Type	Item #			Description
G	1			**To Promote Public Safety for the Residents of South Carolina**
S		1.1		**To provide effective supervision and intervention that promotes accountability and integration into the community through evidence-based practices.**
O			1.1.1	*Increase compliance with the actuarial risk/needs assessment tool(s) from 84.9% in August 2015 to 90% by June 2018.*
O			1.1.2	*Increase the number of measures of successful supervision from three to five by March 2016 and implement changes to capture and report relevant data beginning September 2016.*
O			1.1.3	*Train 100% of current caseload carrying staff and supervisors on use of the violations matrix by January 2017.*
O			1.1.4	*Develop county-specific caseload plans which consider size, offender population, office resources, and other strategies beginning January 2016 and implemented by June 2017.*
O			1.1.5	*Revise the Reentry Centers' operations and curriclum beginning December 2015 to develop as an effective strategy for supervision and community integration by December 2017.*
O			1.1.6	*Increase the number of domestic violence specialized caseloads from 1 to 20 by June 2018.*

Type	Item #			Description
S		1.2		**To maximize services to the Courts, SC Board of Paroles and Pardons, victims, and other stakeholders.**
O			1.2.1	*Increase the number of victim- and offender-forms translated to Spanish from two to 15 beginning January 1, 2016 and completed by December 2016 and to 30 by December 2017.*
O			1.2.2	*Reduce the time from pardon application to Board hearing by 20% from current baseline data by July 2018.*
O			1.2.3	*Expand remote video conference capabilities for all victims of crimes by increasing the number of regional video conference sites from two in January 2016 to four by June 2018.*
O			1.2.4	*Increase the number of service satisfaction surveys distributed to victims attending parole and pardon hearings from 10% in 2014 to 100% in 2016 to enhance quality service delivery.*

Type	Item #			Description
S		1.3		**To utilize agency resources to increase community and Agent safety.**
O			1.3.1	*Increase the successful supervision completion rate from 78% reported in FY 2014 by 1% per year through FY 2020.*

O		1.3.2	Form a fugitive investigation unit to address the absconded offender population by January 2017.
O		1.3.3	Decrease the vehicle to Agent ratio from 1:3 in July 2015 to 1:1 by July 2020.
O		1.3.4	Retain the annual Class One Law Enforcement Certification for 100% of Agents with relevant training as required by the South Carolina Criminal Justice Academy.
O		1.3.5	Increase the number of hearing officers to accommodate the increased workload of Ignition Interlock appeals and reviews from 9 to 11 due to the growing demands of Emma's Law.
O		1.3.6	Create four ongoing community awareness events annually about the IID program by June 2017.

G	2			**To Continuously Improve Our Processes Within Secure Systems**
S		2.1		**To implement federal- and state-mandated physical and information security policies and procedures.**
O			2.1.1	*Train 100% of employees on security policies and procedures beginning January 2016 and ending June 2017 with annual training.*
O			2.1.2	*Develop a site security and safety plan for 100% of all agency locations by June 2016 and review annually.*
O			2.1.3	*Implement a mobile device security plan to be completed by December 2016 and updated annually.*

S		2.2		**To determine the needs and expectations of our customers and to utilize their feedback for continuous improvement.**
O			2.2.1	*Create a "Comments About PPP" link with a drop down menu on the Agency website and track by October 2017.*
O			2.2.2	*Disseminate an annual customer satisfaction evaluation for service providers to 100% of providers in the Department's Service Provider database beginning in July 2016.*
O			2.2.3	*Conduct an exit survey with a 10% sample of eligible offenders annually by July 2018.*

S		2.3		**To optimize our financial resources and fiscal accountability.**
O			2.3.1	*Implement budget management training for 100% of section heads and Agents in Charge beginning March 2016 and ending June 2017.*
O			2.3.2	*Establish one additional method to collect payments from offenders beginning April 2016 and implement by July 2017.*

S		2.4		**To improve Departmental data confidentiality and integrity.**
O			2.4.1	*Design and implement a certfication procedure for data entry in agency applications beginning January 2016 and completed by June 2018.*
O			2.4.2	*Develop a plan to address incidents of missing, insufficient, or incorrect data by December 2016.*
O			2.4.3	*Implement a schedule by December 2016 to review and revise reports generated by agency applications, develop new reports when identified, and delete obsolete reports.*
O			2.4.4	*Increase the number of automated victim services forms from 1 to 20 by January 2018.*

G	3			To Efficiently Develop the Organization and Workforce While Delivering Quality Services
S		3.1		**To implement a comprehensive plan for retaining employees at all levels of the Department.**
O			3.1.1	*Create a performance-based pay plan for 100% of non-agents, Bands 5 through 8 by July 2018.*
O			3.1.2	*Revise the current Agent hiring process to reduce completion from 90 days in July 2015 to 45 to 60 calendar days by June 2016.*

O		3.1.3	*Create a plan to increase opportunities for advancement within all levels of the organizational structure by March 2016 and implement it by July 2018.*
O		3.1.4	*Reduce by 15% the average amount of time needed to fill internal vacancies by June 2017.*
O		3.1.5	*Reduce non-Agent employee turnover by 20% by June 2018.*
O		3.1.6	*Reduce Agent turnover by 15% by June 2018.*
O		3.1.7	*Administer a comprehensive exit interview to 100% of exiting employees in order to identify and validate issues that need to be addressed by the agency for improvement January 2017.*
O		3.1.8	*Distribute a report on the results of the comprehensive exit interviews semi-annually beginning June 2017.*

S	**3.2**		**To continuously explore and implement processes that create a high performance work culture.**
O		3.2.1	*Develop leadership standards from an evidence-based source by June 2017.*
O		3.2.2	*Require 100% of supervisors and managers to meet or exceed Departmental leadership standards during the EPMS rating period from June 2018 to June 2019.*
O		3.2.3	*Increase the number of annual statewide employee satisfaction initiatives and incentives that will promote employee interaction from two in 2015 to three by January 2016 and to four by June 2017.*
O		3.2.4	*Implement a process that allows all employees to continually voice concerns and suggestions beginning January 2017.*
O		3.2.5	*Increase the methods by which the Department disseminates agency information from two methods in July 2015 to four methods by June 2017 using examples from the Universal Design for Learning.*
O		3.2.6	*Train 100% of the Department's supervisors and managers on leadership standards from an evidence-based source by December 2017.*
O		3.2.7	*Become accredited through the Commission on Accreditation for Law Enforcement Agencies (CALEA) by June 2018.*
O		3.2.8	*Collect, address, and respond to 100% of all employee concerns and suggestions within two months or less and report all items to the Chief Deputy quarterly.*

S	**3.3**		**To create systems that support knowledge continuity.**
O		3.3.1	*Conduct a formal assessment for succession planning in 100% of agency divisions and sections beginning January 2016 and ending by June 2018; document succession plans and update as needed.*

O		3.3.2	*Document and revise standard operating procedures for all agency processes beginning October 2015 and completed by June 2018 and review annually.*

S		3.4	**To improve project governance procedures and practices.**
O		3.4.1	*Review White Papers annually, beginning January 2016 with completion by March of each year. Draft new White Papers as needed.*
O		3.4.2	*Create a process to include management in the consideration of funding opportunities that will increase the Department's annual grant applications by 15% each year until 2020.*

G	**4**			**To Create a Structure to Provide Effective Rehabilitative Services to Offenders**
S		**4.1**		**Identify offender needs and develop appropriate responses**
O			**4.1.1**	*Perform random quality reviews on 5% of the actuarial risk/needs assessments annually for all caseload staff by July 2018.*
O			**4.1.2**	*Develop a comprehensive training module on supervision plan development by June 2017.*
O			**4.1.3**	*Train 100% of caseload carrying staff on supervision plan development by June 2018.*

S		**4.2**		**To validate the quality of existing service providers and to make use of those providers listed in the Department registry.**
O			**4.2.1**	*Train 100% of Agents in Charge on the quality assurance tool for service providers beginning January 2017 and completed by June 2017.*
O			**4.2.2**	*Provide training to 100% of caseload carrying staff on service provider referral procedures beginning January 2017 and completed by January 2018.*
O			**4.2.3**	*Increase the number of service provider referrals entered into the automated tracking system by 5,000 by the end of June 2017.*
O			**4.2.4**	*Increase the number of eligible offenders who receive treatment through contractual services by 200 by the end of June 2017.*

S		**4.3**		**Increase evidence-based rehabilitative programming**
O			**4.3.1**	*Increase by 50% the number of eligible offenders who receive prior to release evidence-based rehabilitative programming consistent with their needs by December 2017.*
O			**4.3.2**	*Increase enrollment at Reentry Centers by 25% each year, beginning January 2017 through December 2020.*
O			**4.3.3**	*Increase the number of employers registered in the agency job bank by 15% per year over the next five years, beginning January 2017 through December 2020.*

S		**4.4**		**Enhance Department resources and staff awareness for mental health services**
O			**4.4.1**	*Train 100% of caseload carrying staff on mental health illness education awareness by June 2017.*
O			**4.4.2**	*Increase the number of mental health case managers from 1 in September 2016 to 4 by June 2018.*