Extension Request Guidelines
Restructuring & Seven-Year Plan Report
March 11, 2015
EXTENSION REQUEST GUIDELINES

Background
Section 1-30-10(G) requires agencies to submit an Annual Restructuring Report and Seven-Year Plan. Legislative Oversight Standard Practices 4.1 and 6.1 state the Legislative Oversight Committee (“Committee”) shall provide agencies with a uniform format for submitting their Annual Restructuring Report and Seven-Year Plan to the House.

The Committee provided agencies the uniform format for these reports. The correspondence with the Report Guidelines, and the actual Report Guidelines, stated the deadline for agencies to submit their completed reports.

The Committee has received a request from the agency for an extension in which to provide the agency’s completed report. Pursuant to the Committee’s Standard Practice 1.2 and Committee Rule 7.1, the following procedures apply to these types of Requests for Extension:

4.1.1 The Chairman may, for reasons he determines as good cause, provide an agency an extension to submit its Annual Restructuring Report.
4.1.2 Before the Chairman will consider a request from an agency for an extension, the agency must fully complete a Committee Extension Request form, as approved by the Committee Chairman, and provide it to the Chairman for consideration.
4.1.3 Until the agency receives a response, it should continue to complete the report to the best of its ability as if it is due on the original deadline.

6.1.1 The Chairman may, for reasons he determines as good cause, provide an agency an extension to submit its Seven-Year Plan.
6.1.2 Before the Chairman will consider a request from an agency for an extension, the agency must fully complete a Committee Extension Request form, as approved by the Committee Chairman, and provide it to the Chairman for consideration.
6.1.3 Until the agency receives a response, it should continue to complete the report to the best of its ability as if it is due on the original deadline.

Submission Process
Please complete the Extension Request Form included on the following pages. All forms should be submitted electronically to the House Legislative Oversight Committee (HCommLegOv@schouse.gov) in both the original format (Word) and saved as a PDF for online reporting. The signed copy of the complete Extension Request Form should be mailed to: House Legislative Oversight Committee, Post Office Box 11867, Columbia, South Carolina 29211. Please direct any questions about this process to Jennifer Dobson (jenniferdobson@schouse.gov) or Charles Appleby (charlesappleby@schouse.gov).

Note the Extension Request Forms will be published online.
### I. Extension Requested

1. List the Sections for which the Agency is Requesting an Extension: **Entire Report**

2. State the date the agency originally received the report guidelines: **March 2, 2015**

3. State the date the agency submitted this request for an extension: **March 24, 2015**

4. State the original deadline for the report: **March 31, 2015**

5. State the number of additional days the agency is requesting: **14**

6. State the new deadline if the additional days are granted: **April 14, 2015**

### II. History of Extensions

1. List the years in which the agency previously requested an extension, putting the years the extension was granted in bold: **NONE**
EXTENSION REQUEST FORM
RESTRUCTURING & SEVEN-YEAR PLAN REPORT

III. Organizational Knowledge

Please attach an agency organization structure. Below, and if needed attach additional pages, list all individuals considered upper management at the agency with the section(s) of the agency they oversee and their date of hire.

<table>
<thead>
<tr>
<th>Position</th>
<th>Section of Agency</th>
<th>Date of Hire</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency Director</td>
<td>Entire</td>
<td>07/17/2012</td>
<td>Raymond Buxton, II</td>
</tr>
<tr>
<td>Deputy Director</td>
<td>Compliance/Consultative</td>
<td>08/17/1989</td>
<td>Daniel Koon</td>
</tr>
<tr>
<td>Administrative Manager</td>
<td>Administration</td>
<td>01/17/2013</td>
<td>Lori Dean</td>
</tr>
<tr>
<td>Division Director/Attorney</td>
<td>Fair Housing</td>
<td>10/17/2013</td>
<td>Joshua Barr</td>
</tr>
<tr>
<td>Division Director/Attorney</td>
<td>Legal</td>
<td>11/03/2014</td>
<td>Lee Ann Rice</td>
</tr>
</tbody>
</table>

IV. Good Cause

Please state below good cause as to why the Committee should grant the extension requested by the agency. Please limit the response to two (2) pages.

The Human Affairs Commission is hard at work complying with the February 27, 2015 request of the Legislative Oversight Committee to complete a Restructuring and Seven year plan by March 31, 2015. The Human Affairs Commission appreciates the guidance and helpfulness of the Oversight Committee in responding to clarification of previous questions made to the Committee. In order to comply to the best of its understanding of the Committee requests, the Commission is seeking to fulfill all requests as accurately as possible using the limited number of management staff to perform the task.

Due to budget cuts in recent years, the Agency Director in the past two and a half years has already restructured the agency management team to the bare necessities and combined three former HR and Finance positions into one Office Manager position, combined three Employment Compliance Directors and one Director of Consultative Services Position into one Deputy Director position and combined one Staff Counsel and one Director of Housing Position into one Director of Housing position. This management team who is also primarily responsible for writing the Restructuring and Seven Year Plan has limited time to research and write the report due to their large responsibility of directing multiple areas to keep the agency functioning at a peak performance level and enforcing the Human Affairs Law.

Therefore, the Human Affairs Commission is requesting a one week extension until April 14, 2015, to complete this important task requested by the Legislative Oversight Committee.
V. Verification

I have reviewed and approved the information provided in this Extension Request Form. The information contained in this form is complete and accurate to the extent of my knowledge.

Current Agency Director
(Sign/Date):
(Type/Print Name):

VI. Committee Response

Leave this Section blank. The Chairman will complete this Section after fully considering the agency’s request.

<table>
<thead>
<tr>
<th>Sections for which an Extension is Granted:</th>
<th>Entire Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Additional Days Granted:</td>
<td>14 Days</td>
</tr>
<tr>
<td>New Deadline for Agency Response:</td>
<td>April 14, 2015</td>
</tr>
</tbody>
</table>
Restructuring & Seven-Year Plan
Report Guidelines
February 27, 2015
Committee Information

House Legislative Oversight Committee
Post Office Box 11867
Columbia, South Carolina 29211
Telephone 803-212-6810
Fax 803-212-6811

Also, 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". This will list the information posted online for the Committee; click on the information the agency would like to review.

http://www.scstatehouse.gov/citizens.php (Click on the link for “House Legislative Oversight Committee Postings and Reports.”)
Background

Pursuant to Section 1-30-10(G)(1), state department and agency governing authorities must submit the following to the Governor and General Assembly:

- “reports giving detailed and comprehensive recommendations for the purposes of merging or eliminating duplicative or unnecessary divisions, programs, or personnel within each department to provide a more efficient administration of government services.” (Annual Restructuring Report, Restructuring Report or ARR)

Pursuant to Section 1-30-10(G)(2), state department and agency governing authorities must submit the following to the Governor and General Assembly:

- “a seven-year plan that provides initiatives and/or planned actions that implement cost savings and increased efficiencies of services and responsibilities within the projected seven-year period.” (Seven-Year Plan)

These questions and instructions are provided for the purposes of fulfilling the agency’s requirement to the House Legislative Oversight Committee under these statutes. Please note the agency’s response will be published on the General Assembly’s website.

In completing these documents, having a copy of the Fiscal Year 2012-13 Accountability Report and Fiscal Year 2013-14 Accountability Report the agency submitted to the Executive Budget Office will be helpful.

Submission Process

Please complete the information and answer the questions included on the following pages. Please note at the end there is a request to complete an Excel document with the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in these reports, their title and their specific role in answering the question (i.e., searched the agency documents, asked for information because they are in charge of the department, etc.). Therefore, for efficiency purposes, the agency may want to keep track of this information while answering the questions instead of waiting until the end.

All forms should be submitted electronically by March 31, 2015, to the House Legislative Oversight Committee (HCommLegOv@schouse.gov) in both the original format (Word and Excel) and saved as a PDF for online reporting. The signed copy of the Submission Form with a hard copy of the forms and attachments should be mailed to: House Legislative Oversight Committee, Post Office Box 11867, Columbia, South Carolina 29211. Please direct any questions about this process to Jennifer Dobson (jenniferdobson@schouse.gov) or Charles Appleby (charlesappleby@schouse.gov).
Efforts to Avoid Duplication

Please note at the end of each page in this report, the Committee includes the following:

Does the agency already provide the information requested on this page, or similar information, in a report required by a legislative entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency look in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, “Similar Info Requested.”

In the Excel document attached, there is a template to complete any questions which ask for the same information under the tab labeled, “Similar Information Requested.” The Committee asks this at the end of every page because if the questions on that page seek information similar to information sought in another report to a legislative entity, we want to know so we may communicate with the legislative entity that requires the other report and determine the most efficient way to avoid duplication in the future.

In addition, notice that one section of this report requests the agency list all other reports it has to submit. The Committee is seeking this information to analyze and determine whether there are any recommendations the Committee may make, in collaboration with the other entities which require reports, in an effort to minimize the burden of all the reporting requirements on the agency while still ensuring all appropriate information is provided.

Looking Ahead

The Restructuring Report, Seven-Year Plan and Oversight Study process are new for 2015. Each year the Committee will review information sought from agencies, the methods through which it is sought and any feedback received from agencies. Through this review, it is the Committee’s goal to continually improve its processes and obtain greater effectiveness and efficiency for agencies and the Committee through revisions and updates both in the information it receives and way in which it is collected. The Committee looks forward to working with agencies to provide the most effective and efficient state government for the people of South Carolina.
South Carolina Human Affairs Commission
Date of Submission: April 10, 2015

Please provide the following for this year’s Restructuring and Seven-Year Plan Report.

<table>
<thead>
<tr>
<th>Name</th>
<th>Date of Hire</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Agency Director</strong></td>
<td>Raymond Buxton, II</td>
<td>7/17/2012</td>
</tr>
<tr>
<td><strong>Previous Agency Director</strong></td>
<td>Jessie Washington</td>
<td>12/8/2000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Primary Contact:</strong> Raymond Buxton, II</td>
<td>803 737-7826</td>
<td><a href="mailto:rbuxton@schac.sc.gov">rbuxton@schac.sc.gov</a></td>
</tr>
<tr>
<td><strong>Secondary Contact:</strong> Dan Koon</td>
<td>803 737-7832</td>
<td><a href="mailto:Danny@schac.sc.gov">Danny@schac.sc.gov</a></td>
</tr>
</tbody>
</table>

Is the agency vested with revenue bonding authority? (re: Section 2-2-60(E)) No

I have reviewed and approved the enclosed 2015 Restructuring and Seven-Year Plan Report, which are complete and accurate to the extent of my knowledge.

**Current Agency Director**
(Sign/Date):

South Carolina Human Affairs Commission

(Attached Separately as a Scan)

(Type/Print Name):
Raymond Buxton, II, Agency Head

If applicable, **Board/Commission Chair**
(Sign/Date):

(Attached Separately as a Scan)

(Type/Print Name):
John A. Oakland, Board Chair
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Insert the appropriate page numbers once the agency has completed the report.

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EXECUTIVE SUMMARY

I. Executive Summary

A. Historical Perspective

1. Please complete the Historical Perspective Chart. In the Excel document attached, there is a template to complete under the tab labeled, “Historical Perspective.” In this chart the Committee is asking the agency to provide a bullet style list of any major changes in the agency’s purpose or mission and any restructuring that occurred (i.e., combining with or taking on other agency responsibilities, etc.) during the last ten years.

B. Purpose, Mission and Vision

1. Please complete the Purpose/Mission/Vision Chart. In the Excel document attached, there is a template to complete under the tab labeled, “Purpose, Mission.” The other specifics are included in the template.

C. Key Performance Measure Results

1. After completing the Key Performance Measurement Processes Section of this Report, please come back to this question and provide a summary of the results (bullet style results only, explanations should be included in the Key Performance Measurement Processes Section).

   • Mission Effectiveness-

   A) Compliance - EEO Enforcement cases closed in FY 13-14: 914 Cases

<table>
<thead>
<tr>
<th>State of SC Fiscal Year</th>
<th>SCHAC Final Actions</th>
<th>Cases Waived or Filed w/ EEOC</th>
<th>SCHAC Receipts</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008-2009</td>
<td>1098</td>
<td>147</td>
<td>1280</td>
</tr>
<tr>
<td>2009-2010</td>
<td>1004</td>
<td>128</td>
<td>1046</td>
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<tr>
<td>2010-2011</td>
<td>643</td>
<td>149</td>
<td>672</td>
</tr>
<tr>
<td>2011-2012</td>
<td>738</td>
<td>148</td>
<td>1028</td>
</tr>
<tr>
<td>2012-2013</td>
<td>853</td>
<td>157</td>
<td>1078</td>
</tr>
<tr>
<td>2013-2014</td>
<td>914</td>
<td>114</td>
<td>1206</td>
</tr>
<tr>
<td>Average</td>
<td>878</td>
<td>1349</td>
<td>1052</td>
</tr>
</tbody>
</table>

   ***Averages are rounded to the nearest whole number***
Data going back 4 years indicates a gradual increase in employment cases investigated since the 2010 cut to the agency budget.

**B) Compliance - Fair Housing Cases Closed during FY 13-14:** 46 Cases

**C) Consultative Services - Technical Services:** Monitored 85 Agency Affirmative Action Plans

**D) Consultative Services - Community Relations:** Created 2 Community Relations Councils in FY 2013-14 and continue to maintain them

- **Mission Efficiency**
  - **A) Compliance - EEO Enforcement:** The mediation of employment discrimination cases assists in mission efficiency through shortening the investigative process and resolving cases in a manner agreeable to all parties involved in the complaint.

![Monetary Settlements Obtained Through Mediation](chart)

**B) Compliance - Fair Housing Cases Closed:** Of the 46 cases investigated during FY 13-14, 23 were successfully conciliated with a total monetary value of $15,747. Once again, conciliation assists all parties in resolving charges in a more efficient and agreeable manner.

**C) Consultative Services - Technical Services:** Monitored 85 Agency Affirmative Action Plans. The purchase of the new Computerized Affirmative Action Management System (CAAMS) will assist in more efficient monitoring of 85 state agency’s hiring and promotion practices in various job categories.

**D) Consultative Services - Community Relations:** Created 2 Community Relations Councils in FY 2013-14 and continue to maintain relationships with existing Councils. Due to severe budget cuts in 2010 this function of the agency was not operational; but, when funding was restored and due to this program providing an important role in the Commission’s mission to prevent and eliminate discrimination and to promote harmony among a diverse population, the program was re-initiated in 2012. With its re-establishment the Commission believes that local Community Relations Councils will help to prevent racial civil unrest in SC that has unfortunately occurred during this past year in various parts of our nation.
• **Quality Customer Satisfaction**  
  A) **Compliance - EEO Enforcement:** Successful customer service and performance criteria are measured by the renewal of an annual contract with the United States Equal Employment Opportunity Commission (EEOC).  
  B) **Compliance - Fair Housing:** Successful customer service and performance criteria are measured by the renewal of an annual contract with the United States Department of Housing and Urban Development (HUD).  
  C) **Consultative Services - Technical Services:** Successful customer service is measured by 85 state agencies cooperating and complying with requests to supply data and information in a timely manner.  
  D) **Consultative Services - Community Relations:** Successful customer service is measured by local county and municipal interest in creating Community Relations Councils.  

• **Workforce Engagement**  
  A) **Compliance - EEO Enforcement:** Bi-monthly training is conducted for all employment investigators and intake officers with the majority of those employees having less than three years’ experience in the work force. A universal review date for EPMS’ has been implemented to provide consistency in terms of annual employee evaluations to ensure accountability for work place engagement.  
  B) **Compliance - Fair Housing:** Investigators are receiving monthly training. A universal review date for EPMS’ has been implemented to provide consistency in terms of annual employee evaluations to ensure accountability for work place engagement.  
  C) **Consultative Services - Technical Services:** Investigators are receiving training on the new CAAMS System. A universal review date for EPMS’ has been implemented to provide consistency in terms of annual employee evaluations to ensure accountability for work place engagement.  
  D) **Consultative Services - Community Relations:** A universal review date for EPMS’ has been implemented to provide consistency in terms of annual employee evaluations to ensure accountability for work place engagement.  

• **Operational/Work System Performance**  
  A) **Compliance - EEO Enforcement:** Performance is measured through the number of cases investigated each year that correlates to the renewal of an annual Contract with the US Equal Employment Opportunity Commission (EEOC). Performance is also measured through the individual employee’s EPMS.  
  B) **Compliance - Fair Housing Cases Closed:** Performance is measured through the number of cases investigated each year that correlates to the renewal of an annual Contract with the US Department of Housing and Urban Development (HUD). Performance is also measured through the individual employee’s EPMS.  
  C) **Consultative Services - Technical Services:** Performance is measured through the successful cooperation, collection and analysis of data received from 85 state agencies and the progress those agencies are making in achieving employment hiring goals. Also, each individual employee in Technical Services receives an annual performance evaluation.
D) Consultative Services - Community Relations: Operational work system performance is measured through the number of contacts made with local government entities and citizens and the successful creation of Community Relations Councils. The EPMS is also used for work performance evaluation.
II. Organizational Profile

This section asks for a fact based description of the agency. Please provide information in the stated Excel template. If an Excel template is not referenced, provide the information in bullet style.

1. The agency’s main deliverables (i.e., products or services) and the primary methods by which these are provided;
   a. Complete the Key Deliverables Chart. In the Excel document attached, there is a template to complete under the tab labeled, “Key Deliverables.”

2. The agency’s key customers and their requirements and expectations;
   a. Complete the Key Customers Chart. In the Excel document attached, there is a template to complete under the tab labeled, “Key Customers;”

3. The agency’s key stakeholders (other than customers);
   a. Complete the Key Stakeholders Chart. In the Excel document attached, there is a template to complete under the tab labeled, “Key Stakeholders;”

4. Other state agencies which have the biggest impact on the agency’s mission success;
   a. Complete the Key Partner Agency Chart. In the Excel document attached, there is a template to complete under the tab labeled, “Key Partner Agencies;”

5. The agency’s performance improvement system(s);

   The agency’s performance improvement systems are based on the following:
   A) Universal Review Date for all employees using the Employee Performance Management System (EPMS).
   B) Monthly management meetings.
   C) Quarterly Board Meetings with follow-up Action Items to be completed prior to the next Board meeting.
   D) Monthly training for all EEO Investigators and Intake Officers to increase customer service and efficiency.
   E) A Strategic Plan was developed and implemented in 2014 where follow-up is conducted at monthly management meetings.
   F) Monthly monitoring of Employment Discrimination cases that have been successfully completed through determinations, settlements and issuances of a Notice of Right to Sue.
   G) Monthly monitoring of Housing Discrimination cases that have been successfully completed through determinations, settlements and issuances of a Notice of Right to Sue.
   H) Monthly monitoring of the success rate of cases mediated.
   I) Weekly monitoring of the number of contacts made at SHAC by individuals desiring to file complaints.
   J) Weekly monitoring of the number of employment cases filed at SHAC.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, “Similar Info Requested.”
K) Annual review of successful performance with the EEOC that allows annual renewal of contract.
L) Annual review of successful performance with HUD that allows annual renewal of contract.
M) Monthly contact with various SC House and Senate members.
N) Annual monitoring of 85 State Agency Affirmative Action Hiring and Promotion practices through the Computerized Affirmative Action Management System (CAAMS) that informs agencies of areas that need special attention as it relates to job categories where hiring and promotion practices need improving.

6. The agency’s organizational structure in flow chart format;

7. Details about the body to whom the Agency Head reports;
   a. Complete the Overseeing Body Chart. In the Excel document attached, there is a template to complete under the tab labeled, “Overseeing Body-General” and “Overseeing Body-Individual Member.”

8. Please complete the Major Program Areas Chart. In the Excel document attached, there is a template to complete under the tab labeled, “Major Program Areas.”

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Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, “Similar Info Requested.”
9. Please identify any emerging issues the agency anticipates may have an impact on its operations in the upcoming five years. The five emerging issues that may have an impact on operations are:

1. **Community Relations**: as it relates to the perceptions of police brutality among African Americans and other minority groups.

2. **Employment/Housing Laws and Consultative Services - Technical Services - Community Relations**: as it relates to addressing various issues among a growing Hispanic population in SC.

3. **Employment Laws**: as it relates to the trans-gender and sexual orientation basis.

4. **Housing**: as it relates to accommodations for individuals with disabilities and service animals.

5. **Mediation**: as it relates to the best practice to resolve employment and discrimination complaints.

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Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, “Similar Info Requested.”
III. Laws (Statutes, Regulations, Provisos)
This section asks for state and federal statutes, regulations and provisos ("Laws") which apply to the agency.

1. Please complete the Legal Standards Chart. In the Excel document attached, there is a template to complete under the tab labeled, “Legal Standards.” In this Chart, please list all state and federal statutes, regulations and provisos that apply to the agency ("Laws"). The other specifics are included in the template.

IV. Reports and Reviews
This section asks for information about reports the agency is required to submit to a legislative entity and the agency’s internal review process.

1. Please complete the Agency Reporting Requirements Chart. In the Excel document attached, there is a template to complete under the tab labeled, “Agency Reporting Requirements.” In this Chart, please list all reports, if any, the agency is required to make to a legislative entity. The specifics as to each report are included in the template.

2. Please complete the Internal Audit Chart. In the Excel document attached, there is a template to complete under the tab labeled, “Internal Audits.”
V. Key Performance Measurement Processes

This category examines the agency’s performance and improvement in key areas. Performance levels are examined relative to those of competitors and other organizations providing similar programs and services. Information is typically displayed by the use of performance measures. Quantitative measures may be supplemented by a discussion of qualitative measures where appropriate; however, every effort should be made to use appropriate quantitative measures that can be charted to show trends and comparisons to benchmarks.

Address only top-level results showing aggregate measures of agency-wide performance that are reflective of the value added to customers. Please include comparative data as applicable. These results are typically captured in performance goals and planning documents. When determining which processes are “key processes” consider the business impacts, and select those processes that are most important to the customer (both internal and external) to satisfy their requirements and/or those processes with problem areas identified by management.

Note: Results information (i.e., each chart, graph, table) reported for this category should be referenced to the specific question number (Ex. Chart 5.1-1, Graph 5.1-2, Table 5.1-3). The third digit identifies the sequential position of the specific chart, graph or table included in the agency’s responses to each questions.

For each performance measurement included in response to the questions on the next page under Subsection A, please provide the following information:

a. The performance goal(s)/benchmark(s) for the overall process output, and/or critical activities that produce the output.
   i. Three agency/government entities in other states or non-government entities the agency considers the best in the country in this process or similar process and why.
   ii. If the agency did not use results from an entity the agency listed in response to “i” as a performance goal/benchmark, why not and why did the agency choose the goal/benchmark it did?
   iii. Individual(s) who are not employed by the agency (government or non-government, located anywhere in the country) whom the agency considers an expert in the process or similar process and their contact information, or if deceased, name of books authored.

b. List the senior leaders who review the performance measure, their title and frequency with which they monitor it.

c. Trends the agency has seen and the method by which it analyzes trends in these results.

d. Whether the agency has reasonable control over this result (i.e., more than 50% or enough to be able to influence and accurately measure the result).
   i. If the agency does not have reasonable control over this result, the other one or more agencies, who when combined with the agency, together have reasonable control over the result and names of those other agencies.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, “Similar Info Requested.”
V. Key Performance Measurement Processes (cont.)

A. Results of Agency’s Key Performance Measurements

Mission Effectiveness

A) What are the agency’s actual performance levels for two to four of the agency’s key performance measurements for mission effectiveness (i.e., a process characteristic indicating the degree to which the process output (work product) conforms to statutory requirements (i.e., is the agency doing the right things?)?

A) Compliance - EEO Enforcement - Employment Cases Closed During FY 13-14: 914 Cases

The actual performance level for the area of employment discrimination cases closed and the process characteristic indicating the degree to which the process output conforms to statutory requirements is determined by a number of factors to include the following: During fiscal year 2010-2011, the Commission was presented with one of the severest cuts to an operating and functioning state agency in modern times. This budget cut reduced the Commission’s staff from 36 employees to 18 employees, and those remaining employees took a voluntary seven-day-a-month furlough for 90 days resulting in a salary loss of 32% for employees. With foresight and vision for the future, the General Assembly and Governor understood that a State which historically sanctioned discrimination must maintain a functioning state agency whose primary mission is to prevent and eliminate discrimination. State leadership also recognized that the citizens and businesses of this State would prefer for issues of discrimination to be investigated at the state level as opposed to the federal level. Thus, state government leadership restored funding to the agency beginning in the 2011-2012 fiscal year. However, with each succeeding year, state leaders have not maintained an appropriate level of funding with which the agency can properly function. Unfortunately, the underfunding of the agency allows the federal EEOC to process employment discrimination complaints that the Human Affairs Commission could have processed had state government provided sufficient funding.

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**Total Number of SCHAC Employment Final Actions vs. Total Number of Cases Waived/Filed w/EEOC**

<table>
<thead>
<tr>
<th>State of SC Fiscal Year</th>
<th>SCHAC Final Actions</th>
<th>Cases Waived or Filed w/ EEOC</th>
<th>SCHAC Receipts</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008-2009</td>
<td>1098</td>
<td>1347</td>
<td>1280</td>
</tr>
<tr>
<td>2009-2010</td>
<td>1004</td>
<td>1248</td>
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<td>2010-2011</td>
<td>643</td>
<td>1491</td>
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<tr>
<td>2011-2012</td>
<td>758</td>
<td>1487</td>
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</tr>
<tr>
<td>2012-2013</td>
<td>853</td>
<td>1378</td>
<td>1078</td>
</tr>
<tr>
<td>2013-2014</td>
<td>914</td>
<td>1144</td>
<td>1206</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td>878</td>
<td>1349</td>
<td>1052</td>
</tr>
</tbody>
</table>

***Averages are rounded to the nearest whole number***

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Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, “Similar Info Requested.”
The underfunding has also led to internal issues as it relates to customer service, teamwork, outreach and service delivery. Without proper funding, there is not adequate staff to perform all the necessary functions that the legislature has mandated the Agency to perform. Additionally, the staff carries heavier workloads than in previous years, and in several cases, one staff person performs the duties that two or three people once performed. Also, due to the fact that employees are performing multiple tasks, there is little time for succession or cross training for employees to allow the Commission to adequately address future agency staffing needs. To further complicate matters, due to retirements, layoffs and staff transition, the number of employment investigators is relatively inexperienced with the majority of the employment investigators having less than two years’ experience. This has led to less quality in terms of investigative work which causes the legal review process to take longer which ultimately leads to fewer cases being investigated. However, through the legal review process, the quality of work is maintained and is successful.

An additional issue that affects the number of cases investigated by the Commission is that due to a lack of funding the Commission has been unable to conduct outreach to citizens in the area of employment. Many citizens are not aware of their rights to file employment discrimination complaints; and, if they are aware of those rights, they may tend to file with the US Equal Employment Opportunity Commission. Unfortunately, due to this lack of outreach, citizens are not aware that state government created an agency to enforce the state employment discrimination law. This lack of awareness impacts the number of cases filed with the State Human Affairs Commission which also impacts the case closure rate.

\[ B) \text{ Compliance - Fair Housing Cases Closed – 46 completed cases during FY 13-14} \]

The actual performance level for the area of housing discrimination cases closed and the process characteristic indicating the degree to which the process output conforms to statutory requirements is determined by a number of factors to include the following: The Fair Housing Division enforces the laws that prevent discrimination on the basis of race, color, sex, religion, national origin, disability and familial status in regards to housing in the State of South Carolina. The Fair Housing Division works to prevent housing discrimination through education and outreach to communities around the state. Specifically, part of the outreach activity includes administering two grants, one that deals with outreach to counties with a growing Hispanic population, and the other to Richland County. Additionally, during the past fiscal year, the Fair Housing Division completed 46 investigations during the 2013-2014. Over the past year, the Fair Housing Division found reasonable cause for six cases which are currently being litigated by the Legal Division of the Human Affairs Commission. The Fair Housing Division presently has approximately 30 open investigations in addition to receiving new complaints on a daily basis.
The Fair Housing Division is presently undergoing a complete restructuring in order to improve the Division’s investigation and outreach numbers. The Fair Housing Division currently has a new division director whose goal is to improve the processes and performance of the division in order to ultimately increase the division’s revenue stream. If a case is successfully investigated and completed within 100 days, the Commission will receive $2600.00. Over the past two years, the Division has underperformed and has failed to consistently complete cases in a timely manner which has had an impact on agency funds. Furthermore, the Federal Department of Housing and Urban Development has mandated that the Fair Housing Division focus its outreach efforts on the rural areas of South Carolina. Over the next few months, the new Director will revamp all levels of the Fair Housing Division including Intake, Investigations, Outreach, and Testing, in order to make the Division more efficient, increase production, raise community awareness of fair housing rights, and bring in more funds to the agency.

C) **Consultative Services - Technical Services - Monitoring State Agency Affirmative Action Plans - Monitored 85 Agency AAP during FY 13-14**

The actual performance level for monitoring state agencies’ affirmative action plans and the process characteristic indicating the degree to which the process output conforms to statutory requirements is determined by a number of factors to include the following: The monitoring of the hiring and promotions of employees in 85 state agencies show that while it appears that state government is making progress in the area of affirmative action where women and minorities have increased their representation in state employment, there continues to be under-representation of African Americans and women in the highest three pay bands of government. In order to accurately update affirmative action reporting for all state agencies including technical colleges and universities, the Human Affairs Commission during the last fiscal year was able to hire an administrative assistant in Technical Services and purchase a new Computerized Affirmative Action Management System (CAAMS). The CAAMS was authorized by the General Assembly and the Governor and was purchased by the Commission in 2014. The system, once fully operational, will allow more accurate statistics and data to be obtained from the 2010 US census which will assist agencies in their recruitment of minorities and allow agencies to more accurately obtain their affirmative action goals. Again, however, prior to the 2010 budget cuts there were 6 employees totally dedicated to the monitoring of Affirmative Action in SC, but now there are only 2 full time employees devoted to this task. In order to effectively monitor and assist State Agencies in terms of annual onsite visits and training for EEO officers and other state agency personnel, the agency needs at least two additional EEO Consultants. Currently, agencies do not receive regularly scheduled onsite visits and since 2011, there has only been one training session for EEO Officers at state agencies which took place in October of 2014. State agency EEO Officers change periodically, and agencies have requested more training and contact, but due to the lack of staffing and resources at the Commission, this training has not taken place on an annual basis. In addition, if the Commission were ever requested to perform an Audit for an agency as it relates to Affirmative Action hiring and promotions, the Commission would be hindered due to lack of staff and due to the amount of work that the small staff of two people currently performs to ensure an accurate annual report to the General Assembly.

D) **Consultative Services - Community Relations - Maintaining and Creating Community Relations Councils - 2 Councils formed in Fiscal year 2013-2014**

The actual performance level for the area of Community Relations and the process characteristic indicating the degree to which the process output conforms to statutory requirements is determined by a number of factors to include the following: Due to severe budget cuts in 2010 the function of the Community Relations Department was eliminated until state government was able to re-establish funding
to the Commission during FY 2011-2012. As a result of the increased funding, only one full time Community Relations Consultant and a temporary employee were hired to help revitalize an important aspect of state government’s efforts to prevent discrimination in South Carolina. The Community Relations Department has been able to bring about communication with the 10 existing Community Relations Councils (CRCs) in SC and is in the process of establishing or revitalizing 20 other CRCs to eventually reach the goal of maintaining a CRC in each of the state’s 46 counties. A CRC in each county will provide a system of local entities within the state to help prevent and resolve issues of division such as in the area of race relations and civility at a local level. A functioning CRC will most likely prevent civil unrest with racial undertones such as the recent events that occurred in Ferguson, Missouri and other parts of the United States. Two new councils were formed during FY 13-14 and there was maintenance relationship with 10 other established councils. The Community Relations Councils are independent organizations who maintain their own by-laws and governing board. The Human Affairs Commission acts as an agent to help create the CRC and provides training, guidance, resources and support. The CRC is generally created by a County Council or Municipal Government that desires to have this type of organization within its jurisdiction to foster harmony and good Community Relations among a diverse population of people. Therefore, it takes the one full time Commission staff person and a temporary employee a great deal of time to work with a County or Municipal Councils in order to actually form a CRC, train the members about issues of diversity and the SC Human Affairs Law, and then assist in helping to maintain a healthy functioning organization. In addition this one full time and temporary employee must investigate non housing and employment discrimination complaints to include Public Accommodation complaints filed at the SC Human Affairs Commission. Therefore, their time is divided between establishing councils and investigating non employment complaints.

a. The performance goal(s)/benchmark(s) for the overall process output, and/or critical activities that produce the output.
   i. Three agency/government entities in other states or non-government entities the agency considers the best in the country in this process or similar process and why.

A) **US Equal Employment Opportunity Commission** - SHAC has a work sharing agreement and the US EEOC also investigates employment discrimination cases based on similar procedures and basis.

B) **US Housing and Urban Development** – SHAC has a contract with this agency to investigate housing discrimination complaints and HUD also investigates housing discrimination based on similar procedures and basis.

C) **Office of Federal Contract and Compliance Programs** - Monitors hiring and promotion practices of entities that have contracts with the federal government including state agencies that have federal contracts over $50,000.

ii. If the agency did not use results from an entity the agency listed in response to “i” as a performance goal/benchmark, why not and why did the agency choose the goal/benchmark it did?

   Benchmarks were not chosen due to the fact that there has not been enough administrative staff to devote time to accurately decipher the difference and similarities in rules and regulations between SHAC and the Federal entities to which are most closely associated in terms of a benchmark. These Federal entities have various rules, regulations and procedures that differ and would have an impact on the actual performance measure compared to the State.
iii. Individual(s) who are not employed by the agency (government or non-government, located anywhere in the country) whom the agency considers an expert in the process or similar process and their contact information, or if deceased, name of books authored.

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Columbia, SC 29201
Ph) 803 251-4680
Ralph.Haile@dol.gov

D) Mary Snead, Retired, Affirmative Action Specialist
Ph) 803 787-2219

b. List the senior leaders who review the performance measure, their title and frequency with which they monitor it.
   1) Raymond Buxton, II, Agency Director- Monthly and annual monitoring
   2) Dan Koon, Deputy Director- Monthly and annual monitoring
   3) Joshua Barr, Legal Counsel and Housing Director- Monthly and annual monitoring
   4) Lori Dean, Administrative Manager- Monthly and annual monitoring
   5) Lee Ann Rice, Legal Counsel- Monthly and annual monitoring

c. Trends the agency has seen and the method by which it analyzes trends in these results.
A) Compliance Employment and Fair Housing: When the agency budget was severely cut in 2010, the agency’s capacity to investigate Employment and Housing Discrimination complaints was severely damaged. However, there has been some funding re-established to the agency resulting in additional employees hired and an annual trend of incremental increases in the number of housing and employment cases investigated. However, due to a
B) lack of staffing and the inexperience of a new investigative staff, the length of time to investigate a case has increased. These trends will be monitored by monthly and annual reports that reflect the amount of time it takes an Investigator to investigate a case.

C) Consultative Services - Technical Services - Affirmative Action Plans: In terms of monitoring state agency affirmative action plans, the CAAMS system will greatly assist the Commission, however, the lack of staff to actually conduct onsite meetings and training for agency EEO officers will hinder the overall effective monitoring of each state agency. The hiring and promotion trends of blacks, whites and females will be monitored by the Annual Report to the General Assembly.

D) Consultative Services - Community Relations: With a restoration of some funds to the agency the Commission has been able to hire one full time employee and a temporary employee to work in the area of developing Community Relations Councils. This work has resulted in the creation of two councils and the interest in organizing Councils in other areas at the local level. These councils will help prevent racial unrest in communities. This trend is monitored on a monthly basis.

d. Whether the agency has reasonable control over this result (i.e., more than 50% or enough to be able to influence and accurately measure the result).

A) Compliance - Employment and Fair Housing: The Commission does have more than 50% control over the number of cases completed for investigation. Again, however, due to a lack of funding and adequate staff the Commission has a difficult time managing an increase of case production to the level that is comparable to the number of employment and housing discrimination charges filed with both the state and federal government. With an increase in staff numbers, proper administrative management and continued training for investigators with on-the-job experience, the Commission hopes to increase the number of closed cases that are investigated at the State level. In addition, the Commission has no control over the number of Employment and Housing Cases filed at the Commission. While data indicates the number of cases filed with SHAC is around 1,000 complaints a year, this number can fluctuate. Many citizens of the state are not aware of the duties of the agency or that there is an agency to enforce discrimination laws in employment and housing. The Commission has plans for outreach, such as enhancing the WEB Site, creating a new brochure, and targeting certain areas to distribute brochures, but the agency also needs funding to help implement those and additional plans to increase citizen awareness which will also increase the number of cases filed at the Commission resulting in the mission of eliminating and preventing discrimination.

B) Consultative Services - Monitoring of the 85 State Agency Affirmative Action Plans: The Commission does have more than 50% control over the influence and accuracy of this program. Again, however, in order to be more effective with training and on-site visits to each state agency to ensure proper guidance, an increase in staff is needed in this area.

C) Consultative Services - Community Relations Councils: The Agency has less than 50% control over the creation of the Councils. The CRC is created by a local government entity that desires to have a CRC in its community. The Commission plants the seed to create the Council, but a local government entity/and or concerned citizens must create the council. Once the CRC is developed, it is dependent upon its own Council’s leadership. However, with proper support from the Commission, additional CRCs can be created and the ones that are created can have proper resource support from the Commission.

ii. If the agency does not have reasonable control over this result, the other one or more agencies, who when combined with the agency,
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implement these measures by way of formal annual evaluations and additional administrative tracking measures.

**B) Compliance - Fair Housing Cases Closed during FY 13-14: 46 Cases**

Within the Compliance area of Housing Enforcement there are seven employees. Of those seven employees, there is one director, three full-time investigators, one administrative assistant, one outreach liaison, and one employee who is a part-time investigator and part-time intake staff. Over the past year, the Fair Housing Division was paid $80,890.00 by the U.S. Department of Housing and Urban Development for successfully completed cases. The agency could have possibly received another $40,000.00, approximately, if the majority of those cases would have been completed in a timely manner, i.e. within 100 days. As the Fair Housing Division undergoes restructuring and works towards improving its processes and performance, the case resolution time is expected to decrease. Last fiscal year it took an average of 191 days to complete investigations which ultimately affected the amount of funds that the Commission received per case. Over the past two months, under new leadership, that number has decreased to approximately 150 days. As additional policies and practices are put into place, case resolution time is expected to continue its declension. The majority of cases over the past year were deemed “no cause” cases and in many cases no determination on discrimination was made because the cases were conciliated. During the upcoming months, Fair Housing will place an emphasis on mediating cases to improve case resolution time in order to bring in additional funds to the agency. Also, a renewed effort on training investigators will improve the Division’s average case resolution time.

**C) Consultative Services - Technical Services - Monitoring State Agency Affirmative Action Plans: Monitored 85 Agency AAP during FY 13-14**

Within the Consultative Services (Technical Services) Division, the small staff of two people monitors the 85 State Agency Affirmative Action Plans as it relates to the hiring and promotion practices of agency employees. The Commission is efficient to a certain level in the sense that it can monitor state agency Affirmative Action reporting procedures. In addition the purchase of a new Computerized Affirmative Action Management System (CAAMS) and the future full implementation of the system will enhance the efficiency of the SHAC services to state agencies. However, to ensure that the monitoring of the 85 state agencies’ Affirmative Action Plans is most efficient, an additional consultant is needed to assist the current staff in providing multiple annual trainings for each agencies’ Equal Employment Opportunity Officers and to conduct annual visits to each state agency. The importance of providing adequate monitoring of each state agency’s Affirmative Action Plan can make a huge impact on each state agencies’ budget. For instance, should an agency be found not to be in compliance with certain affirmative action regulations, it could lead to less state and federal government funding to the agency. The lack of compliance in this area by state agencies would also place a negative impact on the overall entire State Budget as it relates to an agency being a recipient of Federal money. In addition an efficient Technical Services staff will ensure the ability of the State to defend itself against allegations of discriminatory hiring practices in regards to sex and race. An efficient monitoring program that holds state agencies accountable for equal employment opportunity would assist in quashing such allegations and demonstrate that South Carolina views all citizens as equals.

**D) Consultative Services - Community Relations - Maintaining and Creating Community Relations Councils: 2 Councils formed in Fiscal Year 2013-2014**

Within Consultative Services (Community Relations) where Community Relations Councils are created and maintained as functioning councils there is one full time employee and one temporary employee. The
efficiency of this service is dependent upon the SHAC employees’ successful communication with local government entities and citizens who are interested in organizing a functioning entity independent of the state agency whose sole purpose is to foster better community relations among a diverse population of citizens and to enhance better race relations. There is an efficient process to create the Community Relations Councils and to maintain councils. However, this can only be done with effective consultation from the Commission which has a vested interest in preventing and eliminating discrimination in SC.

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   i. Three agency/government entities in other states or non-government entities the agency considers the best in the country in this process or similar process and why.
      A) US Equal Employment Opportunity Commission - SHAC has a work sharing agreement and the US EEOC also investigates employment discrimination cases based on similar procedures and basis.
      B) US Housing and Urban Development – SHAC has a contract with this agency to investigate housing discrimination complaints and HUD also investigates housing discriminations based on similar procedures and basis.
      C) Office of Federal Contract and Compliance Programs - Monitors hiring and promotion practices of entities that have contracts with the federal government including state agencies that have federal contracts over $50,000.

ii. If the agency did not use results from an entity the agency listed in response to “i” as a performance goal/benchmark, why not and why did the agency choose the goal/benchmark it did?
   Benchmarks were not chosen due to the fact that there has not been enough administrative staff to devote time to accurately decipher the difference and similarities in rules and regulations between SHAC and the Federal entities which are most closely associated in terms of a benchmark. These Federal entities have various rules, regulations and procedures that differ and would have an impact on the actual performance measure compared to the State.

iii. Individual(s) who are not employed by the agency (government or non-government, located anywhere in the country) whom the agency considers an expert in the process or similar process and their contact information, or if deceased, name of books authored.

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b. List the senior leaders who review the performance measure, their title and frequency with which they monitor it.

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2) Dan Koon, Deputy Director- Monthly and annual monitoring  
3) Joshua Barr, Legal Counsel and Housing Director- Monthly and annual monitoring  
4) Lori Dean, Administrative Manager- Monthly and annual monitoring  
5) Lee Ann Rice, Legal Counsel- Monthly and annual monitoring

c. Trends the agency has seen and the method by which it analyzes trends in these results.

**A) Compliance - Employment and Housing**: When the agency budget was severely cut in 2010, the agency’s capacity to investigate Employment and Housing Discrimination complaints was severely damaged. Fortunately, there has been some funding re-established to the agency resulting in an annual trend of incremental increases in the number of housing and employment cases investigated. However, due to lack of staffing and inexperience of a new investigative staff, the length of time to investigate a case has increased. These trends will be monitored by monthly and annual reports.

**B) Consultative Services - Affirmative Action Plans**: In terms of monitoring state agency affirmative action plans, the CAAMS system will greatly assist the Commission, however, the lack of staff to actually conduct onsite meetings and training for agency EEO officers will hinder the overall effective monitoring of each state agency. The hiring and promotion trends of blacks, whites and females will be monitored by the Annual Report to the General Assembly. Failure to comply with Affirmative Action regulation could lead to State and Federal budget cuts to individual agencies in non-compliance.

**C) Consultative Services - Community Relations**: With a restoration of some funds to the agency the Commission has been able to hire one full time employee to work on developing Community Relations Councils. This work has resulted in the creation of more Councils and the interest in
having Councils at the local level that will help prevent racial unrest in communities. This trend is monitored on a monthly basis.

d. Whether the agency has reasonable control over this result (i.e., more than 50% or enough to be able to influence and accurately measure the result).

A) **Compliance - Employment and Housing:** The Commission does have more than 50% control over the number of cases completed for investigation. Again, however, due to a lack of funding and adequate staff the Commission has a difficult time managing an increase of case production to the level that is comparable to the number of employment and housing discrimination charges filed with both the state and federal government. With an increase in staff numbers, proper administrative management and continued training for investigators with on-the-job experience, the Commission hopes to increase the number of closed cases that are investigated at the State level.

B) **Consultative Services - Monitoring of the 85 State Agency Affirmative Action Plans:** The Commission does have more than 50% control over the influence and accuracy of this program. Again, however, in order to be more effective with training and onsite visits to each state agency to ensure proper guidance, an increase in staff is needed in this area.

C) **Consultative Services - Community Relation Councils:** The Agency has less than 50% control over the creation of the Councils and the success of the current councils because in general, the CRC is created by a local government entity that desires to have a CRC in its community. Once the CRC is developed, it is dependent upon its own Councils’ leadership. However, with proper support from the Commission, additional CRCs can be created and the ones that are created can have proper resource support from the Commission.

ii. If the agency does not have reasonable control over this result, the other one or more agencies, who when combined with the agency, together have reasonable control over the result and names of those other agencies.

There is no other state agency in South Carolina that investigates Employment or Housing Discrimination or monitors each State Agencies’ Affirmative Action Plan or creates Community Relations Councils in each county to promote harmony and good will among a diverse population. The only other agencies that investigate Employment, Housing and monitor Affirmative Action are Federal Agencies. Part of the reason the State of SC created the Human Affairs Commission was so that the State of SC could closely monitor these areas as opposed to the Federal Government having the sole control and authority in these areas of discrimination.

**Quality (Customer Satisfaction)**

E) What are the agency’s actual performance levels for two to four of the agency’s key performance measurements for quality (i.e., degree to which a deliverable (product or service) meets customer requirements and expectations (a customer is defined as an actual or potential user of the agency’s products or services)) for the agency as a whole and for each program listed in the agency’s Major Program Areas Chart?
A) **Compliance - EEO Enforcement - Employment**  
One of the agency’s main customers in terms of customer satisfaction is the United States Equal Employment Opportunity Commission. The SC Human Affairs Commission for multiple years has maintained a contract with this Federal Agency that conducts periodical reviews of employment cases investigated by the Human Affairs Commission. The continued renewal of this contract is evidence of the successful customer level satisfaction between the EEOC and the SHAC.

While the Human Affairs Commission does not currently use a formal survey for customer satisfaction with 1) individuals contacting the Commission; 2) individuals filing discrimination charges, (Complainant or Charging Party); 3) companies the complaint is filed against, (Respondent); or 4) attorneys representing the Charging Party or Respondent, the Commission’s overall individual assessment based on verbal and written communication with these customers and the lack of complaints filed against the Commission by the majority of these customers, shows that there is overall good customer satisfaction. Quite frequently, customers tell personnel and key leadership that the Commission is more responsive and attentive to employment complaints than the agency’s federal counterpart.

B) **Compliance - Fair Housing Cases Closed**  
One of the agency’s main customers in terms of customer satisfaction is the United States Department of Housing and Urban Development. The SC Human Affairs Commission for multiple years has maintained a contract with this Federal Agency that conducts periodical reviews of Housing cases investigated by the Human Affairs Commission. The continued renewal of this contract is evidence of the successful level of customer satisfaction between HUD and the SHAC.

While the Human Affairs Commission does not currently use a formal survey for customer satisfaction with 1) individuals contacting the Commission; 2) individual filing discrimination charges, (Complainant or Charging Party); 3) entities to whom the complaint is filed against, (Respondent); or 4) attorney’s representing the Charging Party or Respondent, the SHAC’s overall individual assessment based on verbal and written communication with these customers and the lack of complaints filed against the Commission by the majority of these customers, shows that there is an overall good customer satisfaction. Quite frequently, customers tell personnel and key leadership that the Commission is more responsive and attentive to housing discrimination complaints than the agency’s federal counterpart.

C) **Consultative Services -Technical Services - Monitoring State Agency Affirmative Action Plans**  
When the SC Human Affairs Commission was initially created and the law was passed by the General Assembly for the Commission to monitor each State Agency’s Affirmative Action Plan, there was sometimes animosity between State Agencies and the Human Affairs Commission. However, as years have passed, it is evident that every State Agency strives to maintain an affirmative action plan and strives to promote and implement fair hiring and promotion practices in their agency. State Agencies are generally always cooperative with the Commission’s requests relating to Affirmative Action matters. State Agencies also desire technical assistance from the Commission relating to the formulation of their plans and reporting of data. While there is no formal survey specifically related to customer satisfaction in the monitoring of this data, each State agency’s continued cooperation is evidence of good customer satisfaction.
D) Consultative Services - Technical Services - Maintaining and Creating Community Relations Councils - 2 Councils

While there is no formal customer satisfaction survey from county and municipal governments who have received assistance from the Commission in terms of creating a Community Relations Council, the Councils that have been formed and those that have been maintained through the years express their appreciation for the Commission’s willingness and resources provided to their Councils as it relates to fostering better community relations for all citizens within their local communities.

b. The performance goal(s)/benchmark(s) for the overall process output, and/or critical activities that produce the output.
   i. Three agency/government entities in other states or non-government entities the agency considers the best in the country in this process or similar process and why.
   A) US Equal Employment Opportunity Commission - SHAC has a work sharing agreement and the US EEOC also investigates employment discrimination cases based on similar procedures and basis.
   B) US Housing and Urban Development – SHAC has a contract with this agency to investigate housing discrimination complaints and HUD also investigates housing discrimination based on similar procedures and basis.
   C) Office of Federal Contract and Compliance Programs - Monitors hiring and promotion practices of entities that have contracts with the federal government including state agencies that have federal contracts over $50,000.
      ii. If the agency did not use results from an entity the agency listed in response to “i” as a performance goal/benchmark, why not and why did the agency choose the goal/benchmark it did?
         Benchmarks were not chosen due to the fact that there has not been enough administrative staff to devote time to accurately decipher the difference and similarities in rules and regulations between SHAC and the Federal entities to which are most closely associated in terms of a benchmark. These Federal entities have various rules, regulations and procedures that differ and would have an impact on the actual performance measure compared to the State.
      iii. Individual(s) who are not employed by the agency (government or non-government, located anywhere in the country) whom the agency considers an expert in the process or similar process and their contact information, or if deceased, name of books authored.
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c. List the senior leaders who review the performance measure, their title and frequency with which they monitor it.
   1) Raymond Buxton, Agency Director- Monthly and annual monitoring
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   3) Joshua Barr, Legal Counsel and Housing Director- Monthly and annual monitoring
   4) Lori Dean, Administrative Manager- Monthly and annual monitoring
   5) Lee Ann Rice, Legal Counsel- Monthly and annual monitoring

d. Trends the agency has seen and the method by which it analyzes trends in these results.
A) Compliance - Employment and Fair Housing: In terms of Customer Service the trends that the Commission sees in this area is that for the past several years the time to investigate a charge of discrimination has taken longer due to lack of staff and inexperience of staff. However, comments from customers continue to trend towards the positive that the Commission is more responsive than federal counterpart agencies.
B) Consultative Services - Technical Services - Affirmative Action Plans: In terms of customer service the trend continues to be a good working relationship with all state agencies, however, these customers do request more assistance than the Commission is able to provide due to a full time staff of only two people.
C) Consultative Services - Community Relations: In terms of Customer Service, the local, county and municipalities appreciate the service of the Commission but do desire more customer service in terms of guidance and assistance than one full time and one temporary employee can provide.

e. Whether the agency has reasonable control over this result (i.e., more than 50% or enough to be able to influence and accurately measure the result).
A) Compliance - Employment and Fair Housing: The Commission does have more than 50% control over customer satisfaction and is working to improve customer satisfaction through
tracking various variables that cause a delay in the investigation of cases. The Commission has also formalized in Investigators’ evaluations that cases should be investigated within 180 days of assignment in employment and 100 days in Housing.

**B) Consultative Services - Technical Services - Monitoring of the 85 State Agency Affirmative Action Plans:** The Commission does have more than 50% control over customer satisfaction in this area and works and strives to maintain the positive relationship that is currently there.

**C) Consultative Services - Community Relation Councils:** The Commission does have more than 50% control over customer satisfaction in the area of Community Relations and strives to maintain the positive relationship that has been established with the current Community Relations Councils.

ii. If the agency does not have reasonable control over this result, the other one or more agencies, who when combined with the agency, together have reasonable control over the result and names of those other agencies.

There is no other state agency in South Carolina that investigates Employment or Housing Discrimination or monitors each State Agencies’ Affirmative Action Plan or creates Community Relations Councils in each county to promote harmony and good will among a diverse population. The only other agencies that investigate Employment, Housing and monitor Affirmative Action are Federal Agencies. Part of the reason the State of SC created the Human Affairs Commission was so that the State of SC could closely monitor these areas as opposed to the Federal Government having the sole control and authority in these areas of discrimination.

### Workforce Engagement

**F) What are the agency’s actual performance levels for two to four of the agency’s key performance measurements for workforce engagement, satisfaction, retention and development of the agency’s workforce, including leaders, for the agency as a whole and for each program listed in the agency’s Major Program Areas Chart?**

**A) Compliance - EEO Employment and Housing:** As previously mentioned in other sections of this report, due to a steady decline of funds from the General Assembly to the agency since 2008 which ultimately lead to the near demise of the agency in 2010, the workforce at the agency was greatly reduced. For instance, the cuts led to over a 50 percent reduction in staff and the remaining agency personnel worked on a voluntary 90 day furlough for nearly all of the 2010-2011 FY. This lead to a 32% reduction in pay for the remaining few staff who were not paid for 7 days a month during a 9 month period. While the most experienced employment and housing investigators remained employed during that period, since that time, the majority of these experienced investigators have retired or transitioned to other responsibilities and there is a new work force of qualified but inexperienced investigators. As a result of this inexperience, the Investigators normally and currently receive some type of formal training twice a month. Generally the employees working at SHAC have a passion for their work as it relates to fulfilling the mission of this agency to prevent and eliminate discrimination and to foster harmony within a diverse population of South Carolinians. As a result of this passion, employees in the past, tended to spend a majority of their working career at the Commission. The new employees also possess this commitment and are working through changes that have taken place as a result of
reorganization due to budget considerations. Other areas where the Commission has initiated work force engagement for EEO Enforcement and Housing employees are: A) implemented strategic planning initiatives such as employee appreciation day, quarterly birthday celebrations, major holiday gatherings; B) team building initiatives provided by professional team builders; C) open door policy initiated by the Agency Director for all employees.

B) Consultative Services - Technical Services - Monitoring State Agency Affirmative Action Plans: This particular area of the Commission went from employing 6 employees to only one (1) full time employee after the 2010 budget cut. Two full time employees are currently committed to maintaining this particular area of service. While both employees have little experience in the Affirmative Action area, they have done a wonderful job maintaining its functions and learning the new CAAMS system. Fortunately, retired employees who worked in this area for many years and are committed to the mission of this agency, assist the current employees with various technical questions that occur from time to time as they continue to learn the unique duties of their job. Other areas where the Commission has initiated work force engagement for Consultative Services/Technical Services employees are: A) implemented strategic planning initiatives such as employee appreciation day, quarterly birthday celebrations, major holiday gatherings; B) team building initiatives provided by professional team builders; C) open door policy initiated by the Agency Director for all employees.

C) Consultative Services - Maintaining and Creating Community Relations Councils: After the 2010 budget cut there was no employee working in this area for approximately two years. Since 2013 there has been one full time employee and one temporary employee committed to providing this important service to the State to help maintain good race and community relations at a local level. The two full time employees committed to this work area are very dedicated to the tasks and are often assisted by Board members who are also dedicated to creating and maintaining these councils. Unfortunately, due to budget constraints the funds for outside formal training that would assist in the professional development of each employee working at the Commission is limited. Other areas where the Commission has initiated work force engagement for Consultative Services/Community Relations employees are: A) implemented strategic planning initiatives such as employee appreciation day, quarterly birthday celebrations, major holiday gatherings; B) team building initiatives provided by professional team builders; C) open door policy initiated by the Agency Director for all employees.

b. The performance goal(s)/benchmark(s) for the overall process output, and/or critical activities that produce the output.
   i. Three agency/government entities in other states or non-government entities the agency considers the best in the country in this process or similar process and why.
   A) US Equal Employment Opportunity Commission - SHAC has a work sharing agreement and the US EEOC also investigates employment discrimination cases based on similar procedures and basis.
   B) US Housing and Urban Development – SHAC has a contract with this agency to investigate housing discrimination complaints and HUD also investigates housing discrimination based on similar procedures and basis.
   C) Office of Federal Contract and Compliance Programs - Monitors hiring and promotion practices of entities that have contracts with the federal government including state agencies that have federal contracts over $50,000.
ii. If the agency did not use results from an entity the agency listed in response to “i” as a performance goal/benchmark, why not and why did the agency choose the goal/benchmark it did?

   Benchmarks were not chosen due to the fact that there has not been enough administrative staff to devote time to accurately decipher the difference and similarities in rules and regulations between SHAC and the Federal entities to which are most closely associated in terms of a benchmark. These Federal entities have various rules, regulations and procedures that differ and would have an impact on the actual performance measure compared to the State.

iii. Individual(s) who are not employed by the agency (government or non-government, located anywhere in the country) whom the agency considers an expert in the process or similar process and their contact information, or if deceased, name of books authored.

   A) Mr. Reuben Daniels, Jr. Director
      US EEOC – Charlotte District Office
      129 W. Trade St., Suite 400
      Charlotte, NC 29202
      Ph) 704-954-6422
      Reuben.Daniels@EEOC.gov

   B) Mr. Adoniram (Don) Vargas
      HUD FHEO Equal Opportunity Specialist
      Miami Field Office
      909 SE 1st Ave., #500
      Miami, FL 33131
      Ph) 305 520-5031
      Adoniram.a.vargas@hud.gov

   C) Mr. Ralph Haile, Assistant District Director
      Office of Federal Contract Compliance Programs
      Federal Building
      1835 Assembly St. Room 608
      Columbia, SC 29201
      Ph) 803 251-4680
      Ralph.Haile@dol.gov

   D) Mary Snead, Retired, Affirmative Action Specialist
      Ph) 803 787-2219

   c. List the senior leaders who review the performance measure, their title and frequency with which they monitor it.

      1) Raymond Buxton, II, Agency Director- Monthly and annual monitoring
      2) Dan Koon, Deputy Director- Monthly and annual monitoring
      3) Joshua Barr, Legal Counsel and Housing Director- Monthly and annual monitoring
      4) Lori Dean, Administrative Manager- Monthly and annual monitoring
      5) Lee Ann Rice, Legal Counsel- Monthly and annual monitoring
d. Trends the agency has seen and the method by which it analyzes trends in these results.

A) **Compliance - EEO Enforcement - Employment and Fair Housing**: The agency has recently adopted a universal review date for all employees, thus, ensuring consistency in terms of each employee receiving an annual evaluation to assist the agency in individual employee performance measures. This annual review system will help measure workforce satisfaction, retention and development.

B) **Consultative Services - Technical Services - Affirmative Action Plans**: The agency has recently adopted a universal review date for all employees, thus, ensuring consistency in terms of each employee receiving an annual evaluation to assist the agency in individual employee performance measures. This annual review system will help measure workforce satisfaction, retention and development.

C) **Consultative Services - Community Relations**: The agency has recently adopted a universal review date for all employees, thus, ensuring consistency in terms of each employee receiving an annual evaluation to assist the agency in individual employee performance measures. This annual review system will help measure workforce satisfaction, retention and development.

e. Whether the agency has reasonable control over this result (i.e., more than 50% or enough to be able to influence and accurately measure the result).

A) **Compliance - EEO Enforcement - Employment and Housing**: The Commission does have more than 50% control over workforce engagement.

B) **Consultative Services - Technical Services**: Monitoring of the 85 State Agency Affirmative Action Plans: The Commission does have more than 50% control over workforce engagement.

C) **Community Relations Councils**: The Commission does have more than 50% control over workforce engagement.

   ii. If the agency does not have reasonable control over this result, the other one or more agencies, who when combined with the agency, together have reasonable control over the result and names of those other agencies.

**Operational/Work System Performance**

G) What are the agency’s actual performance levels for two to four of the agency’s key performance measurements for operational efficiency and work system performance (includes measures related to the following: innovation and improvement results; improvements to cycle or wait times; supplier and partner performance; and results related to emergency drills or exercises) for the agency as a whole and for each program listed in the agency’s Major Program Areas Chart?

A) **Compliance - EEO Enforcement - Employment and Fair Housing**: The performance levels in the Employment and Fair Housing areas are monitored on a monthly basis through various reports that are generated to provide data as it relates to contacts being made with the agency, the number of employment and housing cases filed, investigated and mediated and the length of time that it has taken to investigate or mediate a charge of discrimination. An example of such a report is the Employment Pending Reports which provides management with the number of cases in an Investigator’s inventory, case name, number and age of the
case. This and similar other monthly performance measures relate to the overall success of the agency in terms of allowing the Commission to maintain annual contracts with both the United States Equal Employment Opportunity Commission and the United States Department of Housing and Urban Development. The successful performance measurement of the number of cases investigated each year impacts the annual contract renewal from the EEOC and HUD for the next fiscal year. As mentioned earlier, the annual performance measure for the number of cases investigated is also measured with each individual employee’s Employment Performance Measurement System (EPMS) that occurs on an annual basis. The success of these individual performance assessments guides the performance measurement for the overall success for the annual contracts in Employment and Housing. The assessment of these individual EPMS evaluations, monthly reports and annual contracts guides the Commission as it relates to the areas to focus for needed improvements, efficiency and innovation.

B) Consultative Services - Technical Services - Monitoring State Agency Affirmative Action Plans: The performance measurement for operational efficiency in the area of monitoring State Agency Affirmative Action Plans is determined by whether or not the 85 state agencies cooperate in terms of annually submitting their annual hiring and promotion data to the Commission. In addition, the results of that data (as is shown in the Annual Report to the General Assembly) measures how successfully the agencies are performing in terms of conforming to their Affirmative Action Plans. Thus, the performance measurement of these 85 agencies in this particular AAP area correlates to the performance measurement of the Commission’s Technical Services Division. In other words, the success of the Commission’s monitoring the 85 state agencies is measured by the success of the 85 state agencies hiring and promotion rates in the area of race within gender for African Americans and females in various job categories. Thus, the annual review of the report to the General Assembly steers the Commission towards areas of improvement in terms of future technical assistance to agencies to provide more positive measurement results for the hiring and promotions for African Americans and women. These measurements will guide the Commission in terms of improvements to be made as it relates to operational efficiency.

C) Consultative Services - Community Relations Councils: The performance measurement for operational efficiency in the area of creating Community Relations Councils is based on a monthly and annual review of contacts made with local governments and concerned citizens as well as the number of Councils created on a monthly basis. In addition, the successful measurement rate of the creation of the Councils is also measured through the annual employee performance management system. The overall assessment of these measurements will guide the Commission in terms of improvements to be made as it relates to operational efficiency.

b. The performance goal(s)/benchmark(s) for the overall process output, and/or critical activities that produce the output.

i. Three agency/government entities in other states or non-government entities the agency considers the best in the country in this process or similar process and why.

A) US Equal Employment Opportunity Commission - SHAC has a work sharing agreement and the US EEOC also investigates employment discrimination cases based on similar procedures and basis.

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C) **Office of Federal Contract and Compliance Programs** - Monitors hiring and promotion practices of entities that have contracts with the federal government including state agencies that have federal contracts over $50,000.

ii. If the agency did not use results from an entity the agency listed in response to “i” as a performance goal/benchmark, why not and why did the agency choose the goal/benchmark it did?

Benchmarks were not chosen due to the fact that there has not been enough administrative staff to devote time to accurately decipher the difference and similarities in rules and regulations between SHAC and the Federal entities to which are most closely associated in terms of a benchmark. These Federal entities have various rules, regulations and procedures that differ and would have an impact on the actual performance measure compared to the State.

iii. Individual(s) who are not employed by the agency (government or non-government, located anywhere in the country) whom the agency considers an expert in the process or similar process and their contact information, or if deceased, name of books authored.

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c. List the senior leaders who review the performance measure, their title and frequency with which they monitor it.
   1) Raymond Buxton, II, Agency Director- Monthly and annual monitoring
   2) Dan Koon, Deputy Director- Monthly and annual monitoring
3) Joshua Barr, Legal Counsel and Housing Director- Monthly and annual monitoring
4) Lori Dean, Administrative Manager- Monthly and annual monitoring
5) Lee Ann Rice, Legal Counsel- Monthly and annual monitoring

d. Trends the agency has seen and the method by which it analyzes trends in these results.

A) **Compliance - EEO Enforcement - Employment and Fair Housing:** The Commission has shown success as it relates to an increase in cases investigated and mediated. The measurements confirm the positive trend of performance by way of major contracts with the Equal Employment Opportunity Commission and the Department of Housing and Urban Development being renewed on an annual basis. Thereby showing evidence that measurements of success are confirmed by two independent entities.

B) **Consultative Services - Technical Services - Affirmative Action Plans:** The Commission has shown that agencies consistently comply with reporting data and that there has been a consistent trend during the past several years that agencies have been successful in overall hiring and promotion practices in job categories except in the higher job grades of employment. This measurement shows that the Commission in terms of performance needs to work more closely with each agency that has an underutilization of hiring minorities in certain job categories.

C) **Consultative Services - Community Relations:** The Commission’s creation of Councils has trended upward. However, data shows that the majority of the state’s 46 counties do not have Community Relations Councils and that the work of the Commission to create and maintain these Councils is an area to focus improvement.

e. Whether the agency has reasonable control over this result (i.e., more than 50% or enough to be able to influence and accurately measure the result).

A) **Compliance - EEO Enforcement - Employment and Housing:** The Commission does have more than 50% control over performance measurement in this area.

B) **Consultative Services - Technical Services - Monitoring of the 85 State Agency Affirmative Action Plans:** The Commission does have more than 50% control over performance measurement in this area.

C) **Consultative Services - Community Relations Councils:** The Commission does have more than 50% control over performance measurement in this area.

ii. If the agency does not have reasonable control over this result, the other one or more agencies, who when combined with the agency, together have reasonable control over the result and names of those other agencies.

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**Does the agency already provide the information requested on this page, or similar information, in a report required by another entity?** If yes, add the appropriate information to the **Similar Information Requested Chart.** If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, “Similar Info Requested.”
V. Key Performance Measurement Processes (cont.)

B. Most Critical Performance Measures

1. Of the key performance measurement processes listed in Subsection A., which are the three most critical to achieving the overall mission of the agency?
   A) Employment Cases Closed
   B) Housing Cases Closed
   C) Successful Monitoring of 85 State Agency Affirmative Action Plans

C. Databases/Document Management

1. List all electronic databases/document management/business intelligence systems or programs utilized by the agency, including, but not limited to all relational database management systems.
   A) IMS (Integrated Management System)
   B) Teapots (Title VIII Automated Paperless Office Tracking System)
   C) CAAMS (Computerized Affirmative Action Management System)
   D) ONBASE (Scanning System for HR/Payroll, Finance and Materials Management Documents)
   E) Little House (Housing Case Management System – internal use only)
   F) SCEIS (South Carolina Enterprise Information System)

D. Recommended Restructuring

Consider the process taken to review the agency’s divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report (“Process”).

1. Yes or No, based on the information obtained and analysis performed during the Process, does the agency have any recommendations for restructuring (either that it could do internally or that would need the assistance of revised or new legislation) that would merge or eliminate duplicative or unnecessary divisions, programs, or personnel within each department of the agency to provide a more efficient administration of government services? YES
   a. If yes, please provide the agency’s suggestions.
      • It is obvious that the most efficient and timely manner to reach a successful resolution of employment discrimination cases is for all parties to agree to mediation. Therefore, the Commission would recommend that the legislature and Governor initiate and implement a law that would require all state agencies to first go through mediation prior to the investigation of an employment discrimination complaint.
Also, due to severe budget cuts in past years, the agency has never been able to regain its strength in employee numbers to efficiently and effectively carry out its mission. Notwithstanding this dilemma, the Agency Director is working to maximize resources by restructuring management operations to include combining management positions and has worked to increase the number of Employment and Housing Investigators when funding becomes available. The number of Employment Investigators needs to be increased to meet the demands of a growing diverse population of South Carolinians. In addition, to help these investigators be successful there is also a need for additional management in various areas within the agency to provide the most efficient operation of services. This new restructuring can only be accomplished with proper funding being provided to the Agency.
VI. Seven-Year Plan

A. General

1. Yes or No, does the agency have a plan that provides initiatives and/or planned actions the agency will take during the next seven fiscal years that implement cost savings and increased efficiencies of services and responsibilities in order to continually improve its ability to respond to the needs of the state’s citizens?  **NO**

   If yes, go to Current/Recommended Actions Section.
   If no, skip Current/Recommended Actions Section and go to Additional Questions.

B. Current/Recommended Actions

1. Describe all of the actions the agency is currently taking and plans it has for initiatives and actions during the next seven fiscal years to work to achieve greater efficiency in its operations in order to continually improve its ability to respond to the needs of the state’s citizens? In this description, provide the names of all personnel who are responsible for overseeing the actions and plans.

2. What are the anticipated cost savings and/or efficiencies that would be achieved by each action?

3. Is legislative action required to allow the department/agency to implement the current or recommended actions?

4. If legislative action is required, please explain the constitutional, statutory or regulatory changes needed.

5. Describe the agency actions that will be implemented to generate the desired outcomes for each recommendation.

6. What is the timeline for implementation of the change and realization of the anticipated benefits for each recommended action/change?

Now go to Additional Questions.
VI. Seven-Year Plan (cont.)

C. Additional Questions

1. What top three strategic objectives of the agency will have the biggest impact on the agency’s effectiveness in accomplishing its mission?
   A) Enhance Efficiency and Customer Service
   B) Enhance Professionalism
   C) Enhance Image and Reputation

2. What are the fundamentals required to accomplish the objectives?
   A) Develop and communicate consistent processes and procedures agency wide to decrease case processing time and improve customer satisfaction.
   B) Develop a positive culture and working environment to increase employee satisfaction.
   C) Ensure that the work of the Agency is seen as fair, impartial and responsive by all stakeholders.

3. What links on the agency website, if any, would the agency like listed in the report so the public can find more information about the agency? www.schac.sc.gov

4. Is there any additional information the agency would like to provide the Committee or public?
   Since the early 1970’s, the State of South Carolina, in part through the work of the Human Affairs Commission, has made great progress in terms of social and economic growth for many of its citizens. In fact, the economic/social transformation which the state as a whole has achieved in modern times will only continue to be successful if State Government consistently prioritizes the principles on which the Human Affairs Commission was founded: the belief that all citizens, regardless of their race, color, sex, religion, national origin, age or disability will have equal access to employment, housing and public accommodation so that the American dream of “life, liberty and the pursuit of happiness” may be fulfilled.

5. Consider the process taken to review the agency’s divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report and Seven-Year Plan (“Process”). State the total amount of time taken to do the following:
   a. Complete the Process: 14 days or 105 hours
   b. Complete this Report: 14 days or 105 hours

6. Please complete the Personnel Involved Chart. In the Excel document attached, there is a template to complete under the tab labeled, “Personnel Involved.” Please list the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in the Restructuring and Seven-Year Plan.
Year Plan Report and their title and their specific role in answering the question (i.e., searched the agency documents, asked for information because they are in charge of the department, etc.).
VII. Excel Charts
Please send an electronic copy of the entire Excel Workbook and print hard copies of each of the Charts to attach here. Please print the charts in a format so that all the columns fit on one page. Please insert the page number each chart begins on below.

- Similar Information Requested Chart A1-A3
- Historical Perspective Chart B
- Purpose, Mission Chart C
- Key Deliverables Chart E
- Key Customers Chart F
- Key Stakeholders Chart G
- Key Partner Agency Chart D
- Overseeing Body Chart (General and Individual Member) H, I1-I2
- Major Program Areas Chart J
- Legal Standards Chart K1-K2
- Agency Reporting Requirements Chart L
- Internal Audits Chart M
- Personnel Involved Chart N

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, “Similar Info Requested.”
### Similar Information Requested Chart

INSTRUCTIONS: Please provide details about other reports which investigate the information requested in the Restructuring Report. This information is sought in an effort to avoid duplication in the future. In the columns below, please list the question number in this report, name of the other report in which the same or similar information is requested, section of the other report in which the information is requested, name of the entity that requests the other report and frequency the other report is required. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

<table>
<thead>
<tr>
<th>Agency Submitting Report</th>
<th>Restructuring Report Question #</th>
<th>Name of Other Report</th>
<th>Section of Other Report</th>
<th>Entity Requesting Report</th>
<th>Freq. Other Report is Required</th>
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<tr>
<td>Human Affairs Commission, S.C.</td>
<td>I.C.1 Key Performance Measures</td>
<td>Accountability Report</td>
<td>Performance Measures Template</td>
<td>Executive Budget Office</td>
<td>Annual</td>
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<tr>
<td>Human Affairs Commission, S.C.</td>
<td>I.C.1 Key Performance Measures</td>
<td>Senate Oversight</td>
<td>Cost Savings and Efficiencies</td>
<td>SC Senate</td>
<td>Annual</td>
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<td>Commission, S.C.</td>
<td>II.1.a.Organizational Profile-Key Deliverables</td>
<td>Senate Oversight</td>
<td>Programmatic Area-Restructuring</td>
<td>SC Senate</td>
<td>Annual</td>
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<td>Commission, S.C.</td>
<td>II.8 Major Program Areas</td>
<td>Accountability Report</td>
<td>Program Template</td>
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<td>Annual</td>
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<td>Commission, S.C.</td>
<td>II.9 Emerging Issues</td>
<td>Accountability Report</td>
<td>Strategic Planning Template</td>
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<td>Annual</td>
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<td>Annual</td>
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<td>Commission, S.C.</td>
<td>III.1 Laws</td>
<td>Senate Oversight</td>
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### Similar Information Requested Chart

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<th>V.A.1 Mission Effectiveness</th>
<th>Accountability Report</th>
<th>Major Achievements, &amp; Internal and External Factors affecting the Agency's Performance &amp; Performance Measurement Template</th>
<th>Executive Budget Office</th>
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<td>Annual</td>
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<td>V.A.2 Mission Efficiency</td>
<td>Office of Senate Oversight</td>
<td>SC Senate</td>
<td>Annual</td>
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<tr>
<td>V.A.3 Quality</td>
<td>Accountability Report</td>
<td>Major Achievements &amp; Internal and External Factors affecting the Agency's Performance &amp; Performance Measurement Template</td>
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<td>Annual</td>
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<td>Human Affairs Commission, S.C.</td>
<td>V.A.3 Quality</td>
<td>Office of Senate Oversight</td>
<td>SC Senate</td>
<td>Annual</td>
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<tr>
<td>V.A.4 Workforce Engagement</td>
<td>Accountability Report</td>
<td>Major Achievements &amp; Internal and External Factors affecting the Agency's Performance and Performance Measurement Template</td>
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<td>Restructuring</td>
<td>SC Senate</td>
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<td>SC Senate</td>
</tr>
</tbody>
</table>
## Historical Perspective Chart

**INSTRUCTIONS:** Please provide information about any restructuring or major changes in the agency's purpose or mission during the last ten years. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

<table>
<thead>
<tr>
<th>Agency Submitting Report</th>
<th>Year</th>
<th>Description of Restructuring that Occurred</th>
<th>Description of Major Change in Agency's Purpose or Mission</th>
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<tbody>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>2010</td>
<td>Due to severe budget cuts, the agency downsized and reduced the number of employees by approximately 50%. The remaining employees went on a 90 day voluntary furlough. Consultative Services - Community Relations Department was eliminated.</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>2012-2013</td>
<td>New Agency Director instituted internal restructuring measures including combining 4 positions into one management position, eliminating an additional position, and reinstating the Consultative Services - Community Relations Department. Agency Director also initiated new hirings in all divisions as a result of the General Assembly providing funding.</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>2015</td>
<td>Due to the retirement of three senior management employees, Agency Director initiated another internal restructuring including upgrading Program Coordinator positions, combining two management positions and creating an Assistant Director position.</td>
<td>N/A</td>
</tr>
<tr>
<td>Agency Submitting Report</td>
<td>Date Agency created</td>
<td>Purpose</td>
<td>Mission</td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>---------------------</td>
<td>-------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Human Affairs Commission, S.C.      | 1972                | To prevent and eliminate discrimination in South Carolina               | The mission of the South Carolina Human Affairs Commission is to eliminate and prevent unlawful discrimination in: • Employment on the basis of race, color, national origin, religion, sex, age and disability; • Housing on the basis of race, color, national origin, religion, sex, familial status and disability; • Public accommodations on the basis of race, color, national origin and religion, thereby promoting harmony and the betterment of human affairs for all citizens. | The Vision of the South Carolina Human Affairs Commission is 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. | Purpose: S.C. Code Ann. § 1-13-10 and § 31-21-20  
INSTRUCTIONS: List the names of the other state agencies which have the biggest impact on the agency's mission success (list a minimum of three); partnership arrangements established and performance measures routinely reviewed with the other entity. The Major Program Areas Cross References Column should link the Partner Agency to the major program area, in the Major Program Areas Chart, on which it has the biggest impact. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable and a minimum of three.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>State Attorney General's Office</td>
<td>Regulations</td>
<td>Review of Laws and Regulations</td>
<td>Administration, Consultative Services, Compliance</td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>Budget and Control Board</td>
<td>Computer and telephone communication (DTO), State Human Resources, State Fleet Management, Procurement (MMO)</td>
<td>Administration</td>
<td></td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>Comptroller General's Office</td>
<td>Process Payment</td>
<td>Administration</td>
<td></td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>State Treasurer's Office</td>
<td>Process Contingent Check</td>
<td>Administration</td>
<td></td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>Bureau of Protective Services</td>
<td>Security</td>
<td>Administration, Consultative Services, Compliance</td>
<td></td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>General Services</td>
<td>Maintenance and Custodial</td>
<td>Administration, Consultative Services, Compliance</td>
<td></td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>85 State Agencies with Affirmative Action Plans</td>
<td>Monitor the hiring and promotion of employees</td>
<td>Annual review</td>
<td></td>
</tr>
</tbody>
</table>
**INSTRUCTIONS:** Provide information about the agency’s key deliverables (i.e., products or services); primary methods by which these are delivered; and, as applicable, actions that may reduce the general public and/or other agencies initial or repetitive need for the deliverable. List each deliverable on a separate line. If there are multiple ways in which the deliverable is provided, list the deliverable multiple times with each delivery method on a separate line. In the “Three Most Significant” column, indicate and rank the three most significant deliverables the agency brings to the people of South Carolina with #1 being the most significant. For the deliverables which are not one of three most significant, do not put anything in this column. The Major Program Areas Cross Referenced Column should links the deliverable to the major program area, in the Major Program Areas Chart, within which that product or service is provided. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

<table>
<thead>
<tr>
<th>Agency Submitting Report</th>
<th>Item #</th>
<th>Deliverable (i.e. product or service)</th>
<th>Three Most Significant (#1, #2, #3)</th>
<th>Primary Method of Delivery</th>
<th>What can be done to reduce the general public and/or other agencies initial need for this deliverable? (i.e. preventive measures before the citizen or agency needs to come to the agency)</th>
<th>What can be done to reduce the general public and/or other agencies need to return for this deliverable? (i.e. preventive measures to ensure they do not need to come back to the agency for this service or product after already receiving it again)</th>
<th>If deliverable is identified as one of the three most significant, what would allow the agency to focus on it more?</th>
<th>Major Program Areas Cross Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>1</td>
<td>Compliance- Equal Employment Opportunity Enforcement</td>
<td>Compliance</td>
<td>Enforce the law to prohibit employment discrimination by investigating employment complaints.</td>
<td>Properly investigate and/or resolve employment discrimination complaints.</td>
<td>Ensure adequate communication and proper services in a timely and efficient manner.</td>
<td>Employing enough staff to adequately carry out the delivery.</td>
<td>Compliance</td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>3</td>
<td>Consultative Services/Prevention- Technical Services</td>
<td>Consultative Services</td>
<td>Ensure adequate communication and proper services in a timely and efficient manner.</td>
<td>Conduct fair hiring and promotion practices.</td>
<td>Properly monitor every agency’s Affirmative Action Plan.</td>
<td>Employing enough staff to adequately carry out the delivery.</td>
<td>Consultative Services</td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>4</td>
<td>Legal and Mediation</td>
<td>Administration &amp; Compliance</td>
<td>Properly follow court, legal and Alternative Dispute Resolution proceedings.</td>
<td>Ensure adequate communication and proper services in a timely and efficient manner.</td>
<td>Instituting a law to mandate mediation for all state agencies and ensuring that there is proper staffing to adequately carry out the delivery.</td>
<td>Administration &amp; Compliance</td>
<td></td>
</tr>
</tbody>
</table>
### Key Customers Chart

INSTRUCTIONS: Provide information about the key customer segments identified by the agency and each segment's key requirements/expectations. A customer is defined as an actual or potential user of the agency's deliverables. Please be as specific as possible in describing the separate customer segments (i.e. do not simply put "public."). The Deliverables Cross References column should link customer groups to the deliverable listed in the Key Deliverables Chart, which they utilize. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

<table>
<thead>
<tr>
<th>Agency Submitting Report</th>
<th>Item #</th>
<th>Customer Segments</th>
<th>Requirements/Expectations</th>
<th>Deliverables Cross References</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>1</td>
<td>Complainant or Individual filing a complaint of discrimination</td>
<td>Timely and professional assistance of processing the charge of discrimination to a successful resolution.</td>
<td>1. Compliance-Equal Employment Opportunity Enforcement 2. Compliance-Fair Housing 3. Consultative Services/Prevention- Community Relations</td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>2</td>
<td>Respondent or business to which the complaint is filed against</td>
<td>Timely and professional assistance of processing the charge of discrimination to a successful resolution.</td>
<td>1. Compliance-Equal Employment Opportunity Enforcement 2. Compliance-Fair Housing 3. Consultative Services/Prevention- Community Relations</td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>3</td>
<td>Attorneys representing the Complainant or Respondent</td>
<td>Timely and professional assistance of processing the charge of discrimination to a successful resolution.</td>
<td>1. Compliance-Equal Employment Opportunity Enforcement 2. Compliance-Fair Housing 3. Consultative Services/Prevention- Community Relations</td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>4</td>
<td>Agencies, organizations and individuals receiving training services and or affirmative action program assistance</td>
<td>Providing knowledge and assistance which will enhance their capacity to carry out the responsibilities to contribute to the prevention and elimination of unlawful discrimination.</td>
<td>1. Compliance-Equal Employment Opportunity Enforcement 2. Compliance-Fair Housing 3. Consultative Services/Prevention- Community Relations</td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>5</td>
<td>Local Community Relations Councils which receive assistance in developing local issue resolution capabilities</td>
<td>Providing assistance to enable local communities to enhance their capacity to address local issues related to diversity thereby serving their citizens, promoting harmony and improving the quality of life in local communities.</td>
<td>1. Consultative Services/Prevention- Community Relations</td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>7</td>
<td>US Housing and Urban Development (HUD)</td>
<td>Processing complaints where contractual obligations and responsibilities are successfully fulfilled.</td>
<td>1. Compliance- Fair Housing</td>
</tr>
</tbody>
</table>
### Key Stakeholder Chart

**INSTRUCTIONS:** Provide information about the agency’s key stakeholder groups and their key requirements and expectations. A stakeholder is defined as a person, group or organization that has interest or concern in an agency. Stakeholders can affect or be affected by the agency’s actions, objectives and policies. Please be as specific as possible in describing the separate stakeholder groups (i.e., please do not simply put “the public.”) The Deliverables Cross References column should link stakeholder groups to the deliverable, listed in the Key Deliverables Chart, for which they group has the most interest or concern. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

<table>
<thead>
<tr>
<th>Agency Submitting Report</th>
<th>Item #</th>
<th>Stakeholder Group</th>
<th>Requirements/Expectations</th>
<th>Deliverables Cross References</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>7</td>
<td>US Department of Housing and Urban Development (HUD)</td>
<td>Enforce the laws in an impartial and timely manner, and to help prevent discrimination through promoting harmony among a diverse group of people.</td>
<td>1. Compliance-Fair Housing</td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>8</td>
<td>Community Relations Councils-Local Government- Counties/Municipalities</td>
<td>To help prevent discrimination through promoting harmony among a diverse group of people.</td>
<td>1. Consultative Services/Prevention-Community Relations</td>
</tr>
<tr>
<td>Agency Submitting Report</td>
<td>Type of Body (i.e. Board, Commission, etc.)</td>
<td># of Times per Year Body Meets</td>
<td>Total # of Individuals on the Body</td>
<td>Are Individuals Elected or Appointed?</td>
</tr>
<tr>
<td>--------------------------</td>
<td>-------------------------------------------</td>
<td>---------------------------------</td>
<td>-----------------------------------</td>
<td>--------------------------------------</td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>Board of Commissioners</td>
<td>4</td>
<td>9</td>
<td>Appointed</td>
</tr>
<tr>
<td>Agency Submitting Report</td>
<td>Name of Individual on Body</td>
<td>Contact Information</td>
<td>Profession</td>
<td>Date First Started Serving on the Body</td>
</tr>
<tr>
<td>--------------------------</td>
<td>----------------------------</td>
<td>---------------------</td>
<td>------------</td>
<td>----------------------------------------</td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>John Oakland, Chair</td>
<td>136 Winged Elm Circle Aiken, SC 29803 803-648-8659 <a href="mailto:oakland@bellsouth.net">oakland@bellsouth.net</a></td>
<td>Consultant/Retired</td>
<td>Jun-03</td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>Joe Fragale</td>
<td>2 Crowell Court Bluffton, SC 29909 843-705-2777 <a href="mailto:joeKayfrag@hotmail.com">joeKayfrag@hotmail.com</a></td>
<td>Retired</td>
<td>May-05</td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>Cheryl Ludlam</td>
<td>134 Hidden Fawn Circle Goose Creek, SC 29445 843-225-2990 <a href="mailto:cherylludlam@gmail.com">cherylludlam@gmail.com</a></td>
<td>Realtor</td>
<td>Jun-05</td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>Susan Bowers, Vice Chair</td>
<td>500 Tram Road Columbia, SC 29210 803-798-4154 <a href="mailto:sbowers500@gmail.com">sbowers500@gmail.com</a></td>
<td>Retired</td>
<td>Mar-00</td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>Ashley Case</td>
<td>1192 Garrett-Patton Rd. Fountain Inn, SC 29644 864-313-0907 <a href="mailto:acase@greenvillecounty.org">acase@greenvillecounty.org</a></td>
<td>Attorney</td>
<td>Jun-12</td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>Willie Thompson</td>
<td>219 Grimes Drive Simpsonville, SC 29681 864-346-8170 <a href="mailto:wthompson@gmail.com">wthompson@gmail.com</a></td>
<td>Pastor</td>
<td>Apr-04</td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>Harold Jean Brown</td>
<td>P.O. Box 2376 Georgetown, SC 29442 843-340-8863 <a href="mailto:Jean2B@aol.com">Jean2B@aol.com</a></td>
<td>Retired</td>
<td>Jun-12</td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>Raymond Buxton, II</td>
<td>1026 Sumter Street Suite 101 Columbia, SC 29201</td>
<td>Agency Head</td>
<td>7/17/2012</td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>Dan Koon</td>
<td>1026 Sumter Street Suite 101 Columbia, SC 29201</td>
<td>Deputy Commissioner/Program Manager II</td>
<td>8/17/1989</td>
</tr>
<tr>
<td>Agency Name</td>
<td>Agency Code</td>
<td>Agency Section</td>
<td>Overseeing Body - Individual Members Chart</td>
<td></td>
</tr>
<tr>
<td>-------------</td>
<td>-------------</td>
<td>----------------</td>
<td>--------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>Joshua Barr</td>
<td>1026 Sumter Street Suite 101 Columbia, SC 29201</td>
<td>Director, Fair Housing / Attorney 10/17/2013 Still Employed 1 1/2 No SCHAC - Fair Housing Division / Attorney</td>
<td></td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>Lori Dean</td>
<td>1026 Sumter Street Suite 101 Columbia, SC 29201</td>
<td>Administrative Manager 1/17/2013 Still Employed 2 No SCHAC - Administration</td>
<td></td>
</tr>
</tbody>
</table>
**INSTRUCTIONS:** Provide information about the agency's Major Program Areas as those are defined in the Appropriations Act. When completing columns II - K, the agency can copy and paste the information the agency submitted in the Program Template of the FY 2013-14 Accountability Report, just make sure of the following:

a) List only the programs that comprise at least 80% of the total budget and include the % of total budget. The remainder of the programs should be "listed ONLY" in the box labeled "Remainder of Programs", with those program expenditures detailed in the box labeled "Remainder of Expenditures." If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11.

b) The "Associated Objective(s)" column in the Program Template of the FY 2-13-14 Accountability report has been changed to "Key Performance Measures Cross References." The Key Performance Measures Cross References column should link major programs to charts/graphs in the Key Performance Measurement Processes Section (ex. Chart 5.2-1 or Graph 5.2-2). If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11; and

c) An additional column, titled "Legal Standards Cross References," has been added at the end. This column should list major programs to the statutes, regulations and provisos they satisfy which are listed in the Laws Section of this report, which they satisfy. Included below is an example, with a partial list of past Major Program Areas from the Department of Transportation. The example does not include information in the columns under expenditures, key performance measures cross reference, legal standards cross references or remainder of expenditures, however the agency must complete these columns when submitting this chart in final form. 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.

Note: Key Performance Measures Cross References Column links major programs to the charts/graphs in the Key Performance Measurement Processes Section of the Restructuring Report. Legal Standards Cross References Column links major programs to the statutes, regulations and provisos they satisfy which are listed in the Laws Section of the Restructuring Report.

| Agency Submitting Report | Program/Title               | Purpose                                                                 | Purpose | General | Other | Federal | TOTAL | % | General | Other | Federal | TOTAL | % | General | Other | Federal | TOTAL | % | General | Other | Federal | TOTAL | % | General | Other | Federal | TOTAL | % | General | Other | Federal | TOTAL |
|--------------------------|-----------------------------|-------------------------------------------------------------------------|---------|---------|-------|---------|-------|---|---------|-------|---------|-------|---|---------|-------|---------|-------|---|---------|-------|---------|-------|---|---------|-------|---------|-------|---|---------|-------|---------|-------|---|
| Human Affairs Commission, S.C. | Administration             | To provide administration direction, control and support for the agency | $434,984.21 | $4,805.00 | $439,789.21 | $633,434.00 | 23.7% | 1% | $633,434.00 | 100% |
| Human Affairs Commission, S.C. | Consultative Services       | To provide technical services, training, equal opportunity and community relations consulting services | $122,827.86 | | $122,827.86 | $309,297.00 | 6.6% | 100% |
| Human Affairs Commission, S.C. | Compliance Programs         | To enforce state laws prohibiting employment, housing and public accommodation discrimination | $361,852.39 | $384,965.34 | $222,412.07 | $969,249.80 | 38% | 40% | $969,249.80 | 52.2% | $410,467.00 | $383,761.00 | 42.9% | $162,924.00 | 41.9% | $957,147.00 | 41.9% |
| Human Affairs Commission, S.C. | Totals                      |                                                                          | $919,664.46 | $229,780.34 | $222,412.07 | $1,899,878.00 | 68.00% | 23% | $1,899,878.00 | 17.60% | $73.00% | 19% | 8% | $1,899,878.00 | 17.00% |

**Remainder of Programs:** List any programs not included above and show the remainder of expenditures by source of funds.

**Employer Contributions**

<table>
<thead>
<tr>
<th>Employer Contributions</th>
<th>Total Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>221,385.45</td>
<td>1,858,834.53</td>
</tr>
<tr>
<td>76,231.30</td>
<td>286,486.00</td>
</tr>
<tr>
<td>29,350.91</td>
<td>326,962.66</td>
</tr>
<tr>
<td>33,082.00</td>
<td>72,785.00</td>
</tr>
<tr>
<td>389,353.00</td>
<td>302,791.00</td>
</tr>
<tr>
<td>229,231.00</td>
<td>1,826,854.00</td>
</tr>
</tbody>
</table>

**Remainder of Expenditures:**

<table>
<thead>
<tr>
<th>Remainder of Expenditures</th>
<th>68.00%</th>
<th>23%</th>
<th>9%</th>
<th>17.60%</th>
<th>73.00%</th>
<th>19%</th>
<th>8%</th>
<th>17.00%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employer Contributions</td>
<td>$221,385.45</td>
<td>$76,231.30</td>
<td>$29,350.91</td>
<td>$326,962.66</td>
<td>$286,486.00</td>
<td>$72,785.00</td>
<td>$33,082.00</td>
<td>$389,353.00</td>
</tr>
<tr>
<td>Total Budget</td>
<td>$1,858,834.53</td>
<td>$286,486.00</td>
<td>$326,962.66</td>
<td>$72,785.00</td>
<td>$33,082.00</td>
<td>$389,353.00</td>
<td>$2,289,231.00</td>
<td></td>
</tr>
<tr>
<td>Agency Submitting Report</td>
<td>Item #</td>
<td>Statute/Regulation/Provisos</td>
<td>State or Federal</td>
<td>Summary of Statutory Requirement and/or Authority Granted</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------------</td>
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<td>----------------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>1</td>
<td>Section 1-13-10</td>
<td>State</td>
<td>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.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>2</td>
<td>Section 1-13-40</td>
<td>State</td>
<td>Establishes the Commission (Board), and provides guidance on members who may be selected for the Board, and the appropriate methods of voting.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>3</td>
<td>Section 1-13-70</td>
<td>State</td>
<td>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.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>4</td>
<td>Section 1-13-80</td>
<td>State</td>
<td>Establishes the unlawful employment practices that the Commission has the power to investigate and pursue an action against.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>5</td>
<td>Section 1-13-90</td>
<td>State</td>
<td>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.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>6</td>
<td>Section 1-13-110 and Proviso 117.14</td>
<td>State</td>
<td>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 or each year. The Commission reports to the Budget and Control Board if a state agency has not satisfactorily complied with meeting its Affirmative Action goals.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>7</td>
<td>Regulation 65-3</td>
<td>State</td>
<td>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.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>8</td>
<td>Regulation 65-5</td>
<td>State</td>
<td>Explains the processes related to Conciliation and settlement during the investigation, or after.</td>
<td></td>
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</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>9</td>
<td>Regulation 65-7</td>
<td>State</td>
<td>Establishes the Commission's duty to provide an opportunity of reconsideration of a matter where applicable.</td>
<td></td>
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</tr>
<tr>
<td>#</td>
<td>Regulation/Section</td>
<td>Jurisdiction</td>
<td>Description</td>
<td></td>
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<tr>
<td>10</td>
<td>Regulation 65-8</td>
<td>State</td>
<td>Establishes the procedures for holding an Administrative Hearing in cause cases.</td>
<td></td>
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<tr>
<td>11</td>
<td>Regulation 65-9</td>
<td>State</td>
<td>Establishes the procedures for instituting a civil action in lieu of holding an Administrative Hearing in cause cases.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>12</td>
<td>Regulation 65-11</td>
<td>State</td>
<td>Establishes that the Agency should have the rules and regulations available to the public at its office.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>13</td>
<td>Regulation 65-13</td>
<td>State</td>
<td>Establishes that the Agency may, in its discretion, conduct general investigations of discrimination.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>14</td>
<td>65-210 through 65-219</td>
<td>State</td>
<td>Further defines discriminatory fair housing conduct under the South Carolina Fair Housing Law.</td>
<td></td>
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</tr>
<tr>
<td>15</td>
<td>65-220 through 65-229</td>
<td>State</td>
<td>Sets forth the Fair Housing Division complaint process for alleged violations of the South Carolina Fair Housing Law.</td>
<td></td>
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<tr>
<td>16</td>
<td>65-230 through 65-237</td>
<td>State</td>
<td>Sets forth the administrative hearing review process for a Fair Housing Law violation.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>17</td>
<td>Section 45 - 9 - 60</td>
<td>State</td>
<td>Provides that the Agency may establish rules of procedure for hearings related to allegations of discrimination in a place of public accommodation.</td>
<td></td>
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</tr>
<tr>
<td>18</td>
<td>Section 45 - 9 - 110</td>
<td>State</td>
<td>Establishes the process by which a charge of unlawful discrimination or segregation may be conciliated by the Agency.</td>
<td></td>
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<tr>
<td>19</td>
<td>Section 31-21-20</td>
<td>State</td>
<td>Establishes the state policy to provide fair housing throughout the state.</td>
<td></td>
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<tr>
<td>20</td>
<td>Sections 31-21-40, 31-21-50, &amp; 31-21-60</td>
<td>State</td>
<td>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.</td>
<td></td>
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</tr>
<tr>
<td>21</td>
<td>Section 31-21-100</td>
<td>State</td>
<td>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 organizations and accept reimbursement from it.</td>
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<tr>
<td>22</td>
<td>Section 31-21-110</td>
<td>State</td>
<td>Establishes the Commission's investigatory power and the power to issue subpoenas.</td>
<td></td>
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</tr>
<tr>
<td>23</td>
<td>Section 31-21-120</td>
<td>State</td>
<td>Establishes the Commission's ability to conciliate agreements and the 100 day investigation requirement.</td>
<td></td>
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</tr>
<tr>
<td>24</td>
<td>Section 31-21-130</td>
<td>State</td>
<td>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.</td>
<td></td>
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</tr>
<tr>
<td>25</td>
<td>Provisos 70.1-70.3</td>
<td>State</td>
<td>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.</td>
<td></td>
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<tr>
<td>26</td>
<td>42 U.S.C. §§ 3601 - 3619</td>
<td>Federal</td>
<td>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.</td>
<td></td>
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</tr>
<tr>
<td>27</td>
<td>42 U.S.C. 2000e et seq.</td>
<td>Federal</td>
<td>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.</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
**Agency Reporting Requirements Chart**

<table>
<thead>
<tr>
<th>Report Name</th>
<th>Legislative Entity Requesting Report</th>
<th>Law Requiring Report</th>
<th>Stated Intent of Report</th>
<th>Year First Required to Complete Report</th>
<th>Reporting Freq.</th>
<th># of Days in which to Complete Report</th>
<th>Month Report Template is Received by Agency</th>
<th>Month Agency is Required to Submit the Report</th>
<th># of Staff Members Needed to Complete Report</th>
<th>Approx. Total Amount of Time to Complete Report</th>
<th>Approx. Total Cost to Agency to Complete Reporting (including staff time, etc.)</th>
<th>Positive Results of Reporting</th>
<th>Method in which Report Template is Sent to Agency (i.e. email, mail, click submit on web-based form)</th>
<th>Method in which Agency Submits Completed Report (i.e. email, mail, click submit on web-based form)</th>
<th>Format in which Agency Submits Completed Report (word, excel, etc.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restructuring Report</td>
<td>House Legislative Oversight Committee</td>
<td>Increased Efficiency</td>
<td>2015</td>
<td>Annually</td>
<td>28</td>
<td>March</td>
<td>March</td>
<td>March</td>
<td>14 full days</td>
<td>TBD</td>
<td>Email and Hardcopy</td>
<td>Word and Excel</td>
<td>Email and Hardcopy</td>
<td>Word and Excel</td>
<td>Word and Excel</td>
</tr>
<tr>
<td>Accountability Report</td>
<td>Executive Budget Office</td>
<td>Increased Efficiency</td>
<td>1999</td>
<td>Annually</td>
<td>60</td>
<td>July</td>
<td>September</td>
<td>September</td>
<td>7 full days</td>
<td>TBD</td>
<td>Email and Hardcopy</td>
<td>Word and Adobe</td>
<td>Email and Hardcopy</td>
<td>Word and Excel</td>
<td>Word and Excel</td>
</tr>
<tr>
<td>Restructuring Report</td>
<td>Office of Senate Oversight Committee</td>
<td>Increased Efficiency</td>
<td>2015</td>
<td>Annually</td>
<td>60</td>
<td>November</td>
<td>January</td>
<td>January</td>
<td>2 full days</td>
<td>TBD</td>
<td>Email and Hardcopy</td>
<td>Word and Excel</td>
<td>Email and Hardcopy</td>
<td>Word and Excel</td>
<td>Word and Excel</td>
</tr>
</tbody>
</table>

**INSTRUCTIONS:** List all reports, if any, the agency is required to submit to a legislative entity. Beside each include the following under the appropriate column: a) Name of the report; b) Legislative entity that requires the report; c) Law(s) that require the agency to provide the report; d) Stated legislative intent (from legislative entity, statute, regulation or other sources) in providing the report; e) Frequency with which the report is required (i.e. annually, monthly, etc.); f) Approximate year the agency started providing the report; g) Approximate cost to complete the report and any positive results from completing and submitting the report; and h) Method by which the agency receives, completes and submits the report (i.e. receive via emailed word document; log into or open program, enter data and click submit; etc.). Included below are examples of reports the agency may have to submit. The example does not include information in the columns under # of staff needed to complete the report; approx. total amount of time to complete the report and agency. total cost to complete the report; however, the agency must complete these columns when submitting the chart in final form. Please delete the example figures before submitting this chart in final form, unless it applies to the agency, in which case ensure the information about those reports is complete. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.
<table>
<thead>
<tr>
<th>Agency Submitting Report</th>
<th>Does agency have internal auditors?</th>
<th>Y/N</th>
<th>Date Internal Audits Began</th>
<th>Individuals responsible for hiring internal auditors</th>
<th>Individuals to whom internal auditors report</th>
<th>Name and contact information for head Internal Auditor</th>
<th>Who makes decision of when an internal audit is conducted</th>
<th>Information considered when determining whether to conduct an internal audit</th>
<th>No Internal Auditors conduct an agency-wide risk assessment routinely?</th>
<th>Y/N</th>
<th>Total Number of Audits performed in last five fiscal years</th>
<th>No of months for shortest audit</th>
<th>No of months for longest audit</th>
<th>Avg. # of months needed to conduct audit</th>
<th>Date of most recent Peer Review of Self-Assessment by SC State Internal Auditors Association or other entity (if other entity, name of that entity)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>No</td>
<td>NA</td>
<td>N/A</td>
<td>NA</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>Y/N</td>
<td>Y/N</td>
<td>4 Audits have been conducted in the last 5 years by the Office of the State Auditor</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>January 28, 2015, the Office of the State Auditor completed an audit of the Human Affairs Commission, S.C.</td>
<td>The Human Affairs Commission, S.C. also completed a Legislative Audit in December 2014</td>
</tr>
</tbody>
</table>
### Personnel Involved Chart

**INSTRUCTIONS:** List the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in these reports, their title and their specific role in answering the question (i.e. searched the agency documents, asked for information because they are in charge of the department, etc.) Please delete the example information and instructions row 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.

<table>
<thead>
<tr>
<th>Agency Submitting Report</th>
<th>Name</th>
<th>Phone</th>
<th>Email</th>
<th>Department/Division</th>
<th>Title</th>
<th>Question</th>
<th>Role in Answering Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>Raymond Buxton, II</td>
<td>803-737-7826</td>
<td><a href="mailto:rbuxton@schac.sc.gov">rbuxton@schac.sc.gov</a></td>
<td>Administration</td>
<td>Agency Head</td>
<td>Advisor for the Restructuring &amp; seven-Year Plan Report Guidelines</td>
<td>Assembled and Reviewed report</td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>Dan Koon</td>
<td>803-737-7832</td>
<td><a href="mailto:danny@schac.sc.gov">danny@schac.sc.gov</a></td>
<td>Administration</td>
<td>Deputy Commissioner / Program Manager II</td>
<td>Worksheets with the exception of the sheets noted below. Typed and compiled data for Overview Section</td>
<td>Asked for information because he/she is in charge of the department</td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>Lori Dean</td>
<td>803-737-7804</td>
<td><a href="mailto:lgdean@schac.sc.gov">lgdean@schac.sc.gov</a></td>
<td>Administration</td>
<td>Administrative Manager I</td>
<td>Agency Reporting Requirements</td>
<td>Asked for information because he/she is in charge of the department</td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>Joshua Barr</td>
<td>803-737-1155</td>
<td><a href="mailto:jbarr@schac.sc.gov">jbarr@schac.sc.gov</a></td>
<td>Legal</td>
<td>Attorney II</td>
<td>Legal Standards Chart; compiled data for the Overview Section related to Fair Housing</td>
<td>Asked for information because he/she is in charge of the department; searched the agency documents to gather the information</td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>Lee Ann Rice</td>
<td>803-737-1131</td>
<td><a href="mailto:larice@schac.sc.gov">larice@schac.sc.gov</a></td>
<td>Legal</td>
<td>Attorney II</td>
<td>Legal Standards Chart</td>
<td>Asked for information because he/she is in charge of the department; searched the agency documents to gather the information</td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>Betty Dennis</td>
<td>803-737-7825</td>
<td><a href="mailto:bedennis@schac.sc.gov">bedennis@schac.sc.gov</a></td>
<td>Administration</td>
<td>Administrative Coordinator II</td>
<td>Typing/proofreading entire Overview Section</td>
<td>Gathered documentation to assemble report</td>
</tr>
<tr>
<td>Human Affairs Commission, S.C.</td>
<td>Erin Wilson</td>
<td>803-737-7805</td>
<td><a href="mailto:ewilson@schac.sc.gov">ewilson@schac.sc.gov</a></td>
<td>Consultative Services</td>
<td>Program Coordinator I</td>
<td>Assistance with Charts on Report</td>
<td>Gathered documentation to assemble report</td>
</tr>
</tbody>
</table>