

<b>G</b>	<b>1</b>	<b>To Promote Public Safety for the Residents of South Carolina</b>
<b>S</b>	<b>1.1</b>	<b>Provide effective supervision and intervention of offenders that promote accountability and integration into the community.</b>
O	1.1.1	Develop an emergency caseload plan for each region, considering size, offender population, office resources, and other strategies to respond to temporary or permanent resource shortages by June 2020.
O	1.1.2	Increase the average number of home visits by 100% by June 2020 for offenders being supervised at a supervision level of medium or above.
O	1.1.3	Increase the number of inmates released to supervision with completed risk and needs assessments by 20% by June 2021.
O	1.1.4	Increase the successful supervision completion rate from 78% reported in FY 2014 by 1% per year through FY 2020.
O	1.1.5	Replace 13% of vehicles in the Agency's fleet annually to comply with road safety protocols beginning FY 2021.

<b>S</b>	<b>1.2</b>	<b>Maximize services to the Courts, SC Board of Pardons and Paroles, victims, and other stakeholders.</b>
O	1.2.1	Deliver Victim Services training to 100% of SCDPPPS employees by December 2019 with biennial refresher training via webinar beginning June 2021.
O	1.2.2	Train 100% of SCDPPPS employees on intimate partner violence by December 2019.
O	1.2.3	Provide 100% of domestic violence victims with information to create safety plans beginning January 2019.
O	1.2.4	Ensure 100% of Agency staff assigned to courtrooms receives specialized training that includes relevant legal procedures by January 2021.

<b>S</b>	<b>1.3</b>	<b>Increase delivery of evidence-based services that promote behavioral change.</b>
O	1.3.1	Increase the number of early terminations for eligible offenders from 2% in 2018 to 10% by June 2020.
O	1.3.2	Increase opioid and methamphetamine random drug screens of offenders by 20% by December 2022.
O	1.3.3	Increase the ratio of caseload carrying agents with body worn cameras from 7:1 to 1:1 by December 2021.
O	1.3.4	Review 15% of body camera videos monthly using a quality contact standard checklist beginning January 2020.

O	1.3.5	Identify 15 evidence-based program component measures for the Domestic Violence Specialized Caseload Program and establish baselines for each measure by December 2019.
O	1.3.6	Perform monthly quality assurance reviews on 5% of Agents who began or amended a supervision plan using a benchmark/checklist beginning June 2019.

<b>G</b>	<b>2</b>	<b>To Continuously Improve Our Processes Within Secure Systems</b>
<b>S</b>	<b>2.1</b>	<b>Determine the needs and expectations of our customers and to utilize their feedback for continuous improvement.</b>
O	2.1.1	Survey 10% of the offender population on supervision satisfaction at 90 days of intake to evaluate successes and opportunities for continued improvement beginning January 2019 and completed annually.
O	2.1.2	Survey 10% of the offender population on supervision satisfaction at supervision midpoint to evaluate successes and opportunities for continued improvement beginning January 2019 and completed annually.
O	2.1.3	Survey 100% of active crime victims for customer satisfaction upon closure of the offender’s case beginning January 2020.

<b>S</b>	<b>2.2</b>	<b>Invest in technology for process improvement.</b>
O	2.2.1	Create a baseline for automatic payment methods for offender financial obligations in FY2021 and increase collections by 2% a year for five years.
O	2.2.2	Reduce the use of paper by 10% for each fiscal year beginning July 2020 through June 2023 through the use of electronic training materials, forms, and other digital communications.

<b>S</b>	<b>2.3</b>	<b>Improve supervision processes to collect restitution.</b>
O	2.3.1	Develop a comprehensive training on restitution collection strategies for 100% of caseload carrying agents, offender supervision specialists and victim advocates by June 2020.
O	2.3.2	Initiate comprehensive training and proficiency testing for 100% of personnel responsible for entering cases and restitution orders into the offender management system with a biennial proficiency test by December 2020.

<b>S</b>	<b>2.4</b>	<b>Improve Departmental data confidentiality and integrity.</b>
O	2.4.1	Design and implement a certification procedure for data entry in agency applications beginning January 2016 and completed by June 2020.
O	2.4.2	Increase the number of automated victim services forms from 1 to 20 by December 2019.

O	2.4.3	Require 100% of all domestic violence and sex offender cases are entered and court documents are uploaded into OMS within 24 hours of sentencing by June 2020.
O	2.4.4	Increase the number of sentencing documents uploaded in the Parole Information Center (PIC) for parole consideration and release by 50% by June 2020.

<b>G</b>	<b>3</b>	<b>To Efficiently Develop the Organization and Workforce While Delivering Quality Services</b>
<b>S</b>	<b>3.1</b>	<b>Implement a comprehensive plan for retaining employees at all levels of the Department.</b>
O	3.1.1	Create a performance-based pay plan for 100% of sworn personnel.
O	3.1.2	Reduce by 15% the average amount of time needed to fill internal vacancies by June 2020.

<b>S</b>	<b>3.2</b>	<b>Continuously explore and implement processes that create a high performance work culture.</b>
O	3.2.1	Train 100% of the Department’s supervisors and managers on leadership standards from an evidence-based source by March 2020.
O	3.2.2	Require 100% of supervisors and managers to meet or exceed Departmental leadership standards during the EPMS rating period from June 2020 to June 2021.
O	3.2.3	Develop and validate two additional workload models by December 2020.

<b>S</b>	<b>3.3</b>	<b>Create systems that support knowledge continuity.</b>
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 2020; document succession plans and update as needed.
O	3.3.2	Document and revise standard operating procedures for all agency processes beginning January 2020 and completed by December 2020 and review annually.

<b>G</b>	<b>4</b>	<b>To Create a Structure to Provide Effective Rehabilitative Services to Offenders</b>
<b>S</b>	<b>4.1</b>	<b>Identify offender needs and develop appropriate responses.</b>
O	4.1.1	Certify 100% of actuarial risk and needs assessment users by January 2020 with mandatory biennial recertification.

O	4.1.2	Create performance measures that reinforce skill competency in CISO and Motivational Interviewing by January 2021.
O	4.1.3	Train 100% of caseload carrying staff on Motivational Interviewing beginning June 2021 and complete annually.
O	4.1.4	Train 100% of the supervisors of caseload carry staff on CISO and MI performance measures by December 2021.
O	4.1.5	Implement evidence-based strategies to decrease the unemployment rate of offenders from 26% in June 2018 to 24% by June 2022.

S	4.2	<b>Validate the quality of existing service providers and to make use of those providers listed in the Department registry.</b>
O	4.2.1	Perform quality assurance reviews on 100% of private and nonprofit service providers listed in the Service Provider Directory by June 2020.

S	4.3	<b>Increase evidence-based rehabilitative programming</b>
O	4.3.1	Increase the number of employers registered in the agency job bank by 15% per year beginning January 2020 through December 2025.
O	4.3.2	Increase statewide access to therapeutic opportunities for offender populations provided by the agency by at least one program annually beginning January 2018 and ending December 2020.

S	4.4	<b>Enhance Department resources and staff awareness for mental health services</b>
O	4.4.1	Screen 100% of offenders admitted to supervision using a mental health screener beginning January 2019 and tracked through June 2022.
O	4.4.2	Implement a multi-disciplined mental health specialized supervision program and increase the number of mental health Agents from one to five by June 2021.