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

2016 Annual Restructuring Report Guidelines

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

Agency Name:	**SC Human Affairs Commission**
Date Report Submitted:	**January 12, 2016**
Agency Head	
First Name	Raymond
Last Name:	Buxton, II
Email Address:	rbuxton@schac.sc.gov
Phone Number:	803-737-7826

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."

General Instructions

Legal Standards

This is the first chart in the report because the legal standards which apply to the agency should serve as the basis for the agency's mission, vision and strategic plan.

Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16

Instructions : List all state and federal statutes, regulations and provisos that apply to the agency ("Laws") and a summary of the statutory requirement and/or authority granted in the particular Law listed. If the agency grouped Laws together last year, they can continue to do so this year. However, please be aware that when the agency goes under study, the House Legislative Oversight Committee will ask it to list each Law individually. The Committee makes this request so the agency can then analyze each of the Laws to determine which current Laws may need to be modified or eliminated, as well as any new Laws possibly needed, to allow the agency to be more effective and efficient or to ensure the Law matches current practices and systems. Included below is an example, with a partial list of Laws which apply to the Department of Juvenile Justice. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Item #	Statute, Regulation, or Proviso Number	State or Federal	Summary of Statutory Requirement and/or Authority Granted	Is the law a Statute, Proviso or Regulation?
1	Section 1 - 13 - 10	State	Establishes that the Agency was created by the General Assembly to promote harmony, and eliminate and prevent discrimination on the basis of race, religion, color, sex, age, national origin or disability.	Statute
2	Section 1 - 13 - 40	State	Establishes the Commission (Board), and provides guidance on members who may be selected for the Board, and the appropriate methods of voting.	Statute
3	Section 1 - 13 - 70	State	Explains Powers of the Commission, including (1) the ability to request the submission of equal employment opportunity plans and reports from state agencies; (2) the ability to create or recognize community councils to promote the agency's mission; (3) the ability to work with the EEOC and accept reimbursement from it; (4) the ability to investigate charges of discrimination; (5) the ability to hold hearings following an investigation; and (6) the ability to institute proceedings in court when cases are determined to be cause cases.	Statute
4	Section 1 - 13 - 80	State	Establishes the unlawful employment practices that the Commission has the power to investigate and pursue an action against.	Statute

Legal Standards

5	Section 1 - 13 - 90	State	Establishes the means by which the Commission may accept charges of discrimination and investigate the same. This section establishes the subpoena power of the agency regarding state agencies and private entities. Also establishes the procedures for holding hearings following the investigation process in employment matters. This section further establishes the Commission's right to bring an action in circuit court for discriminatory employment practices.	Statute
6	Section 1 - 13 - 110 and Proviso 117.14	State	Requires that each state agency shall develop an Affirmative Action Plan to assure equitable employment for members of minorities and shall present the plans to the Agency on or by February 1 of each year. The Commission reports to the Department of Administration if a state agency has not satisfactorily complied with meeting its Affirmative Action goals.	Statute and Proviso
7	Regulation 65-3	State	Provides further details of the investigation process and procedures, including the authority of the Agency to access files and enforce subpoenas. Also provides further clarity on the Administrative Hearing process. Explains the confidential nature of the file and gives guidance to the Agency regarding the production of file contents when requested by parties or others.	Regulation
8	Regulation 65-5	State	Explains the processes related to Conciliation and settlement during the investigation, or after.	Regulation
9	Regulation 65-7	State	Establishes the Commission's duty to provide an opportunity of reconsideration of a matter where applicable.	Regulation
10	Regulation 65-8	State	Establishes the procedures for holding an Administrative Hearing in cause cases.	Regulation
11	Regulation 65-9	State	Establishes the procedures for instituting a civil action in lieu of holding an Administrative Hearing in cause cases.	Regulation
12	Regulation 65-11	State	Establishes that the Agency should have the rules and regulations available to the public at its office.	Regulation
13	Regulation 65-13	State	Establishes that the Agency may, in its discretion, conduct general investigations of discrimination.	Regulation
14	Regulation 65-210 through 65-219	State	Further defines discriminatory fair housing conduct under the South Carolina Fair Housing Law.	Regulation
15	Regulation 65-220 through 65-229	State	Sets forth the Fair Housing Division complaint process for alleged violations of the South Carolina Fair Housing Law.	Regulation
16	Regulation 65-230 through 65-237	State	Sets forth the administrative hearing review process for a Fair Housing Law violation.	Regulation
17	Section 45 - 9 - 60	State	Provides that the Agency may establish rules of procedure for hearings related to allegations of discrimination in a place of public accommodation.	Statute
18	Section 45 - 9 - 110	State	Establishes the process by which a charge of unlawful discrimination or segregation may be conciliated by the Agency.	Statute
19	Section 31 - 21 - 20	State	Establishes the state policy to provide fair housing throughout the state.	Statute
20	Sections 31 - 21 - 40, 31 - 21 - 50, & 31 - 21 - 60	State	Establishes the prohibited discriminatory housing practices that the Commission has the power to investigate; provides the method for how to pursue an action against violators of the South Carolina Fair Housing Law.	Statute

Legal Standards

21	Section 31 - 21 - 100	State	Explains Powers of the Commission in regards to the South Carolina Fair Housing Law, including (1) the ability to make regulations necessary to enforce the Fair Housing Law; (2) to make studies with respect to the nature and extent of discriminatory fair housing practices; and (3) the ability to work with the Federal Department of Housing and Urban Development or another organization and accept reimbursement from it.	Statute
22	Section 31 - 21 - 110	State	Establishes the Commission's investigatory power and the power to issue subpoenas.	Statute
23	Section 31 - 21 - 120	State	Establishes the Commission's ability to conciliate agreements and the 100 day investigation requirement.	Statute
24	Section 31 - 21 - 130	State	Establishes the right to election of an internal administrative hearing or civil action by the Complainant and Respondent; explains the hearing process if an administrative hearing is elected.	Statute
25	Provisos 70.1 - 70.3	State	Establishes the Commission's ability to derive revenue from trainings and forums, and explains the documents required for those revenues to be carried forward into the general operations budget of the Human Affairs Commission for expenditure purposes.	Proviso
26	42 U.S.C. §§ 3601 - 3619	Federal	The Federal Fair Housing Act defines the discriminatory fair housing practices and the enforcement procedure for Fair Housing violations. The South Carolina Fair Housing Law is substantially equivalent to the Federal Fair Housing Act.	Statute
27	42 U.S.C. 2000e et seq.	Federal	Title VII of the Civil Rights Act of 1964 defines unlawful employment practices and enforcement procedures for equal employment violations. The Human Affairs Law is substantially equivalent to the Title VII.	Statute
28	Proviso 118.12 (B) (45)	State	Authorizes a one-time disbursement of $119,000 by the State Treasurer to the Human Affairs Commission for the purpose of creating Community Relations Councils.	Proviso

Mission, Vision and Goals

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

Agency Responding	South Carolina Human Affairs Commission
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Mission	To eliminate and prevent unlawful discrimination in: employment, housing, public accommodations and to foster harmony and respect for all citizens.
Legal Basis for agency's mission	S.C. Code Ann.§ 1-13-10 and § 31-21-20
Vision	To be a well-trained team working together in a safe and supportive environment to prevent and eliminate discrimination and to promote harmony and respect among all South Carolinians.
Legal Basis for agency's vision	S.C. Code Ann.§ 1-13-10 and § 31-21-20

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

Legal Responsibilities Satisfied	Goals & Description	Describe how the Goal is S.M.A.R.T.	Public Benefit/Intended Outcome	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:
(i.e. state and federal statutes or provisos the goal is satisfying)	(i.e. Goal 1 - insert description)	Specific Measurable Attainable Relevant Time-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome			
Section 1 -13 - 70 & 1 -13 - 90 Regulation 65-3	Goal 1 - Investigate 1200 EEO Cases in a timely manner	Specific: Annual EEOC contract Measurable: Once a month for the entire year Attainable: Staffing enough investigators and ensuring case availability Relevant: Enforces State Law Time-bound: Complete within one year	Protect the state's citizens from unlawful employment discrimination in the areas of race, color, sex, religion, national origin, age and disability	Dan Koon	17 months	Deputy Commissioner

Mission, Vision and Goals

Section 31 - 21 - 100; 31 - 21 - 110; 31 - 21 -120; 31 - 21 -130 Regulation 65-220 thru 65-229	Goal 2 - Investigate 100 Housing cases in a timely manner	Specific: Annual HUD contract Measurable: Once a month for the entire year from July 1 until June 30 Attainable: Maintain proper staffing of investigators and ensure case availability Relevant: Enforces State Law Time-bound: Complete within one year	Protect the state's citizens from unlawful Housing discrimination in the areas of race, color, sex, religion, national origin, familial status and disability	Marvin Caldwell	3 months	Interim Housing Director
Section 1 - 13 - 90 Regulation 65-5	Goal 3 -Strengthen the Legal and Mediation Divisions through litigation and statutory means	Specific: Increase case mediation Measurable: Increase the number of mediated cases by 10 % on an annual basis Attainable: Maintaining staff levels and work to update legislation pertaining to employment law Relevant: Enforces State Law Time-bound: Complete within one year	Protect the state's citizens from unlawful Employment and Housing discrimination, 90e and public accommodation discrimination	Lee Ann Rice	13 Months	Agency Legal Counsel
Section 1 - 13 -70 Regulation 65-40	Goal 4 - Create and Sustain Existing Community Relations Councils in 46 Counties	Specific: Creating and sustaining Community Relations Councils in accordance with state law Measurable: Once a year beginning in January and ending in December Attainable: Maintaining proper staffing of Community Relations Consultants Relevant: Complies to State Law Time-bound: On going process	Fosters harmony and respect among the state's citizens in the areas of race, religion, national origin and disability	Dan Koon	17 months	Deputy Commissioner
Section 1 - 13 - 20	Goal 5 - Enhance the Agency's Image, Reputation and Outreach to the Citizens of South Carolina	Specific: Increase educational outreach to all citizens Measurable: Increase the number of Intake calls by 5 percent on an annual basis Attainable: Ensuring financial resources and staff to reach goal Relevant: Educate citizens about their civil rights as it relates to unlawful discrimination Time-bound: On Going Process	Educate citizens about unlawful discrimination as prescribed by state law so that citizens will have access to fairness and economic upward mobility thereby ensuring respect and harmony among the citizens.	Dan Koon	17 months	Deputy Commissioner
Section 1 - 13 - 110 Proviso 117.14	Goal 6 - Monitor 85 State Agency Affirmative Action Plans	Specific: Monitor State Agencies' Affirmative Action Plans Measurable: Receive hiring and promotion data from each State Agency on an annual basis Attainable: Ensuring the operation of the Computerized Affirmative Action Management System Relevant: Fulfills mandate by the State Legislature Time-bound: Annual Report submitted to the General Assembly on February 3 of each year	Ensure fairness in state agency employment practices as it relates to hiring and promotions of blacks and women	Dan Koon	17 months	Deputy Commissioner

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	SC Human Affairs Commission
Date of Submission	12-Jan-16
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:						
(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	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:
Section 1 - 13 - 90; 1 - 13 - 50 Regulation 65-1 thru 65-3	Goal 1 - Investigate 1200 EEO Cases Strategy 1.1 - Implement a process of hiring and training qualified employment investigators Objective 1.1.1 - Recruit 5 Program Coordinator I / Investigators by the end of FY 2015-16 Objective 1.1.2 - Provide monthly training sessions related to employment law for all investigators in FY 2015-16 Objective 1.1.3 - Provide newly hired Investigators with a mentoring opportunity with a Senior Investigator during FY 2015-16 Strategy 1.2 - Implement a reliable and measurable tracking system for the time it takes to process and investigate an employment discrimination complaint Objective 1.2.1 - Decrease the average amount of case processing time to investigate a charge of discrimination from the date of filing to the date of completion	Specific: Annual EEOC contract Measurable: Once a month for the entire year. Attainable: Staffing enough investigators and ensuring case availability Relevant: Enforces State Law Time-bound: Complete within one year.	To prevent and eliminate discrimination in employment.	Dan Koon	17 Months	Deputy Commissioner	1026 Sumter St.	Compliance - EEO Employment	Receives phone calls and complaints, formalizes charge and investigates complaint for disposition

Strategy, Objectives and Responsibility

31-21-100; 31-21-110; 31-21-120; 31-21-130 Regulation 65-220 thru 65-229	Goal 2 - Complete at least 100 cases in the Fair Housing Division Strategy 2.1 - Enhance awareness of the Housing Division to include the awareness of the Agency in under-served counties Objective 2.1.1 - Finalize a Fair Housing Outreach Plan by March 31, 2016 Objective 2.1.2 - Hire a Fair Housing Outreach Liaison by December 31, 2016 Objective 2.1.3 - Strategize visits to at least two counties per month by March 31, 2017 Objective 2.1.4 - Follow-up with those counties quarterly during Fiscal Year 2017 Strategy 2.2 - Maintain an average processing time of 100 days or less for Housing Complaints Objective 2.2.1 - Continue 21, 42, 63 and 84-day meetings with Investigators to discuss cases during FY 2015-16 Objective 2.2.2 - Adhere to strict time limits for formal documentation of files during 2015-16 Objective 2.2.3 - Create investigative plans when necessary for problematic cases during FY 2015-16	Specific: Annual HUD contract Measurable: Once a month for the entire year from July 1 until June 30. Attainable: Maintain proper staffing of investigators and ensuring case availability Relevant: Enforces State Law Time-bound: Complete within one year.	To prevent and eliminate discrimination in housing.	Marvin Caldwell	3 months	Interim Housing Director	1026 Sumter St.	Compliance - Fair Housing	Receives phone calls and complaints, formalizes charge and investigates complaint for disposition
Section 1 - 13 - 70; 1 - 13 - 90 Regulation 65 -1; 65-5; 65-9; 65-225 31-21-100; 31-21-120; 31-21-130; 31-21-140	Goal 3 - Strengthen the Legal & Mediation Divisions through litigation and statutory means Strategy 3.1 - Litigate cases pursuant to the General Assembly's Mandates as it relates to Fair Housing and Employment Discrimination Laws Objective 3.1.1 - Continue to litigate probable cause cases in the Fair Housing Division during FY 2015-16 Objective 3.1.2 - Develop a policy/system to begin litigating employment cases by March 31, 2016 Objective 3.1.3 - File suit in cases under the new Employment Litigation Policy by June 30, 2016 Objective 3.1.4 - Conduct a practice administrative hearing regarding an employment or housing case for the Board of Commissioners and SHAC staff by June 30, 2016 Strategy 3.2 - Increase the number of mediated cases Objective 3.2.1 - Contact all Complainants filing employment discrimination complaints regarding our free Mediation Program during FY 2015-16 Objective 3.2.2 - Provide more flexibility of times for mediation during FY 2015-16, (contract other mediators when necessary) Objective 3.2.3 - Continue to pursue legislation for mandatory mediating during FY 2015-16 Strategy 3.3 - Update and standardize the laws and regulations of SHAC Objective 3.3.1 - Update the regulations with more consistency by June 30, 2016 Objective 3.3.2 - Engage with members of the General Assembly for change to existing statues during FY 2015-16 Objective 3.3.3 - Evaluate where our operations differ from equivalent federal agencies by June 30, 2016	Specific: Increase case mediation Measurable: Increase the number of medicated cases by 10 % on an annual basis. Attainable: Maintaining staff levels and work to update legislation pertaining to employment law Relevant: Enforces State Law Time-bound: Complete within one year	To enhance the laws and regulations to prevent and eliminate discrimination in employment and housing	Lee Ann Rice	13 months	Attorney III	1026 Sumter St.	Agency Legal Counsel	
Section 1 - 13 - 70 Regulation 65-10	Goal 4 - Create and Sustain Existing Community Relations Councils in 46 Counties Strategy 4.1 - Develop an internal communication plan to establish and maintain local community leaders and contacts in each county Objective 4.1.1 - Increase the number of local community leader contacts in each county that does not have a Community Relations Council during FY 2015-16 Objective 4.1.2 - Update and maintain the current leadership in counties with existing Community Relations Councils during FY 2015-16	Specific: Creating and sustaining Community Relations Councils in accordance with state law Measurable: Once a year beginning in January and ending in December. Attainable: Maintaining proper staffing of Community Relations Consultants. Relevant: Complies to State Law Time-bound: On going process.	To provide resources and tools for local communities to prevent and eliminate discrimination.	Dan Koon	17 months	Deputy Commissioner	1026 Sumter St.	Compliance	

Strategy, Objectives and Responsibility

Section 1 - 13 - 20; 1 - 13 - 40; 1 - 13 - 50; 1 - 13 - 70	**Goal 5** - Enhance the Agency's Image, Reputation and Outreach to the Citizens of South Carolina **Strategy 5.1** - Increase awareness of the Agency in under-served counties **Objective 5.1.1** - Finalize an Outreach Plan by March 31, 2016 **Objective 5.1.2** - Hire a Fair Housing Outreach Liaison by December 30, 2016 **Objective 5.1.3** - Involve current staff (such as Community Relations Consultants) in outreach efforts by February 1, 2017 **Objective 5.1.4** - Strategize visits to at least two counties per month beginning January 1, 2016 **Strategy 5.2** - Survey existing customers for awareness of the Agency **Objective 5.2.1** - Implement a method by which we can use and access surveying our current outreach programs by December 31, 2016 **Strategy 5.3** - Educate state and local agencies about our mission **Objective 5.3.1** - Develop training and events that involve partners so that more groups are aware of our Agency and its resources by December 31, 2016 **Objective 5.3.2** - Ensure that a marketing video is developed and operating on the Agency website by June 30, 2016	Specific: Increase educational outreach to all citizens Measurable: Increase the number of Intake calls by 5 percent on an annual basis Attainable: Ensuring financial resources and staff to reach goal Relevant: Educate citizens about their civil rights as it relates to unlawful discrimination Time-bound: On Going Process	To prevent and eliminate discrimination in employment, housing, public accommodations and to foster harmony and respect for all citizens.	Dan Koon	17 months	Deputy Commissioner	1026 Sumter St.	Compliance	
Section 1 - 13 - 10 Proviso 117.14	**Goal 6** - Monitor 85 state agencies' Affirmative Action Plans **Strategy 6.1** - Conduct on-site visits to each State Agency **Objective 6.1.1** - Ensure each agency is in compliance with Affirmative Action goals	Specific: Monitor State Agency Affirmative Action Plans Measurable: Receive hiring and promotion data from each State Agency on an annual basis Attainable: Ensuring the operation of the Computerized Affirmative Action Management System Relevant: Fulfill mandate by the State Legislature Time-bound: Annual Report submitted to the General Assembly on February 3 of each year	To prevent and eliminate employment discrimination within state agencies	Dan Koon	17 months	Deputy Commissioner	1026 Sumter St.	Compliance	

Associated Programs

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

Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
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.
Compliance - EEO Law	Receives phone calls and complaints, formalizes charge and investigates complaint for disposition	Section 1 - 13 - 10 thru 1-13 - 90 Regulation 65-3 thru 65-7	Objective 1.2.1 - Decrease the average amount of case processing time to investigate a charge of discrimination from the date of filing to the date of completion
Compliance - Fair Housing Division	Receives phone calls and complaints, formalizes charge and investigates complaint for disposition	31-21-10 et. seq.	Objective 2.2.2 - Adhere to strict time limits for formal documentation of files during 2015-16
Consultative Services - Technical Services	Monitors 85 state agencies Affirmative Action Plans and conducts EEO Employment Training for State agencies and the private sector	Section 1 - 13 - 10 Proviso 117.14	Objective 6.2.1 - Ensure each agency is in compliance with Affirmative Action goals
Consultative Services - Community Relations	Sustains and creates Community Relations Councils in 46 counties and investigates 90E and Public Accommodation complaints	Section 1 - 13 - 70; 1 - 13 - 90; 45 - 9 - 110 Regulation 65-40	Objective 4.1.1 - Increase the number of local community leader contacts in each county that does not have a Community Relations Council during FY 2015-16
Administration Division	Oversees agency's mission, vision, and goals and monitors agency's finances and human resources	Section 1 - 13 - 20; 1- 13 - 40; 1- 13 - 50; 1 - 13 - 70 31-21-90; 31-21-100	Objective 5.1.1 - Finalize an Outreach Plan by March 31, 2016
Legal Division	Ensures agency is in legal compliance for state and federal laws and oversees the Mediation program	Section 1 - 13- 90; 31-21-120; 31-21-130; 31-21-140 Regulation 65-5; 65-9; 65-225	Objective 3.3.1 - Update the regulations with more consistency by June 30, 2016

Strategic Budgeting

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

Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-2016

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

Part A Instructions : Estimated Funds Available this Fiscal Year (2015-16)
1) Please enter each source of funds for the agency in a separate column. Group the funding sources however is best for the agency (i.e. general appropriation programs, proviso 18.2, proviso 19.3, grant ABC, grant XYZ, Motor Vehicle User Fees, License Fines, etc.) to provide the information requested below each source (i.e. state, other or federal funding; recurring or one-time funding; etc.). The agency is not restricted by the number of columns below so please delete or add as many as needed. **However the agency chooses to group its funding sources, it should be clear through Part A and B, how much the agency estimates it has available to spend and where the agency has budgeted the funds it has available to spend.**

Part B Instructions : How Agency Budgeted Funds this Fiscal Year (2015-16)
1) Enter each agency objective and description (i.e. Objective 1.1.1 - insert description of objective). The agency can insert as many rows as necessary so that all objectives are included.
2) After entering all of the objectives, enter each "unrelated purpose" for which money received by the agency will go (i.e. Unrelated Purpose #1 - insert description of unrelated purpose) on a separate row. An "unrelated purpose" is money the agency is legislatively directed to spend on something that is not related to an agency objective (i.e. pass through, carry forward, etc.).
3) Enter how much money from each source of funds the agency budgets to spend on each objective and unrelated purpose. The "Total budgeted to spend on objectives and unrelated purposes" for each source of funds in Part B should equal the "Amount estimated to have available to spend this fiscal year" in Part A.

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

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

Source of Funds:	Totals	*General Funds*	*State Funds - One Time Proviso*	*Earmarked Funds*	*Federal Funds*	*Insert name of Source of Funds #5*	*Etc.*
Is the source state, other or federal funding:	Totals	*State Funds*	*State Funds - One Time Proviso*	*Earmarked Funds*	*Federal Funds*	*State, Federal or Other Funds?*	*State, Federal or Other Funds?*
Is funding recurring or one-time?	Totals	*Recurring*	*One-time*	*Recurring*	*Recurring*	*Recurring or one-time funding?*	*Recurring or one-time funding?*
$ From Last Year Available to Spend this Year		$59,814					
Amount available at end of previous fiscal year		$59,814					
Amount available at end of previous fiscal year that agency can actually use this fiscal year:		$59,814					
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:			$119,000	$715,400	$336,225		
Total Actually Available this Year		$2,105,837		$640,600	$137,403		
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):		2,105,837	$119,000	$715,000	$336,225		

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 Funds	State Funds - One Time Proviso	Earmarked Funds	Federal Funds	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 Funds	State Funds - One Time Proviso	Earmarked Funds	Federal 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	N/A	YES	N/A	YES		
Amount estimated to have available to spend this fiscal year: (the rows to the left should populate automatically from what the agency entered in Part A)	$0	$2,105,837	$119,000	$715,000	$336,225	$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	YES		
Where Agency Budgeted to Spend Money this Year							
*Objective 1.1.1 - insert description of objective: **Remember to include a colon (:) at the end of each objective and unrelated purpose description***		SALARIES		SALARIES	SALARIES		
Objective 1.1.2 - insert description of objective:		EMPLOYER CONTRIBUTIONS		EMPLOYER CONTRIBUTIONS	EMPLOYER CONTRIBUTIONS		
etc.		OTHER OPERATING EXPENSES		OTHER OPERATING EXPENSES	OTHER OPERATING EXPENSES		
Unrelated Purpose #1 - insert description:			COMMUNITY RELATIONS COUNCILS EXPENDITURES ONLY				
Unrelated Purpose #2 - insert description:							
etc.							
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)							

Objective Details

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

Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
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 - Investigate 1200 EEO Cases*
Legal responsibilities satisfied by Goal:	*Section 1 - 13 - 90; 1 - 13 - 50 Regulation 65-1 thru 65-3*
# and description of Strategy the Objective is under:	*Strategy 1.1 - Implement a process of hiring and training qualified employment investigators*
Objective	
Objective # and Description:	*Objective 1.1.1 - Recruit 5 Program Coordinator I / Investigators by the end of FY 2015-16*
Legal responsibilities satisfied by Objective:	*Section 1 - 13 - 90; 1 - 13 - 50 Regulation 65-1 thru 65-3*
Public Benefit/Intended Outcome:	*Protect the state citizens from unlawful employment discrimination in the areas of race, color, sex, religion, national origin, age and disability*
Agency Programs Associated with Objective	
Program Names:	*Compliance -EEO*
Responsible Person	
Name:	*Dan Koon*
Number of Months Responsible:	17
Position:	*Deputy Commissioner*
Office Address:	*1026 Sumter Street*
Department or Division:	*Compliance - EEO*

Objective Details

Department or Division Summary:	*Receive employment complaints and determine whether unfair discrimination occurred. Attempt to resolve complaints through negotiated settlements, mediation or conciliation*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$220,800 Salary & Fringe
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 1.1.1 - Recruit 5 Program Coordinator I / Investigators by the end of FY 2015-16

Objective Details

Performance Measure:	This will enable the Agency to investigate complaints in less time and increase the number of complaints investigated thus serving our citizens in a more timely manner.	
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:	N/A	
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)	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?	Raymond Buxton, II & Dan Koon	
Why was this performance measure chosen?	To increase agency efficiency	
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?		
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?	Amount of complaints filed and lack of current investigators available to process cases	
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	*Discrimination Complaints not investigated and not investigated in a timely manner*
Level Requires Outside Help	*50% of charges not investigated half way through EEOC contract*
Outside Help to Request	*Federal EEOC*
Level Requires Inform General Assembly	*Annual Report*
3 General Assembly Options	*Proper and adequate funding to support the work of the Agency*

REVIEWS/AUDITS

Objective Details

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

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Legislative Audit Council	*Request from Legislature*	*Legislative Audit Council*	*23-May-14*
			16-Dec-14

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?	
US Equal Employment Opportunity	*Assists in review of cases when needed; training*		Federal
			O1.1.2

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

Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to <u>complete for each Objective</u> 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 - Investigate 1200 EEO Cases*
Legal responsibilities satisfied by Goal:	*Section 1 - 13 - 90; 1 - 13 - 50 Regulation 65-1 thru 65-3*
# and description of Strategy the Objective is under:	*Strategy 1.1 - Implement a process of hiring and training qualified employment investigators*
Objective	
Objective # and Description:	*Objective 1.1.2 - Provide monthly training sessions related to employment law for all investigators in FY 2015-16*
Legal responsibilities satisfied by Objective:	*Section 1 - 13 - 90; 1 - 13 - 50 Regulation 65-1 thru 65-3*
Public Benefit/Intended Outcome:	*Protect the state citizens from unlawful employment discrimination in the areas of race, color, sex, religion, national origin, age and disability*
Agency Programs Associated with Objective	
Program Names:	*Compliance -EEO*
Responsible Person	
Name:	*Dan Koon*
Number of Months Responsible:	17
Position:	*Deputy Commissioner*
Office Address:	*1026 Sumter Street*
Department or Division:	*Compliance - EEO*

Department or Division Summary:	*Receive employment complaints and determine whether unfair discrimination occurred. Attempt to resolve complaints through negotiated settlements, mediation or conciliation*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$0.00
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 1.1.2 - Provide monthly training sessions related to employment law for all investigators in FY 2015-16

Performance Measure:	Investigators less dependent on supervisors and legal to interpret the law	
Type of Measure:	Efficiency	
Results		
2013-14 Actual Results (as of 6/30/14):	9 training sessions	
2014-15 Target Results:	Monthly	
2014-15 Actual Results (as of 6/30/15):	22 training sessions	
2015-16 Minimum Acceptable Results:	12 training sessions	
2015-16 Target Results:	N/A	
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?	Raymond Buxton, II & Dan Koon	
Why was this performance measure chosen?	To increase the knowledge and efficiency of the investigators and agency	
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?	Raymond Buxton, II & Dan Koon	
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?	Adequate education on relevant topics relating to case law	
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	*Investigators lack knowledge to efficiently and effectively investigate cases and make recommendations for final action*
Level Requires Outside Help	*Minimum*
Outside Help to Request	*Federal EEOC*
Level Requires Inform General Assembly	*Annual Report*
3 General Assembly Options	*Provide adequate funding to support the agency*

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)
Legislative Audit Council	*Request from Legislature*	*Legislative Audit Council*	*23-May-14*
			16-Dec-14

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?	
US Equal Employment Opportunity Commission	*Assists with training and educating investigators*		Federal
			O1.1.2

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

Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
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 - Investigate 1200 EEO Cases*
Legal responsibilities satisfied by Goal:	*Section 1 - 13 - 90; 1 - 13 - 50 Regulation 65-1 thru 65-3*
# and description of Strategy the Objective is under:	*Strategy 1.1 - Implement a process of hiring and training qualified employment*
Objective	
Objective # and Description:	*Objective 1.1.3 - Provide newly hired Investigators with a mentoring opportunity with a Senior Investigator during FY 2015-16*
Legal responsibilities satisfied by Objective:	*Section 1 - 13 - 90; 1 - 13 - 50 Regulation 65-1 thru 65-3*
Public Benefit/Intended Outcome:	*Protect the state citizens from unlawful employment discrimination in the areas of race, color, sex, religion, national origin, age and disability*
Agency Programs Associated with Objective	
Program Names:	*Compliance -EEO*
Responsible Person	
Name:	*Dan Koon*
Number of Months Responsible:	17
Position:	*Deputy Commissioner*
Office Address:	*1026 Sumter Street*

Department or Division:	*Compliance -EEO*
Department or Division Summary:	*Receive employment complaints and determine whether unfair discrimination occurred. Attempt to resolve complaints through negotiated settlements, mediation or conciliation*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$0.00
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.

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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.

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

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

How the Agency is Measuring its Performance

Objective Number and Description	Objective 1.1.3 - Provide newly hired Investigators with a mentoring opportunity with a Senior Investigator during FY 2015-16	
Performance Measure:	Newly hired investigators have fewer cases returned for inaccuracy	
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:	Provide a mentor for each new investigator	
2015-16 Target Results:	5	
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?	Dan Koon	
Why was this performance measure chosen?	Properly training and educating new investigators	
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?	Dan Koon	
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?	Proper training for investigators to effectively and adequately investigate complaints	
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	*Investigating a charge inaccurately or inefficiently would result in making an improper finding*
Level Requires Outside Help	*No*

Outside Help to Request	*No*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*Adequately and properly fund the agency*

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)
Legislative Audit Council	*Request from Legislature*	*Legislative Audit Council*	*23-May-14*
			16-Dec-14

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
N/A	*N/A*		
			O1.1.3

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

Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
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 - Investigate 1200 EEO Cases*
Legal responsibilities satisfied by Goal:	*Section 1 - 13 - 90; 1 - 13 - 50 Regulation 65-1 thru 65-3*
# and description of Strategy the Objective is under:	*Strategy 1.2 - Implement a reliable and measurable tracking system for the time it takes to process and investigate an employment discrimination complaint*
Objective	
Objective # and Description:	*Objective 1.2.1 - Decrease the average amount of case processing time to investigate a charge of discrimination from the date of filing to the date of completion*
Legal responsibilities satisfied by Objective:	*Section 1 - 13 - 90; 1 - 13 - 50 Regulation 65-1 thru 65-3*
Public Benefit/Intended Outcome:	*Protect the state citizens from unlawful employment discrimination in the areas of race, color, sex, religion, national origin, age and disability*
Agency Programs Associated with Objective	
Program Names:	*Compliance -EEO*
Responsible Person	
Name:	*Dan Koon*
Number of Months Responsible:	17
Position:	*Deputy Commissioner*
Office Address:	*1026 Sumter Street*

Department or Division:	*Compliance -EEO*
Department or Division Summary:	*Receive employment complaints and determine whether unfair discrimination occurred. Attempt to resolve complaints through negotiated settlements, mediation or conciliation*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$0.00
Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

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

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

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

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance

Objective Number and Description	Objective 1.2.1 - Decrease the average amount of case processing time to investigate a charge of discrimination from the date of filing to the date of completion

Performance Measure:	Decrease in average case processing time for each investigator	
Type of Measure:	Efficiency	
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:	N/A	
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)	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?	Raymond Buxton, II & Dan Koon	
Why was this performance measure chosen?	To investigate charges in an efficient and timely manner	
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?	Raymond Buxton, II & Dan Koon	
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?	Agency regulations require that if a case is not completed within 180 days, charging party may request a Notice of Right to Sue. Agency would like to make a final determination with 180 days of date charge was filed	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	N/A	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is 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	*Not properly serving the citizens and businesses of the State*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*Annual Accountability Report*
3 General Assembly Options	*Properly and adequately fund the Agency*

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)
Legislative Audit Council	*Request from Legislature*	*Legislative Audit Council*	*23-May-14*
			16-Dec-14

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?	
US Equal Employment Opportunity Commission	*Waiving cases to the SCHAC in a timely manner*		Federal
			01.2.1

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

Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
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 - Complete at least 100 cases in the Fair Housing Division*
Legal responsibilities satisfied by Goal:	*31-21-100; 31-21-110; 31-21-120; 31-21-130 Regulation 65-220 thru 65-229*
# and description of Strategy the Objective is under:	*Strategy 2.1 - Enhance awareness of the Housing Division to include the awareness of the Agency in under-served counties*
Objective	
Objective # and Description:	*Objective 2.1.1 - Finalize a Fair Housing Outreach Plan by March 31, 2016*
Legal responsibilities satisfied by Objective:	*31-21-100; 31-21-110; 31-21-120; 31-21-130 Regulation 65-220 thru 65-229*
Public Benefit/Intended Outcome:	*Protect the state citizens from unlawful housing discrimination in the areas of race, color, sex, religion, national origin, familial status and disability*
Agency Programs Associated with Objective	
Program Names:	*Compliance - Fair Housing*
Responsible Person	
Name:	*Marvin Caldwell*
Number of Months Responsible:	3 months
Position:	*Interim Housing Director*
Office Address:	*1026 Sumter Street*
Department or Division:	*Fair Housing Division*

Department or Division Summary:	*Receives phone calls and complaints; formalizes charges and investigates complaints for final action*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$0.00
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 2.1.1 - Finalize a Fair Housing Outreach Plan by March 31, 2016
Performance Measure:	Finalization of the Fair Housing Outreach Plan
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:	N/A
2015-16 Target Results:	N/A

Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Agency is required to track. Agency is audited yearly by way of HUD Assessment
What are the names and titles of the individuals who chose this as a performance measure?	Raymond Buxton, II	
Why was this performance measure chosen?	Better serve the citizens of SC and to efficiently investigate Housing Complaints	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Change in Director leadership	
What are the names and titles of the individuals who chose the target value for 2015-16?	Raymond Buxton, II	
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 number of complaints filed within the state and the staff available to investigate those complaints	
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	*Loss of Revenue to the agency*
Level Requires Outside Help	*HUD provides technical assistance and training*
Outside Help to Request	*HUD*
Level Requires Inform General Assembly	*Annual Accountability Report*
3 General Assembly Options	*To adequately and properly fund the agency*

REVIEWS/AUDITS

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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)
Legislative Audit Council	*Request from Legislature*	*Legislative Audit Council*	*23-May-14*
			16-Dec-14

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?	
US Housing and Urban Development	*Provides training and technical assistance*		Federal
			O2.1.1

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

Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
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 - Complete at least 100 cases in the Fair Housing Division*
Legal responsibilities satisfied by Goal:	*31-21-100; 31-21-110; 31-21-120; 31-21-130 Regulation 65-220 thru 65-229*
# and description of Strategy the Objective is under:	*Strategy 2.1 - Enhance awareness of the Housing Division to include the awareness of the Agency in under-served counties*
Objective	
Objective # and Description:	*Objective 2.1.2 - Hire a Fair Housing Outreach Liaison by December 31, 2016*
Legal responsibilities satisfied by Objective:	*31-21-100; 31-21-110; 31-21-120; 31-21-130 Regulation 65-220 thru 65-229*
Public Benefit/Intended Outcome:	*Protect the state citizens from unlawful housing discrimination in the areas of race, color, sex, religion, national origin, familial status and disability*
Agency Programs Associated with Objective	
Program Names:	*Compliance - Fair Housing*
Responsible Person	
Name:	*Marvin Caldwell*
Number of Months Responsible:	3 months
Position:	*Interim Housing Director*
Office Address:	*1026 Sumter Street*
Department or Division:	*Fair Housing Division*
Department or Division Summary:	*Receives phone calls and complaints; formalizes charge and investigates complaints for final action*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$48,300
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:
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Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	Objective 2.1.2 - Hire a Fair Housing Outreach Liaison by December 31, 2016	
Performance Measure:	Increase annual number of Fair Housing cases filed	
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:		
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)	Federal	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Raymond Buxton, II, Marvin Caldwell	
Why was this performance measure chosen?	To educate citizens about their civil rights and to properly enforce the law	

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?	Raymond Buxton, II, Marvin Caldwell
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 number of complaints being filed by citizens
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	*Citizens not being aware of their rights and treated unfairly according to the law*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*To adequately and properly fund the agency*

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)
Legislative Audit Council	*Request from Legislature*	*Legislative Audit Council*	*23-May-14*
			16-Dec-14

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?

US Department of Housing and Urban Development	*Provides Training & Technical Assistance*			Federal
				O2.1.2

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

Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
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 - Complete at least 100 cases in the Fair Housing Division*
Legal responsibilities satisfied by Goal:	*31-21-100; 31-21-110; 31-21-120; 31-21-130 Regulation 65-220 thru 65-229*
# and description of Strategy the Objective is under:	*Strategy 2.1 - Enhance awareness of the Housing Division to include the awareness of the Agency in under-served counties*
Objective	
Objective # and Description:	*Objective 2.1.3 - Strategize visits to at least two counties per month by March 31, 2017*
Legal responsibilities satisfied by Objective:	*31-21-100; 31-21-110; 31-21-120; 31-21-130 Regulation 65-220 thru 65-229*
Public Benefit/Intended Outcome:	*Protect the state citizens from unlawful housing discrimination in the areas of race, color, sex, religion, national origin, familial status and disability*
Agency Programs Associated with Objective	
Program Names:	*Compliance - Fair Housing*
Responsible Person	
Name:	*Marvin Caldwell*
Number of Months Responsible:	*3 months*
Position:	*Interim Housing Director*
Office Address:	*1026 Sumter Street*
Department or Division:	*Fair Housing Division*

Department or Division Summary:	*Receives phone calls and complaints; formalizes charge and investigates complaints for final action*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$8,400
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 2.1.3 - Strategize visits to at least two counties per month by March 31, 2017
Performance Measure:	Increase in the number of Fair Housing Cases
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:	2 counties visited per month	
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)	Federal	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Raymond Buxton, II & Marvin Caldwell	
Why was this performance measure chosen?	Make citizens aware of their legal rights	
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?	Raymond Buxton, II & Marvin Caldwell	
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?	Increase the number of Housing complaints filed in rural areas	
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	*Citizens not being aware of their rights and treated unfairly according to the law*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*To adequately and properly fund the agency*

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)

Legislative Audit Council	*Request from Legislature*	*Legislative Audit Council*	*23-May-14*
			16-Dec-14

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?	
US Department of Housing and Urban Development	*Provides Training & Technical Assistance*		Federal
			O2.1.3

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

Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
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 - Complete at least 100 cases in the Fair Housing Division*
Legal responsibilities satisfied by Goal:	*31-21-100; 31-21-110; 31-21-120; 31-21-130 Regulation 65-220 thru 65-229*
# and description of Strategy the Objective is under:	*Strategy 2.1 - Enhance awareness of the Housing Division to include the awareness of the Agency in under-served counties*
Objective	
Objective # and Description:	*Objective 2.1.4 - Follow-up with those counties quarterly during Fiscal Year 2017*
Legal responsibilities satisfied by Objective:	*31-21-100; 31-21-110; 31-21-120; 31-21-130 Regulation 65-220 thru 65-229*
Public Benefit/Intended Outcome:	*Protect the state citizens from unlawful housing discrimination in the areas of race, color, sex, religion, national origin, familial status and disability*
Agency Programs Associated with Objective	
Program Names:	*Compliance - Fair Housing*
Responsible Person	
Name:	*Marvin Caldwell*
Number of Months Responsible:	3 months
Position:	*Interim Housing Director*
Office Address:	*1026 Sumter Street*
Department or Division:	*Fair Housing Division*

Department or Division Summary:	*Receives phone calls and complaints; formalizes charge and investigates complaints for final action*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$3,000.00
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 2.1.4 - Follow-up with those counties quarterly during Fiscal Year 2017
Performance Measure:	Increase in the number of Fair Housing cases filed at the agency
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:	2 counties visited per month
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)	Federal	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Raymond Buxton, II & Marvin Caldwell	
Why was this performance measure chosen?	Make citizens aware of their legal rights	
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?	Raymond Buxton, II & Marvin Caldwell	
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?	Increase the number of Housing complaints filed in rural areas	
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	*Citizens not being aware of their rights and treated unfairly according to the law*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*To adequately and properly fund the agency*

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)
Legislative Audit Council	*Request from Legislature*	*Legislative Audit Council*	*23-May-14*
			16-Dec-14

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?	
US Department of Housing and Urban Development	*Provides Training & Technical Assistance*		Federal
			O2.1.4

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Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
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 - Complete at least 100 cases in the Fair Housing Division*
Legal responsibilities satisfied by Goal:	*31-21-100; 31-21-110; 31-21-120; 31-21-130 Regulation 65-220 thru 65-229*
# and description of Strategy the Objective is under:	*Strategy 2.2 - Maintain an average processing time of 100 days or less for Housing Complaints*
Objective	
Objective # and Description:	*Objective 2.2.1 - Continue 21, 42, 63 and 84-day meetings with Investigators to discuss cases during FY 2015-16*
Legal responsibilities satisfied by Objective:	*31-21-100; 31-21-110; 31-21-120; 31-21-130 Regulation 65-220 thru 65-229*
Public Benefit/Intended Outcome:	*Protect the state citizens from unlawful housing discrimination in the areas of race, color, sex, religion, national origin, familial status and disability*
Agency Programs Associated with Objective	
Program Names:	*Compliance - Fair Housing*
Responsible Person	
Name:	*Marvin Caldwell*
Number of Months Responsible:	3 months
Position:	*Interim Housing Director*
Office Address:	*1026 Sumter Street*

Department or Division:	*Fair Housing Division*
Department or Division Summary:	*Receives phone calls and complaints; formalizes charge and investigates complaints for final action*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$0.00
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.

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

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

How the Agency is Measuring its Performance

Objective Number and Description	Objective 2.2.1 - Continue 21, 42, 63 and 84-day meetings with Investigators to discuss cases during FY 2015-16

Performance Measure:	Increase in the number of Fair Housing Cases	
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):		
2015-16 Minimum Acceptable Results:	Maintain an average case process time of 100 days	
2015-16 Target Results:	Maintain an average case process time of 100 days	
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?	Raymond Buxton, II & Marvin Caldwell	
Why was this performance measure chosen?	Internal case management charge	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Hired new manager	
What are the names and titles of the individuals who chose the target value for 2015-16?	Raymond Buxton, II & Marvin Caldwell	
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?	Case processing time	
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	*Loss of revenue to agency*
Level Requires Outside Help	*HUD provides training*
Outside Help to Request	*HUD*
Level Requires Inform General Assembly	*Annual Accountability Report*
3 General Assembly Options	*Adequate and proper funding from General Assembly*

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)
Legislative Audit Council	*Request from Legislature*	*Legislative Audit Council*	*23-May-14*
			16-Dec-14

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?	
US Department of Housing and Urban Development	*Training / Education*		Federal
			O2.2.1

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

Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
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 - Complete at least 100 cases in the Fair Housing Division*
Legal responsibilities satisfied by Goal:	*31-21-100; 31-21-110; 31-21-120; 31-21-130 Regulation 65-220 thru 65-229*
# and description of Strategy the Objective is under:	*Strategy 2.2 - Maintain an average processing time of 100 days or less for Housing Complaints*
Objective	
Objective # and Description:	*Objective 2.2.2 - Adhere to strict time limits for formal documentation of files during 2015-16*
Legal responsibilities satisfied by Objective:	*31-21-100; 31-21-110; 31-21-120; 31-21-130 Regulation 65-220 thru 65-229*
Public Benefit/Intended Outcome:	*Protect the state citizens from unlawful housing discrimination in the areas of race, color, sex, religion, national origin, familial status and disability*
Agency Programs Associated with Objective	
Program Names:	*Compliance - Fair Housing*
Responsible Person	
Name:	*Marvin Caldwell*
Number of Months Responsible:	3 months
Position:	*Interim Housing Director*
Office Address:	*1026 Sumter Street*
Department or Division:	*Fair Housing Division*
Department or Division Summary:	*Receives phone calls and complaints; formalizes charge and investigates complaints for final action*
Amount Budgeted and Spent To Accomplish Objective	

Total Budgeted for this fiscal year:	$0.00
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 - Adhere to strict time limits for formal documentation of files during 2015-16
Performance Measure:	Increase the closure rate of cases within 100 days
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):	
2015-16 Minimum Acceptable Results:	Maintain an average case process time of 100 days

2015-16 Target Results:	Maintain an average case process time of 100 days	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Federal	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Raymond Buxton, II & Marvin Caldwell	
Why was this performance measure chosen?	Federal Guidelines	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Hired new manager	
What are the names and titles of the individuals who chose the target value for 2015-16?	Raymond Buxton, II & Marvin Caldwell	
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?	Federal Guidelines	
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	*Loss of revenue to agency*
Level Requires Outside Help	*HUD provides training*
Outside Help to Request	*HUD*
Level Requires Inform General Assembly	*Annual Accountability Report*
3 General Assembly Options	*Adequate and proper funding from General Assembly*

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)
Legislative Audit Council	*Request from Legislature*	*Legislative Audit Council*	*23-May-14*
			16-Dec-14

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?	
US Department of Housing and Urban Development	*Training / Education*		Federal
			O2.2.2

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Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
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 - Complete at least 100 cases in the Fair Housing Division*
Legal responsibilities satisfied by Goal:	*31-21-100; 31-21-110; 31-21-120; 31-21-130 Regulation 65-220 thru 65-229*
# and description of Strategy the Objective is under:	*Strategy 2.2 - Maintain an average processing time of 100 days or less for Housing Complaints*
Objective	
Objective # and Description:	*Objective 2.2.3 - Create investigative plans when necessary for problematic cases during FY 2015-16*
Legal responsibilities satisfied by Objective:	*31-21-100; 31-21-110; 31-21-120; 31-21-130 Regulation 65-220 thru 65-229*
Public Benefit/Intended Outcome:	*Protect the state citizens from unlawful housing discrimination in the areas of race, color, sex, religion, national origin, familial status and disability*
Agency Programs Associated with Objective	
Program Names:	*Compliance - Fair Housing*
Responsible Person	
Name:	*Marvin Caldwell*
Number of Months Responsible:	3 months
Position:	*Interim Housing Director*
Office Address:	*1026 Sumter Street*
Department or Division:	*Fair Housing Division*
Department or Division Summary:	*Receives phone calls and complaints; formalizes charge and investigates complaints for final action*

Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$0.00
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.

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Types of Performance Measures:

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

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

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

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 2.2.3 - Create investigative plans when necessary for problematic cases during FY 2015-16
Performance Measure:	Increase the closure rate of cases within 100 days
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):		
2015-16 Minimum Acceptable Results:	Maintain an average case process time of 100 days	
2015-16 Target Results:	Maintain an average case process time of 100 days	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Federal	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Raymond Buxton, II & Marvin Caldwell	
Why was this performance measure chosen?	Federal Guidelines	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Hired new manager	
What are the names and titles of the individuals who chose the target value for 2015-16?	Raymond Buxton, II & Marvin Caldwell	
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?	Federal Guidelines	
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

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Most Potential Negative Impact	*Loss of revenue to agency*
Level Requires Outside Help	*HUD provides training*
Outside Help to Request	*HUD*
Level Requires Inform General Assembly	*Annual Accountability Report*
3 General Assembly Options	*Adequate and proper funding from General Assembly*

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)
Legislative Audit Council	*Request from Legislature*	*Legislative Audit Council*	*23-May-14*
			16-Dec-14

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?	
US Department of Housing and Urban Development	*Training / Education*		Federal
			O2.2.3

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

Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	*Goal 3 - Strengthen the Legal & Mediation Divisions through litigation and statutory means*
Legal responsibilities satisfied by Goal:	*Section 1 - 13 - 70; 1 - 13 - 90 Regulation 65 -1; 65-5; 65-9; 65-225 31-21-100; 31-21-120; 31-21-130; 31-21-140*
# and description of Strategy the Objective is under:	*Strategy 3.1 - Litigate cases pursuant to the General Assembly's Mandates as it relates to Fair Housing and Employment Discrimination Laws*
Objective	
Objective # and Description:	***Objective 3.1.1*** *- Continue to litigate probable cause cases in the Fair Housing Division during FY 2015-16*
Legal responsibilities satisfied by Objective:	*Section 1 - 13 - 70; 1 - 13 - 90 Regulation 65 -1; 65-5; 65-9; 65-225 31-21-100; 31-21-120; 31-21-130; 31-21-140*
Public Benefit/Intended Outcome:	*To protect the citizens of this State by preventing and eliminating discrimination in Fair Housing.*
Agency Programs Associated with Objective	
Program Names:	*Legal*
Responsible Person	
Name:	*Lee Ann Rice*
Number of Months Responsible:	13
Position:	*Attorney III*
Office Address:	*1026 Sumter Street*
Department or Division:	*Legal & Mediation Divisions*

Department or Division Summary:	*Represents the SC Human Affairs Commission in legal matters; reviews employment, housing, public accommodations and 90(e) charges of discrimination for final action*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$750
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:

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

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

How the Agency is Measuring its Performance

Objective Number and Description	Objective 3.1.1 - Continue to litigate probable cause cases in the Fair Housing Division during FY 2015-16
Performance Measure:	Successful closures of cause determinations through litigation

Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	1	
2014-15 Target Results:	N/A	
2014-15 Actual Results (as of 6/30/15):	5	
2015-16 Minimum Acceptable Results:	N/A	
2015-16 Target Results:	N/A	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, 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?	Lee Ann Rice	
Why was this performance measure chosen?	Citizens subjected to housing discrimination may not receive justice through legal procedures	
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?	Lee Ann Rice, Marvin Caldwell	
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?	N/A	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	N/A	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A	

POTENTIAL NEGATIVE IMPACT

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

Most Potential Negative Impact	*Citizens subjected to housing discrimination may not receive justice through legal procedures*
Level Requires Outside Help	*Sufficient staff is needed either internally or through contract hire*
Outside Help to Request	*PANDA, DOJ, HUD, EEOC, Legal Services of SC, Contract Attorneys*
Level Requires Inform General Assembly	*Annual Accountability Report*
3 General Assembly Options	*Adequate and proper funding to financially support the agency*

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)
Legislative Audit Council	*Request from Legislature*	*Legislative Audit Council*	*23-May-14*
			16-Dec-14

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?	
National Fair Housing Training Academy	*Training*		Federal
Bowers Law Firm	Assisting with Federal Court matters	*Business, Association or Individual*	O3.1.1

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

Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	*Goal 3 - Strengthen the Legal & Mediation Divisions through litigation and statutory means*
Legal responsibilities satisfied by Goal:	*Section 1 - 13 - 70; 1 - 13 - 90 Regulation 65 -1; 65-5; 65-9; 65-225 31-21-100; 31-21-120; 31-21-130; 31-21-140*
# and description of Strategy the Objective is under:	*Strategy 3.1 - Litigate cases pursuant to the General Assembly's Mandates as it relates to Fair Housing and Employment Discrimination Laws*
Objective	
Objective # and Description:	***Objective 3.1.2*** *- Develop a policy/system to begin litigating employment cases by March 31 of 2016*
Legal responsibilities satisfied by Objective:	*Section 1 - 13 - 70; 1 - 13 - 90 Regulation 65 -1; 65-5; 65-9; 65-225 31-21-100; 31-21-120; 31-21-130; 31-21-140*
Public Benefit/Intended Outcome:	*To protect the citizens of this State by preventing and eliminating discrimination in Employment*
Agency Programs Associated with Objective	
Program Names:	*Legal*
Responsible Person	
Name:	*Lee Ann Rice*
Number of Months Responsible:	13
Position:	*Attorney III*
Office Address:	*1026 Sumter Street*
Department or Division:	*Legal & Mediation Divisions*

Department or Division Summary:	*Represents the SC Human Affairs Commission in legal matters; reviews employment, housing, public accommodations and 90(e) charges of discrimination for final action*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$0.00
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 3.1.2 - Develop a policy/system to begin litigating employment cases by March 31 of 2016
Performance Measure:	Successful closures of employment cases

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:	N/A	
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)	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?	Lee Ann Rice	
Why was this performance measure chosen?	To comply with State law and because citizens subjected to employment discrimination may not receive justice through the legal process	
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?	Lee Ann Rice	
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?	Funding resources do not and have never supported authority under law, so outside assistance is required	
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	*Citizens subjected to employment discrimination may not receive justice through the legal process*
Level Requires Outside Help	*High*
Outside Help to Request	*SC Bar, private law firms, EEOC, SC Legal Services, PANDA*
Level Requires Inform General Assembly	*Annual Accountability Report*
3 General Assembly Options	*Properly and adequately fund agency*

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)
Legislative Audit Council	*Request from Legislature*	*Legislative Audit Council*	*23-May-14*
			16-Dec-14

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 Bar Pro Bono Program	*Finding attorneys for individuals discriminated against by employer*	*Business, Association or Individual*	
EEOC	Litigates small portion of cause cases		Federal

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

Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	*Goal 3 - Strengthen the Legal & Mediation Divisions through litigation and statutory means*
Legal responsibilities satisfied by Goal:	*Section 1 - 13 - 70; 1 - 13 - 90 Regulation 65 -1; 65-5; 65-9; 65-225 31-21-100; 31-21-120; 31-21-130; 31-21-140*
# and description of Strategy the Objective is under:	*Strategy 3.1 - Litigate cases pursuant to the General Assembly's Mandates as it relates to Fair Housing and Employment Discrimination Laws*
Objective	
Objective # and Description:	***Objective 3.1.3*** *- File suit in cases under the new Employment Litigation Policy by June 30, 2016*
Legal responsibilities satisfied by Objective:	*Section 1 - 13 - 70; 1 - 13 - 90 Regulation 65 -1; 65-5; 65-9; 65-225 31-21-100; 31-21-120; 31-21-130; 31-21-140*
Public Benefit/Intended Outcome:	*To protect the citizens of this State by preventing and eliminating discrimination in Employment*
Agency Programs Associated with Objective	
Program Names:	*Legal*
Responsible Person	
Name:	*Lee Ann Rice*
Number of Months Responsible:	13
Position:	*Attorney III*
Office Address:	*1026 Sumter Street*
Department or Division:	*Legal & Mediation Divisions*

Department or Division Summary:	*Represents the SC Human Affairs Commission in legal matters; reviews employment, housing, public accommodations and 90(e) charges of discrimination for final action*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$750
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 3.1.3 - File suit in cases under the new Employment Litigation Policy by June 30, 2016
Performance Measure:	Employment cases closed; provide one cause case charging party with opportunity for litigation through the SCHAC

Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):		
2014-15 Target Results:	0	
2014-15 Actual Results (as of 6/30/15):	N/A	
2015-16 Minimum Acceptable Results:	0	
2015-16 Target Results:	1	
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?	Lee Ann Rice	
Why was this performance measure chosen?	To comply with State law and because citizens subjected to employment discrimination may not receive justice through the legal process	
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?	Lee Ann Rice	
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?	Funding resources do not and have never supported SHAC's authority under law	
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 reached?	Need more than two staff counsel attorneys to accomplish expansion of litigation department	

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	*Citizens subjected to employment discrimination may not receive justice through the legal process*
Level Requires Outside Help	*Will need guidance from experienced employment litigators and/or training*
Outside Help to Request	*SC Bar, EEOC, private law firms, PANDA, SC Legal Services*
Level Requires Inform General Assembly	*Annual Accountability Report*
3 General Assembly Options	*Properly and adequately fund agency*

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)
Legislative Audit Council	*Request from Legislature*	*Legislative Audit Council*	*23-May-14*
			16-Dec-14

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?	
EEOC	*Assists with occasional legal research*		Federal
			O3.1.3

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

Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	*Goal 3 - Strengthen the Legal & Mediation Divisions through litigation and statutory means*
Legal responsibilities satisfied by Goal:	*Section 1 - 13 - 70; 1 - 13 - 90 Regulation 65 -1; 65-5; 65-9; 65-225 31-21-100; 31-21-120; 31-21-130; 31-21-140*
# and description of Strategy the Objective is under:	*Strategy 3.1 - Litigate cases pursuant to the General Assembly's Mandates as it relates to Fair Housing and Employment Discrimination Laws*
Objective	
Objective # and Description:	***Objective 3.1.4*** *- Conduct a practice administrative hearing regarding an employment or housing case for the Board of Commissioners and SHAC staff by June 30, 2016*
Legal responsibilities satisfied by Objective:	*Section 1 - 13 - 70; 1 - 13 - 90 Regulation 65 -1; 65-5; 65-9; 65-225 31-21-100; 31-21-120; 31-21-130; 31-21-140*
Public Benefit/Intended Outcome:	*To protect the citizens of this State by preventing and eliminating discrimination in Employment and Fair Housing*
Agency Programs Associated with Objective	
Program Names:	*Legal*
Responsible Person	
Name:	*Lee Ann Rice*
Number of Months Responsible:	13
Position:	*Attorney III*
Office Address:	*1026 Sumter Street*

Department or Division:	*Legal & Mediation Divisions*
Department or Division Summary:	*Represents the SC Human Affairs Commission in legal matters; reviews employment, housing, public accommodations and 90(e) charges of discrimination for final action*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$0.00
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 3.1.4 - Conduct a practice administrative hearing regarding an employment or housing case for the Board of Commissioners and SHAC staff by June 30, 2016	
Performance Measure:	Number of Housing and Employment Cases Closed	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 6/30/14):	0	
2014-15 Target Results:	N/A	
2014-15 Actual Results (as of 6/30/15):	O	
2015-16 Minimum Acceptable Results:	1	
2015-16 Target Results:	1	
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?	Lee Ann Rice	
Why was this performance measure chosen?	To comply with State law and because citizens subjected to employment and/or housing discrimination may not receive justice through the legal process	
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?	Lee Ann Rice	
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?	Adequate legal staff to pursue objective; training of Commissioners	
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?	Need more than two staff counsel attorneys to accomplish expansion of litigation department	

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	*Board Members (Commissioners) will lack an understanding of an administrative hearing process*
Level Requires Outside Help	*Federal and State Court System*

Outside Help to Request	*Federal and State Court System for hearing litigation cases*
Level Requires Inform General Assembly	*Annual Accountability Report*
3 General Assembly Options	*Adequate and proper funding to staff agency*

REVIEWS/AUDITS

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

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

PARTNERS

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

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

O3.1.4

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

Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	*Goal 3 - Strengthen the Legal & Mediation Divisions through litigation and statutory means*
Legal responsibilities satisfied by Goal:	*Section 1 - 13 - 70; 1 - 13 - 90 Regulation 65 -1; 65-5; 65-9; 65-225 31-21-100; 31-21-120; 31-21-130; 31-21-140*
# and description of Strategy the Objective is under:	*Strategy 3.2 - Increase the number of mediated cases*
Objective	
Objective # and Description:	***Objective 3.2.1*** *- Contact all Complainants filing employment discrimination complaints regarding our free Mediation Program during FY 2015-16*
Legal responsibilities satisfied by Objective:	*Section 1 - 13 - 70; 1 - 13 - 90 Regulation 65 -1; 65-5; 65-9; 65-225 31-21-100; 31-21-120; 31-21-130; 31-21-140*
Public Benefit/Intended Outcome:	*To protect the citizens of this State by preventing and eliminating discrimination in Employment*
Agency Programs Associated with Objective	
Program Names:	*Legal*
Responsible Person	
Name:	*Lee Ann Rice*
Number of Months Responsible:	13
Position:	*Attorney III*
Office Address:	*1026 Sumter Street*
Department or Division:	*Legal & Mediation Divisions*

Department or Division Summary:	*Represents the SC Human Affairs Commission in legal matters; reviews employment, housing, public accommodations and 90(e) charges of discrimination for final action*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$500
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 3.2.1 - Contact all Complainants filing employment discrimination complaints regarding our free Mediation Program during FY 2015-16

Performance Measure:	Employment cases received and employment cases successfully mediated	
Type of Measure:	Efficiency	
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:		
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)	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?	Raymond Buxton, II & Lee Ann Rice	
Why was this performance measure chosen?	Encourage efficient processing times	
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?	Raymond Buxton, II & Lee Ann Rice	
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?	Mediating a charge of discrimination is the most efficient way to process a complaint	
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	*Discrimination complaints will not be mediated and processing time to investigate complaint will be longer*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*Annual Accountability Report*
3 General Assembly Options	*To adequately and properly fund agency*

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)
Legislative Audit Council	*Request from Legislature*	*Legislative Audit Council*	*23-May-14*
			16-Dec-14

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?	
US EEOC	*Work Sharing Agreement*		Federal
			O3.2.1

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Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	*Goal 3 - Strengthen the Legal & Mediation Divisions through litigation and statutory means*
Legal responsibilities satisfied by Goal:	*Section 1 - 13 - 70; 1 - 13 - 90 Regulation 65 -1; 65-5; 65-9; 65-225 31-21-100; 31-21-120; 31-21-130; 31-21-140*
# and description of Strategy the Objective is under:	*Strategy 3.2 - Increase the number of mediated cases*
Objective	
Objective # and Description:	***Objective 3.2.2*** *- Provide more flexibility of times for mediation during FY 2015-16, (contract with other mediators when necessary)*
Legal responsibilities satisfied by Objective:	*Section 1 - 13 - 70; 1 - 13 - 90 Regulation 65 -1; 65-5; 65-9; 65-225 31-21-100; 31-21-120; 31-21-130; 31-21-140*
Public Benefit/Intended Outcome:	*To protect the citizens of this State by preventing and eliminating discrimination in Employment and Fair Housing*
Agency Programs Associated with Objective	
Program Names:	*Legal*
Responsible Person	
Name:	*Lee Ann Rice*
Number of Months Responsible:	13
Position:	*Attorney III*

Office Address:	*1026 Sumter Street*
Department or Division:	*Legal & Mediation Divisions*
Department or Division Summary:	*Represents the SC Human Affairs Commission in legal matters; reviews employment, housing, public accommodations and 90(e) charges of discrimination for final action*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$5,000
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.

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

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

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

Types of Performance Measures:

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

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

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

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

How the Agency is Measuring its Performance

Objective Number and Description	Objective 3.2.2 - Provide more flexibility of times for mediation during FY 2015-16, (contract with other mediators when necessary)	
Performance Measure:	Number of Employment cases successfully mediated	
Type of Measure:	Efficiency	
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:	N/A	
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)	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?	Raymond Buxton, II & Lee Ann Rice	
Why was this performance measure chosen?	Encourage efficient processing time	
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?	Raymond Buxton, II & Lee Ann Rice	
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?	Mediating a charge of discrimination is the most efficient way to process a complaint	
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	*Discrimination complaints will not be mediated and processing time to investigate complaint will be longer*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*Annual Accountability Report*
3 General Assembly Options	*To adequately and properly fund agency*

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)
Legislative Audit Council	*Request from Legislature*	*Legislative Audit Council*	*23-May-14*
			16-Dec-14

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?	
US EEOC	*Work Sharing Agreement*		Federal
			O3.2.2

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

Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	*Goal 3 - Strengthen the Legal & Mediation Divisions through litigation and statutory means*
Legal responsibilities satisfied by Goal:	*Section 1 - 13 - 70; 1 - 13 - 90 Regulation 65 -1; 65-5; 65-9; 65-225 31-21-100; 31-21-120; 31-21-130; 31-21-140*
# and description of Strategy the Objective is under:	*Strategy 3.2 - Increase the number of mediated cases*
Objective	
Objective # and Description:	***Objective 3.2.3*** *- Continue to pursue legislation for mandatory mediation for State Agencies during FY 2015-16*
Legal responsibilities satisfied by Objective:	*Section 1 - 13 - 70; 1 - 13 - 90 Regulation 65 -1; 65-5; 65-9; 65-225 31-21-100; 31-21-120; 31-21-130; 31-21-140*
Public Benefit/Intended Outcome:	*To protect the citizens of this State by preventing and eliminating discrimination in Employment*
Agency Programs Associated with Objective	
Program Names:	*Legal*
Responsible Person	
Name:	*Lee Ann Rice*
Number of Months Responsible:	13
Position:	*Attorney III*
Office Address:	*1026 Sumter Street*
Department or Division:	*Legal & Mediation Divisions*

Department or Division Summary:	*Represents the SC Human Affairs Commission in legal matters; reviews employment, housing, public accommodations and 90(e) charges of discrimination for final action*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$0.00
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).

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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.

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

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

How the Agency is Measuring its Performance

Objective Number and Description	Objective 3.2.3 - Continue to pursue legislation for mandatory mediation for State Agencies during FY 2015-16
Performance Measure:	Number of employment cases successfully mediated

Type of Measure:	Efficiency	
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:	N/A	
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)	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?	Raymond Buxton, II & Lee Ann Rice	
Why was this performance measure chosen?	To efficiently resolve discrimination complaints	
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?	N/A	
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?	N/A	
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	*State Agency cases will not be efficiently resolved*
Level Requires Outside Help	*Legislative Passage*
Outside Help to Request	*Legislature*
Level Requires Inform General Assembly	*Annual Accountability Report*
3 General Assembly Options	*Pass the requested legislation*

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)
Legislative Audit Council	*Request from Legislature*	*Legislative Audit Council*	*23-May-14*
			16-Dec-14

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
N/A	*N/A*		
			O3.2.3

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

Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	*Goal 3 - Strengthen the Legal & Mediation Divisions through litigation and statutory means*
Legal responsibilities satisfied by Goal:	*Section 1 - 13 - 70; 1 - 13 - 90 Regulation 65 -1; 65-5; 65-9; 65-225 31-21-100; 31-21-120; 31-21-130; 31-21-140*
# and description of Strategy the Objective is under:	*Strategy 3.3 - Update and standardize the laws and regulations of SHAC*
Objective	
Objective # and Description:	***Objective 3.3.1*** *- Update the regulations with more consistency by March 31, 2016*
Legal responsibilities satisfied by Objective:	*Section 1 - 13 - 70; 1 - 13 - 90 Regulation 65 -1; 65-5; 65-9; 65-225 31-21-100; 31-21-120; 31-21-130; 31-21-140*
Public Benefit/Intended Outcome:	*To protect the citizens of this State by preventing and eliminating discrimination in Employment, Fair Housing, Public Accommodations and 90e complaints*
Agency Programs Associated with Objective	
Program Names:	*Legal*
Responsible Person	
Name:	*Lee Ann Rice*
Number of Months Responsible:	13
Position:	*Attorney III*
Office Address:	*1026 Sumter Street*
Department or Division:	*Legal & Mediation Divisions*

Department or Division Summary:	*Represents the SC Human Affairs Commission in legal matters; reviews employment, housing, public accommodations and 90(e) charges of discrimination for final action*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$0.00
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 3.3.1 - Update the regulations with more consistency by March 31, 2016
Performance Measure:	Housing and Employment cases received and closed

Type of Measure:	Efficiency	
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:	N/A	
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)	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?	Raymond Buxton, II & Lee Ann Rice	
Why was this performance measure chosen?	To efficiently and consistently process discrimination complaints	
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?	N/A	
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?	N/A	
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?	Secure additional staff in the legal department; however, this also depends on actions of the General Assembly	

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	*Agency will not operate efficiently as it should*
Level Requires Outside Help	*High*
Outside Help to Request	*Legislature and Executive Offices*
Level Requires Inform General Assembly	*Annual Accountability Report*
3 General Assembly Options	*Legislative Passage and adequate funding*

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)
Legislative Audit Council	*Request from Legislature*	*Legislative Audit Council*	*23-May-14*
			16-Dec-14

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
N/A	*N/A*		
			O3.3.1

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

Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	*Goal 3 - Strengthen the Legal & Mediation Divisions through litigation and statutory means*
Legal responsibilities satisfied by Goal:	*Section 1 - 13 - 70; 1 - 13 - 90 Regulation 65 -1; 65-5; 65-9; 65-225 31-21-100; 31-21-120; 31-21-130; 31-21-140*
# and description of Strategy the Objective is under:	*Strategy 3.3 - Update and standardize the laws and regulations of SHAC*
Objective	
Objective # and Description:	***Objective 3.3.2*** *- Engage with members of the General Assembly for change to existing statues during FY 2015-16*
Legal responsibilities satisfied by Objective:	*Section 1 - 13 - 70; 1 - 13 - 90 Regulation 65 -1; 65-5; 65-9; 65-225 31-21-100; 31-21-120; 31-21-130; 31-21-140*
Public Benefit/Intended Outcome:	*To protect the citizens of this State by preventing and eliminating discrimination in Employment, Fair Housing, Public Accommodations and 90e complaints*
Agency Programs Associated with Objective	
Program Names:	*Legal*
Responsible Person	
Name:	*Lee Ann Rice*
Number of Months Responsible:	13
Position:	*Attorney III*
Office Address:	*1026 Sumter Street*
Department or Division:	*Legal & Mediation Divisions*

Department or Division Summary:	*Represents the SC Human Affairs Commission in legal matters; reviews employment, housing, public accommodations and 90(e) charges of discrimination for final action*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$0.00
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 3.3.2 - Engage with members of the General Assembly for change to existing statues during FY 2015-16

Performance Measure:	Housing, employment and public accommodations complaints received and closed	
Type of Measure:	Efficiency	
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:	N/A	
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)	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?	Raymond Buxton, II & Lee Ann Rice	
Why was this performance measure chosen?	To efficiently and consistently process discrimination complaints	
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?	N/A	
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?	N/A	
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	*Agency will not operate efficiently as it should*
Level Requires Outside Help	*High*
Outside Help to Request	*Legislature and Executive Offices*
Level Requires Inform General Assembly	*Annual Accountability Report*
3 General Assembly Options	*Legislative Passage and adequate funding*

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)
Legislative Audit Council	*Request from Legislature*	*Legislative Audit Council*	*23-May-14*
			16-Dec-14

PARTNERS

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

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

O3.3.2

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

Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

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

Strategic Plan Context	
# and description of Goal the Objective is helping accomplish:	*Goal 3 - Strengthen the Legal & Mediation Divisions through litigation and statutory means*
Legal responsibilities satisfied by Goal:	*Section 1 - 13 - 70; 1 - 13 - 90 Regulation 65 -1; 65-5; 65-9; 65-225 31-21-100; 31-21-120; 31-21-130; 31-21-140*
# and description of Strategy the Objective is under:	*Strategy 3.3 - Update and standardize the laws and regulations of SHAC*
Objective	
Objective # and Description:	***Objective 3.3.3*** *- Evaluate where our operations differ from equivalent federal agencies by June 30, 2016*
Legal responsibilities satisfied by Objective:	*Section 1 - 13 - 70; 1 - 13 - 90 Regulation 65 -1; 65-5; 65-9; 65-225 31-21-100; 31-21-120; 31-21-130; 31-21-140*
Public Benefit/Intended Outcome:	*To protect the citizens of this State by preventing and eliminating discrimination in Employment and Fair Housing*
Agency Programs Associated with Objective	
Program Names:	*Legal*
Responsible Person	
Name:	*Lee Ann Rice*
Number of Months Responsible:	13
Position:	*Attorney III*
Office Address:	*1026 Sumter Street*
Department or Division:	*Legal & Mediation Divisions*

Department or Division Summary:	*Represents the SC Human Affairs Commission in legal matters; reviews employment, housing, public accommodations and 90(e) charges of discrimination for final action*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$1,000
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.

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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.

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

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

How the Agency is Measuring its Performance

Objective Number and Description	Objective 3.3.3 - Evaluate where our operations differ from equivalent federal agencies by June 30, 2016

Performance Measure:	Housing and employment cases received and closed	
Type of Measure:	Efficiency	
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:	N/A	
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)	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?	Raymond Buxton, II, Lee Ann Rice & Dan Koon	
Why was this performance measure chosen?	To help agency operate more efficiently	
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?	N/A	
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?	N/A	
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	*Oack of efficient operations of agency*
Level Requires Outside Help	*Hig; EEOC & HUD guidelines*
Outside Help to Request	*Legislature*
Level Requires Inform General Assembly	*Annual Accountability Report*
3 General Assembly Options	*Adequate and proper funding of the agency*

REVIEWS/AUDITS

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

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

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
EEOC	*Communicating new laws and regulations*		Federal
HUD	Communicating new laws and regulations		Federal

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

Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
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 - Create and Sustain Existing Community Relations Councils in 46 Counties*
Legal responsibilities satisfied by Goal:	*Section 1 - 13 - 70 Regulation 65-10*
# and description of Strategy the Objective is under:	*Strategy 4.1 - Develop an internal communication plan to establish and maintain local community leaders and contacts in each county*
Objective	
Objective # and Description:	*Objective 4.1.1 - Increase the number of local community leader contacts in each county that does not have a Community Relations Council during FY 2015-16*
Legal responsibilities satisfied by Objective:	*Section 1 - 13 - 70 Regulation 65-10*
Public Benefit/Intended Outcome:	*To foster harmony and respect among the State's diverse population of citizens*
Agency Programs Associated with Objective	
Program Names:	*Consultative Services - Community Relations*
Responsible Person	
Name:	*Dan Koon*
Number of Months Responsible:	36
Position:	*Deputy Director*
Office Address:	*1026 Sumter Street*
Department or Division:	*Consultative Services*
Department or Division Summary:	*To foster harmony and respect among the State's citizens through the areas of race, color, religion, national origin and disability*

Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$25,000
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 4.1.1 - Increase the number of local community leader contacts in each county that does not have a Community Relations Council during FY 2015-16
Performance Measure:	Creation of additional Community Relations Councils
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	N/A
2014-15 Target Results:	20

2014-15 Actual Results (as of 6/30/15):	7	
2015-16 Minimum Acceptable Results:	10	
2015-16 Target Results:	10	
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?	Raymond Buxton, II & Dan Koon	
Why was this performance measure chosen?	Increase harmony and respect among a diverse population of citizens	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Change in personnel	
What are the names and titles of the individuals who chose the target value for 2015-16?	Raymond Buxton, II & Dan Koon	
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 racial unrest across the nation, the need to emphasize harmony is essential	
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 reached?	A different approach to engaging the public by promoting an "End Racism Day"	

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	*Racial unrest causing social and economic insecurity*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*Annual Accountability Report*
3 General Assembly Options	*To provide adequate and proper funding to the agency*

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)
Legislative Audit Council	*Request from Legislature*	*Legislative Audit Council*	*23-May-14*
			16-Dec-14

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?	
Existing Community Relations Councils	*Collaboration*	*State/Local Government Entity*	
FBI	Collaboration		Federal
US Department of Justice	Collaboration		Federal
University of South Carolina	Collaboration	*College/University*	
SLED	Collaboration	*State/Local Government Entity*	O4.1.1

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Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to <u>complete for each Objective</u> 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 - Create and Sustain Existing Community Relations Councils in 46 Counties*
Legal responsibilities satisfied by Goal:	*Section 1 - 13 - 70 Regulation 65-10*
# and description of Strategy the Objective is under:	*Strategy 4.1 - Develop an internal communication plan to establish and maintain local community leaders and contacts in each county*
Objective	
Objective # and Description:	*Objective 4.1.2 - Update and maintain the current leadership in counties with existing Community Relations Councils during FY 2015-16*
Legal responsibilities satisfied by Objective:	*Section 1 - 13 - 70 Regulation 65-10*
Public Benefit/Intended Outcome:	*To foster harmony and respect among the State's diverse population of citizens*
Agency Programs Associated with Objective	
Program Names:	*Consultative Services - Community Relations*
Responsible Person	
Name:	*Dan Koon*
Number of Months Responsible:	36
Position:	*Deputy Director*
Office Address:	*1026 Sumter Street*
Department or Division:	*Consultative Services*
Department or Division Summary:	*To foster harmony and respect among the State's citizens through the areas of race, color, religion, national origin and disability*

Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$25,000
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 4.1.2 - Update and maintain the current leadership in counties with existing Community Relations Councils during FY 2015-16
Performance Measure:	No decrease in the number of Community Relations Councils within the state
Type of Measure:	Outcome

Results		
2013-14 Actual Results (as of 6/30/14):	7	
2014-15 Target Results:	7	
2014-15 Actual Results (as of 6/30/15):	7	
2015-16 Minimum Acceptable Results:	14	
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?	Raymond Buxton, II & Dan Koon	
Why was this performance measure chosen?	Increase harmony and respect among a diverse population of citizens	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	Change in personnel	
What are the names and titles of the individuals who chose the target value for 2015-16?	Raymond Buxton, II & Dan Koon	
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 racial unrest across the nation, the need to emphasize harmony is essential	
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	*Racial unrest causing social and economic insecurity*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*Annual Accountability Report*
3 General Assembly Options	*To provide adequate and proper funding to the agency*

REVIEWS/AUDITS

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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)
Legislative Audit Council	*Request from Legislature*	*Legislative Audit Council*	*23-May-14*
			16-Dec-14

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?	
Existing Community Relations Councils	*Collaboration*	*State/Local Government Entity*	
FBI	Collaboration	*Business, Association or Individual*	Federal
US Department of Justice	Collaboration	*Business, Association or Individual*	Federal
University of South Carolina	Collaboration	*College/University*	
SLED	Collaboration	*State/Local Government Entity*	04.1.2

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Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
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 5 - Enhance the Agency's Image, Reputation and Outreach to the Citizens of South Carolina*
Legal responsibilities satisfied by Goal:	*Section 1 - 13 - 20; 1 - 13 - 40; 1 - 13 - 50; 1 - 13 - 70*
# and description of Strategy the Objective is under:	*Strategy 5.1 - Increase awareness of the Agency in under-served counties*
Objective	
Objective # and Description:	***Objective 5.1.1*** *- Finalize an Outreach Plan by March 31, 2016*
Legal responsibilities satisfied by Objective:	*Section 1 - 13 - 20; 1 - 13 - 40; 1 - 13 - 50; 1 - 13 - 70*
Public Benefit/Intended Outcome:	*To protect the citizens of this State by preventing and eliminating discrimination in Employment, Fair Housing, Public Accommodations and 90e complaints.*
Agency Programs Associated with Objective	
Program Names:	*Administration*
Responsible Person	
Name:	*Dan Koon*
Number of Months Responsible:	17
Position:	*Deputy Commissioner*
Office Address:	*1026 Sumter Street*
Department or Division:	*Administration - Outreach*
Department or Division Summary:	*To carry out the Administrative operations to include enforcing the laws involving discrimination in Employment, Housing and Public Accommodations and promoting harmony and respect among a diverse population of the State's citizens*
Amount Budgeted and Spent To Accomplish Objective	

Total Budgeted for this fiscal year:	$0.00
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.

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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."

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Types of Performance Measures:

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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 5.1.1 - Finalize an Outreach Plan by March 31, 2016
Performance Measure:	Completed Plan
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:	Increase in number of charges of discrimination filed
2015-16 Target Results:	Increase the number of charges of discrimination filed
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?	Raymond Buxton, II, Dan Koon, Lee Ann Rice, Marvin Caldwell & Lori Dean	
Why was this performance measure chosen?	To educate the citizens of SC of their rights and to better enforce the laws prohibiting discrimination	
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?	Raymond Buxton, II, Dan Koon, Lee Ann Rice, Marvin Caldwell & Lori Dean	
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?	To educate the citizens of SC of their rights and to better enforce the laws prohibiting discrimination	
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	*Citizens being subjected to discrimination in the areas of Employment, Housing and Public Accommodations*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*Annual Accountability Report*
3 General Assembly Options	*To adequately and property provide funding to the Agency*

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)
Legislative Audit Council	*Request from Legislature*	*Legislative Audit Council*	*23-May-14*
			16-Dec-14

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
N/A	*N/A*		
			O5.1.1

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

Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
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 5 - Enhance the Agency's Image, Reputation and Outreach to the Citizens of South Carolina*
Legal responsibilities satisfied by Goal:	*Section 1 - 13 - 20; 1 - 13 - 40; 1 - 13 - 50; 1 - 13 - 70*
# and description of Strategy the Objective is under:	*Strategy 5.1 - Increase awareness of the Agency in under-served counties*
Objective	
Objective # and Description:	***Objective 5.1.2 -*** Hire a Fair Housing Outreach Liaison by December 30, 2016
Legal responsibilities satisfied by Objective:	*Section 1 - 13 - 20; 1 - 13 - 40; 1 - 13 - 50; 1 - 13 - 70*
Public Benefit/Intended Outcome:	*To protect the citizens of this State by preventing and eliminating discrimination in Employment, Fair Housing, Public Accommodations and 90e complaints.*
Agency Programs Associated with Objective	
Program Names:	*Administration*
Responsible Person	
Name:	*Dan Koon*
Number of Months Responsible:	17
Position:	*Deputy Commissioner*
Office Address:	*1026 Sumter Street*
Department or Division:	*Administration - Outreach*
Department or Division Summary:	*To carry out the Administrative operations to include enforcing the laws involving discrimination in Employment, Housing and Public Accommodations and promoting harmony and respect among a diverse population of the State's citizens*

Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$48,300
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 5.1.2 - Hire a Fair Housing Outreach Liaison by December 30, 2016
Performance Measure:	Increase annual number of Fair Housing cases filed
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:		
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)	Federal	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Raymond Buxton, II, Marvin Caldwell	
Why was this performance measure chosen?	To educate citizens about their civil rights and to properly enforce the law	
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?	Raymond Buxton, II, Marvin Caldwell	
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 number of complaints being filed by citizens	
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	*Citizens not being aware of their rights and treated unfairly according to the law*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*N/A*
3 General Assembly Options	*To adequately and properly fund the agency*

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)
Legislative Audit Council	*Request from Legislature*	*Legislative Audit Council*	*23-May-14*
			16-Dec-14

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?	
US Department of Housing and Urban Development	*Provides Training & Technical Assistance*		Federal
			O5.1.2

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

Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
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 5 - Enhance the Agency's Image, Reputation and Outreach to the Citizens of South Carolina*
Legal responsibilities satisfied by Goal:	*Section 1 - 13 - 20; 1 - 13 - 40; 1 - 13 - 50; 1 - 13 - 70*
# and description of Strategy the Objective is under:	*Strategy 5.1 - Increase awareness of the Agency in under-served counties*
Objective	
Objective # and Description:	***Objective 5.1.3*** *- Involve current staff (such as Community Relations Consultants) in outreach efforts by February 1, 2017*
Legal responsibilities satisfied by Objective:	*Section 1 - 13 - 20; 1 - 13 - 40; 1 - 13 - 50; 1 - 13 - 70*
Public Benefit/Intended Outcome:	*To protect the citizens of this State by preventing and eliminating discrimination in Employment, Fair Housing, Public Accommodations and 90e complaints.*
Agency Programs Associated with Objective	
Program Names:	*Administration*
Responsible Person	
Name:	*Dan Koon*
Number of Months Responsible:	17
Position:	*Deputy Commissioner*
Office Address:	*1026 Sumter Street*
Department or Division:	*Administration - Outreach*

Department or Division Summary:	*To carry out the Administrative operations to include enforcing the laws involving discrimination in Employment, Housing and Public Accommodations and promoting harmony and respect among a diverse population of the State's citizens*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$25,000
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.

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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 5.1.3 - Involve current staff (such as Community Relations Consultants) in outreach efforts by February 1, 2017

Performance Measure:	Increase the number of employment and housing complaints on an annual basis	
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:	Increase number of Employment and Housing discrimination complaints filed	
2015-16 Target Results:	Increase number of Employment and Housing discrimination complaints filed	
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?	Raymond Buxton, II, Dan Koon, Lee Ann Rice, Marvin Caldwell & Lori Dean	
Why was this performance measure chosen?	To educate the citizens of SC of their rights and to better enforce the laws prohibiting discrimination	
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?	Raymond Buxton, II, Dan Koon, Lee Ann Rice, Marvin Caldwell & Lori Dean	
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?	To educate the citizens of SC of their rights and to better enforce the laws prohibiting discrimination	
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	*Citizens being subjected to discrimination in the areas of Employment, Housing and Public Accommodations*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*

Level Requires Inform General Assembly	*Annual Accountability Report*
3 General Assembly Options	*To adequately and property provide funding to the Agency*

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)
Legislative Audit Council	*Request from Legislature*	*Legislative Audit Council*	*23-May-14*
			16-Dec-14

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
N/A	*N/A*		
			O5.1.3

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Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
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 5 - Enhance the Agency's Image, Reputation and Outreach to the Citizens of South Carolina*
Legal responsibilities satisfied by Goal:	*Section 1 - 13 - 20; 1 - 13 - 40; 1 - 13 - 50; 1 - 13 - 70*
# and description of Strategy the Objective is under:	*Strategy 5.1 - Increase awareness of the Agency in under-served counties*
Objective	
Objective # and Description:	Objective 5.1.4 - *Strategize visits to at least two counties per month beginning January 1, 2016*
Legal responsibilities satisfied by Objective:	*Section 1 - 13 - 20; 1 - 13 - 40; 1 - 13 - 50; 1 - 13 - 70*
Public Benefit/Intended Outcome:	*To protect the citizens of this State by preventing and eliminating discrimination in Employment, Fair Housing, Public Accommodations and 90e complaints.*
Agency Programs Associated with Objective	
Program Names:	*Administration*
Responsible Person	
Name:	*Dan Koon*
Number of Months Responsible:	17
Position:	*Deputy Commissioner*
Office Address:	*1026 Sumter Street*
Department or Division:	*Administration - Outreach*
Department or Division Summary:	*To carry out the Administrative operations to include enforcing the laws involving discrimination in Employment, Housing and Public Accommodations and promoting harmony and respect among a diverse population of the State's citizens*

Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$8,400
Total Actually Spent:	*Agency will provide next year*

PERFORMANCE MEASURES

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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).

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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:

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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 5.1.4 - Strategize visits to at least two counties per month beginning January 1, 2016
Performance Measure:	Increase the number of employment and housing complaints annually
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:	Increase in Employment and Housing complaints filed	
2015-16 Target Results:	Increase Employment and Housing complaints filed	
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?	Raymond Buxton, II, Dan Koon, Lee Ann Rice, Marvin Caldwell & Lori Dean	
Why was this performance measure chosen?	To educate the citizens of SC of their rights and to better enforce the laws prohibiting discrimination	
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?	Raymond Buxton, II, Dan Koon, Lee Ann Rice, Marvin Caldwell & Lori Dean	
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?	To educate the citizens of SC of their rights and to better enforce the laws	
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	*Citizens being subjected to discrimination in the areas of Employment, Housing and Public Accommodations*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*Annual Accountability Report*
3 General Assembly Options	*To adequately and property provide funding to the Agency*

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)

Legislative Audit Council	*Request from Legislature*	*Legislative Audit Council*	*23-May-14*
			16-Dec-14

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?	
Existing Community Relations Councils	*Collaboration*	*State/Local Government Entity*	
			O5.1.4

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Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
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 5 - Enhance the Agency's Image, Reputation and Outreach to the Citizens of South Carolina*
Legal responsibilities satisfied by Goal:	*Section 1 - 13 - 20; 1 - 13 - 40; 1 - 13 - 50; 1 - 13 - 70*
# and description of Strategy the Objective is under:	*Strategy 5.2 - Survey existing customers for awareness of the Agency*
Objective	
Objective # and Description:	***Objective 5.2.1*** *- Implement a method by which we can use and access surveying in our current outreach programs by December 31, 2016*
Legal responsibilities satisfied by Objective:	*Section 1 - 13 - 20; 1 - 13 - 40; 1 - 13 - 50; 1 - 13 - 70*
Public Benefit/Intended Outcome:	*To protect the citizens of this State by preventing and eliminating discrimination in Employment, Fair Housing, Public Accommodations and 90e complaints.*
Agency Programs Associated with Objective	
Program Names:	*Administration*
Responsible Person	
Name:	*Dan Koon*
Number of Months Responsible:	17
Position:	*Deputy Commissioner*
Office Address:	*1026 Sumter Street*
Department or Division:	*Administration - Outreach*
Department or Division Summary:	*To carry out the Administrative operations to include enforcing the laws involving discrimination in Employment, Housing and Public Accommodations and promoting harmony and respect among a diverse population of the State's citizens*

Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$2,500
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 5.2.1 - Implement a method by which we can use and access surveying in our current outreach programs by December 31, 2016
Performance Measure:	Increase in the number of employment and housing complaints filed annually
Type of Measure:	Efficiency
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:	Implementation of Program	
2015-16 Target Results:	Implementation of Program	
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?	Raymond Buxton, II, Dan Koon, Lee Ann Rice, Marvin Caldwell & Lori Dean	
Why was this performance measure chosen?	To educate the citizens of SC of their rights and to better enforce the laws prohibiting discrimination	
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?	Raymond Buxton, II, Dan Koon, Lee Ann Rice, Marvin Caldwell & Lori Dean	
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?	To educate the citizens of SC of their rights and to better enforce the laws prohibiting discrimination	
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	*Citizens being subjected to discrimination in the areas of Employment, Housing and Public Accommodations*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*Annual Accountability Report*
3 General Assembly Options	*To adequately and property provide funding to the Agency*

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)
Legislative Audit Council	*Request from Legislature*	*Legislative Audit Council*	*23-May-14*
			16-Dec-14

PARTNERS

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

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?	
N/A	*N/A*		
			O5.2.1

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

Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
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 5 - Enhance the Agency's Image, Reputation and Outreach to the Citizens of South Carolina*
Legal responsibilities satisfied by Goal:	*Section 1 - 13 - 20; 1 - 13 - 40; 1 - 13 - 50; 1 - 13 - 70*
# and description of Strategy the Objective is under:	*Strategy 5.3 - Educate state and local agencies about our mission*
Objective	
Objective # and Description:	***Objective 5.3.1*** *- Develop training and events that involve partners so that more groups are aware of our Agency and its resources by December 31, 2016*
Legal responsibilities satisfied by Objective:	*Section 1 - 13 - 20; 1 - 13 - 40; 1 - 13 - 50; 1 - 13 - 70*
Public Benefit/Intended Outcome:	*To protect the citizens of this State by preventing and eliminating discrimination in Employment, Fair Housing, Public Accommodations and 90e complaints.*
Agency Programs Associated with Objective	
Program Names:	*Administration*
Responsible Person	
Name:	*Dan Koon*
Number of Months Responsible:	17
Position:	*Deputy Commissioner*
Office Address:	*1026 Sumter Street*
Department or Division:	*Administration - Outreach*

Department or Division Summary:	*To carry out the Administrative operations to include enforcing the laws involving discrimination in Employment, Housing and Public Accommodations and promoting harmony and respect among a diverse population of the State's citizens*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$5,000
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 5.3.1 - Develop training and events that involve partners so that more groups are aware of our Agency and its resources by December 31, 2016

Performance Measure:	Increase in the number of employment, housing and public accommodation complaints	
Type of Measure:	Efficiency	
Results		
2013-14 Actual Results (as of 6/30/14):	24	
2014-15 Target Results:	N/A	
2014-15 Actual Results (as of 6/30/15):	24	
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, 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?	Raymond Buxton, II, Dan Koon, Lee Ann Rice, Marvin Caldwell & Lori Dean	
Why was this performance measure chosen?	To educate the citizens of SC of their rights and to better enforce the laws prohibiting discrimination	
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?	Raymond Buxton, II, Dan Koon, Lee Ann Rice, Marvin Caldwell & Lori Dean	
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?	Adequate number of personnel to implement training	
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	*Citizens being subjected to discrimination in the areas of Employment, Housing and Public Accommodations*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*Annual Accountability Report*
3 General Assembly Options	*To adequately and property provide funding to the Agency*

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)
Legislative Audit Council	*Request from Legislature*	*Legislative Audit Council*	*23-May-14*
			16-Dec-14

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?	
State Agency HR Offices	*Collaborate*	*State/Local Government Entity*	
Existing Community Relations Councils	Collaborate	*State/Local Government Entity*	O5.3.1

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

Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
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 5 - Enhance the Agency's Image, Reputation and Outreach to the Citizens of South Carolina*
Legal responsibilities satisfied by Goal:	*Section 1 - 13 - 20; 1 - 13 - 40; 1 - 13 - 50; 1 - 13 - 70*
# and description of Strategy the Objective is under:	*Strategy 5.3 - Educate state and local agencies about our mission*
Objective	
Objective # and Description:	***Objective 5.3.2*** *- Ensure that a marketing video is developed and operating on the Agency website by June 30, 2016*
Legal responsibilities satisfied by Objective:	*Section 1 - 13 - 20; 1 - 13 - 40; 1 - 13 - 50; 1 - 13 - 70*
Public Benefit/Intended Outcome:	*To protect the citizens of this State by preventing and eliminating discrimination in Employment, Fair Housing, Public Accommodations and 90e complaints.*
Agency Programs Associated with Objective	
Program Names:	*Administration*
Responsible Person	
Name:	*Dan Koon*
Number of Months Responsible:	17
Position:	*Deputy Commissioner*
Office Address:	*1026 Sumter Street*
Department or Division:	*Administration - Outreach*

Department or Division Summary:	*To carry out the Administrative operations to include enforcing the laws involving discrimination in Employment, Housing and Public Accommodations and promoting harmony and respect among a diverse population of the State's citizens*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$1,500
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:

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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 5.3.2 - Ensure that a marketing video is developed and operating on the Agency website by June 30, 2016

Performance Measure:	Increase in the number of employment, housing and public accommodation complaints annually	
Type of Measure:	Efficiency	
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:	Production of Video	
2015-16 Target Results:	Production of Video	
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?	Raymond Buxton, II, Dan Koon, Lee Ann Rice, Marvin Caldwell & Lori Dean	
Why was this performance measure chosen?	To educate the citizens of SC of their rights and to better enforce the laws prohibiting discrimination	
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?	Raymond Buxton, II, Dan Koon, Lee Ann Rice, Marvin Caldwell & Lori Dean	
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?	To educate the citizens of SC of their rights and to better enforce the laws	
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	*Citizens being subjected to discrimination in the areas of Employment, Housing and Public Accommodations*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*Annual Accountability Report*
3 General Assembly Options	*To adequately and property provide funding to the Agency*

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)
Legislative Audit Council	*Request from Legislature*	*Legislative Audit Council*	*23-May-14*
			16-Dec-14

PARTNERS

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

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

O5.3.2

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

Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
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 6 - Monitor 85 state agencies' Affirmative Action Plans*
Legal responsibilities satisfied by Goal:	*Section 1 - 13 - 10 Proviso 117.14*
# and description of Strategy the Objective is under:	*Strategy 6.1 - Conduct on-site visits to each State Agency*
Objective	
Objective # and Description:	*Objective 6.1.1 - Ensure each agency is in compliance with Affirmative Action goals*
Legal responsibilities satisfied by Objective:	*Section 1 - 13 - 10 Proviso 117.14*
Public Benefit/Intended Outcome:	*To promote equal employment opportunity and to identify and eliminate barriers to equality of employment opportunity within state agencies.*
Agency Programs Associated with Objective	
Program Names:	*Consultative Services - Technical Services*
Responsible Person	
Name:	*Dan Koon*
Number of Months Responsible:	36
Position:	*Deputy Commissioner*
Office Address:	*1026 Sumter Street*
Department or Division:	*Consultative Services*
Department or Division Summary:	*To promote harmony and respect among all State citizens and to promote equal employment opportunity for all State employees*
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	$0.00
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 6.1.1 - Ensure each agency is in compliance with Affirmative Action goals
Performance Measure:	Number of State agencies complying to the standards of the law
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 6/30/14):	Monitored 85 State Agency Affirmative Action Plans
2014-15 Target Results:	Monitored 85 State Agency Affirmative Action Plans
2014-15 Actual Results (as of 6/30/15):	Monitored 85 State Agency Affirmative Action Plans
2015-16 Minimum Acceptable Results:	To monitor 85 State Agency Affirmative Action Plans

2015-16 Target Results:	To monitor 85 State Agency Affirmative Action Plans	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	State	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Raymond Buxton, II & Dan Koon	
Why was this performance measure chosen?	Requirement of State law	
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?	Raymond Buxton, II & Dan Koon	
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?	Requirement of State law	
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	*Loss of funding to State agencies not in compliance to State law*
Level Requires Outside Help	*N/A*
Outside Help to Request	*N/A*
Level Requires Inform General Assembly	*Annual Report to the General Assembly on "the status of Equal Employment Opportunity in South Carolina State Government"*
3 General Assembly Options	*To provide adequate and proper funding to fulfill the law*

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)
Legislative Audit Council	*Request from Legislature*	*Legislative Audit Council*	*23-May-14*
			16-Dec-14

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 State Agencies	*Annual Sharing of Hiring & Promotions Data*	*State/Local Government Entity*	
			O6.1.1

Reporting Requirements

Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
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
	Report Name:	House Restructuring Report	Accountability Report	Senate Restructuring Report
	Why Report is Required			
	Legislative entity requesting the agency complete the report:	House Legislative Oversight Committee	Executive Budget Office	Office of Senate Oversight
	Law which requires the report:	Section 2-2-5 et. seq.	1-30-125	Section 2-2-5 et. seq.
	Agency's understanding of the intent of the report:	Accountability / Cost Savings / Planning	Accountability / Planning	Accountability / Cost Savings / Planning
	Year agency was first required to complete the report:	2015	2001	2015
	Reporting frequency (i.e. annually, quarterly, monthly):	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:	31-Mar-15	11-Sep-15	13-Jan-15
	Timing of the Report			
	Month Report Template is Received by Agency:	Dec-15	Jul-15	Dec-15
	Month Agency is Required to Submit the Report:	Jan-16	Sep-15	Jan-15
	Where Report is Available & Positive Results			
	To whom the agency provides the completed report:	House Legislative Oversight Committee	Executive Budget Office	Office of Senate Oversight
	Website on which the report is available:	Legislature	Legislature	Legislature
	If it is not online, how can someone obtain a copy of it:			
	Positive results agency has seen from completing the report:	Strategic Planning	Strategic Planning	Strategic Planning

Restructuring Recommendations and Feedback

Agency Responding	SC Human Affairs Commission
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

RESTRUCTURING RECOMMENDATIONS

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

Does the agency have any recommendations, minor or major, for restructuring?	No

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

Does the agency recommendation require legislative action?	Recommendation for restructuring
No	No

FEEDBACK (Optional)

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

Please list 1-3 benefits the agency sees in the public having access to the information requested in the Report, in the format it was requested.	Please list 1-3 benefits to agency management and employees in having all of this information available in one document.	Now that the agency has completed the Report, please list 1-3 things the agency could do differently next year (or it could advise other agencies to do) to complete the Report in less time and at a lower cost to the agency.
Transparency	Goal Setting	1
Efficiency of agency operations	Strategic planning	2
Educational	Proper communication	Transition updates or reviews to adjusted format

Does the agency believe this year's Restructuring Report was less burdensome than last year's?	Please list 1-3 changes to the Report questions, format, etc. the agency recommends to ensure the Report provides the best information to the public and General Assembly, in the least burdensome way to the agency.	Please add any other feedback the agency would like to provide (add as many additional rows as necessary)
No	Format this report to be consistent with format of Accountability Report	
Why or why not?	Give at least 60 work days to provide the final response	
The agency believes that this year's Restructuring Report was just as burdensome, if not more so, than last year's report. The reporting requirements continue to take away much hourly manpower and duties from the normal work activities for management and administrative staff. <u>We would recommend that the Legislative Oversight Committee format their report to be consistent with the "Accountability Report's" reporting requirements. This would help eliminate redundancy and would allow the Commission to be able to better focus on the laws that we are mandated to enforce.</u> The reporting requirements of the Accountability and Legislative Oversight Committees do assist the agency to strategically plan to accomplish the agencies mission. However, as a small agency with less management staff than larger agencies, management needs to spend more of our valuable work time to ensure that the agency is operating effectively and efficiently to accomplish its goals.	Tailor the size of information requested in the report to the size of the agency	

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

Is Performance Measure Required?
State
Federal
Only Agency Selected

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

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

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

Does the Agency have any restructuring recommendations
Yes
No

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