Operations*	
Office Address:	*2221 Devine Street, Suite 600 Columbia, SC 29205*	
Department or Division:	*Field Operations*	
Department or Division Summary:	*Responsible for the direct supervision and monitoring of offenders according to level of supervision, standards, and evidence-based practices in all 46 counties.*	
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*	

Objective Details

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 3.2.5 - Increase the methods by which the Department disseminates agency information from two methods in July 2015 to four methods by June 2016 using examples from the Universal Design for Learning.	
Performance Measure:	Increase in the number of communication methods for the Department	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year	
2014-15 Target Results:	Agency did not use PM during this year	
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year	
2015-16 Minimum Acceptable Results:	50% increase in the number of communication methods for the Department.	
2015-16 Target Results:	50% increase in the number of communication methods for the Department.	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices	
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make provide opportunities to build a culture of open communication, collaboration and exchange of ideas within the Department.	
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?	Shaunita Grase, Director of Evidence-Based Practices	
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to identify areas of improvement were considered when setting target value for this assessment period.	
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?	n/a	

Objective Details

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	*Decrease in employee morale and organizational effectiveness*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

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

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 3 - To Efficiently Develop the Organization and Workforce While Delivering Quality Services*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10; 24-21-230*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 3.3 - To determine the needs and expectations of our customers and to utilize their feedback for continuous improvement.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 3.3.1 - Create a "Comments About PPP" link with a drop down menu on the Agency website by October 2015.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Section 24-23-40***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Encourage feedback from stakeholders.***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
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:	*Deborah Parker*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	*1*	
Position:	*Director of External Affairs*	
Office Address:	*2221 Devine Street, Suite 600 Columbia, SC 29205*	
Department or Division:	*External Affairs*	
Department or Division Summary:	The Office of External Affairs manages communications between the Department and the South Carolina Legislature and media. OEA staff responds to inquiries regarding legislative bills, news events, budget needs and Freedom of Information Act requests.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$0	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

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

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

Objective Details

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 3.3.1 - Create a "Comments About PPP" link with a drop down menu on the Agency website by October 2015.
Performance Measure:	Increase methods to communication with Agency Stakeholders.
Type of Measure:	Input/Explanatory/Activity
Results	
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year
2014-15 Target Results:	Agency did not use PM during this year
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year
2015-16 Minimum Acceptable Results:	Create a "Comments About PPP" link on Agency website.
2015-16 Target Results:	Create a "Comments About PPP" link on Agency website.
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources and services by utilizing feedback from our 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 target value for 2015-16?	Shaunita Grase, Director of Evidence-Based Practices
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the activity on the agency's official social media site was considered when setting target value for this assessment period.
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?	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 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	*None for this objective*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

REVIEWS/AUDITS

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

Objective Details

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)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

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

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 3 - To Efficiently Develop the Organization and Workforce While Delivering Quality Services*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10; 24-21-230*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 3.3 - To determine the needs and expectations of our customers and to utilize their feedback for continuous improvement.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 3.3.2 - Implement an annual customer satisfaction evaluation for service providers and disseminate to 100% of providers in the Department's Service Provider database by July 2016.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	***Section 24-23-40***	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	***Encourage feedback from community partners.***	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
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:	*Rebecca Raybon*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	1	
Position:	*Director of Field Operations Programs*	
Office Address:	*2221 Devine Street, Suite 600 Columbia, SC 29205*	
Department or Division:	*Field Operations Programs*	
Department or Division Summary:	*The purpose of Field Operations Programs is to create programs and initiatives that serve in the best interest of the offender to produce a reduction in recidivism and enhancement to community safety. Program integrity and success is achieved through enhanced training, continuous research in the profession of Probation and Parole work, and quality assurance tools used by each Program Coordinator in their*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$0	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

Objective Details

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 3.3.2 - Implement an annual customer satisfaction evaluation for service providers and disseminate to 100% of providers in the Department's Service Provider database by July 2016.
Performance Measure:	# of customer satisfaction evaluations distributed to service providers
Type of Measure:	Input/Explanatory/Activity
Results	
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year
2014-15 Target Results:	Agency did not use PM during this year
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year
2015-16 Minimum Acceptable Results:	Customer satisfaction evaluations provided to 75% of service providers
2015-16 Target Results:	Customer satisfaction evaluations provided to 75% of service providers
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while allocating resources to high risk and needs of incarcerated offender populations based on reentry needs prior to release and while under supervision
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?	Shaunita Grase, Director of Evidence-Based Practices
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to identify offender supervision outcomes and service providers was considered when setting target value for this assessment period.
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?	n/a

Objective Details

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	*None for this objective*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
S.C. Department of Mental Health	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*
S.C. Department of Education	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*
S.C. Department of Social Services	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*
S.C. Departmnet of Disablities and Special Needs	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*
S.C. Department of Alcohol and Other Drug Services	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*
S.C. Technical Colleges	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*

Objective Details

S.C. Vocational Rehabilitation	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*
State Office of Victim Assistance (SOVA)	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*
S.C. Department of Employment and Workforce	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*
S.C. African American HIV/AIDS Council	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*
S.C. Department of Motor Vehicles	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*State/Local Government Entity*
SC Private Service Providers-Statewide-for rehabiliative treatment services and/or transitional housing.	Offenders who have been court ordered or have assessed needs for the services provided by this partner entity are referred for services. Information is also provided to offenders when services are requested.	*Business, Association or Individual*

Objective Details

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

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 3 - To Efficiently Develop the Organization and Workforce While Delivering Quality Services*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*South Carolina Code of Laws: 24-21-10; 24-21-230*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Strategy 3.3 - To determine the needs and expectations of our customers and to utilize their feedback for continuous improvement.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 3.3.3 - Implement an exit service assessment and disseminate to 100% of offenders successfully completing supervision by July 2016.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	Section 24-23-40	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Improved supervision strategies and increase customer satisfaction.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
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:	Jeff Harmon	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	1	
Position:	Regional Director	
Office Address:	2221 Devine Street, Suite 600 Columbia, SC 29205	
Department or Division:	Field Operations	
Department or Division Summary:	Responsible for the direct supervision and monitoring of offenders according to level of supervision, standards, and evidence-based practices in all 46 counties.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$0	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

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

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

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

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

Objective Details

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 3.3.3 - Implement an exit service assessment and disseminate to 100% of offenders successfully completing supervision by July 2016.
Performance Measure:	# of exit service assessments distributed to offenders successfully completing supervision.
Type of Measure:	Input/Explanatory/Activity
Results	
2013-14 Actual Results (as of 6/30/14):	Agency did not use PM during this year
2014-15 Target Results:	Agency did not use PM during this year
2014-15 Actual Results (as of 6/30/15):	Agency did not use PM during this year
2015-16 Minimum Acceptable Results:	Exit service assessments provided to 75% of the offenders successfully completing supervision during the assessment period.
2015-16 Target Results:	Exit service assessments provided to 75% of the offenders successfully completing supervision during the assessment period.
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected
What are the names and titles of the individuals who chose this as a performance measure?	Shaunita Grase, Director of Evidence-Based Practices
Why was this performance measure chosen?	The purpose of the Sentencing Reform Act (SRA) was to strengthen parole and probation. This measure was selected to make effective use of resources while ensuring the services provided are meeting the needs of our offender populations and improving public safety.
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?	Shaunita Grase, Director of Evidence-Based Practices
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?	Target value for 2015-16 is realistic and should be attainable during this assessment period. Current resources (i.e. staffing levels) and the ability to identify offenders successfully completing supervision was considered when setting target value for this assessment period.
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?	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 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	*None for this objective*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*N/A*

Objective Details

REVIEWS/AUDITS

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Oversight of the Implementation of the Omnibus Crime Reduction and Sentencing Reform Act of 2010	*Report to the Sentencing Reform Oversight Committee*	*Sentencing Reform Oversight Committee*	*11/03/2014-11/03/2014*

PARTNERS

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

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

Reporting Requirements

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
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	SC Department of Probation, Parole and Pardon Services	SC Department of Probation, Parole and Pardon Services	SC Department of Probation, Parole and Pardon Services	SC Department of Probation, Parole and Pardon Services	SC Department of Probation, Parole and Pardon Services	SC Department of Probation, Parole and Pardon Services	SC Department of Probation, Parole and Pardon Services	SC Department of Probation, Parole and Pardon Services	SC Department of Probation, Parole and Pardon Services
Report #	1	2	3	4	5	6	7	8	9
Report Name:	Restructuring Report	Accountability Report	Agency Budget Plans	Sentencing Reform Oversight Report	Fines and Fees Report	Debt Collection Report	GPS Monitoring Report	Travel Report	Other Funds Survey
Why Report is Required									
Legislative entity requesting the agency complete the report:	House Legislative Oversight Committee	Executive Budget Office	Executive Budget Office Governor's Office Senate and House Subcommittees	Sentencing reform Oversight Committee	Chairman of the Senate Finance Committee and the Chairman of the House Ways and Means Committee	Executive Budget Office for Chairmen of the Senate Finance and House Ways and Means Committees and the Inspector General	General Assembly	Comptroller, Senate Finance Committee, the House Ways and Means Committee, and the Statehouse Press Room	The Revenue and Fiscal Affairs Office and the Executive Budget Office for the Governor's Office and the House Ways and Means and Senate Finance Committees
Law which requires the report:	1-30-10(G)(2)	1-1-810 & 117.29 (FY 16)	11-11-30 & 11-11-90	24-21-10	Proviso 117.75	Proviso 117.34	Proviso 117.60	Proviso 117.26	None
Agency's understanding of the intent of the report:	Increased Efficiency - further requires agencies to submit a report no later than the first day of the 2015 legislative session that contains "a seven-year plan that provides initiatives and/or planned actions that implement cost savings and increased efficiencies of services and responsibilities within the projected seven-year period."	Provides the Governor and General Assembly with information that supports their analysis of the budget and also ensure that the Agency Head Salary Commission has a basis for its decisions.	To report to the Governor, SC House of Representatives and the SC Senate on the Agency's official budget estimates in itemized form showing the amount needed for the upcoming fiscal year.	Sentencing Reform performance for the previous fiscal year and plans for the upcoming year. The department must collect and report all relevant data in a uniform format of both Board decisions and field services and must annually compile a summary of past practices and outcomes to submit to the Sentencing Reform Oversight committee.	In order to promote accountability and transparency, each state agency must provide and release to the public, a report of all aggregate amounts of fines and fees that were charged and collected by that state agency in the prior fiscal year.	Details the amount of Agency's outstanding debt and all methods it has used to collect that debt.	To account for the expenditure of GPS monitoring funds, including carry-forward, the total costs for equipment, supervision, and monitoring; the total number of staff assigned to the activity and the average agent caseloads; the amount of funds collected from sex offenders for both intensive supervision and electronic monitoring; the anticipated fiscal needs for the upcoming fiscal year; data regarding the number of offenders sentenced to electronic monitoring; the number of alert notifications received, investigated, and prosecuted; and the number of offenders returned to prison as a result of electronic monitoring violations.	Report on Agency travel expenditures for the prior fiscal year.	Details the Agency's Other Funds Authorization and the amount of Other Funds cash that is being retained. Provides detail of revenue collections by source.
Year agency was first required to complete the report:	2015			2011			2008		2012
Reporting frequency (i.e. annually, quarterly, monthly):	Annually	Annually	Annually	Annually	Annually	Annually	Annually	Annually	Annually
Information on Most Recently Submitted Report									
Date Report was last submitted:	3/31/2015	9/15/2015	10/1/2015	11/20/2015	9/1/2015	2/28/2015	1/15/2015	9/15/2015	11/30/2015
Timing of the Report									
Month Report Template is Received by Agency:	November	July	Aug (Gov) & Dec (House)	N/A	June	January	N/A	July	October
Month Agency is Required to Submit the Report:	January	September	Oct (Gov) & Jan (House)	November	September	March	January	September	November
Where Report is Available & Positive Results									
To whom the agency provides the completed report:	House Legislative Oversight Committee	Governor's Office and Senate and House Subcommittees	Governor's Office and Senate and House Subcommittees	Sentencing Reform Oversight Committee	Chairmen of the Senate Finance & House Ways and Means Committees	Chairmen of the Senate Finance & House Ways and Means Committees & Inspector General	General Assembly	Comptroller General, Senate Finance Committee, the House Ways and Means Committee, and the Statehouse Press Room	The Revenue and Fiscal Affairs Office and the Executive Budget Office for the Governor's Office and the House Ways and Means and Senate Finance Committees
Website on which the report is available:	http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/2015AgencyRestructuringandSevenYearPlanReports/2015%20Department%20of%20Probation,%20Parole%20and%20Pardon.pdf	http://www.dppps.sc.gov/About-PPP/Facts-Figures	http://www.admin.sc.gov/budget/agency-budget-plans/current-budget-plans	http://www.dppps.sc.gov/About-PPP/Facts-Figures	http://www.dppps.sc.gov/About-PPP/Facts-Figures	http://www.scstatehouse.gov/reports/reports.php	http://www.dppps.sc.gov/Offender-Supervision/Supervision-Strategies/GPS-Monitoring	http://www.cg.sc.gov/publicationsandreports/Pages/travelreports.aspx	None
If it is not online, how can someone obtain a copy of it:	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Contact the Department of Administration or SCDPPPS
Positive results agency has seen from completing the report:	Increased staff efficiency	Promotes staff accountability and compliance	Promotes staff accountability and compliance	Enables Agency to monitor and improve upon sentencing reform accomplishments and recidivism rates.	Promotes accountability and transparency	Compliance review of debt collection practices.	Accountability and compliance review.	Accountability and compliance review.	Accountability and compliance review.

Information in all these rows should be for when the agency completed the report most recently

Restructuring Recommendations and Feedback

Agency Responding	SC Probation, Parole and Pardon Services
Date of Submission	January 12, 2016
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?	No

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	None.

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.	Please list 1-3 benefits to agency management and employees in having all of this information available in one document.	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.
Provides Transparency	Provides Transparency	1
	All pertinent information is complied in one document.	2
	Communication tool.	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)
Yes	1	Provide agencies at least 60 business days to complete report.
Why or why not?	2	
Only one restructuring report was requested this year as opposed to two last year.	3	

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

Is Performance Measure Required?
State
Federal
Only Agency Selected

Type of Performance Measure
Outcome
Efficiency
Output
Input/Explanatory/Activity

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

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

Does the Agency have any restructuring recommendations
Yes
No

Does the agency believe this year's Restructuring Report was less burdensome than last year's?
Yes
No