Legislative Oversight Committee
South Carolina House of Representatives
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Columbia, South Carolina 29211
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2016 Annual Restructuring Report Guidelines

Agency Name: **South Carolina Commission for the Blind**

Date Report Submitted: **January 8, 2016**

Agency Head
First Name: Commissioner James
Last Name: Kirby
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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	South Carolina Commission for the Blind
Date of Submission	1/8/2016

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	43-25-10	State	Establishes creation of the Commission for the Blind; membership; qualifications and terms of members; meetings; officers; compensation.	Statute
2	43-25-20	State	Establishes "Blindness" and "severe visual disability" as criteria for acceptance for services for persons who qualify.	Statute
3	43-25-30	State	Establishes the powers and duties of commission.	Statute
4	43-25-40	State	Establishes application procedure; register of ophthalmologists; commission shall pay examination costs.	Statute
5	43-25-50	State	Establishes authorized procedures such as eye examinations and medical and surgical treatment for visually handicapped persons; reports of results.	Statute
6	43-25-60	State	Establishes that the commission may employ qualified itinerant teachers to assist teachers in public or private schools who are responsible for the teaching of visually handicapped students	Statute

Legal Standards

7	43-25-70	State	Establishes that the commission is empowered to operate concession stands in any State, county or municipal building and in any State park and shall negotiate with the proper agency or governing body regarding the establishment of a concession on such property.	Statute
8	43-25-80	State	Establishes that any sums appropriated by the General Assembly for treatment and training of the visually handicapped shall be kept by the State Treasurer in a fund for the treatment and training of the visually handicapped and shall be used to carry out the particular purpose assigned to it.	Statute
9	43-25-90	State	Establishes that a person aggrieved by an action of the commission must be granted, upon request, a hearing before a hearing officer assigned by the commission.	Statute
10	43-25-100	State	Establishes the transfer of certain powers and duties of Division for the Blind to Commission.	Statute
11	361.13 (a) Title I, Part B	Federal	Establishes that federal grants provided to the Commission are designed to assess, plan, develop, and provide vocational rehabilitation services for individuals with disabilities, consistent with their strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choice, so that they may prepare for and engage in gainful employment.	Regulation
12	34 CFR Part 367	Federal	Establishes that the Older Blind program supports projects that (a) Provide any of the independent living (IL) services to older individuals who are blind or severely visually impaired; (b) Conduct activities that will improve or expand services for these individuals; and (c) Conduct activities to help improve public understanding of the problems of these individuals.	Regulation
13	Chapter 6.1, Section 71-296 1966)	Federal	Establishes the Children's Services Program to assist legally blind children and their families with adjustment to blindness, achievement of educational goals and the development of their maximum personal growth.	Regulation

Mission, Vision and Goals

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

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

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

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

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

Legal Responsibilities Satisfied	Goals & Description	Describe how the Goal is S.M.A.R.T.	Public Benefit/Intended Outcome	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:
(i.e. state and federal statutes or provisos the goal is satisfying)	(i.e. Goal 1 - insert description)	Specific Measurable Attainable Relevant Time-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome			
Federal Regulation 361.13 (a) Title I, Part B; State Statutes 43-25-50; 43-25-80	Goal 1 - Deliver quality, individualized vocational rehabilitation services that will assist Blind and visually impaired individuals in obtaining or maintaining competitive integrated employment.	Delivering quality, individualized services are the specific functions of the agency. Service provision is measured through case documentation and successful case closures. Each consumer creates a plan with a goal of employment that is attainable based on individual strengths and skills. All of the actions within the plans are relevant to reaching successful closures. Exact time frames for eligibility determination and plan development to ensure service provision in a timely manner.	Increased employment leads to increased economic self-sufficiency, independence, and self-reliance. Expanded tax-base, increase tax payers. Decreased demand on other public service and benefit programs such as welfare programs, subsidized housing, etc.	Kyle Walker	6 months	Program Director of Vocational Rehabilitation Consumer Services

Mission, Vision and Goals

Federal Regulations 361.13 (a) Title I, Part B; 34 CFR Part 367; Chapter 6.1, Section 71-296 (1966); State Statutes 43-25-50; 43-25-60; 43-25-80	Goal 2 - Provide services to assist eligible consumers who are not seeking employment to maintain the highest level of self-sufficiency possible.	The Older Blind Program, Children's Services, and Prevention of Blindness all provide eligible consumers with services to assist in maintaining self-sufficiency. These services are measured through case documentation and closures. Plans are developed for each individual to identify the highest level of self-sufficiency possible based on each consumer's specific needs and condition.	Increased independent living skills and improved adjustment to blindness results in expanded individual freedom, independence, self-reliance, and leads to employment and economic self-sufficiency. Decreases demand on other public services.	Rhonda Thompson		Program Director of Older Blind, Children's Services, and Low Vision Clinics
Federal Regulation 361.13 (a) Title I, Part B; State Statues 43-25-10; 43-25-30	Goal 3 -Provide the administrative leadership to build a strong team that will strive to fulfill the agency mission.	The Senior Leadership Team meets monthly to assess progress on the measurable goals in the Strategic Plan. Team discussions address the attainability of each goal and modify the Strategic Plan objectives when necessary to ensure that each goal remains attainable and relevant to the agency mission and values. Each objective has a specified completion date.	Mission focused leadership and sound fiscal stewardship ensure that the agency meets its legal purpose.	James Kirby		Commissioner of South Carolina Commission for the Blind

Strategy, Objectives and Responsibility

This is the next chart because once the agency determines its goals, and those responsible for each goal, it then needs to determine the strategy and objectives to accomplish each

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

Instructions :

Legal Responsibilities Satisfied: (i.e. state and federal statutes or provisos the goal or objective is satisfying)	*Strategic Plan Part and Description* (i.e. Goal 1 - Insert description, Strategy 1.1 - Insert Description, Objective 1.1.1 - Insert Description)	How it is S.M.A.R.T.: Describe how each goal and objective is... Specific; Measurable; Attainable; Relevant; and Time-bound	Public Benefit/Intended Outcome: (Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:	Office Address:	Department or Division:	Department or Division Summary:
Federal Regulation 361.13 (a) Title I, Part B; State Statutes 43-25-50; 43-25-80	Goal #1 -Deliver quality, individualized vocational rehabilitation services that will assist Blind and visually impaired individuals in obtaining or maintaining competitive integrated employment.	Delivering quality, individualized services are the specific functions of the agency. Service provision is measured through case documentation and successful case closures. Each consumer creates a plan with a goal of employment that is attainable based on individual strengths and skills. All of the actions within the plans are relevant to reaching successful closures. Exact time frames for eligibility determination and plan development	*Increased employment leads to increased economic self-sufficiency, independence, and self-reliance. Expanded tax-base, increase tax payers. Decreased demand on other public service and benefit programs such as welfare programs, subsidized housing, etc.*	*Kyle Walker*	*7 months*	*Director of Vocational Rehabilitation Consumer Services*	*1430 Confederate Ave. Columbia, SC 29210*	*Vocational Rehabilitation Program*	*Supervises all activities of VR counselors, EMBRC, O & M instructors, Home management instructors, manual arts instructors, and A.T. instructors.*
	Strategy 1.1 - Increase the number of consumers served by the vocational rehabilitation program	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Objective 1.1.1 -Increase public awareness of SCCB services to the unserved and underserved minorities and rural counties	Radio advertisements and printed materials are currently being distributed to unserved, underserved, rural counties, and minority populated areas to increase awareness. Increased referrals from these areas will be the measurement	*Increasing public awareness of SCCB programs in currently unserved and underserved areas.*	*Wanda Miller*	*7 years*	*Director of Human Resources*	*1430 Confederate Ave. Columbia, SC 29210*	*Human Resources*	*Maintains all personnel documents, tracks all staff training, and oversees all benefit programs.*
361.13 (a) Title I, Part B; 43-25-80	Objective 1.1.2--Expand outreach services to unserved and underserved rural counties.	An outreach work group is under development to begin serving the rural areas as public awareness increases and with it, referrals to SCCB programs increase in these areas.	Will provide services to visually impaired citizens who are unable to travel to a larger district office or the Columbia campus.	Kyle Walker	7 months	Director of Vocational Rehabilitation Consumer Services	*1430 Confederate Ave. Columbia, SC 29210*	Vocational Rehabilitation Program	Supervises all activities of VR counselors, EMBRC, O & M instructors, Home management instructors, manual arts instructors, and A.T. instructors
	Objective 1.1.3--Develop a commensurate ratio of consumer to provider on all caseloads to ensure expediency of service in all areas.	All counselor vacancies have now been filled and as training is completed, caseloads are being evaluated based on needs in each district/county to ensure expediency of service. Measurements are conducted by length of time from referral to service contact.	Optimal VR Counselor to Consumer ratios lead to increased successful outcomes. Increased employment leads to increased economic self-sufficiency, independence, and self-reliance. Expanded tax-base, increase tax payers. Decreased demand on other public service and benefit programs such as welfare programs, subsidized housing,	Kyle Walker	7 months	Director of Vocational Rehabilitation Consumer Services	*1430 Confederate Ave. Columbia, SC 29210*	Vocational Rehabilitation Program	Supervises all activities of VR counselors, EMBRC, O & M instructors, Home management instructors, manual arts instructors, and A.T. instructors.
361.13 (a) Title I, Part B: 43-25-80	Strategy 1.2--Increase successful placements and closures in competitive, integrated employment for all consumers	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Strategy, Objectives and Responsibility

361.13 (a) Title I, Part B; 43-25-80	Objective 1.2.1--Provide adjustment to blindness, assistive technology and job readiness training consistently at EMBRC and in outreach locations.	Specific services are offered to assist in consumer adjustment to blindness including Orientation & Mobility, Home Management, and Braille instruction. All trainings are provided based on individual assessments of need related to the individual consumer's visual condition and acuity, as well as skills and abilities. All service provisions are tracked in our electronic case management system to ensure timely progress to successful closure.	Adjustment to blindness, assistive technology, and job readiness training is essential to successfully rehabilitation person with blindness. These services result in successful employment outcomes. Increased employment results in increased economic self-sufficiency, independence, and self-reliance. Decreases demand on other public service and benefit programs such as welfare programs, subsidized housing, etc.	Kyle Walker	7 months	Director of Vocational Rehabilitation Consumer Services	1430 Confederate Ave. Columbia, SC 29210	Vocational Rehabilitation Program	Supervises all activities of VR counselors, EMBRC, O & M instructors, Home management instructors, manual arts instructors, and A.T. instructors.
361.13 (a) Title I, Part B; 43-25-80	Objective 1.2.2--Expand job search, development and placement opportunities.	Training & Employment has 3 staff members who spend a large portion of their working time in the field meeting with employers. Each is required to make a minimum of 10 contacts per month and this is tracked by T & E. The information is shared at the monthly Senior Leadership meeting to show progress on this Strategic Objective. The specific goal in the Strategic plan is 1 new employment opportunity	Expanding employment opportunities will allow a greater number of SCCB consumers to obtain employment and become taxpayers, as well as reduce the burden on social service programs.	Edward Bible		Director of Training and Employment	1430 Confederate Ave. Columbia, SC 29210	Training & Employment	Supervises all consumer training activities and all employment consultants. Oversees the creation of worksites and employer relationships within the communities served by SCCB.
361.13 (a) Title I, Part B; 43-25-80	Objective 1.2.3--Increase successful placement rate for youth consumers aged 14 to 21 and consumers requiring supported employment services	The Vocational Rehabilitation Program has 4 counselors dedicated to Transition age youth. They are implementing a program in the schools to teach Pre-employment skills. Counselors are also participating in school events to spread awareness in the educational system and communities about SCCB youth age programs. The goal is to increase youth employment by 30% by September 2016	Increasing placement for youth consumers will provide them the opportunity to build employment skills and careers. This will reduce dependence on public benefits as this population leaves school and reaches adulthood.	Kyle Walker	7 months	Director of Vocational Rehabilitation Consumer Services	1430 Confederate Ave. Columbia, SC 29210	Vocational Rehabilitation Program	Supervises all activities of VR counselors, EMBRC, O & M instructors, Home management instructors, manual arts instructors, and A.T. instructors.
361.13 (a) Title I, Part B; 43-25-80	Objective 1.2.4--Increase the number of successful case closures	The Strategic Plan goal is to increase successful closures in the Vocational Rehabilitation Program by 10% for FY15/16. Closures are tracked in the automated case management system and reported monthly at the Senior Leadership Team meeting. Successful closures relate directly to service provision which relates to funding.	Increased employment leads to increased economic self-sufficiency, independence, and self-reliance. Expanded tax-base, increase tax payers. Decreased demand on other public service and benefit programs such as welfare programs, subsidized housing,	Kyle Walker	7 months	Director of Vocational Rehabilitation Consumer Services	1430 Confederate Ave. Columbia, SC 29210	Vocational Rehabilitation Program	Supervises all activities of VR counselors, EMBRC, O & M instructors, Home management instructors, manual arts instructors, and A.T. instructors.
34 CFR Part 367; 43-25-80	Goal #2--Provide services to assist eligible consumers who are not seeking employment to maintain the highest level of self-sufficiency possible.	The Older Blind Program, Children's Services, and Prevention of Blindness all provide eligible consumers with services to assist in maintaining self-sufficiency. These services are measured through case documentation and closures. Plans are developed for each individual to identify the highest level of self-sufficiency possible based on each consumer's specific needs and condition.	Increased independent living skills and improved adjustment to blindness results in expanded individual freedom, independence, self-reliance, and leads to employment and economic self-sufficiency. Decreases demand on other public services.	Rhonda Thompson		Director of Older Blind, Children's Services, Low Vision Clinics	620 North Main Street Greenville, SC 29601	Older Blind/Children's Services/Low Vision Clinic	Supervises OB and CS counselors, low vision clinics in 3 areas of the state, and conducts presentations to potential service providers. Oversees all services to consumers who are eligible for services but not able/interested in employment.
361.13 (a) Title I, Part B; 43-25-80	Strategy 2.1--Develop and maintain consistent and quality individualized service plans	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
34 CFR Part 367; 43-25-80	Objective 2.1.1--Increase community interaction through home visits and developing new referral sources in unserved and underserved rural counties.	Counselors for the Older Blind Program primarily visit consumers homes to assess and provide services. The Strategic Plan goal is to develop a minimum of 5 new resources for referrals from unserved and underserved counties within FY15/16. Contact information is tracked and reported on monthly at the Senior Leadership Team meeting.	Consistent efforts to increase awareness of Agency services through community meetings and coordinate comprehensive adjustment skills training results in an increase in independent living and self-reliance. Subsequently, the Agency's intervention minimizes the need for other programs such as skilled nursing care, Home Health assistance, other public services,	Rhonda Thompson		Director of Older Blind, Children's Services, Low Vision Clinics	620 North Main Street Greenville, SC 29601	Older Blind/Children's Services/Low Vision Clinic	Supervises OB and CS counselors, low vision clinics in 3 areas of the state, and conducts presentations to potential service providers. Oversees all services to consumers who are eligible for services but not able/interested in employment.

Strategy, Objectives and Responsibility

Chapter 6.1, Section 71-296 1966); 43-25-80	Objective 2.1.2--Collaborate with nonprofit, social and human service organizations to provide early intervention services.	Staff in the Children's Services program attend numerous community events in all areas of the state to present information on SCCB early intervention programs. Staff also partners with community organizations to provide full, wrap around services to children with visual impairments. The goal is to increase referrals by 10% during FY15/16. This is measured through the electronic case management program and reported monthly at the team meeting.	Collaborative efforts further increase and enhance service opportunities and results in providing timely and necessary adjustment to blindness assistance and improved independent living skills. Reduces the need for institutional care and other public service programs.	Rhonda Thompson		Director of Older Blind, Children's Services, Low Vision Clinics	620 North Main Street Greenville, SC 29601	Older Blind/Children's Services/Low Vision Clinic	Supervises OB and CS counselors, low vision clinics in 3 areas of the state, and conducts presentations to potential service providers. Oversees all services to consumers who are eligible for services but not able/interested in employment.
361.13 (a) Title I, Part B	Goal #3--Provide the administrative leadership to build a strong team that will strive to fulfill the agency mission.	The Senior Leadership Team meets monthly to assess progress on the measurable goals in the Strategic Plan. Team discussions address the attainability of each goal and modify the Strategic Plan objectives when necessary to ensure that each goal remains attainable and relevant to the agency mission and values. Each objective has a specified completion date.	Mission focused leadership and sound fiscal stewardship ensure that the agency meets its legal purpose.	James Kirby	10 years	Commissioner of the SC Commission for the Blind	1430 Confederate Ave. Columbia, SC 29210	Commissioner	Oversees and supervises all aspects of the Commission for the Blind. Presents and advocates at the Legislative level.
361.13 (a) Title I, Part B	Strategy 3.1--Create a diversified, highly qualified workforce with the administrative leadership necessary to ensure accountability, effectiveness, and efficiency.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Objective 3.1.1--Develop a process to attract highly qualified candidates and heighten employee satisfaction to increase retention.	Salaries have been moved closer to the same hiring range as competing agencies in the same area for positions requiring specific education and skills. Recruitment is done through SCJobs, networking, job fairs, and utilizing online resume searches. The strategic goal is to reduce time positions remain vacant by 50% in FY15/16. Vacancies are reported at monthly team meetings.	Maintaining high standards and competitive salaries will attract highly qualified staff who will provide quality services to foster employment and reduce the demand on tax payer assisted programs in the community.	Wanda Miller	7 years	Director of Human Resources	1430 Confederate Ave. Columbia, SC 29210	Human Resources	Maintains all personnel documents, tracks all staff training, and oversees all benefit programs.
361.13 (a) Title I, Part B	Objective 3.1.2--Provide staff development training to improve employee's skills and provide up-to-date information to consumers.	Staff has the opportunity to register for optional trainings on the SC HR website. HR, Senior Management, and supervisors review upcoming trainings and conferences for suitability to the needs of SCCB. Training is tracked and recorded by HR staff to ensure all staff receives updated information. The Vocational Rehabilitation Program is currently offering trainings to all counselors to bring consistency and up to date information across the state.	Ensuring that staff is trained in the most current best practices will result in highly qualified staff who will provide quality services to foster employment and reduce the demand on tax payer assisted programs in the community	Wanda Miller	7 years	Director of Human Resources	1430 Confederate Ave. Columbia, SC 29210	Human Resources	Maintains all personnel documents, tracks all staff training, and oversees all benefit programs.
	Objective 3.1.3--Strengthen the communication among the leadership team to create a consistent flow of information to staff.	The leadership team meets on a monthly basis. Each program director reports on the progress of his/her team on meeting the objectives in the strategic plan. Information is also shared at this time that can be distributed to program staff. This process is strengthening the leadership team and creating more cohesiveness between programs.	Mission focused leadership and sound fiscal stewardship ensure that the agency meets its legal purpose.	Elaine Robertson	7 months	Special Projects Coordinator/Senior Consultant	1430 Confederate Ave. Columbia, SC 29210	Commissioner's Office	Researches, collects data, and completes various reports and projects as directed by Commissioner.

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

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

Instructions :

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	
Vocational Rehabilitation	Provides quality, individualized vocational rehabilitation services based on individual needs that will assist Blind and visually impaired individuals in obtaining or maintaining competitive employment.	State Statute: 43-25-80 Federal Statute: 361.13 (a) Title I, Part B	Objective 1.1.1 -Increase public awareness of SCCB services to the unserved and underserved minorities and rural counties.	
			Objective 1.1.2--Expand outreach services to unserved and underserved rural counties.	
			Objective 1.1.3--Develop a commensurate ratio of consumer to provider on all caseloads to ensure expediency of service in all areas.	
			Strategy 1.2--Increase successful placements and closures in competitive, integrated employment for all consumers.	
			Objective 1.2.1--Provide adjustment to blindness, assistive technology and job readiness training consistently at EMBRC and in outreach locations.	
			Objective 1.2.2--Expand job search, development and placement opportunities.	
			Objective 1.2.3--Increase successful placement rate for youth consumers aged 14 to 21 and consumers requiring supported employment services.	
			Objective 1.2.4--Increase the number of successful case closures	
Older Blind	Provides quality, individualized services to enable visually impaired persons aged 55 and older with no goal of employment, to remain as self-sufficient and independent as possible.	Federal: 34 CFR Part 367 State Statute: 43-25-80	Objective 2.1.1--Increase community interaction through home visits and developing new referral sources in unserved and underserved rural counties.	
Children's Services	Provides services and coordination with other agencies to assist children ages 3 to 13 with visual impairments to achieve his or her full potential.	Federal: Chapter 6.1, Section 71-296 1966) State Statute 43-25-80	Objective 2.1.2--Collaborate with nonprofit, social and human service organizations to provide early intervention services.	

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	South Carolina Commission for the Blind
Date of Submission	8-Jan-16
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	*State Appropriation*	*Operating Revenue-Business Enterprise Program (30350000)*	*Donations-Administration and Older Blind Program (30980000)*	*Operator Benefit Account (34190000)*	*Social Security Reimbursement (38720000)*	*Sale of Assets (39580000)*	*Federal Grant- Basic Vocational Rehabilitation State Grant (50550000)*	*Federal Grants- State Independent Living Services*	*Federal Grants- Supported Employment State Grants (50550000)*	*Federal Grants- In-Service Training Grant (50550000)*	*Federal Grants- Independent Living Services for Older Individuals Who are Blind (50550000)*
Is the source state, other or federal funding:	Totals	*State*	*Other*	*Other*	*Other*	*Other*	*Other*	*Federal*	*Federal*	*Federal*	*Federal*	*Federal*
Is funding recurring or one-time?	Totals	*Recurring*	*Recurring*	*One-time*	*Recurring or one-time funding?*	*Recurring or one-time funding?*	*Recurring or one-time funding?*	*Recurring*	*Recurring*	*Recurring*	*Recurring*	*Recurring*
$ From Last Year Available to Spend this Year												
Amount available at end of previous fiscal year		$261,775	$593,637	$82,399	$8,903	$0	$47,734	$0	$0	$0	$0	$0
Amount available at end of previous fiscal year that agency can actually use this fiscal year:		26,775	105000	5000	1000	0	5000	0	0	0	0	0
If the amounts in the two rows above are not the same, explain why :	Enter explanation for each fund to the right	The agency regularly carries forward a small portion of state appropriations.	Due to fluctuations in annual revenues, the agency carries cash forward to cover necessary expenditures.	Due to fluctuations in annual revenues, the agency carries cash forward to cover necessary expenditures.	Due to fluctuations in annual revenues, the agency carries cash forward to cover necessary expenditures.		Due to fluctuations in annual revenues, the agency carries cash forward to cover necessary expenditures.					
$ Estimated to Receive this Year												
Amount budgeted/estimated to receive in this fiscal year:		3,147,333	66000	14000	19000	42500	5000	7789367	39696	51584	21628	530980
Total Actually Available this Year												
Amount estimated to have available to spend this fiscal year (i.e. Amount available at end of previous fiscal year that agency can actually use in this fiscal year PLUS Amount budgeted/estimated to receive this fiscal year):		3,174,108	171,000	19,000	20,000	42,500	10,000	7,789,367	39,696	51,584	21,628	530,980

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	State Appropriation	Operating Revenue- Business Enterprise Program (30350000)	Donations- Administration and Older Blind Program (30980000)	Operator Benefit Account (34190000)	Social Security Reimbursement (38720000)	Sale of Assets (39580000)	Federal Grant- Basic Vocational Rehabilitation State Grant (50550000)	Federal Grants- State Independent Living Services	Federal Grants- Supported Employment State Grants (50550000)	Federal Grants- In-Service Training Grant (50550000)	Federal Grants- Independent Living Services for Older Individuals Who are Blind (50550000)
Is source state, other or federal funding: (the rows to the left should populate automatically from what the agency entered in Part A)	Totals	State	Other	Other	Other	Other	Other	Federal	Federal	Federal	Federal	Federal
Restrictions on how agency is able to spend the funds from this source:	n/a	None	Business Enterprise Program	Based on wishes of donor	Business Enterprise Program	Must be used for consumer needs	None	Must follow specific grant restrictions on allowable expenditures	Must follow specific grant restrictions on allowable expenditures	Must follow specific grant restrictions on allowable expenditures	Must follow specific grant restrictions on allowable expenditures	Must follow specific grant restrictions on allowable expenditures
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)	$0	$3,174,108	$171,000	$19,000	$20,000	$42,500	$10,000	$7,789,367	$39,696	$51,584	$21,628	$530,980
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	Yes	Yes
Where Agency Budgeted to Spend Money this Year												
Objective 1.1.1 -Increase public awareness of SCCB services to the unserved and underserved minorities and rural counties :		266,181	8,550	283	1,000	604	390	153,948	397	517	730	10,620
Objective 1.1.2--Expand outreach services to unserved and underserved rural counties. :		121,945	8,550	425	1,000	2,508	790	541,672	3,176	4,127	1,244	15,929
Objective 1.1.3--Develop a commensurate ratio of consumer to provider on all caseloads to ensure expediency of service in all areas. :		55,848	11,970	850	1,400	1,318	130	175,684	398	516	508	31,859
Objective 1.2.1--Provide adjustment to blindness, assistive technology and job readiness training consistently at EMBRC and in outreach locations. :		439,155	42,750	5,242	5,000	11,535	1,770	1,612,213	7,939	10,317	4,336	196,463
Objective 1.2.2--Expand job search, development and placement opportunities. :		130,128	5,130	-	600	2,465	800	906,501	3,970	5,158	2,120	-
Objective 1.2.3--Increase successful placement rate for youth consumers aged 14 to 21 and consumers requiring supported employment services :		134,346	3,420	-	400	3,697	1,050	945,665	5,954	7,738	2,098	-
Objective 1.2.4--Increase the number of successful case closures :		243,812	8,550	1,133	1,000	6,851	1,620	1,390,430	8,733	11,348	3,223	42,478
Objective 2.1.1--Increase community interaction through home visits and developing new referral sources in unserved and underserved rural counties. :		228,364	42,750	2,692	5,000	5,856	890	876,792	3,969	5,158	2,260	100,887
Objective 2.1.2--Collaborate with nonprofit, social and human service organizations to provide early intervention services. :		276,645	8,550	1,984	1,000	2,992	680	172,100	794	1,032	941	74,337
Objective 3.1.1--Develop a process to attract highly qualified candidates and heighten employee satisfaction to increase retention. :		421,374	6,840	2,016	800	1,207	580	267,125	793	1,031	1,265	21,239
Objective 3.1.2--Provide staff development training to improve employee's skills and provide up-to-date information to consumers. :		477,132	13,680	2,600	1,600	1,521	610	363,192	1,588	2,063	1,525	15,929
Objective 3.1.3--Strengthen the communication among the leadership team to create a consistent flow of information to staff. :		379,178	10,260	1,775	1,200	1,946	690	384,045	1,985	2,579	1,378	21,239
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)		3,174,108	171,000	19,000	20,000	42,500	10,000	7,789,367	39,696	51,584	21,628	530,980

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

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

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

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

PERFORMANCE MEASURES

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

Types of Performance Measures:

How the Agency is Measuring its Performance

Objective Number and Description	Objective 1.1.1 -Increase public awareness of SCCB services to the unserved and underserved minorities and rural counties		
Performance Measure:	Vocational Rehabilitation Referrals	Total number of consumers served	Vocational Rehabilitation Successful Closures
Type of Measure:	Input/Explanatory/Activity Measure	Input/Explanatory/Activity Measure	Output
Results			
2013-14 Actual Results (as of 6/30/14):	880	2015	174
2014-15 Target Results:	1008	N/A--It is difficult to set a target in this area because there is no way to know how many people with visual impairments will decide to work and utilize the services of SCCB.	175
2014-15 Actual Results (as of 6/30/15):	689	2052	153
2015-16 Minimum Acceptable Results:	900	N/A--none noted	N/A--none noted
2015-16 Target Results:	1008	N/A--none noted	175
Details			
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Only Agency Selected	Federal
What are the names and titles of the individuals who chose this as a performance measure?	Shana Robinson, Director of Quality Assurance. James Kirby, Commissioner	Shana Robinson, Director of Quality Assurance. James Kirby, Commissioner	Shana Robinson, Director of Quality Assurance. James Kirby, Commissioner
Why was this performance measure chosen?	To increase the number of referrals and eligible consumers.	To track the total number of consumers served by the VR program.	To track the total number of successful employment closures as required by the RSA.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Vacant positions were filled and new media was created to distribute across the state to increase awareness of the programs offered at SCCB.	Vacant positions were filled in second half of 2015 to allow for serving a greater number of consumers.	There was high turnover in counselor positions in 2014/15 which resulted in fewer closures. Positions were filled in second half of 2015.

Objective Details

What are the names and titles of the individuals who chose the target value for 2015-16?	Kyle Walker, Director of Vocational Rehabilitation Consumer Services	Kyle Walker, Director of Vocational Rehabilitation Consumer Services	Kyle Walker, Director of Vocational Rehabilitation Consumer Services
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Vacant positions were filled and new media was created to distribute across the state to increase awareness of the programs offered at SCCB.	No target value set for this measure in 2015/16.	RSA recommendations have been to set closure level at +1 from previous year. SCCB selected a higher value based on hiring of new counselors and chose to select the same goal as the previous year
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	N/A	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is			

POTENTIAL NEGATIVE IMPACT

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

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

REVIEWS/AUDITS

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

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

PARTNERS

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

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

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the

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

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

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

PERFORMANCE MEASURES

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

Types of Performance Measures:

How the Agency is Measuring its Performance			
Objective Number and Description	Objective 1.1.2--Expand outreach services to unserved and underserved rural counties.		
Performance Measure:	Vocational Rehabilitation Referrals	Total number of consumers served	Vocational Rehabilitation Successful Closures
Type of Measure:	Input/Explanatory/Activity	Outcome	Outcome
Results			
2013-14 Actual Results (as of 6/30/14):	880	2115	174
2014-15 Target Results:	1008	N/A--It is difficult to set a target in this area because there is no way to know how many people with visual impairments will decide to work and utilize the services of SCCB	175
2014-15 Actual Results (as of 6/30/15):	689	2015	153
2015-16 Minimum Acceptable Results:	1008	N/A	175
2015-16 Target Results:	1008	N/A	175
Details			
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Only Agency Selected	Federal
What are the names and titles of the individuals who chose this as a performance measure?	James Kirby, Commissioner; Shana Robinson, Director of Quality Assurance	James Kirby, Commissioner; Shana Robinson, Director of Quality Assurance	James Kirby, Commissioner; Shana Robinson, Director of Quality Assurance
Why was this performance measure chosen?	To assist in identifying areas where fewer referrals came from so SCCB could reach out to underserved areas.	To identify where the majority of services were being provided and assist in identifying underserved areas.	To track closures across the state and identify areas possibly requiring outreach services.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Staff turnover in rural areas was high so fewer services were provided in these areas.	Staff turnover in rural areas was high so fewer services were provided in these areas.	Staff turnover in rural areas was high so fewer services were provided in these areas.
What are the names and titles of the individuals who chose the target value for 2015-16?	James Kirby, Commissioner; Kyle Walker, Director of Vocational Rehabilitation Consumer Services	James Kirby, Commissioner; Kyle Walker, Director of Vocational Rehabilitation Consumer Services	James Kirby, Commissioner; Kyle Walker, Director of Vocational Rehabilitation Consumer Services
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Vacancies now filled so target remained at previous year level.	Vacancies now filled so target remained at previous year level.	Vacancies now filled so target remained at previous year level.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	N/A	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is			

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Blind and visually impaired citizens of SC will be unable to obtain the disability adjustment and employment services needed to live independently and/or rejoin the workforce. This*
Level Requires Outside Help	*When SCCB is unable to respond to citizens with visual impairments in rural counties due to lack of resources.*

Objective Details

Outside Help to Request	*SCCB partners with other state Vocational Rehabilitation Agencies in the region and across the nation, as well as the Rehabilitation Services Administration, and seeks out*
Level Requires Inform General Assembly	*When no outside assistance can be found and funding does not exist for SCCB to expand services to help all citizens with visual impairments in the state of SC.*
3 General Assembly Options	*1. Consider additional funding to increase services in rural counties. 2. Consider legislation that encourages and incentivises South Carolina businesses to hire persons who are*

REVIEWS/AUDITS

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

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

PARTNERS

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

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

Objective Details

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

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

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

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

PERFORMANCE MEASURES

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

Types of Performance Measures:

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.1.3--Develop a commensurate ratio of consumer to provider on all caseloads to ensure expediency of service in all areas.	
Performance Measure:	VR Closure Quality Rate	VR Successful Closures
Type of Measure:	Efficiency	Outcome
Results		
2013-14 Actual Results (as of 6/30/14):	79%	174
2014-15 Target Results:	80%	175
2014-15 Actual Results (as of 6/30/15):	79%	153
2015-16 Minimum Acceptable Results:	80%	175
2015-16 Target Results:	80%	175
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Federal	Federal
What are the names and titles of the individuals who chose this as a performance measure?	James Kirby, Commissioner; Shana Robinson, Director of Quality Assurance	James Kirby, Commissioner; Shana Robinson, Director of Quality Assurance
Why was this performance measure chosen?	The measures track the educational level of counselors, ability to move consumers from application status to quality closure, and consumer satisfaction, all of which assist in determining caseload sizes to prevent burnout of counselors.	The measures track the educational level of counselors, ability to move consumers from application status to quality closure, and consumer satisfaction, all of which assist in determining caseload sizes to prevent burnout of counselors.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Vacancies are being filled with qualified candidates as quickly as possible.	Vacancies are being filled with qualified candidates as quickly as possible.
What are the names and titles of the individuals who chose the target value for 2015-16?	James Kirby, Commissioner; Kyle Walker, Director of Vocational Rehabilitation Consumer Services	James Kirby, Commissioner; Kyle Walker, Director of Vocational Rehabilitation Consumer Services

Objective Details

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?	With vacancies filled it reduces caseload sizes and allows counselors to spend more time with consumers.	With vacancies filled it reduces caseload sizes and allows counselors to spend more time with consumers.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is		

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Vocational Rehabilitation effectiveness, quality, compliance, and outcomes decrease as Client to VR Counselor ratios exceed normal ranges. This limits the number of consumers who achieve quality employment outcomes and reach independence and self-sufficiency. Citizens who are blind are forced to become dependent on other government programs, community charities, or their families.*
Level Requires Outside Help	*When Client to VR Counselor ratios exceed research based industry standards and turnover increases due to burnout.*
Outside Help to Request	*There are no outside resources to assist with this situation.*
Level Requires Inform General Assembly	*When the agency can no longer hire or retain staff.*
3 General Assembly Options	*1. Consider funds to place more VR Counselors in the field and reduce caseload sizes in high need areas. 2.Consider funding for SCCB to offer a competative salary consistent with the professional educational requirements for VR Counselors to improve recruitment and retention. 3. Consider legislation that would require state funded public technical and community colleges to partner with SCCB in the development of short term demand driven training programs that result in jobs for blind individuals.*

REVIEWS/AUDITS

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

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

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

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

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

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

PERFORMANCE MEASURES

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

Types of Performance Measures:

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

POTENTIAL NEGATIVE IMPACT

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

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

REVIEWS/AUDITS

Objective Details

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

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

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

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it

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

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

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

PERFORMANCE MEASURES

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

Types of Performance Measures:

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.2.2--Expand job search, development and placement opportunities.	
Performance Measure:	VR Successful Closures	VR Closure Quality Rate
Type of Measure:	Outcome	Efficiency
Results		
2013-14 Actual Results (as of 6/30/14):	174	79%
2014-15 Target Results:	175	80%
2014-15 Actual Results (as of 6/30/15):	153	79%
2015-16 Minimum Acceptable Results:	175	80%
2015-16 Target Results:	175	80%
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Federal	Federal
What are the names and titles of the individuals who chose this as a performance measure?	James Kirby, Commissioner; Shana Robinson, Director of Quality Assurance	James Kirby, Commissioner; Shana Robinson, Director of Quality Assurance
Why was this performance measure chosen?	These measures show the number of consumers who were placed in employment, the type of employment, and consumer satisfaction with services received	These measures show the number of consumers who were placed in employment, the type of employment, and consumer satisfaction with services received.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Vacancies are being filled with qualified candidates as quickly as possible.	Vacancies are being filled with qualified candidates as quickly as possible.
What are the names and titles of the individuals who chose the target value for 2015-16?	James Kirby, Commissioner; Kyle Walker, Director of Vocational Rehabilitation Consumer Services; Edward Bible, Director of Training & Employment	James Kirby, Commissioner; Kyle Walker, Director of Vocational Rehabilitation Consumer Services; Edward Bible, Director of Training & Employment
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Vacancies now filled so target remained at previous year level.	Vacancies now filled so target remained at previous year level.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is		

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Without job search, job development, and job placement resources available, SCCB is unable to effectively connect job ready blind consumers with job vacancies. This limits the number of consumers who achieve quality*
Level Requires Outside Help	*When employers refuse to hire blind consumers no matter how many services SCCB provides or how much training is offered.*
Outside Help to Request	*SCCB would reach out to local employment agencies and businesses to develop opportunities for consumers.*

Objective Details

Level Requires Inform General Assembly	*When SCCB has exhausted all efforts to create opportunities with businesses.*
3 General Assembly Options	*1. Consider additional funds for creation of job readiness training sites. 2. Consider additional funds for SCCB to hire and expand Job Placement and Job Coaching staff. 3. Consider legislation that encourages and*

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

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

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

Objective Details

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

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

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

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

PERFORMANCE MEASURES

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

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

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

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance

Objective Number and Description	Objective 1.2.3--Increase successful placement rate for youth consumers aged 14 to 21 and consumers requiring supported employment services		
Performance Measure:	Youth Consumers completing Work Skills Training	Number of referrals to VR, age 14 to 21	Number of Placements, age 14 to 21
Type of Measure:	Output	Input/Explanatory/Activity	Outcome

Objective Details

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

POTENTIAL NEGATIVE IMPACT

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

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

REVIEWS/AUDITS

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

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

PARTNERS

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

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

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it

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

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

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

PERFORMANCE MEASURES

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

Types of Performance Measures:

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.2.4--Increase the number of successful case closures	
Performance Measure:	VR Successful Closures	VR Closure Quality Rate
Type of Measure:	Outcome	Efficiency
Results		
2013-14 Actual Results (as of 6/30/14):	174	79%
2014-15 Target Results:	175	80%
2014-15 Actual Results (as of 6/30/15):	153	79%
2015-16 Minimum Acceptable Results:	175	80%
2015-16 Target Results:	175	80%
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Federal	Federal
What are the names and titles of the individuals who chose this as a performance measure?	James Kirby, Commissioner; Shana Robinson, Director of Quality Assurance	James Kirby, Commissioner; Shana Robinson, Director of Quality Assurance
Why was this performance measure chosen?	Tracking closures is required by the RSA but is also a method of determining success within the VR program as the goal for each consumer is employment.	Tracking closures is required by the RSA but is also a method of determining success within the VR program as the goal for each consumer is employment.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Vacancies are being filled with qualified candidates as quickly as possible.	Vacancies are being filled with qualified candidates as quickly as possible.
What are the names and titles of the individuals who chose the target value for 2015-16?	James Kirby, Commissioner; Kyle Walker, Director of Vocational Rehabilitation Consumer Services	James Kirby, Commissioner; Kyle Walker, Director of Vocational Rehabilitation Consumer Services
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Vacancies now filled so target remained at previous year level.	Vacancies now filled so target remained at previous year level.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is		

POTENTIAL NEGATIVE IMPACT

Objective Details

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

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

REVIEWS/AUDITS

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

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

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

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the

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

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

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

PERFORMANCE MEASURES

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

Types of Performance Measures:

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 2.1.1--Increase community interaction through home visits and developing new referral sources in unserved and underserved rural counties.
Performance Measure:	Independent Living Successful Closures
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	297
2014-15 Target Results:	160
2014-15 Actual Results (as of 6/30/15):	352

Objective Details

2015-16 Minimum Acceptable Results:	353	
2015-16 Target Results:	353	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Rhonda Thompson, Director of Older Blind, Childrens Services, Low Vision Clinics	
Why was this performance measure chosen?	To measure the success of the Older Blind program.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The goal was exceeded.	
What are the names and titles of the individuals who chose the target value for 2015-16?	Rhonda Thompson, Director of Older Blind, Childrens Services, Low Vision Clinics	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Following RSA practice of +1 to the previous years actual results. The final reasoning for the current target value was the significant increase in the actual results for 2013-14.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is		

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Without home and community meetings it would not be possible to determine the needs of consumers and individualized training could not happen. This would leave consumers*
Level Requires Outside Help	*When SCCB is unable to respond to citizens with visual impairments due to lack of resources it would be time to reach out for assistance.*
Outside Help to Request	*The first step would be to contact other state agencies who serve persons with disabilities. Next would be to contact non-profit and nearby agencies who might also offer assistance.*
Level Requires Inform General Assembly	*When no outside assistance can be found and funding does not exist for SCCB to expand services to help all citizens with visual impairments in the state of SC.*
3 General Assembly Options	*1. Consider additional funding for rural services. 2.Consider funding to state agencies in rural counties to assist in expanding services. 3. Consider legislation requiring rural*

REVIEWS/AUDITS

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

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

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

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the

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

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

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

PERFORMANCE MEASURES

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

Types of Performance Measures:

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 2.1.2--Collaborate with nonprofit, social and human service organizations to provide early intervention services.	
Performance Measure:	N/A	
Type of Measure:		
Results		
2013-14 Actual Results (as of 6/30/14):		
2014-15 Target Results:		
2014-15 Actual Results (as of 6/30/15):		
2015-16 Minimum Acceptable Results:		
2015-16 Target Results:		
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,		Insert any further explanation, if needed

Objective Details

What are the names and titles of the individuals who chose this as a performance measure?	
Why was this performance measure chosen?	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	
What are the names and titles of the individuals who chose the target value for 2015-16?	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Blind and visually impaired children would grow up without the tools they need to succeed in society and in school. This would leave children with a visual impairment totally*
Level Requires Outside Help	*When SCCB is unable to respond to citizens with visual impairments due to lack of resources it would be time to reach out for assistance.*
Outside Help to Request	*The first step would be to contact other state agencies who serve persons with disabilities. Next would be to contact non-profit and nearby agencies who might also offer assistance.*
Level Requires Inform General Assembly	*When no outside assistance can be found and funding does not exist for SCCB to expand services to help all citizens with visual impairments in the state of SC.*
3 General Assembly Options	*1. Consider additional funding for rural services. 2.Consider funding to state agencies in rural counties to assist in expanding services. 3. Consider legislation requiring rural*

REVIEWS/AUDITS

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

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
BabyNet	Coordinates with SCCB to provide free services to children with visual impairments.	*Business, Association or Individual*
PRO-Parents of SC	Coordinates with SCCB to provide free services to children with visual impairments.	*Business, Association or Individual*

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the

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

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

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

PERFORMANCE MEASURES

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

Types of Performance Measures:

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 3.1.1--Develop a process to attract highly qualified candidates and heighten employee satisfaction to increase retention.	
Performance Measure:	N/A	
Type of Measure:		
Results		
2013-14 Actual Results (as of 6/30/14):		
2014-15 Target Results:		
2014-15 Actual Results (as of 6/30/15):		
2015-16 Minimum Acceptable Results:		
2015-16 Target Results:		
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,		Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?		
Why was this performance measure chosen?		
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		
What are the names and titles of the individuals who chose the target value for 2015-16?		
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally		

Objective Details

Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Without a diversified workforce the agency could be viewed as discriminatory, and would not benefit from a diversity of experience, thinking, and problem solving. SCCB would also*
Level Requires Outside Help	*When qualified candidates from a diverse background cannot be hired due to low pay, high caseloads, high travel time, and current counselors are unable to keep up with the*
Outside Help to Request	*Contact local employment agencies and advertise vacancies anywhere possible in print and online.*
Level Requires Inform General Assembly	*When the agency can no longer hire or retain staff due to lack of responses to vacancy postings.*
3 General Assembly Options	*1. Consider additional funds to place more VR Counselors in the field and reduce caseload sizes in high need areas. 2. Consider additional funding for SCCB to offer competative*

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

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
indeed.com	Browse resumes and contact potential qualified candidates	*Business, Association or Individual*
State Ethics Commission	Provides ethical guidance through yearly activity reporting	*State/Local Government Entity*
SC Human Affairs	Provides consultative services and serves as a collecting house for workforce utilization data	State/Local Government Entity
SC Budget and Control Board	Provides consultative services on HR matters	State/Local Government Entity
Department of Homeland Security/E-Verify	Provides verification of eligibility and identify of hired individuals	State/Local Government Entity

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the

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

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

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

PERFORMANCE MEASURES

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

Types of Performance Measures:

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 3.1.2--Provide staff development training to improve employee's skills and provide up-to-date information to consumers.	
Performance Measure:	Total number of consumers served	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	2115	
2014-15 Target Results:	N/A--It is difficult to set a target in this area because there is no way to know how many people with visual impairments will decide to work and utilize the services of SCCB.	
2014-15 Actual Results (as of 6/30/15):	2015	
2015-16 Minimum Acceptable Results:	N/A	
2015-16 Target Results:	N/A	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	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?	James Kirby, Commissioner; Shana Robinson, Director of Quality Assurance	
Why was this performance measure chosen?	Identifing the consumers served and services provided assists in creating and identifying training areas to increase number of consumers served.	

Objective Details

If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Staff turnover in rural areas was high so fewer services were provided in these areas.
What are the names and titles of the individuals who chose the target value for 2015-16?	James Kirby, Commissioner; Kyle Walker, Director of Vocational Rehabilitation Consumer Services
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Vacancies now filled so target remained at previous year level.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	N/A
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*The VR profession is an ever changing research and development based profession, lack of staff development and training results in staff not being current with industry trends, best*
Level Requires Outside Help	*When staff is unable to answer questions posed by consumers, unable to train or offer training on the latest technology, and is unable to renew their specific licensures due to lack of*
Outside Help to Request	*Reach out to other state agencies and online for free and low cost training opportunities for staff to build their skills.*
Level Requires Inform General Assembly	*When staff is unable to maintain licensures and are not able to provide up to date services to the consumers.*
3 General Assembly Options	*1. Consider funding for specialized staff training to allow for professional growth and better service to consumers. 2. Consider expanding agencies authority to send staff to national*

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

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Labor Licensing & Regulation	Provides staff training at no cost	*State/Local Government Entity*
Insurance Reserve Fund	Provides staff training at no cost.	*State/Local Government Entity*
Helen Keller National Center (HKNC)	Provides staff training	Business, Association, or Individual
Hadley School for the Blind	Staff participates in free online courses	Business, Association, or Individual
American Red Cross -Non-Profit	Trains outreach staff in CPR.	Business, Association, or Individual
SC Division of Technology Operations	Training for I.T. staff	State/Local Government Entity
Microsoft	Training for I.T. staff on their website.	Business, Association, or Individual
Freedom Scientific	Free A.T. training for staff.	Business, Association, or Individual

Objective Details

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

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

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

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

PERFORMANCE MEASURES

Objective Details

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.
Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

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

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*An agency without a leadership team that communicates is not providing maximum services and this could result in fewer consumers being served as well as less efficiency within*
Level Requires Outside Help	*When there is no effective communication between agency leadership team members and all attempts at creating better communication fails.*
Outside Help to Request	*Request assistance from the SCCB Board.*
Level Requires Inform General Assembly	*When all attempts at building a leadership team fail and the SCCB Board is unable to effect change in the agency.*
3 General Assembly Options	*1. Make monthly leadership meetings mandatory. 2. Include a performance measure in each director's EPMS. 3. Step in and reorganize the leadership team.*

REVIEWS/AUDITS

Objective Details

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

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

PARTNERS

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

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

Reporting Requirements

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

Instructions :

Agency Responding	SCCB	SCCB	SCCB	SCCB	SCCB	SCCB	SCCB	SCCB	SCCB	SCCB
Report #	1	2	3	4	5	6	7	8	9	10
Report Name:	Restructuring Report	Accountability Report	RSA-113 Quarterly Cumulative Caseload Report	RSA-911 Case Services Report	RSA-2 Annual Vocational Rehabilitation Program/Cost Report	RSA-722 Resolution of Applicant/Client Appeals Report	RSA-704 Part II	OIB RSA-7-OB Independent Living Services for Older Individuals who are Blind	RSA-15 Report of Vending Facility Program (Randolph Sheppard)	SF-425 Federal Financial Report for the State Supported Employment Services program
Why Report is Required	To show progress on Restructuring Plan.	To provide information on how money was spent, services provided, and agency activities during the past year.	To identify the data trends of persons served by the agency.	To provide specific information on closed cases.	To identify administrative and program expenditures for VR and SE.	To report adverse actions against SCCB.	To provide detailed information on expenditures for the Independent Living Program.	To provide detailed information on expenditures for the Older Blind Program.	To provide detailed information on the Business Enterprise Program income and expenditures as well as vendor locations in each state.	To provide detailed information on expenditures for the Vocational Rehabilitation program and ensure compliance.
Legislative entity requesting the agency complete the report:	House Legislative Oversight Committee	Executive Budget Office	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Law which requires the report:	Section 1-30-10(G) South Carolina Restructuring Act of 2014		Sections 101(a)(10) of the Rehabilitation Act of 1973, as amended by WIOA, and the Paperwork Reduction Act of 1995, as amended. Policy Directive OSA-PD-15-02.	Sections 12(a), 13, 14(a), 101(a) (10), 131, and 626 of the Rehabilitation Act of 1973, as amended. Code of Federal Regulations: 34 CFR 361.38, 361.40, and 361.56.	Sections 3(b), 13(a), 101, 103, 131, and 625 of the Rehabilitation Act of 1973, as amended. Code of Federal Regulations: 34 CFR 76.702, 76.707, 76.709; 34 CFR 77.1; 34 CFR 80.3, 80.20, 80.22, 80.23, 80.24, 80.25, 80.41(b), 80.50; 34 CFR 361.40; 361.60(b), 361.63, and 361.64.	Section 102(c); Section 102(c)(8)(A); and Section 102(c)(8)(B) of the Rehabilitation Act of 1973	Title VII of the Rehabilitation Act of 1973, as amended, Sections 13, 704(m)(4)(D), 705(c)(5), 706(d), 722, 723, 725(c)(8), and 725(c)(13). Code of Federal Regulations: 34 CFR Parts 364, 365, and 366.	Chapter 2 of Title VII of the Rehabilitation Act, as amended by the Workforce Innovation and Opportunity Act (WIOA) and implementing regulations at 34 CFR Part 367.	Randolph-Sheppard Act 20 USC Sec. 107a(a). Code of Federal Regulations 34 CFR 395.3.	Sections 3(b), 19, 107(a)(2)(H), 107(a)(2)(I), 108, and 113 of the Rehabilitation Act of 1973, as amended by WIOA. Code for Federal Regulations: 34 CFR 76.702, 76.707, 76.709; 34 CFR 77.1; 2 CFR 200.1, 200.80, 200.301, 200.302, 200.303, 200.306, 200.307, 200.309, 200.327, 200.328, 200.343, 200.401, 200.408; 34 CFR 361.40, 361.60(b), 361.63, and
Agency's understanding of the intent of the report:	SCCB's understanding of the Restructuring Report is to show progress made on the 7 year plan that was submitted in 2014. The Restructuring Report is designed to identify cost saving and efficiency measures based on the 7 year restructuring plan.	SCCB's understanding of the intent of the Accountability Report is to specify the SCCB mission, objectives to accomplishing the mission and performance measures that show the degree to which objectives are being met.	The purpose of the RSA-113 is to track data trends of persons applying for VR services, eligibility determinations, identification of persons with significant and most significant disabilities, completion of Individualized Plans for Employment (IPE), service implementation, and program	The purpose of the RSA-911 Report is to track basic demographic, services provided, disability type, cost of services and employment outcomes for each individual whose case was closed during the federal fiscal year (October to September)	The purpose of the RSA-2 Report is to track administrative and program services expenditures and staff hours for the VR and SE programs during the federal fiscal year (October to September)	The purpose of the RSA-722 Report is to track the number of adverse SCCB actions that were appealed by applicants or individuals who were eligible for VR services during the federal fiscal year (October to September).	The purpose of the RSA-704 Part II Report is to track basic demographic, services provided, expenditures, disability type and outcomes achieved for blind and visually impaired individuals who received independent living services during the federal fiscal year (October to	The purpose of the RSA-7-OB Report is to track the services provided, expenditures, staffing and program outcomes for blind and visually impaired individuals who are 55 years of age and older during the federal fiscal year (October to September).	The purpose of the RSA-15 is to track the number of BEP locations, to document how many are on federal property and how many are on state or other public property, and to track the income and expenditures for the program during the federal fiscal year (October to September).	The purpose of the SF-425 is to track the financial status of the VR Program in order to ensure that SCCB is in compliance with the fiscal requirements contained in the Rehabilitation Act of 1973 (Rehabilitation Act), as amended by the Workforce Innovation and Opportunity Act (WIOA).
Year agency was first required to complete the report:	2015	2004	1973	1973	1973	1973	1973	1973	1973	1973
Reporting frequency (i.e. annually, quarterly, monthly):	Annually	Annually	Quarterly	Annually	Annually	Annually	Annually	Annually	Annually	Semi-Annually
Information on Most Recently Submitted Report										
Date Report was last submitted:	1/12/2016	8/27/2015	10/28/2015	11/30/2015	12/23/2015	12/5/2015	12/23/2015	12/23/2015	12/23/2015	9/30/2015
Timing of the Report										
Month Report Template is Received by Agency:	January 2016 is the first month this report is due. The template was received from the House Committee on Legislative Oversight on November 24, 2015.	The template is received in June of each year to be submitted no later than September 15th of each year.	N/A - A Policy Directive is distributed by RSA as needed when changes are made to the reporting requirements of the RSA-113. In such instances, the revised report template is typically received at least 6 months prior to the due date of the report.	N/A - A Policy Directive is distributed by RSA as needed when changes are made to the reporting requirements of the RSA-911. In such instances, the revised report template is typically received at least 6 months prior to the due date of the report.	N/A - A Policy Directive is distributed by RSA as needed when changes are made to the reporting requirements of the RSA-2. In such instances, the revised report template is typically received at least 6 months prior to the due date of the report.	N/A - A Policy Directive is distributed by RSA as needed when changes are made to the reporting requirements of the RSA-722. In such instances, the revised report template is typically received at least 6 months prior to the due date of the report.	N/A - A Policy Directive is distributed by RSA as needed when changes are made to the reporting requirements of the RSA-704 Part II. In such instances, the revised report template is typically received at least 6 months prior to the due date of the report.	N/A - A Policy Directive is distributed by RSA as needed when changes are made to the reporting requirements of the RSA-7-OB. In such instances, the revised report template is typically received at least 6 months prior to the due date of the report.	N/A - A Policy Directive is distributed by RSA as needed when changes are made to the reporting requirements of the RSA-15. In such instances, the revised report template is typically received at least 6 months prior to the due date of the report.	N/A - A Policy Directive is distributed by RSA as needed when changes are made to the reporting requirements of the SF-425. In such instances, the revised report template is typically received at least 6 months prior to the due date of the report.
Month Agency is Required to Submit the Report:	January	September	January, April, July and October	November	December	October	December	December	December	March and September
Where Report is Available & Positive Results										
To whom the agency provides the completed report:	Legislative Oversight Committee	Executive Budget Office	Rehabilitation Services Administration	Rehabilitation Services Administration	Rehabilitation Services Administration	Rehabilitation Services Administration	Rehabilitation Services Administration	Rehabilitation Services Administration	Rehabilitation Services Administration	Rehabilitation Services Administration
Website on which the report is available:	http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommitte	http://www.scstatehouse.gov/reports/aar2015/l24.p	https://rsa.ed.gov/choose.cfm?menu=mb_view	https://rsa.ed.gov/choose.cfm?menu=mb_view	https://rsa.ed.gov/choose.cfm?menu=mb_view	https://rsa.ed.gov/choose.cfm?menu=mb_view	https://rsa.ed.gov/choose.cfm?menu=mb_view	https://rsa.ed.gov/choose.cfm?menu=mb_view	https://rsa.ed.gov/choose.cfm?menu=mb_view	https://rsa.ed.gov/choose.cfm?menu=mb_view
If it is not online, how can someone obtain a copy of it:	-	-	-	-	-	-	-	-	-	-
Positive results agency has seen from completing the report:	This is the first year the report is required but during completion the agency is able to identify where cost savings have been obtained based on the restructuring plan and areas where this has not yet occurred. The report will assist in identifying changes that may need to be made in coming years.	The Accountability Report provides the agency with an overview of struggles and achievements for the previous year as well as strategic goals that have been defined for the upcoming year. The Report also provides the financial figures for each program at	Data trends from the RSA-113 Reports have been helpful with providing a general assessment of the SCCB's VR Program and identifying strategic baseline productivity goals.	Data trends from the RSA-911 Reports have been helpful with identifying strategic baseline service delivery and caseload closure goals.	Data trends from the RSA-2 Reports have been helpful with identifying and projecting programmatic and caseload spending trends for budget projections.	Data trends from the RSA-722 have been helpful with the development and/or revision to VR policy and procedures in the program areas for which appeals were sought.	Data trends from the RSA-704 Reports have been helpful with providing a general assessment of the SCCB IDL-B Program, identifying strategic baseline productivity goals and improvement of independent living services.	Data trends from the RSA-7-OB have been helpful with identifying and projecting programmatic and caseload spending trends for budget projections.	Information gathered from the RSA-15 assists the BEP director in identifying program needs and successes to assist in developing goals and improvements for the upcoming year.	Data collected from the SF-425 assists the VR program director in identifying where resources are utilized and provides guidance for ensuring caseload budgets are sufficient for providing maximum services to consumers.

Restructuring Recommendations and Feedback

Agency Responding	South Carolina Commission for the Blind
Date of Submission	1/8/2016
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	

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.
1 The public can see the benefits of SCCB to SC residents who are blind or visually impaired.	1 The report provides an in depth look at the goals of the agency and progress towards those goals and objectives.	1 Make note of the information requested and maintain a spreadsheet with the numbers for easy transferring to the report.
2 The public can see the various programs available at SCCB.	2	2
3	3	3

Does the agency believe this year's Restructuring Report was less burdensome than last year's?	Please list 1-3 changes to the Report questions, format, etc. the agency recommends to ensure the Report provides the best information to the public and General Assembly, in the least burdensome way to the agency.	Please add any other feedback the agency would like to provide (add as many additional rows as necessary)
No	1 Budget information is normally broken down by program, not by objective.	
Why or why not?	2	
	3	

Agencies are not required to do anything in this worksheet. This worksheet is part of the document so the proper drop down 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