Legislative Oversight Committee
South Carolina House of Representatives
Post Office Box 11867
Columbia, South Carolina 29211
Telephone: (803) 212-6810 • Fax: (803) 212-6811

2016 Annual Restructuring Report
Extension Request Guidelines

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

Agency Name:	**Department of Consumer Affairs**
Date Request Submitted:	**January 12, 2016**

Background

Committee Standard Practices 4.2.2 - 4.2.4

Extensions for Annual Restructuring Reports

4.2.2 The Chairman may, for reasons he determines as good cause, provide an agency an extension and new deadline to submit its Annual Restructuring Report (“New Deadline”). The Chairman will not provide more than two extensions without unanimous consent from the full committee.

4.2.3 Before the Chairman will consider a request from an agency for an extension, the agency must fully complete a Committee Extension Request form, as approved by the Committee Chairman, and provide it to the Chairman for consideration.

4.2.4 Until the agency receives a response, it should continue to complete the report to the best of its ability as if it is due on the original deadline.

Submission Process

Note this Extension Request Form will be published online.

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

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

I. Extension Request

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

II. History of Extensions

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

III. Good Cause

Submission Process

		1	Please state good cause as to why the Committee should grant the extension requested by the agency. Please limit the response to 1,000 words or less.	*Unfortunately, illness amongst management and a vacancy in the Director of Accounting and Procurement position have resulted in DCA being unable to complete its Restructuring Report as originally anticipated. We respectfully request an extension to ensure thoroughness in preparation, and accuracy of, the submission*
IV.	**Verfication**			
		1	Please state the name of the agency head, or person designated and authorized by the agency head to do so, that has approved and reviewed the information provided in this Extension Request form.	*Carri Grube Lybarker, Administrator*
		2	Does the agency head, or designated person by the agency head, affirm that the information contained in this form from the agency is complete and accurate to the extent of his or her knowledge.	*Yes*
V.	**Committee Response**		**Leave this section blank.**	
		1	Date extension was granted:	12-Jan-16
		2	Number of additional days granted:	10 busines days
		3	New deadline for agency response:	27-Jan-16

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2016 Annual Restructuring Report Guidelines

PLEASE NOTE:

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Agency Name:	**Department of Consumer Affairs**
Date Report Submitted:	**January 27, 2016**
Agency Head	
First Name	Carri
Last Name:	Grube Lybarker
Email Address:	Clybarker@scconsumer.gov
Phone Number:	803-734-4297

General Instructions

SUBMISSIONS	
What to submit?	Please submit this document in electronically only in both the original format (Excel) as well as in a PDF document. Save the document as “2016 - Agency ARR (*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		Department of Consumer Affairs		
Date of Submission		42396		
Instructions : List all state and federal statutes, regulations and provisos that apply to the agency ("Laws") and a summary of the statutory requirement and/or authority granted in the particular Law listed. If the agency grouped Laws together last year, they can continue to do so this year. However, please be aware that when the agency goes under study, the House Legislative Oversight Committee will ask it to list each Law individually. The Committee makes this request so the agency can then analyze each of the Laws to determine which current Laws may need to be modified or eliminated, as well as any new Laws possibly needed, to allow the agency to be more effective and efficient or to ensure the Law matches current practices and systems. Included below is an example, with a partial list of Laws which apply to the Department of Juvenile Justice. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.				
Item #	Statute, Regulation, or Proviso Number	State or Federal	Summary of Statutory Requirement and/or Authority Granted	Is the law a Statute, Proviso or Regulation?
1	37-1-101 *et seq.*	State	Establishes the general purposes and definitions of the South Carolina Consumer Protection Code.	Statute
2	37-2-101 *et seq.*	State	Establishes regulation of consumer credit sales, home solicitation sales and rental-purchase agreements in this state.	Statute
3	37-2-307	State	Allows charging of closing fees for motor vehicle dealers	Statute
4	37-2-308	State	Requirements for motor vehicle advertising	Statute
5	37-2-309	State	Requirements for manufactured housing credit disclosures, material terms	Statute
6	37-3-101 et seq.	State	Establishes regulation of consumer loans in this state.	Statute
7	37-3-308	State	Requirements for manufactured housing credit disclosures, material terms	Statute
8	37-3-413	State	Limitations on short term motor vehicle secured loans	Statute
9	37-4-101 *et seq.*	State	Establishes regulation of insurance sold in connection with a consumer credit transaction.	Statute
10	37-5-101 *et seq.*	State	Establishes basic remedies and penalties for Consumer Protection Code violations.	Statute
11	37-6-101 *et seq.*	State	Establishes the Department of Consumer Affairs its jurisdiction and enforcement mechanisms.	Statute
12	37-7-101 *et seq.*	State	Establishes regulation of Consumer Credit Counseling industry.	Statute
13	37-9-101 *et seq* .	State	Establishes the effective date and repealer of the Consumer Protection Code.	Statute
14	37-10-101 *et seq.*	State	Establishes miscellaneous loan provisions, including attorney and insurance preference.	Statute
15	37-11-10 *et seq.*	State	Establishes regulation of Continuing Care Retirement Communities.	Statute
16	37-13-10 *et seq.*	State	Establishes regulation of subleasing and loan assumption of motor vehicles.	Statute

Legal Standards

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

Legal Standards

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

Mission, Vision and Goals

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

Mission, Vision and Goals

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

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 goal. To ensure accountability, one person should be responsible for each objective. This can be the same person responsible for the goal, if it is a small agency, or, for larger agencies, a person who reports to the person responsible for the goal. The same person is not required to be responsible for all of the objectives.

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

Instructions :
1) Under the "Legal Responsibilities Satisfied" column, enter the legal responsibilities (i.e. state and/or federal statutes and provisos) the goal or objective is satisfying. For each goal, the agency can copy and paste the information from the Mission, Vision and Goals Chart. All of the legal standards mentioned for a particular goal should be included next to one of the objectives under that goal. When listing the Legal Responsibilities Satisfied, the agency can group the standards together when applicable (i.e. 63-19-320 thru 63-19-370). Make sure it is clear whether the agency is referencing state or federal laws and whether it is a proviso or statute.
2) Under the "Strategic Plan Part and Description" column, enter the strategic plan part number and description (i.e. Goal 1 - Increase the number of job opportunities available to juveniles to 20 per juvenile within the next 2 years). For each goal, the agency can copy and paste the information from the Mission, Vision and Goals Chart. If the agency is still utilizing the same strategies and objectives it submitted as part of the Accountability Report, it can copy and paste those into this chart, then fill in the remainder of the columns. However, if the agency has trouble explaining how each objective is SMART, it may need to revise its objectives. In addition, if the agency has revised its strategic plan since submitting its last Accountability Report, please provide information from the most current strategic plan.
3) Under the "Describe how it is SMART" column, enter the information which shows how each goal and objective is Specific, Measurable, Attainable, Relevant and Time-bound.
4) Under the "Public Benefit/Intended Outcome" column, enter the intended outcome of accomplishing each goal and objective.
5) Under the "Responsible Person" columns, provide information about the individual who has primary responsibility/accountability for each goal and objective. The Responsible Person for a goal has different teams of employees beneath him/her to help accomplish the goal. The Responsible Person for an objective has employees and possibly different teams of employees beneath him/her to help accomplish the objective. The Responsible Person for a goal is the person who, in conjunction with his/her team(s) and approval from higher level superiors, determines the strategy and objectives needed to accomplish the goal. The Responsible Person for an objective is the person who, in conjunction with his/her employees and approval from higher level superiors, sets the performance measure targets and heads the game plan for how to accomplish the objective for which he/she is responsible. Under the "Position" column, enter the Responsible Person's position/title at the agency. Under "Office Address" column, enter the address for the office from which the Responsible Person works. Under the "Department/Division" column, enter the department or division at the agency in which the Responsible Person works. Under the "Department/Division Summary" column, enter a brief summary (no more than 1-2 sentences) of what that department or division does in the agency.

Legal Responsibilities Satisfied:	*Strategic Plan Part and Description*	How it is S.M.A.R.T.:	Public Benefit/Intended Outcome:	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:	Office Address:	Department or Division:	Department or Division Summary:
(i.e. state and federal statutes or provisos the goal or objective is satisfying)	(i.e. Goal 1 - Insert description, Strategy 1.1 - Insert Description, Objective 1.1.1 - Insert Description)	Describe how each goal and objective is... Specific; Measurable; Attainable; Relevant; and Time-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome						
All	Goal 1 -EFFECTIVELY ADMINISTER & ENFORCE THE LAWS ASSIGNED TO THE DEPARTMENT TO PROTECT CONSUMERS FROM FRAUDULENT, UNFAIR AND DECEPTIVE PRACTICES.	S- States exactly what the Department intends to accomplish. M- Can calculate through internal measurements how the goal is accomplished. A- Looking to past fiscal years and programs/ projects implemented, can ascertain the goal is attainable. R- DCA is to protect consumers while giving due regard to legitimate businesses. T- Goal is to be attained on a fiscal year basis, with strategies and objectives fluctuating as necessary to attain the goal.	Consumers are protected when engaging with regulated entities in the marketplace and are effectively served by mediation services when harmed. Businesses acting in a fair and balanced manner flourish while those not complying with the law are held accountable.	*Carri Grube Lybarker*	*59*	*Administrator*	*2221 Devine St., Ste. 200, Columbia, SC*	*Administration*	*This division provides support and planning services to the Department, including leadership, procurement, accounting, human resources, and information technology.*

Strategy, Objectives and Responsibility

The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"	Strategy 1.1 - Examine regulated industries to determine compliance with applicable laws and regulations, conduct investigations upon receiving probable cause and implement enforcement actions against violators	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
All	Objective 1.1.1 - Bring necessary enforcement actions, including joint enforcement actions with federal, state and local agencies.	S- DCA will identify violations of the law and pursue enforcement M- Can calculate the number of actions pursued A- Based on previous years, this is attainable R- DCA's enforcement actions protect consumers as well as businesses operating in compliance with the laws T- Based on fiscal year	*SC consumers are protected in transactions because businesses will cease operating in violation of SC law.*	*Kelly Rainsford*	*22*	*Deputy of Regulatory Enforcement*	*2221 Devine St., Ste. 200, Columbia, SC*	*Legal*	*This division administers, interprets, and enforces the S.C. Consumer Protection Code. The division also licenses and regulates fifteen industries.*
S.C. Code Ann. § 37-6-104 to -113, -117, -118, -607; S.C. Reg. 28-3,-4; Also S.C. Code: Title 32, Chapter 7; Title 37 entirely; Title 39, Chapter 61; Title 40, Chapters 39, 58, 68, 79; Title 34, Chapter 36; Title 59, Chapter 102	Objective 1.1.2 - Obtain Refunds, Credits and Adjustments for consumers from regulated entities	S- DCA will identify violations of the law and pursue enforcement M- Can calculate the number of actions pursued A- Based on previous years, this is attainable R- DCA's enforcement actions protect consumers as well as businesses operating in compliance with the laws T- Based on fiscal year	*Consumers harmed in the marketplace are made whole through enforcement actions.*	*Kelly Rainsford*	*22*	*Deputy of Regulatory Enforcement*	*2221 Devine St., Ste. 200, Columbia, SC*	*Legal*	*This division administers, interprets, and enforces the S.C. Consumer Protection Code. The division also licenses and regulates fifteen industries.*
S.C. Code Ann. § 37-6-104 to -113, -117, -118, -607; S.C. Reg. 28-3, -4; Also S.C. Code: Title 32, Chapter 7; Title 37 entirely; Title 39, Chapter 61; Title 40, Chapters 39, 58, 68, 79; Title 34, Chapter 36; Title 59, Chapter 102; 15 USC 1601 et seq;16 CFR 1026	Objective 1.1.3 - Perform compliance reviews of regulated entities	S- DCA will identify violations of the law and pursue enforcement M- Can calculate the number of actions pursued A- Based on previous years, this is attainable R- DCA's enforcement actions protect consumers as well as businesses operating in compliance with the laws T- Based on fiscal year	*SC consumers will be protected in transactions because businesses will comply with applicable laws.*	*Kelly Rainsford*	*22*	*Deputy of Regulatory Enforcement*	*2221 Devine St., Ste. 200, Columbia, SC*	*Legal*	*This division administers, interprets, and enforces the S.C. Consumer Protection Code. The division also licenses and regulates fifteen industries.*
The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"	Strategy 1.2 - Receive and expeditiously resolve complaints of individuals pertaining to any consumer transaction arising out of the production, promotion or sale of consumer goods and services.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
S.C. Code Ann. § § 37-5-108; 37-6-104, -105, -117; S.C. Reg. 28-3,-4, -9, -500, -1000.	Objective 1.2.1 - Track and analyze complaints and resolutions obtained		*DCA finds equitable solutions for the consumer and the business through the provision of efficient mediation services.*	*Donna Backwinkel*	*133*	*Director of Consumer Services*	*2221 Devine St., Ste. 200, Columbia, SC*	*Consumer Services*	*This division receives and processes and mediates consumer complaints filed against businesses.*

Strategy, Objectives and Responsibility

S.C. Code Ann. § § 37-5-108; 37-6-104, -105, -117; S.C. Reg. 28-3,-4, -9, -500, -1000.	Objective 1.2.2- Increase usage of online complaint system and decrease processing times		*The complaint process is streamlined, user friendly and overall efficient for both consumers and businesses.*	*Donna Backwinkel*	*133*	*Director of Consumer Services*	*2221 Devine St., Ste. 200, Columbia, SC*	*Consumer Services*	*This division receives, processes and mediates consumer complaints filed against businesses.*
S.C. Code Ann. § § 37-5-108; 37-6-104, -105, -117; S.C. Reg. 28-3,-4, -9, -500, -1000.	Objective 1.2.3 - Obtain credits, refunds and adjustments for consumers equal to amount of general funds received		*DCA finds equitable solutions for the consumer and the business through the provision of mediation services.*	*Carri Grube Lybarker*	*59*	*Administrator*	*2221 Devine St., Ste. 200, Columbia, SC*	*Administration*	*This division provides support and planning services to the Department,*
The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"+A21:C21	Strategy 1.3 - Promote the interests of consumers before the Legislature, Governor and regulatory agencies	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
S.C. Code Ann. §§ 37-1-102; 37-6-104, -117, -601 et seq; 38-73-220-260. -490, -915; S.C. Reg. 28-3,-4.	Objective 1.3.1 - Represent the consumer interest in certain insurance matters	S- States exactly what the Department intends to accomplish. M- Can calculate through internal measurements how the objective is accomplished. A- Looking to past fiscal years and programs/ projects implemented, can ascertain the objective is attainable. R- DCA is protect the consumer interest in ratemaking proceedings T- Based on fiscal year.	*Changes to homeowners' insurance and worker's compensation insurance rates are justified and not excessive, inadequate to unwarranted.*	*Matthew Aronson*	*18*	*Assistant Consumer Advocate*	*2221 Devine St., Ste. 200, Columbia, SC*	*Advocacy*	*This division provides legal representation for consumer interest in matters involving property and casualty insurance, workers' compensation insurance, and other actions substantially affecting the interests of consumers.*
S.C. Code Ann. §37-1-102; 37-6-104, -117; S.C. Reg. 28-3,-4.	Objective 1.3.2 - Track pending legislation and testify before the Legislature on issues affecting consumers	S- States exactly what the Department intends to accomplish. M- Can calculate through internal measurements how the objective is accomplished. A- Looking to past fiscal years and programs/ projects implemented, can ascertain the objective is attainable. R- DCA is to make recommendations on new laws and amendments to protect consumers. T- Based on fiscal year.	*Legislation is enacted that promotes the protection of consumer interests and, alternatively, is not enacted due to the potential negative impact on consumers.*	*Carri Grube Lybarker*	*59*	*Administrator*	*2221 Devine St., Ste. 200, Columbia, SC*	*Administration*	*This division provides support and planning services to the Department, including leadership, procurement, accounting, human resources, and information technology.*

Strategy, Objectives and Responsibility

S.C. Code Title 37, Chapter 6; Ann. §§ 37-1-102; 37-2-307; 37-2-306; 37-3-306; 37-7-104; 37-11-30; 37-16-40; 37-17-40; 32-7-10 *et seq.*; 39-61-70; 40-39-30; 40-58-50; 40-68-30; 44-79-80; 59-102-40; S.C. Reg. 28-3,-4, -8, -9, -30 to -1000	Goal 2 - PROVIDE A QUALITY, STREAMLINED PROGRAM OF LICENSING AND REGISTRATION TO PROMOTE HIGH STANDARDS FOR REGULATED BUSINESSES AND ENSURE SOUTH CAROLINIANS ARE EFFECTIVELY AND EFFICIENTLY SERVED	S- States exactly what the Department intends to accomplish. M- Can calculate through internal measurements how the goal is accomplished. A- Looking to past fiscal years and programs/ projects implemented, can ascertain the goal is attainable. R- Undertaking activities to encourage honesty and fair business practices in the sale and promotion of consumer goods and services. T- Goal is to be attained on a fiscal year basis, with strategies and objectives fluctuating as necessary to attain the goal.	Promotion of consumer interests in the provision of services by qualified individuals, a transparent and efficient complaint process and representation in the legislative process.	*Carri Grube Lybarker*	*59*	*Administrator*	*2221 Devine St., Ste. 200, Columbia, SC*	*Administration*	*This division provides support and planning services to the Department, including leadership, procurement, accounting, human resources, and information technology.*
S.C. Code Ann. §§ 37-6-104, -105, -117, -118; 32-7-50; 37-2-305; 37-3-305; 37-6-202, -204; 37-2-307; 37-2-306; 37-3-306; 37-7-104; 37-11-30; 37-16-40; 37-17-40; 39-61-70; 40-39-30; 40-58-50; 40-68-30; 44-79-80; 59-102-40; S.C. Reg. 28-3, -8, -9, -30 to -1000	Strategy 2.1 - Investigate and process applications for regulated entities	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
S.C. Code Ann. § 32-7-50; 37-2-305; 37-3-305; 37-6-202, -204; 37-2-307; 37-2-306; 37-3-306; 37-7-104; 37-11-30; 37-16-40; 37-17-40; 39-61-70; 40-39-30; 40-58-50; 40-68-30; 44-79-80; 59-102-40; S.C. Reg. 28--8, 30 to -1000	Objective 2.1.1 - Increase availability and usage of online regulatory filing systems	S- DCA will provide more options for filing online M- Can calculate the ratio of how many people filed online versus on paper A- DCA is implementing a new licensing database that will be available for all regulatory filings R- DCA is responsible for receiving and processing filings for 15 regulatory programs T- The new database should be implemented fully by the end of FY2016	*Reduction in manual, paper processing results in licenses being issued faster and the online system permits better transparency during the licensing process.*	*Kelly Rainsford*	*22*	*Deputy of Regulatory Enforcement*	*2221 Devine St., Ste. 200, Columbia, SC*	*Legal*	*This division administers, interprets, and enforces the S.C. Consumer Protection Code. The division also licenses and regulates fifteen industries.*

Strategy, Objectives and Responsibility

S.C. Code Ann. § 32-7-50; 37-2-305; 37-3-305; 37-6-202, -204; 37-2-307; 37-2-306; 37-3-306; 37-7-104; 37-11-30; 37-16-40; 37-17-40; 39-61-70; 40-39-30; 40-58-50; 40-68-30; 44-79-80; 59-102-40; S.C. Reg. 28--8, 30 to -1000	Objective 2.1.2 - Process business and employee license applications within an average time of 30 days of receipt of a completed application.	S- DCA will publicize the online filing systems and provide training for users M- Can calculate the ratio of how many people filed online versus on paper A- DCA is implementing a new licensing database that will be available for all regulatory filings R- DCA is responsible for receiving and processing filings for 15 regulatory programs T- The new database should be implemented fully by the end of FY2016	*Reduction in manual, paper processing results in licenses being issued faster.*	*Kelly Rainsford*	*22*	*Deputy of Regulatory Enforcement*	*2221 Devine St., Ste. 200, Columbia, SC*	*Legal*	*This division administers, interprets, and enforces the S.C. Consumer Protection Code. The division also licenses and regulates fifteen industries.*
S.C. Code Ann. § 32-7-50; 37-2-305; 37-3-305; 37-6-202, -204; 37-2-307; 37-2-306; 37-3-306; 37-7-104; 37-11-30; 37-16-40; 37-17-40; 39-61-70; 40-39-30; 40-58-50; 40-68-30; 44-79-80; 59-102-40; S.C. Reg. 28--8, 30 to -1000	Strategy 2.2- Interpret and explain statutes under the agency's jurisdiction in a fair manner, balancing the interests of consumers with those businesses acting honestly and fairly	n/a	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
S.C. Code Ann. § 32-7-50; 37-2-305; 37-3-305;37-6-104, -117,-506; 37-6-202, -204; 37-2-307; 37-2-306; 37-3-306; 37-7-104; 37-11-30; 37-16-40; 37-17-40; 39-61-70; 40-39-30; 40-58-50; 40-68-30; 44-79-80; 59-102-40; S.C. Reg. 28-8, -30 to -1000	Objective 2.2.1 -Issue and update formal and informal interpretations, rules and regulations	S- States exactly what the Department intends to accomplish. M- Can calculate through internal measurements how the objective is accomplished. A- Looking to past fiscal years and programs/ projects implemented, can ascertain the objective is attainable. R- DCA is responsible for issuing guidance to ensure compliance with, and prevent circumvention of, the law. T- Based on fiscal year.	*Businesses receive guidance in compliant and noncompliant practices, creating a fair and balanced business climate.*	*Carri Grube Lybarker*	*59*	*Administrator*	*2221 Devine St., Ste. 200, Columbia, SC*	*Legal*	*This division provides support and planning services to the Department, including leadership, procurement, accounting, human resources, and information technology.*

Strategy, Objectives and Responsibility

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

Strategy, Objectives and Responsibility

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

Strategy, Objectives and Responsibility

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

Associated Programs

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

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

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

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

Associated Programs

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

Associated Programs

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

Associated Programs

Legal	The General Assembly has charged the DCA with advising the Legislature and Governor on consumer issues and state of credit in this State; Administer, interpret and enforce the S.C. Consumer Protection Code and license, register, or otherwise regulate mortgage brokers, pawnbrokers, physical fitness centers, motor clubs, credit counseling organizations, prepaid legal services, athlete agents, the sale of preneed funeral contracts, registered consumer credit grantor, maximum rate filing and motor vehicle disclosure programs.	S.C. Code of Laws Sections 37-1-101 *et seq.,* 16-17-445, 16-17-446; Also S.C. Code: Title 32, Chapter 7; Title 34, Chapter 36; Title 39, Chapter 61; Title 40, Chapters 39, 58, 68, 79; Title 59, Chapter 102; 15 USC 1601 et seq;16 CFR 1026	Objective 2.1.1 - Increase availability and usage of online regulatory filing systems
Legal	The General Assembly has charged the DCA with advising the Legislature and Governor on consumer issues and state of credit in this State; Administer, interpret and enforce the S.C. Consumer Protection Code and license, register, or otherwise regulate mortgage brokers, pawnbrokers, physical fitness centers, motor clubs, credit counseling organizations, prepaid legal services, athlete agents, the sale of preneed funeral contracts, registered consumer credit grantor, maximum rate filing and motor vehicle disclosure programs.	S.C. Code of Laws Sections 37-1-101 *et seq.,* 16-17-445, 16-17-446; Also S.C. Code: Title 32, Chapter 7; Title 34, Chapter 36; Title 39, Chapter 61; Title 40, Chapters 39, 58, 68, 79; Title 59, Chapter 102; 15 USC 1601 et seq;16 CFR 1026	Objective 2.1.2 - Process business and employee license applications within an average time of 30 days of receipt of a completed application.
Legal	The General Assembly has charged the DCA with advising the Legislature and Governor on consumer issues and state of credit in this State; Administer, interpret and enforce the S.C. Consumer Protection Code and license, register, or otherwise regulate mortgage brokers, pawnbrokers, physical fitness centers, motor clubs, credit counseling organizations, prepaid legal services, athlete agents, the sale of preneed funeral contracts, registered consumer credit grantor, maximum rate filing and motor vehicle disclosure programs.	S.C. Code of Laws Sections 37-1-101 *et seq.,* 16-17-445, 16-17-446; Also S.C. Code: Title 32, Chapter 7; Title 34, Chapter 36; Title 39, Chapter 61; Title 40, Chapters 39, 58, 68, 79; Title 59, Chapter 102; 15 USC 1601 et seq;16 CFR 1026	Objective 3.1.1 - Increase presentations by 10% , including joint educational outreach with federal, state and local agencies
Legal	The General Assembly has charged the DCA with advising the Legislature and Governor on consumer issues and state of credit in this State; Administer, interpret and enforce the S.C. Consumer Protection Code and license, register, or otherwise regulate mortgage brokers, pawnbrokers, physical fitness centers, motor clubs, credit counseling organizations, prepaid legal services, athlete agents, the sale of preneed funeral contracts, registered consumer credit grantor, maximum rate filing and motor vehicle disclosure programs.	S.C. Code of Laws Sections 37-1-101 *et seq.,* 16-17-445, 16-17-446; Also S.C. Code: Title 32, Chapter 7; Title 34, Chapter 36; Title 39, Chapter 61; Title 40, Chapters 39, 58, 68, 79; Title 59, Chapter 102; 15 USC 1601 et seq;16 CFR 1026	Objective 3.1.2 - Produce consumer and business educational materials, always including agency toll free number and website

Associated Programs

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

Associated Programs

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

Associated Programs

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

Associated Programs

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

Strategic Budgeting

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

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

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

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

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

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

1) Enter each agency objective and description (i.e. Objective 1.1.1 - insert description of objective). The agency can insert as many rows as necessary so that all objectives are included.

2) After entering all of the objectives, enter each "unrelated purpose" for which money received by the agency will go (i.e. Unrelated Purpose #1 - insert description of unrelated purpose) on a separate row. An "unrelated purpose" is money the agency is legislatively directed to spend on something that is not related to an agency objective (i.e. pass through, carry forward, etc.).

3) Enter how much money from each source of funds the agency budgets to spend on each objective and unrelated purpose. The "Total budgeted to spend on objectives and unrelated purposes" for each source of funds in Part B should equal the "Amount estimated to have available to spend this fiscal year" in Part A.

Explanations from the Agency regarding Part A: *Insert any additional explanations the agency would like to provide related to the information it provides below.*

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

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

Strategic Budgeting

Explanations from the Agency regarding Part B: *Insert any additional explanations the agency would like to provide related to the information it provides below.*

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

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

Strategic Budgeting

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)		1,424,196	2,245,982.00	22816			

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	Department of Consumer Affairs
Date of Submission	42396
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:		Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:		Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:		Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:		Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:		Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:		Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:		Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:		Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:		
Position:		
Office Address:		
Department or Division:		
Department or Division Summary:		
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:		Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

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

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

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

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

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

Objective Details

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description		
Performance Measure:		
Type of Measure:		
Results		
2013-14 Actual Results (as of 6/30/14):		
2014-15 Target Results:		
2014-15 Actual Results (as of 6/30/15):		
2015-16 Minimum Acceptable Results:		
2015-16 Target Results:		
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)		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 made on setting it at the level at which it was set?		
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?		
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		

POTENTIAL NEGATIVE IMPACT

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

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

REVIEWS/AUDITS

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)

PARTNERS

Objective Details

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?

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

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 1- Effectively administer and enforce the laws assigned to the Department to protect consumers from fraudulent, unfair, and deceptive practices*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*All*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*1.1 - Examine regulated industries to determine compliance with applicable laws and regulations, conduct investigations upon receiving probable cause and implement enforcement actions against violators*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*1.1.1 - Bring necessary enforcement actions, including joint enforcement actions with federal, state, and local agencies*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	*All*	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*SC consumers are protected in transactions because businesses will cease operating in violation of SC law.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Legal, Advocacy, Identity Theft Unit*	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Kelly Rainsford*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	*22*	
Position:	*Deputy of Regulatory Enforcement*	
Office Address:	*2221 Devine St., Ste. 200*	
Department or Division:	*Legal, Advocacy*	
Department or Division Summary:	*Administers, interprets, and enforces the S.C. Consumer Protection Code. The division also licenses and regulates fifteen industries.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	*$472,740*	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

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	1.1.1 - Bring necessary enforcement actions, including joint enforcement actions with federal, state, and local agencies	
Performance Measure:	Number of enforcement actions	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	43	
2014-15 Target Results:	50	
2014-15 Actual Results (as of 6/30/15):	143	
2015-16 Minimum Acceptable Results:	90	
2015-16 Target Results:	100	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory Enforcement	
Why was this performance measure chosen?	It is a quantifiable measurement that can be compared to previous years	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A	
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory Enforcement	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	We considered the resources available during 2014-15 in comparison to the resources expected to be available during 2015-16, number of filings received, complaint data and trends and compliance review results.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Noncompliant businesses will continue to operate in violation of SC law causing potential harm to SC consumers*

Objective Details

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

REVIEWS/AUDITS

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)

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?
Horry County Police Department	*Investigating regulated business*	*State/Local Government Entity*
Lexington County Sheriff's Office	*Investigating regulated business*	*State/Local Government Entity*
Greenville County Sheriff's Office	*Investigating regulated business*	*State/Local Government Entity*
SC Board of Financial Institutions, CFD	*Investigating regulated business*	*State/Local Government Entity*
SC Department of Motor Vehicles	*Investigating regulated businesses*	*State/Local Government Entity*

How the Agency is Measuring its Performance

Objective Number and Description	1.1.1 - Bring necessary enforcement actions, including joint enforcement actions with federal, state, and local agencies	
Performance Measure:	Number of advertising enforcement actions	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	N/A	
2014-15 Target Results:	N/A	
2014-15 Actual Results (as of 6/30/15):	114	
2015-16 Minimum Acceptable Results:	75	
2015-16 Target Results:	Increase 10%	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory Enforcement	
Why was this performance measure chosen?	It is a quantifiable measurement that can be compared to previous years	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A	
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory Enforcement	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	We considered the resources available during 2014-15 in comparison to the resources expected to be available during 2015-16, number of filings received, complaint data and trends and compliance review results.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is		

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	*Noncompliant businesses will continue to advertise in violation of SC law causing potential harm and confusion to SC consumers*
Level Requires Outside Help	*When enforcement actions increase to level that current staff cannot pursue*

Objective Details

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

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)

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,"

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
SC Department of Motor Vehicles	*Investigating regulated businesses*	*State/Local Government Entity*
SC Automobile Dealers Association	*Receive reports of violations*	*Business, Association or Individual*
Carolinas Independent Automobile Dealers Association	Receive reports of violations	*Business, Association or Individual*

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

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 1- Effectively administer and enforce the laws assigned to the Department to protect consumers*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*All*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*1.1 - Examine regulated industries to determine compliance with applicable laws and regulations, conduct investigations upon receiving probable cause and implement enforcement actions against violators*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*1.1.2 - Obtain refunds, credits, and adjustments for consumers from regulated entities*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	*S.C. Code Ann. § 37-6-104 to -113, -117, -118, -607; S.C. Reg. 28-3, -4; Also S.C. Code: Title 32, Chapter 7; Title 37 entirely; Title 39, Chapter 61; Title 40, Chapters 39, 58, 68, 79; Title 34, Chapter 36; Title 59, Chapter 102; 15 USC 1601 et seq;16 CFR 1026*	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*SC consumers will be protected in transactions because businesses will comply with applicable laws.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Legal, Advocacy*	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Kelly Rainsford*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	*22*	
Position:	*Deputy of Regulatory Enforcement*	
Office Address:	*2221 Devine St., Ste. 200*	
Department or Division:	*Legal, Advocacy*	
Department or Division Summary:	*Administers, interprets, and enforces the S.C. Consumer Protection Code. The division also licenses and regulates fifteen industries.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$162,029	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	1.1.2 - Obtain refunds, credits, and adjustments for consumers from regulated entities	
Performance Measure:	Amount of consumer credits, refunds, and adjustments arising from enforcement actions	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	$53,736	
2014-15 Target Results:	$75,000	
2014-15 Actual Results (as of 6/30/15):	$174,191	
2015-16 Minimum Acceptable Results:	$60,000	
2015-16 Target Results:	$75,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory	
Why was this performance measure chosen?	It is a quantifiable measurement that can be compared to previous years	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A	
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	We considered the resources available during 2014-15 in comparison to the resources expected to be available during 2015-16, number of filings	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		

POTENTIAL NEGATIVE IMPACT

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

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

Objective Details

Level Requires Inform General Assembly	*When enforcement actions increase to level that current staff cannot pursue*
3 General Assembly Options	*Provide funding/ FTE positions for internal hires; provide funding for contractors; provide resources for acquisition of tools to increase efficiency*

REVIEWS/AUDITS

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)

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?
Horry County Police Department	*Investigating regulated business*	*State/Local Government Entity*
Lexington County Sheriff's Office	*Investigating regulated business*	*State/Local Government Entity*
Greenville County Sheriff's Office	*Investigating regulated business*	*State/Local Government Entity*
SC Board of Financial Institutions, CFD	*Investigating regulated business*	*State/Local Government Entity*
SC Department of Motor Vehicles	*Investigating regulated businesses*	*State/Local Government Entity*

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

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

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

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	1.1.3 - Perform compliance reviews of regulated entities	
Performance Measure:	Number of compliance reviews completed	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	347	
2014-15 Target Results:	350	
2014-15 Actual Results (as of 6/30/15):	473	
2015-16 Minimum Acceptable Results:	350	
2015-16 Target Results:	400	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory	
Why was this performance measure chosen?	It is a quantifiable measurement that can be compared to previous years	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A	
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	We considered the resources available during 2014-15 in comparison to the resources expected to be available during 2015-16, number of filings	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		

POTENTIAL NEGATIVE IMPACT

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

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

Objective Details

REVIEWS/AUDITS

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

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

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 Department of Labor, Licensing, and Regulation	*We provide results of compliance reviews finding*	*State/Local Government Entity*
State Coordinating Commission	Pursue multi-state compliance reviews	*State/Local Government Entity*

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	Department of Consumer Affairs
Date of Submission	42396
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 -EFFECTIVELY ADMINISTER & ENFORCE THE LAWS ASSIGNED TO THE DEPARTMENT TO PROTECT CONSUMERS FROM FRAUDULENT, UNFAIR AND DECEPTIVE PRACTICES	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	All	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.2 - Receive and expeditiously resolve complaints of individuals pertaining to any consumer transaction arising out of the production, promotion or sale of consumer goods and services.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.2.1 - Track and analyze complaints and resolutions obtained	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	S.C. Code Ann. § § 37-5-108; 37-6-104, -105, -117; S.C. Reg. 28-3,-4, -9, -500, -1000.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*DCA finds equitable solutions for the consumer and the business through the provision of efficient mediation services.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Services, Identity Theft Unit*	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Donna Backwinkel*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	134	
Position:	*Services Director*	
Office Address:	*2221 Devine Street, Columbia*	
Department or Division:	*Services Division*	
Department or Division Summary:	*This division receives, processes and mediates consumer complaints filed against businesses*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$298,862	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 1.2.1 - Track and analyze complaints and resolutions obtained	
Performance Measure:	Number of complaints closed	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	3919 (3,722 filed)	
2014-15 Target Results:	> complaints filed	
2014-15 Actual Results (as of 6/30/15):	3734 (4,162 filed)	
2015-16 Minimum Acceptable Results:	75% of complaints filed	
2015-16 Target Results:	85% of complaints filed	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director	
Why was this performance measure chosen?	This number shows that the Division is keeping up with all new complaints and adequately processing the complaints.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	The agency implemented a new online database which required focus on analyst training and impeded processing.	
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Staffing resources, complaint trends. The target is in line with data reviewed.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	No	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are	We are analyzing the types and complexity of complaints to compile a new strategy for regulated complaint processing versus unregulated.	

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Longer processing times; complaint process not as valuable to businesses and consumers as could be for non-hearing resolutions*
Level Requires Outside Help	*75% closing ratio*

Objective Details

Outside Help to Request	*SC.Gov*
Level Requires Inform General Assembly	*75% closing ratio*
3 General Assembly Options	*Provide funding/ FTE positions for internal hires; provide funding for contractors; provide resources for acquisition of tools to increase efficiency/ meet goal*

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)

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

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

How the Agency is Measuring its Performance

Objective Number and Description	Objective 1.2.1 - Track and analyze complaints and resolutions obtained	
Performance Measure:	Percentage of complaints closed Satisfied	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	86	
2014-15 Target Results:	> 75%	
2014-15 Actual Results (as of 6/30/15):	83	
2015-16 Minimum Acceptable Results:	> 75%	
2015-16 Target Results:	> 75%	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director	
Why was this performance measure chosen?	Is indicative of analysts securing adequate business response or resolution preferred by the consumer	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A	
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Staffing levels, complaint trends, including complaint complexity, which indicate the target is feasible.	
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	*Complaint process not as valuable to businesses and consumers as could be for non-hearing resolutions*
Level Requires Outside Help	*Less than target*
Outside Help to Request	*SC.Gov*
Level Requires Inform General Assembly	*Less than target*
3 General Assembly Options	*Provide funding/ FTE positions for internal hires; provide funding for contractors; provide resources for acquisition of tools to increase efficiency/ meet goal*

REVIEWS/AUDITS

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

Objective Details

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

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,"

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 -EFFECTIVELY ADMINISTER & ENFORCE THE LAWS ASSIGNED TO THE DEPARTMENT TO PROTECT CONSUMERS FROM FRAUDULENT, UNFAIR AND DECEPTIVE PRACTICES	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	All	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.2 - Receive and expeditiously resolve complaints of individuals pertaining to any consumer transaction arising out of the production, promotion or sale of consumer goods and services.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.2.2- Increase usage of online complaint system and decrease processing times	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	S.C. Code Ann. § § 37-5-108; 37-6-104, -105, -117; S.C. Reg. 28-3,-4, -9, -500, -1000.	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*The complaint process is streamlined, user friendly and overall efficient for both consumers and businesses.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Services, Public Information*	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the
Responsible Person		
Name:	*Donna Backwinkel*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	134	
Position:	*Services Director*	
Office Address:	*2221 Devine Street, Columbia*	
Department or Division:	*Services Division*	
Department or Division Summary:	*This division receives, processes and mediates consumer complaints filed against businesses.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$66,317	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- Increase usage of online complaint system and decrease processing times	
Performance Measure:	Percentage of complaints filed online	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	60	
2014-15 Target Results:	70	
2014-15 Actual Results (as of 6/30/15):	60	
2015-16 Minimum Acceptable Results:	50	
2015-16 Target Results:	60	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director	
Why was this performance measure chosen?	This number reflects the number of consumers utilizing the online system	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Public education to increase awareness of the online system. Various media (YouTube, tutorials, etc.) that explain the system.	
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	The complaint system went live 1/7/2014, so patterns to analyze are limited. We review monthly and also took into account public education initiatives and system updates in the pipeline	
Based on the performance so far in 2015-16, does it appear the 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,"

Most Potential Negative Impact	*Longer processing times; complaint process not as valuable to businesses and consumers as could be for non-hearing resolutions*
Level Requires Outside Help	*50% usage*
Outside Help to Request	*SC.Gov*
Level Requires Inform General Assembly	*50% usage*
3 General Assembly Options	*Provide funding/ FTE positions for internal hires; provide funding for contractors; provide resources for acquisition of tools to increase efficiency/ meet goal*

REVIEWS/AUDITS

Instructions : Below please list all external or internal 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)

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,"

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.2.2- Increase usage of online complaint system and decrease processing times	
Performance Measure:	Average days to resolve a complaint	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	25	
2014-15 Target Results:	25	
2014-15 Actual Results (as of 6/30/15):	32	
2015-16 Minimum Acceptable Results:	30	
2015-16 Target Results:	30	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed

What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director
Why was this performance measure chosen?	Faster processing times benefit the consumer as well as the business.
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Staff training on the online system as well as system issues. Also, complaints filed against regulated businesses may involve investigations, which delay complaint resolution.
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Complaint trends, usage of the online complaint portal, timeline for system updates.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	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?	We are analyzing the types and complexity of complaints to compile a new strategy for regulated complaint processing versus unregulated, including segregation of data.

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	*Longer processing times; complaint process not as valuable to businesses and consumers as could be for non-hearing resolutions*
Level Requires Outside Help	*55 days to process unregulated complaint*
Outside Help to Request	*SC.Gov*
Level Requires Inform General Assembly	*55 days to process unregulated complaint*
3 General Assembly Options	*Provide funding/ FTE positions for internal hires; provide funding for contractors; provide resources for acquisition of tools to increase efficiency/ meet goal*

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)

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,"

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

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

PERFORMANCE MEASURES

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

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

Types of Performance Measures:

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 1.2.3 - Obtain credit, refunds and adjustments for consumers in the amount equal to general funds received.	
Performance Measure:	Refunds, credits and adjustments	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	1,013,183	
2014-15 Target Results:	1,000,000	
2014-15 Actual Results (as of 6/30/15):	1,234,256	
2015-16 Minimum Acceptable Results:	750,000	
2015-16 Target Results:	1,000,000	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director	
Why was this performance measure chosen?	Is indicative of obtaining resolution satisfactory to the consumer	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A	
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Reviewed complaint trends, staffing, prior results, system updates, number of complaints filed- all indicate this is a feasible target.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is		

POTENTIAL NEGATIVE IMPACT

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

REVIEWS/AUDITS

Instructions : Below please list all external or internal 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)

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,"

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

PERFORMANCE MEASURES

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

Types of Performance Measures:

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

What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director
Why was this performance measure chosen?	Evidence program worth and success
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator; Donna Backwinkel, Services Director
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Reviewed complaint trends, staffing, prior results, system updates, number of complaints filed- all indicate this is a feasible target.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is	

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most 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	*Complaint process not as valuable to businesses and consumers as could be for non-hearing resolutions*
Level Requires Outside Help	*Minimum result not obtained*
Outside Help to Request	*SC.Gov*
Level Requires Inform General Assembly	*Minimum result not obtained*
3 General Assembly Options	*Provide funding/ FTE positions for internal hires; provide funding for contractors; provide resources for acquisition of tools to increase efficiency/ meet goal*

REVIEWS/AUDITS

Instructions : Below please list all external or internal 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)

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,"

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

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

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

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 1- Effectively administer and enforce the laws assigned to the Department to protect consumers*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*All*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*1.3 - Promote the interests of consumers before the Legislature, Governor, and regulatory agencies*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*1.3.1 - Represent the consumer interest in certain insurance matters*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	*S.C. Code Ann. §§ 37-1-102; 37-6-104, -117, -601 et seq; 38-73-220-260. -490, -915; S.C. Reg. 28-3,-4.*	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Changes to homeowners' insurance and worker's compensation insurance rates are justified and not excessive, inadequate to unwarranted.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Advocacy, Administration*	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Matthew Aronson*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	*19*	
Position:	*Asssistant Consumer Advocate*	
Office Address:	*2221 Devine Street, Ste. 200*	
Department or Division:	*Advocacy*	
Department or Division Summary:	*Represent consumer interest before regulatory agencies which undertake to fix rates or prices for consumer products or services and to enact regulations or establish policies related thereto and to provide legal representation of the consumer interest concerning insurance matters*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$127,773	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

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	*1.3.1 - Represent the consumer interest in certain insurance matters*	
Performance Measure:	Number of Insurance Rate Notices reviewed	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	594 (100% received)	
2014-15 Target Results:	100% received	
2014-15 Actual Results (as of 6/30/15):	534 (100% received)	
2015-16 Minimum Acceptable Results:	100% received	
2015-16 Target Results:	Review 100% of insurance notices received	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator/Consumer Advocate and Matthew Aronson, Assistant Consumer Advocate	
Why was this performance measure chosen?	It is a quantifiable measurement that can be compared to previous years	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A	
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator/Consumer Advocate and Matthew Aronson, Assistant Consumer Advocate	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	We considered the resources available during 2014-15 in comparison to the resources expected to be available during 2015-16, number of filings received	
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	*Insurance companies may file insurance rates that are excessive, inadequate, or unfairly discriminitory causing potential harm to SC consumers*
Level Requires Outside Help	*When intervention increases to a level that current staff cannot meet deadlines*

Outside Help to Request	*Contract outside attorneys or request funds to hire additional staff*
Level Requires Inform General Assembly	*When intervention increases to a level that current staff cannot meet deadlines*
3 General Assembly Options	*Provide funding/ FTE positions for internal hires; provide funding for contractors; provide resources for acquisition of tools to increase efficicency*

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)

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Department of Insurance	*Providing notices and full filings of insurance*	*State/Local Government Entity*
Actuarial Consultant	*Reviews insurance filings*	*Business, Association or Individual*

How the Agency is Measuring its Performance

Objective Number and Description	*1.3.1 - Represent the consumer interest in certain insurance matters*	% of comments/notices of intervention submitted to DOI on or before deadline
Performance Measure:	Percentage of Comments/Notices of Intervention Provided by Deadline	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	100% (27 provided)	
2014-15 Target Results:	100%	
2014-15 Actual Results (as of 6/30/15):	100% (45 provided)	
2015-16 Minimum Acceptable Results:	100%	
2015-16 Target Results:	100%	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator/Consumer Advocate and Matthew Aronson, Assistant Consumer Advocate	
Why was this performance measure chosen?	It is a quantifiable measurement that can be compared to previous years	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A	
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator/Consumer Advocate and Matthew Aronson, Assistant Consumer Advocate	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	We considered the resources available during 2014-15 in comparison to the resources expected to be available during 2015-16, comments provided and industry trends.	
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	*Insurance companies may file insurance rates that are excessive, inadequate, or unfairly discriminitory causing potential harm to SC consumers*
Level Requires Outside Help	*When intervention increases to a level that current staff cannot meet deadlines*
Outside Help to Request	*Contract outside attorneys or request funds to hire experts*
Level Requires Inform General Assembly	*When intervention increases to a level that current staff cannot meet deadlines*
3 General Assembly Options	*Provide funding/ FTE positions for internal hires; provide funding for contractors; provide resources for acquisition of tools to increase efficicency*

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)

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,"

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Department of Insurance	*Providing notices and full filings of insurance companies*	*State/Local Government Entity*
Actuarial Consultant	*Reviews insurance filings*	*Business, Association or Individual*

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

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

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

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

PERFORMANCE MEASURES

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

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

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

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance		
Objective Number and Description	*Objective 1.3.2 - Track pending legislation and testify before the Legislature on issues affecting consumers*	
Performance Measure:	Legislative Hearing Attendance/ Testimony for relevant bills	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	n/a	
2014-15 Target Results:	100%	
2014-15 Actual Results (as of 6/30/15):	100%	
2015-16 Minimum Acceptable Results:	95%	
2015-16 Target Results:	100%	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator/Consumer Advocate and Matthew Aronson, Assistant Consumer Advocate	
Why was this performance measure chosen?	Is central to fulfilling responsibility of advising the Legislature on consumer matters	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A	
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator/Consumer Advocate	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	We considered the resources available during 2014-15 in comparison to the resources expected to be available during 2015-16, number of relevant bills	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		

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	*Consumer perspective not considered in passage of legislation, negatively affected*

Level Requires Outside Help	*Minimum result not obtained*
Outside Help to Request	*Contract outside attorneys*
Level Requires Inform General Assembly	*Minimum result not obtained*
3 General Assembly Options	*Provide funding/ FTE positions for internal hires; provide funding for contractors; provide resources for acquisition of tools to increase efficiency*

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)

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?

How the Agency is Measuring its Performance

Objective Number and Description	*1.3.1 - Represent the consumer interest in certain insurance matters*	% of comments/notices of intervention submitted to DOI on or before deadline
Performance Measure:	Percentage of Comments/Notices of Intervention Provided by Deadline	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	100% (27 provided)	
2014-15 Target Results:	100%	
2014-15 Actual Results (as of 6/30/15):	100% (45 provided)	
2015-16 Minimum Acceptable Results:	100%	
2015-16 Target Results:	100%	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator/Consumer Advocate and Matthew Aronson, Assistant Consumer Advocate	
Why was this performance measure chosen?	It is a quantifiable measurement that can be compared to previous years	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A	
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator/Consumer Advocate and Matthew Aronson, Assistant Consumer Advocate	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	We considered the resources available during 2014-15 in comparison to the resources expected to be available during 2015-16, comments provided and industry trends.	
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	*Insurance companies may file insurance rates that are excessive, inadequate, or unfairly discriminatory causing potential harm to SC consumers*
Level Requires Outside Help	*When intervention increases to a level that current staff cannot meet deadlines*
Outside Help to Request	*Contract outside attorneys or request funds to hire experts*
Level Requires Inform General Assembly	*When intervention increases to a level that current staff cannot meet deadlines*
3 General Assembly Options	*Provide funding/ FTE positions for internal hires; provide funding for contractors; provide resources for acquisition of tools to increase efficiency*

REVIEWS/AUDITS

Instructions : Below please list all external or 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)

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,"

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Department of Insurance	*Providing notices and full filings of insurance companies*	*State/Local Government Entity*
Actuarial Consultant	*Reviews insurance filings*	*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	Department of Consumer Affairs
Date of Submission	1/27/2016
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 2 - Provide a quality, streamlined program of licensing and registration to promote high standards*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*S.C. Code Title 37, Chapter 6; Ann. §§ 37-1-102; 37-2-307; 37-2-306; 37-3-306; 37-7-104; 37-11-30; 37-16-40; 37-17-40; 32-7-10 et seq.; 39-61-70; 40-39-30; 40-58-50; 40-68-30; 44-79-80; 59-102-40; S.C. Reg. 28-3,-4, -8, -9, -30 to -1000*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*2.1 - Investigate and process applications for regulated entities*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*2.1.1 - Increase availability and usage of online regulatory filing systems*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	*S.C. Code Ann. § 32-7-50; 37-2-305; 37-3-305; 37-6-202, -204; 37-2-307; 37-2-306; 37-3-306; 37-7-104; 37-11-30; 37-16-40; 37-17-40; 39-61-70; 40-39-30; 40-58-50; 40-68-30; 44-79-80; 59-102-40; S.C. Reg. 28--8, 30 to -1000*	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Reduction in manual, paper processing results in licenses being issued faster and the online system permits better transparency during the licensing process.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Legal, Advocacy, Administration*	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Kelly Rainsford*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	*22*	
Position:	*Deputy of Regulatory Enforcement*	
Office Address:	*2221 Devine St., Ste. 200*	
Department or Division:	*Legal, Advocacy*	
Department or Division Summary:	*Administers, interprets, and enforces the S.C. Consumer Protection Code. The division also licenses and regulates fifteen industries.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	*$300,167*	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	2.1.1 - Increase availability and usage of online regulatory filing systems	
Performance Measure:	Number of programs available online	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	6	
2014-15 Target Results:	8	
2014-15 Actual Results (as of 6/30/15):	6	
2015-16 Minimum Acceptable Results:	9	
2015-16 Target Results:	14	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory Enforcement	
Why was this performance measure chosen?	It is a quantifiable measurement that can be compared to previous years	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	We are in the process of developing and implementing a new licensing	
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory Enforcement	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	We anticipate database implementation to occur during 2015-16 and our goal is to stagger the rollout of programs on the new system.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		

POTENTIAL NEGATIVE IMPACT

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

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

Objective Details

Level Requires Inform General Assembly	*Depends on overall funding*
3 General Assembly Options	*Provide adequate funding for technology; Provide adequate funding for staff; Provide funding to centralize technology services through DTO and eliminate agency billing*

REVIEWS/AUDITS

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)

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?
ThoughtSpan	*Developing our new licensing database*	*Business, Association or Individual*
SC Business One Stop	Administers online filings for 6 of our regulatory programs	*State/Local Government Entity*
Division of Technology Operations	*Assisting in new database development/ related services*	*State/Local Government Entity*

How the Agency is Measuring its Performance

Objective Number and Description	2.1.1 - Increase availability and usage of online regulatory filing systems	
Performance Measure:	Total Percentage of Online Filings	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	16%	
2014-15 Target Results:	25%	
2014-15 Actual Results (as of 6/30/15):	26%	
2015-16 Minimum Acceptable Results:	25%	
2015-16 Target Results:	25%	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory Enforcement	
Why was this performance measure chosen?	It is a quantifiable measurement that can be compared to previous years	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A	
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory Enforcement	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	We anticipate there will be a standard adoption curve once the new licensing system becomes available	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
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	*Licensees will continue to file paper applications, which reduces efficiency and increases storage needs*
Level Requires Outside Help	*When funding levels do not permit technology maintenance*
Outside Help to Request	*DTO; MMO*
Level Requires Inform General Assembly	*Depends on overall funding*
3 General Assembly Options	*Provide adequate funding for technology; Provide adequate funding for staff; Provide funding to centralize technology services through DTO and eliminate agency billing*

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

Objective Details

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

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,"

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
ThoughtSpan	*Developing our new licensing database*	*Business, Association or Individual*
SC Business One Stop	Administers online filings for 6 of our regulatory programs	*State/Local Government Entity*
Division of Technology Operations	*Assisting in new database development/ related services*	*State/Local Government Entity*

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

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

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*Goal 2 - Provide a quality, streamlined program of licensing and registration to promote high standards*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*S.C. Code Title 37, Chapter 6; Ann. §§ 37-1-102; 37-2-307; 37-2-306; 37-3-306; 37-7-104; 37-11-30; 37-16-40; 37-17-40; 32-7-10 et seq.; 39-61-70; 40-39-30; 40-58-50; 40-68-30; 44-79-80; 59-102-40; S.C. Reg. 28-3,-4, -8, -9, -30 to -1000*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*2.1 - Investigate and process applications for regulated entities*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*2.1.2 - Process business and employee license applications within an average time of 30 days of receipt of a completed application*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	*S.C. Code Ann. § 32-7-50; 37-2-305; 37-3-305; 37-6-202, -204; 37-2-307; 37-2-306; 37-3-306; 37-7-104; 37-11-30; 37-16-40; 37-17-40; 39-61-70; 40-39-30; 40-58-50; 40-68-30; 44-79-80; 59-102-40; S.C. Reg. 28--8, 30 to -1000*	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:		Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Legal, Advocacy, Administration*	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Kelly Rainsford*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	22	
Position:	*Deputy of Regulatory Enforcement*	
Office Address:	*2221 Devine St., Ste. 200*	
Department or Division:	*Legal, Advocacy*	
Department or Division Summary:	*Administers, interprets, and enforces the S.C. Consumer Protection Code. The division also licenses and regulates fifteen industries.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$508,458	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

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

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

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

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure 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	*2.1.2- Process business and employee license applications within an average time of 30 days of receipt of a completed application*	
Performance Measure:	Number of licenses issued	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	N/A (changed method of calculation)	
2014-15 Target Results:	N/A (changed method of calculation)	
2014-15 Actual Results (as of 6/30/15):	24,425	
2015-16 Minimum Acceptable Results:	22,000	
2015-16 Target Results:	25,500	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory Enforcement	
Why was this performance measure chosen?	It is a quantifiable measurement that can be compared to previous years	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	We are in the process of developing and implementing a new licensing database	
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory Enforcement	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	We anticipate implementation to occur during 2015-16 and our goal is to stagger the rollout of programs on the new system, number of filings	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Consumers are not able to access services from qualified professionals, business providers are delayed in operating*
Level Requires Outside Help	*N/A- Depends on overall agency funding*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*Depends on overall agency funding*
3 General Assembly Options	*Provide adequate funding for overall agency operations; supply one-time funding to cover gaps; provide technology resources to increase efficiencies*

REVIEWS/AUDITS

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

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?
ThoughtSpan	*Developing our new licensing database*	*Business, Association or Individual*
SC Business One Stop	Administers online filings for 6 of our regulatory programs	*State/Local Government Entity*

How the Agency is Measuring its Performance

Objective Number and Description	*2.1.1 - Process business and employee license applications within an average time of 30 days of receipt of a completed application*
Performance Measure:	Percentage of licenses issued within 30 days of receipt of a completed application
Type of Measure:	Outcome
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:	50%
2015-16 Target Results:	65%

Details

Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory Enforcement	
Why was this performance measure chosen?	It is a quantifiable measurement that can be compared to previous years	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	We are in the process of developing and implementing a new licensing database	
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator and Kelly Rainsford, Deputy of Regulatory Enforcement	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	We anticipate database implementation to occur during 2015-16 and our goal is to stagger the rollout of programs on the new system	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is		

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	*Consumers are not able to access services from qualified professionals, business providers are delayed in operating*
Level Requires Outside Help	*N/A- Depends on overall agency funding*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*Depends on overall agency funding*
3 General Assembly Options	*Provide adequate funding for overall agency operations; supply one-time funding to cover gaps; provide technology resources to increase efficiencies*

REVIEWS/AUDITS

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

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

PARTNERS

Instructions : Under the column labeled, "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,"

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
ThoughtSpan	*Developing our new licensing database*	*Business, Association or Individual*
Division of Technology Operations	*Assisting in new database development/ related services*	
SC Business One Stop	Administers online filings for 6 of our regulatory programs	*State/Local Government Entity*

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

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

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

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

PERFORMANCE MEASURES

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

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

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

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

POTENTIAL NEGATIVE IMPACT

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

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

REVIEWS/AUDITS

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

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?
Various industries regulated	*Provide feedback on regulatory structure/ gaps*	*Other Business, Association, or Individual*

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

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

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

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers 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

Most Potential Negative Impact	*DCA is not able to give as many presentations resulting in decreased business and consumer knowledge of rights and responsibilities*
Level Requires Outside Help	*When DCA can not provide more than 20 presentations a year*
Outside Help to Request	*Public/ private outreach partners*
Level Requires Inform General Assembly	*When DCA can not provide more than 20 presentations a year*
3 General Assembly Options	*Provide funding/ FTE positions for internal hires; provide funding for contractors; provide resources for acquisition of tools to increase efficiency*

REVIEWS/AUDITS

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

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

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
AARP	*Plan and execute presentations together*	*Business, Association or Individual*
Other State Agencies	Plan and execute presentations together	

How the Agency is Measuring its Performance

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

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

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Decreased business and consumer knowledge of rights and responsibilities*
Level Requires Outside Help	*When DCA can not provide more than 20 presentations a year*
Outside Help to Request	*Public/ private outreach partners*
Level Requires Inform General Assembly	*When DCA can not provide more than 20 presentations a year*
3 General Assembly Options	*Provide funding/ FTE positions for internal hires; provide funding for contractors; provide resources for acquisition of tools to increase efficiency*

REVIEWS/AUDITS

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)

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

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 3 -EDUCATE CONSUMERS AND BUSINESSES ON THEIR RIGHTS AND RESPONSIBILTIES UNDER THE LAW
Legal responsibilities satisfied by Goal:	S.C. Code Ann. §§ 37-1-102; 37-6-104,-117, -118, 604; S.C. Reg. 28-3, -4
# and description of Strategy the Objective is under:	Strategy 3.1-Engage in traditional educational efforts to decrease consumer risks and increase industry compliance
Objective	
Objective # and Description:	Objective 3.1.2 - Produce consumer and business educational materials, always including agency toll free number and website
Legal responsibilities satisfied by Objective:	*S.C. Code Ann. §§ 37-1-102; 37-6-104,-117; S.C. Reg. 28-3, -4*
Public Benefit/Intended Outcome:	*Increased public awareness of DCA and it's services as well as consumer and business topics of interest.*
Agency Programs Associated with Objective	
Program Names:	*Public Information, Legal, Advocacy, Identity Theft Unit*
Responsible Person	
Name:	*Juliana Harris*
Number of Months Responsible:	48
Position:	*Director of Public Information*
Office Address:	*2221 Devine St, STE 200 Columbia SC 29205*
Department or Division:	*Public Information*
Department or Division Summary:	*Public Information serves as an informational portal for consumers, business, and media.*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$125,439
Total Actually Spent:	*Agency will provide next year*

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 3.1.2 - Produce consumer and business educational materials always including agency toll free number and website	
Performance Measure:	Number of Consumer and Business Publications Released	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	6	
2014-15 Target Results:	7	
2014-15 Actual Results (as of 6/30/15):	3	
2015-16 Minimum Acceptable Results:	4	
2015-16 Target Results:	5	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator; Juliana Harris, Public Information Director	
Why was this performance measure chosen?	Directly reflects how able DCA is to generate and disseminate relevant information to consumers and businesses.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	FY15 was less because DCA was focusing more on establishing and stabilizing its digital presence.	
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator; Juliana Harris, Public Information Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision	Internal resource allocation plans make this goal attainable for FY16.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure		

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

Most Potential Negative Impact	*Decreased business and consumer knowledge of rights and responsibilities*
Level Requires Outside Help	*When DCA can not provide more than 2 brochures a year*
Outside Help to Request	*Public/ private outreach partners*
Level Requires Inform General Assembly	*When DCA can not provide more than 2 brochures a year*
3 General Assembly Options	*Provide funding/ FTE positions for internal hires; provide funding for contractors; provide resources for acquisition of tools to increase efficiency*

REVIEWS/AUDITS

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

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

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?

#NAME?

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 3 -EDUCATE CONSUMERS AND BUSINESSES ON THEIR RIGHTS AND RESPONSIBILTIES UNDER THE LAW
Legal responsibilities satisfied by Goal:	S.C. Code Ann. §§ 37-1-102; 37-6-104,-117, -118, 604; S.C. Reg. 28-3, -4
# and description of Strategy the Objective is under:	Strategy 3.1 -Engage in traditional educational efforts to decrease consumer risks and increase industry compliance
Objective	
Objective # and Description:	Objective 3.1.3 - Actively seek out media attention and cultivate relationships with media stakeholders
Legal responsibilities satisfied by Objective:	*S.C. Code Ann. §§ 37-1-102; 37-6-104,-117, -118, 604; S.C. Reg. 28-3, -4*
Public Benefit/Intended Outcome:	*More relationships with media outlets helps increase agency visibility and results in more public awareness of agency statutes and its services.*
Agency Programs Associated with Objective	
Program Names:	*Public Information*
Responsible Person	
Name:	*Juliana Harris*
Number of Months Responsible:	48
Position:	*Director of Public Information*
Office Address:	*2221 Devine St, STE 200 Columbia SC 29205*
Department or Division:	*Public Information*
Department or Division Summary:	*Public Information serves as an informational portal for consumers, business, and media.*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$35,014
Total Actually Spent:	*Agency will provide next year*

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 3.1.3 - Actively seek out media attention and develop relationships with media stakeholders	
Performance Measure:	Number of media requests fulfilled	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	50	
2014-15 Target Results:	50	
2014-15 Actual Results (as of 6/30/15):	66	
2015-16 Minimum Acceptable Results:	50	
2015-16 Target Results:	65	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator; Juliana Harris, Public Information Director	
Why was this performance measure chosen?	Reflects how responsive we are to media	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator; Juliana Harris, Public Information Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Based on previous years and relationships built, past measurements. DCA should be able to achieve the target	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-	Yes, we are half way to the target	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure		

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

Most Potential Negative Impact	*Decreased business and consumer knowledge of rights and responsibilities*
Level Requires Outside Help	*When DCA cannot fulfill 75 % of goal*
Outside Help to Request	*Public/ private outreach partners*
Level Requires Inform General Assembly	*When DCA cannot fulfill 75 % of goal*
3 General Assembly Options	*Provide funding/ FTE positions for internal hires; provide funding for contractors; provide resources for acquisition of tools to increase efficiency*

REVIEWS/AUDITS

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

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

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?
Print and Broadcast Media Outlets	*Fulfilling their media requests*	*Business, Association or Individual*

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 3.1.3 - Actively seek out media attention and develop relationships with media stakeholders	
Performance Measure:	Number of press releases issued	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	32	
2014-15 Target Results:	35	
2014-15 Actual Results (as of 6/30/15):	28	
2015-16 Minimum Acceptable Results:	30	
2015-16 Target Results:	35	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator; Juliana Harris, Public Information Director	
Why was this performance measure chosen?	Reflects how actively DCA generates relevant subject matter for media consumption	

If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Created internal resource allocation plan.
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator; Juliana Harris, Public Information Director
What was considered when determining the level to set the target value in 2015-16 and why was the decision	Past media interest, recurring events over past fiscal years.
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure	

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

Most Potential Negative Impact	*Decreased business and consumer knowledge of rights and responsibilities*
Level Requires Outside Help	*When DCA cannot fulfill 75 % of goal*
Outside Help to Request	*Public/ private outreach partners*
Level Requires Inform General Assembly	*When DCA cannot fulfill 75 % of goal*
3 General Assembly Options	*Provide funding/ FTE positions for internal hires; provide funding for contractors; provide resources for acquisition of tools to increase efficiency*

REVIEWS/AUDITS

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

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

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?

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	Goal 3 -EDUCATE CONSUMERS AND BUSINESSES ON THEIR RIGHTS AND RESPONSIBILTIES UNDER THE LAW
Legal responsibilities satisfied by Goal:	S.C. Code Ann. §§ 37-1-102; 37-6-104,-117, -118, 604; S.C. Reg. 28-3, -4
# and description of Strategy the Objective is under:	Strategy 3.2 - Increase public awareness through digital media and alternative cost-effective methods
Objective	
Objective # and Description:	Objective 3.2.1 - Conduct presentations utilizing webinar software
Legal responsibilities satisfied by Objective:	*S.C. Code Ann. §§ 37-1-102; 37-6-104,-117; S.C. Reg. 28-3, -4*
Public Benefit/Intended Outcome:	*Consumers and businesses who are unable to attend in person presentation have access to DCA's education. Webinars also save money by cutting out travel/commute costs of staffers required to travel to presentation sites.*
Agency Programs Associated with Objective	
Program Names:	*Public Information, Legal, Advocacy, Identity Theft Unit, Administration, Services*
Responsible Person	
Name:	*Juliana Harris*
Number of Months Responsible:	48
Position:	*Director of Public Information*
Office Address:	*2221 Devine St, STE 200 Columbia SC 29205*
Department or Division:	*Public Information*
Department or Division Summary:	*Public Information serves as an informational portal for consumers, business, and media.*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$53,415
Total Actually Spent:	*Agency will provide next year*

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 3.2.1 - Conduct presentations utilizing webinar software	
Performance Measure:	Number of Webinars Offered	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	5	
2014-15 Target Results:	5	
2014-15 Actual Results (as of 6/30/15):	10	
2015-16 Minimum Acceptable Results:	5	
2015-16 Target Results:	5	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator; Juliana Harris, Public Information Director	
Why was this performance measure chosen?	Directly reflects how many times we make DCA available to remote stakeholders	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator; Juliana Harris, Public Information Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Ability to plan and conduct webinars/ staffing	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure		

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

Most Potential Negative Impact	*Remote constituents have less opportunity to engage with SCDCA*
Level Requires Outside Help	*When DCA is unable to afford the webinar software or not have staff available or trained to present*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*When DCA is unable to afford the webinar software or not have staff available or trained to present*
3 General Assembly Options	*Provide funding/ FTE positions for internal hires; provide funding for contractors; provide resources for acquisition of tools to increase efficiency*

REVIEWS/AUDITS

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

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

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?

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

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 3.2.2 - Ensure website and social media content is up to date and contains compelling content	
Performance Measure:	Percentage of new website visitors	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	69.90%	
2014-15 Target Results:	70.00%	
2014-15 Actual Results (as of 6/30/15):	70.90%	
2015-16 Minimum Acceptable Results:	70%	
2015-16 Target Results:	72%	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator; Juliana Harris, Public Information Director	
Why was this performance measure chosen?	Helps us identify correlations between content and new visitors, enabling us to more adeptly generate content the public will want.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator; Juliana Harris, Public Information Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	With new programs being rolled out, we are trying to get new visitors to come to the website. This parameter also affects the total number of web visits.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure		

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

Most Potential Negative Impact	*Decreased business and consumer knowledge of rights and responsibilities; DCA efficiency in utilization of cost effective outlet is decreased*
Level Requires Outside Help	*Less than 50% new visitors*
Outside Help to Request	*Public/ private outreach partners*
Level Requires Inform General Assembly	*Less than 50% new visitors*
3 General Assembly Options	*Provide funding/ FTE positions for internal hires; provide funding for contractors; provide resources for acquisition of tools to increase efficiency/ meet goal*

REVIEWS/AUDITS

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

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

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?
SC.gov	*Maintains DCA website portal*	*Business, Association or Individual*

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 3.2.2 - Ensure website and social media content is up to date and contains compelling content	
Performance Measure:	Number of Twitter posts	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	341	
2014-15 Target Results:	350	
2014-15 Actual Results (as of 6/30/15):	609	
2015-16 Minimum Acceptable Results:	500	
2015-16 Target Results:	600	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator; Juliana Harris, Public Information Director	
Why was this performance measure chosen?	Reflects DCA's attempt to engage with public	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		

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

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	*Decreased business and consumer knowledge of rights and responsibilities; DCA efficiency in utilization of cost effective outlet is decreased*
Level Requires Outside Help	*Less than 350 posts*
Outside Help to Request	*Public/ private outreach partners*
Level Requires Inform General Assembly	*Less than 350 posts*
3 General Assembly Options	*Provide funding/ FTE positions for internal hires; provide funding for contractors; provide resources for acquisition of tools to increase efficiency/ meet goal*

REVIEWS/AUDITS

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

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

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?
Twitter	*Offers platform*	*Other Business, Association, or Individual*

How the Agency is Measuring its Performance

Objective Number and Description	Objective 3.2.2 - Ensure website and social media content is up to date and contains compelling content	
Performance Measure:	% Increase in social media fans/ followers	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	9	
2014-15 Target Results:	9	
2014-15 Actual Results (as of 6/30/15):	9	
2015-16 Minimum Acceptable Results:	7	
2015-16 Target Results:	9	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator; Juliana Harris, Public Information Director	
Why was this performance measure chosen?	Reflects interest public has in DCA's content and DCA's ability to attract new followers	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator; Juliana Harris, Public Information Director	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Re-evaluation of the social media tactics employed and implementation of research to see when optimal times to post to OUR audience were conducted; Creation of standard seasonal topics of interest; Internal staffing allocation.	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure		

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

Most Potential Negative Impact	*Decreased business and consumer knowledge of rights and responsibilities; DCA efficiency in utilization of cost effective outlet is decreased*
Level Requires Outside Help	*Less than 5% new fans/ followers*
Outside Help to Request	*Public/ private outreach partners*
Level Requires Inform General Assembly	*Less than 5% new fans/ followers*
3 General Assembly Options	*Provide funding/ FTE positions for internal hires; provide funding for contractors; provide resources for acquisition of tools to increase efficiency/ meet goal*

REVIEWS/AUDITS

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

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

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?
Twitter	Provides platform	*Other Business, Association, or Individual*
Facebook	Provides platform	*Other Business, Association, or Individual*

How the Agency is Measuring its Performance

Objective Number and Description	Objective 3.2.2 - Ensure website and social media content is up to date and contains compelling content	
Performance Measure:	% of tweets retweeted	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	N/A	
2014-15 Target Results:	15	
2014-15 Actual Results (as of 6/30/15):	32	
2015-16 Minimum Acceptable Results:	50	
2015-16 Target Results:	50	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected	Insert any further explanation, if needed

What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator; Juliana Harris, Public Information Director
Why was this performance measure chosen?	Reflects interest public has in DCA's content and DCA's ability to attract new followers
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator; Juliana Harris, Public Information Director
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Re-evaluation of the social media tactics employed and implementation of research to see when optimal times to post to OUR audience were conducted; Internal staffing allocation
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure	

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

Most Potential Negative Impact	*Decreased business and consumer knowledge of rights and responsibilities; DCA efficiency in utilization of cost effective outlet is decreased*
Level Requires Outside Help	*Less than 20% retweeted*
Outside Help to Request	*Public/ private outreach partners*
Level Requires Inform General Assembly	*Less than 20% retweeted*
3 General Assembly Options	*Provide funding/ FTE positions for internal hires; provide funding for contractors; provide resources for acquisition of tools to increase efficiency/ meet goal*

REVIEWS/AUDITS

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

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

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?
Twitter	*Provides platform*	*Other Business, Association, or Individual*

Objective Number and Description	Objective 3.2.2 - Ensure website and social media content is up to date and contains compelling content
Performance Measure:	Number of YouTube views
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	7,530
2014-15 Target Results:	10,000
2014-15 Actual Results (as of 6/30/15):	5,412
2015-16 Minimum Acceptable Results:	5,000
2015-16 Target Results:	7,000
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation	Only Agency Selected — Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator; Juliana Harris, Public Information Director
Why was this performance measure chosen?	Reflects how many times our videos are watched by public
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	New content was generated, however focus was required more on Facebook and twitter
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator; Juliana Harris, Public Information Director
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Implementation of new plan to generate more relevant content for YouTube Channel and promote current content
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure	

POTENTIAL NEGATIVE IMPACT

Instructions: Please list what the agency considers

Most Potential Negative Impact	*Decreased business and consumer knowledge of rights and responsibilities; DCA efficiency in utilization of cost effective outlet is decreased*
Level Requires Outside Help	*Less than 3,00 views*
Outside Help to Request	*Public/ private outreach partners*
Level Requires Inform General Assembly	*Less than 3,00 views*
3 General Assembly Options	*Provide funding/ FTE positions for internal hires; provide funding for contractors; provide resources for acquisition of tools to increase efficiency/ meet goal*

REVIEWS/AUDITS

Instructions: Below please list all external or

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

PARTNERS

Instructions: Under the column labeled "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?
YouTube	*Provides platform*	*Other Business, Association, or Individual*

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

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

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 4 - ENHANCE INTERNAL COMMUNICATIONS AND AVAILABLE TOOLS TO BUILD KNOWLEDGE, BOLSTER MORALE AND ENABLE STAFF TO PERFORM AT THE HIGHEST LEVEL	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*All*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 4.1 -Implement and update technology to assist staff in performing job functions	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 4.1.1 - Work with Division of Technology to ensure secure, updated computer systems and software*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	*S.C. Code Ann. § 32-7-50; 37-2-305; 37-3-305;37-6-104, -117,-506; 37-6-202, -204; 37-2-307; 37-2-306; 37-3-306; 37-7-104; 37-11-30; 37-16-40; 37-17-40; 39-61-70; 40-39-30; 40-58-50; 40-68-30; 44-79-80; 59-102-40; S.C. Reg. 28-8, -30 to -1000*	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*DCA staff harnesses technology to efficiently perform job functions and protect customer information.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Administration*	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Carri Grube Lybarker*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	59	
Position:	*Administrator*	
Office Address:	*2221 Devine St., Ste. 200*	
Department or Division:	*Administration*	
Department or Division Summary:	*This division provides support and planning services to the Department, including leadership, procurement, accounting, human resources, and information technology.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$224,123	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

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

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

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

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure 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 +A34:D55Performance		
Objective Number and Description	*Objective 4.1.1 - Work with Division of Technology to ensure secure, updated computer systems and software*	
Performance Measure:	Update Microsoft Software	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	n/a	
2014-15 Target Results:	n/a	
2014-15 Actual Results (as of 6/30/15):	n/a	
2015-16 Minimum Acceptable Results:	Complete	
2015-16 Target Results:	Complete	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator	
Why was this performance measure chosen?	Keeping in step with software updates increases employee efficiency and security	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a	
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	DTO contract, software versions available	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
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	*Staff not provided with tools needed to perform daily duties*
Level Requires Outside Help	*Target not feasible*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*Target not feasible*
3 General Assembly Options	*Supply one-time funding to cover gaps; provide technology resources to increase efficiencies; Centralize IT services to DTO and cease billing agencies*

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)

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?**
DTO	*Maintain DCA computers*	*State/Local Government Entity*

How the Agency is Measuring its +A34:D55Performance

Objective Number and Description	*Objective 4.1.1 - Work with Division of Technology to ensure secure, updated computer systems and software*
Performance Measure:	Review and Update DTO contract for service provision
Type of Measure:	Output
Results	
2013-14 Actual Results (as of 6/30/14):	n/a
2014-15 Target Results:	n/a
2014-15 Actual Results (as of 6/30/15):	n/a
2015-16 Minimum Acceptable Results:	Complete
2015-16 Target Results:	Complete
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator
Why was this performance measure chosen?	Agency review of IT contract is necessary to ascertain best provision of services and security for DCA and its customers
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	DTO contract, internal IT gaps and needs of agency
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	

Insert any further explanation, if needed

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	*Staff not provided with tools needed to perform daily duties and secure data*
Level Requires Outside Help	*Target not feasible*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*Target not feasible*
3 General Assembly Options	*Supply one-time funding to cover gaps; provide technology resources to increase efficiencies; Centralize IT services to DTO and cease billing agencies*

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)

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,"

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?**
DTO	*Provide DCA IT needs*	*State/Local Government Entity*

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

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

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

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

PERFORMANCE MEASURES

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 +A34:D55Performance		
Objective Number and Description	*Objective 4.2.1 - Increase the availability of cost effective internal and external training opportunities for staff*	
Performance Measure:	Number of Internal Trainings Held	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	14	
2014-15 Target Results:	10	
2014-15 Actual Results (as of 6/30/15):	19	
2015-16 Minimum Acceptable Results:	15	
2015-16 Target Results:	19	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator	
Why was this performance measure chosen?	Maintaining a highly trained, knowledgeable staff is paramount to fulfilling the agency's mission	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a	
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Staff needs, law changes, staff expertise.	
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	*Staff not provided with training needed to perform daily duties effectively*
Level Requires Outside Help	*Target not feasible*
Outside Help to Request	*N/A*

Level Requires Inform General Assembly	*Target not feasible*
3 General Assembly Options	*Supply recurring funding for external trainings; Supply one-time funding to cover gaps; provide technology resources to increase efficiencies*

REVIEWS/AUDITS

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

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
Office of Human Resources	*Provide training*	*State/Local Government Entity*

How the Agency is Measuring its+A75:D86 +A34:D55Performance

Objective Number and Description	*Objective 4.2.1 - Increase the availability of cost effective internal and external training opportunities for staff*	
Performance Measure:	Number of Continuing Legal Education Hours Completed by Staff	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	138	
2014-15 Target Results:	112	
2014-15 Actual Results (as of 6/30/15):	129	
2015-16 Minimum Acceptable Results:	112	
2015-16 Target Results:	112	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator	
Why was this performance measure chosen?	Maintaining a highly trained, knowledgeable staff is paramount to fulfilling the agency's mission and necessary for attorneys to keep position	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a	
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally	Attorneys on staff, legal hours carried forward, state and national legal trends	
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	*Staff not provided with training needed to perform daily duties effectively*
Level Requires Outside Help	*Target not feasible*
Outside Help to Request	*SC Bar, SCAG*
Level Requires Inform General Assembly	*Target not feasible*
3 General Assembly Options	*Supply recurring funding for external trainings; Supply one-time funding to cover gaps; provide technology resources to increase efficiencies*

REVIEWS/AUDITS

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

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

PARTNERS

Instructions : Under the column labeled, "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,"

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
SC Bar	*Provide CLEs*	*Other Business, Association, or Individual*
Attorney General's Office	Provide CLEs	*State/Local Government Entity*

How the Agency is Measuring its+A75:D86 +A34:D55Performance

Objective Number and Description	*Objective 4.2.1 - Increase the availability of cost effective internal and external training opportunities for staff*	
Performance Measure:	Number of Continuing Professional Education Hours Obtained by Investigators	
Type of Measure:	Outcome	
Results	246	
2013-14 Actual Results (as of 6/30/14):	200	
2014-15 Target Results:	152	
2014-15 Actual Results (as of 6/30/15):	150	
2015-16 Minimum Acceptable Results:	200	
2015-16 Target Results:		
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed,	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator	
Why was this performance measure chosen?	Maintaining a highly trained, knowledgeable staff is paramount to fulfilling the agency's mission	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a	
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Number of investigators, state and national legal trends for industries regulated	
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	*Staff not provided with training needed to perform daily duties effectively*
Level Requires Outside Help	*Target not feasible*
Outside Help to Request	*Other state and federal regulators*
Level Requires Inform General Assembly	*Target not feasible*
3 General Assembly Options	*Supply recurring funding for external trainings; Supply one-time funding to cover gaps; provide technology resources to increase efficiencies*

REVIEWS/AUDITS

Instructions : Below please list all external or internal

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

PARTNERS

Instructions : Under the column labeled, "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?
NACCA	*Provides conferences/ trainings*	*Other Business, Association, or Individual*
US Attorneys Office	Provides conferences/ trainings	*Other Business, Association, or Individual*

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

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

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

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 4 - ENHANCE INTERNAL COMMUNICATIONS AND AVAILABLE TOOLS TO BUILD KNOWLEDGE, BOLSTER MORALE AND ENABLE STAFF TO PERFORM AT THE HIGHEST LEVEL	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*All*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 4.2 -Provide an environment that supports staff development and retention	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 4.2.2 - Maintain memberships and participation in state regulator/trade associations	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	*All*	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*DCA is composed of a knowledgeable, qualified staff through staying abreast of industry developments, state and federal trends.*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Administration*	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Carri Grube Lybarker*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	59	
Position:	*Administrator*	
Office Address:	*2221 Devine St., Ste. 200*	
Department or Division:	*Administration*	
Department or Division Summary:	*This division provides support and planning services to the Department, including leadership, procurement, accounting, human resources, and information technology.*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$10,085	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 +A34:D55Performance		
Objective Number and Description	Objective 4.2.2 - Maintain memberships and participation in state regulator/trade associations	
Performance Measure:	Number of Association memberships maintained	
Type of Measure:	Output	
Results		
2013-14 Actual Results (as of 6/30/14):	4	
2014-15 Target Results:	4	
2014-15 Actual Results (as of 6/30/15):	4	
2015-16 Minimum Acceptable Results:	4	
2015-16 Target Results:	6	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Carri Grube Lybarker, Administrator	
Why was this performance measure chosen?	Maintaining a highly trained, knowledgeable staff is paramount to fulfilling the agency's mission	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	n/a	
What are the names and titles of the individuals who chose the target value for 2015-16?	Carri Grube Lybarker, Administrator	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Staff needs, benefits of the various applicable associations and memberships	
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	*Staff not provided with training, networking opportunities needed to stay up to date on industry trends and perform daily duties to highest level*
Level Requires Outside Help	*Target not feasible*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*Target not feasible*
3 General Assembly Options	*Supply recurring funding for memberships; Supply one-time funding to cover gaps; provide technology resources to increase efficiencies*

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)

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?
Various state regulator groups	*Provide training, conferences*	*State/Local Government Entity*

Reporting Requirements

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

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

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

Restructuring Recommendations and Feedback

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

RESTRUCTURING RECOMMENDATIONS

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

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

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

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

FEEDBACK (Optional)

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

Please list 1-3 benefits the agency sees in the public having access to the information requested in the Report, in the format it was requested.	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	1	1
2	2	2
3	3	3

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

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

Is Performance Measure Required?
State
Federal
Only Agency Selected

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

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

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

Does the Agency have any restructuring recommendations
Yes
No

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