

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



# 2016 Annual Restructuring Report Guidelines

## PLEASE NOTE:

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

|                        |  |
|------------------------|--|
| Agency Name:           | <b>Housing Finance and Development Authority</b>                                   |
| Date Report Submitted: | <b>January 12, 2016</b>  |
| <u>Agency Head</u>     |  |
| First Name             | Valarie  |
| Last Name:             | Williams   |
| Email Address:         | <a href="mailto:Valarie.Williams@schousing.com">Valarie.Williams@schousing.com</a> |
| Phone Number:          | 803-896-9005   |

# General Instructions

| SUBMISSIONS      |   |
|------------------|---|
| What to submit?  | Please submit this document in electronically only in both the original format (Excel) as well as in a PDF document. Save the document as "2016 - Agency ARR ( <i>insert date agency submits report</i> )." |
| When to submit?  | The deadline for submission is by the first day of session, January 12, 2016.   |
| Where to submit? | Email all electronic copies to <a href="mailto:HCommLegOv@schouse.gov">HCommLegOv@schouse.gov</a> .   |

**NOTE:** If the agency enters its Name and the Date of Submission in the "Cover Page" tab, it should automatically populate at the top of each tab in this report.

| WHERE INFORMATION WILL APPEAR  |  |
|--------------------------------|--|
| Where will submissions appear? | The information included in the agency's report will appear online for all legislators and the public to view. On the South Carolina Statehouse Website it will appear on the Publications page as well as on the individual agency page, which can be accessed from the House Legislative Oversight Page. |

| QUESTIONS       |  |
|-----------------|--|
| Who to contact? | House Legislative Oversight at 803-212-6810. |

| OTHER INFORMATION                  |  |
|------------------------------------|--|
| <i>House Legislative Oversight</i> |  |
| Mailing                            | Post Office Box 11867  |
| Phone                              | 803-212-6810   |
| Fax                                | 803-212-6811   |
| Email                              | <a href="mailto:HCommLegOv@schouse.gov">HCommLegOv@schouse.gov</a>   |
| Web                                | The agency may visit the South Carolina General Assembly Home Page ( <a href="http://www.scstatehouse.gov">http://www.scstatehouse.gov</a> ) and click on "Citizens' Interest" then click on "House Legislative Oversight Committee Postings and Reports." |

# Legal Standards

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

|                    |   |
|--------------------|---|
| Agency Responding  | Housing Finance and Development Authority |
| Date of Submission | January 12, 2016                          |

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

| Item # | Statute, Regulation, or Proviso Number | State or Federal | Summary of Statutory Requirement and/or Authority Granted   | Is the law a Statute, Proviso or Regulation? |
|--------|--|------------------|---|--|
| 1      | 31-13-20                               | State            | Creation of the Authority.  | Statute                                      |
| 2      | 31-13-30                               | State            | Authorizes the Governor to appoint commissioners to the Authority's Board and select the chairman; designates terms of commissioners; and designates Governor and State Commissioner of DHEC or their designees as ex official members. | Statute                                      |
| 3      | 31-13-40                               | State            | Executive Director is appointed by the commissioners of the Board.  | Statute                                      |
| 4      | 31-13-50                               | State            | Gives the Authority and Commissioners the same powers, immunities, etc as those given to city, county, or regional housing authorities and permits Authority to make home equity conversion mortgages to specified persons.             | Statute                                      |
| 5      | 31-13-60                               | State            | Grants the Authority the power to conduct operations statewide with specified limitations.  | Statute                                      |
| 6      | 31-13-70                               | State            | Allocates all of the State's ceiling pursuant to 26 U.S.C. Section 103A(g)(6)(A) to issue qualified mortgage bonds. (Federal citation no longer accurate.)  | Statute                                      |
| 7      | 31-13-80                               | State            | Permits Authority to provide advice or technical assistance related to stimulating the housing industry and to relieve unemployment.  | Statute                                      |

# Legal Standards

|    |           |       |  |         |
|----|-----------|-------|--|---------|
| 8  | 31-13-90  | State | Permits Authority to issue bonds for multi-family housing upon certain determinations by the Budget and Control Board.   | Statute |
| 9  | 31-13-180 | State | Authorizes the Authority to: provide construction and mortgage loans; purchase mortgage loans; provide for predevelopment costs, temporary financing and land development expenses; provide residential housing construction and rehabilitation by private enterprise and housing sponsors for sale or rental to persons and families of moderate to low income; provide mortgage financing; make loans to mortgage lenders under terms and conditions requiring that the proceeds thereof be used by the mortgage lenders for new residential mortgage loans; provide technical, consultative and project assistance services to housing sponsors; assist in coordinating federal, state, regional and local public and private efforts and resources; promote wise usage of land and other resources; make direct loans to qualified individuals through mortgage lenders; acquire title to real property and cause to be constructed thereon; sell and dispose of real property and residential housing; and acquire title to and sell real property where necessary. The Authority may also borrow, expend, advance, loan or grant monies for such activities. | Statute |
| 10 | 31-13-190 | State | Empowers the Authority to: make and execute instruments or agreements necessary or desirable to perform its functions; borrow money through the issuance of notes and bonds; make mortgage loans to beneficiary households; invest in, purchase or commit to purchase mortgages; make loans to or purchase securities from mortgage lenders; require loans be secured by collateral security; make and execute contracts for the servicing of mortgage loans; make loans to housing sponsors and members of the beneficiary class; sell mortgages; procure insurance against loss of property owned or financed by Authority; require fees for its services; institute actions to require performance of agreements; acquire, sell or dispose of real property; avail itself of all legal and equitable remedies to protect its interest; administer, coordinate, establish priorities and make commitments for programs under its jurisdiction; utilize earned income; create and establish funds; initial counseling and management programs; provide advice, technical assistance and other services; acquire, own and operate rental projects.                 | Statute |
| 11 | 31-13-200 | State | Establishes the terms under which the Authority may issue notes and bonds.   | Statute |
| 12 | 31-13-210 | State | Prohibits interest rates higher than 1% less than the state usury laws unless permitted by the Budget and Control Board.   | Statute |
| 13 | 31-13-220 | State | Establishes the information required by State Budget and Control Board for the issuance of notes and bonds.  | Statute |
| 14 | 31-13-230 | State | Established a maximum amount of bonds for the first twelve months following May 10, 1977.  | Statute |
| 15 | 31-13-240 | State | Requires the information provided under 31-13-200 also be provided to the Bond Committee created by Chapter 47 of Title 2.   | Statute |
| 16 | 31-13-250 | State | Permits the Authority to acquire, construct or operate a rental project where there is no capable housing sponsor.   | Statute |

# Legal Standards

|    |              |       |  |            |
|----|--------------|-------|--|------------|
| 17 | 31-13-260    | State | Permits the Authority to issue refunding notes and bonds.  | Statute    |
| 18 | 31-13-270    | State | Permits the Authority to sell or exchange refunding notes and bonds.   | Statute    |
| 19 | 31-13-280    | State | Provides that the notes, bonds or obligations of the Authority are not a debt or grant or loan of credit of the State.   | Statute    |
| 20 | 31-13-290    | State | Requires compliance with the provisions of Section 31-3-1630 with respect to the issuance of notes, bonds or other obligations.  | Statute    |
| 21 | 31-13-300    | State | Authorizes the Authority to include the State's pledge not to limit or alter rights vested in the Authority to fulfill the terms of agreements made with note or bond holders. | Statute    |
| 22 | 31-13-310    | State | Exempts the Authority from compliance with any other state requirements applicable to the issuance of bonds, notes and other obligations to include refunding notes and bonds. | Statute    |
| 23 | 31-13-340    | State | Establishes the State Housing, Finance, and Development Authority Program Fund and requires signature of the chairman or designee and the Executive Director.                  | Statute    |
| 24 | 31-13-420    | State | Establishes the South Carolina Housing Trust Fund; designates procedures for monies to be paid out; requires a separate annual report.   | Statute    |
| 25 | 31-13-430    | State | Establishes the membership and requirements of the Housing Trust Fund Advisory Committee.  | Statute    |
| 26 | 31-13-440    | State | Establishes duties of Executive Director for day-to-day operations of the Housing Trust Fund.  | Statute    |
| 27 | 31-13-445    | State | Prohibits expending more than 20% of the HTF in a fiscal year in any one county.   | Statute    |
| 28 | 31-13-450    | State | Establishes the minimum guidelines for HTF awards.   | Statute    |
| 29 | 31-13-460    | State | Permits units of state, regional and local governments to receive HTF funds.   | Statute    |
| 30 | 31-13-470    | State | Permits Board to establish HTF funding cycles; establishes priority for applications.  | Statute    |
| 31 | Reg 64-1     | State | Defines "Moderate-to-Low Income".  | Regulation |
| 32 | Reg 64-2     | State | Establishes use of monies in the Program Fund for downpayment assistance.  | Regulation |
| 33 | Reg 64-2.1   | State | Establishes fiscal HTF expenditures.   | Regulation |
| 34 | Reg 64-3     | State | Permits the Authority to use Program Fund for special needs financing.   | Regulation |
| 35 | Proviso 42.1 | State | Permits the Authority to carry forward federal rental assistance administrative fees.  | Proviso    |
| 36 | Proviso 42.2 | State | Permits the Authority to carry forward prior fiscal year monies withdrawn from certain bond indentures.  | Proviso    |
| 37 | Proviso 42.3 | State | Permits mileage reimbursement for the HTF Advisory Committee.  | Proviso    |
| 38 | Proviso 42.4 | State | Permits the Authority to retain recoveries in excess of SWCAP.   | Proviso    |
| 39 | 29-4-60      | State | Requires the Authority to create a statement for reverse mortgages and refer customers to counseling services for reverse mortgages.   | Statute    |
| 40 | 37-23-40     | State | Requires the Authority to approve high-cost home loan counselors.  | Statute    |
| 41 | 12-24-90     | State | Establishes the fee calculation that goes into the Housing Trust Fund.   | Statute    |

# Legal Standards

|    |                          |         |  |            |
|----|--------------------------|---------|--|------------|
| 42 | 31-3-10, et seq.         | State   | Establishes the manner in which local, city, county and regional housing authorities operate. Per 31-13-15, the Authority receives all powers, immunities, rights, limitations, etc. conveyed hereunder and not in conflict with Chapter 13 of Title 31.   | Statute    |
| 43 | 31-21-10, et seq.        | State   | Creates the State's Fair Housing Law which the Authority is required to comply with or monitor its projects for compliance.  | Statute    |
| 44 | 27-40-10, et seq.        | State   | Creates the State's Residential Landlord and Tenant Act. The Authority does not regularly operate rental properties but must comply if operating rental properties.  | Statute    |
| 45 | 37-23-10, et seq.        | State   | Creates the South Carolina High-cost and Consumer Home Loans Act. While the Authority does not currently originate consumer mortgages directly, it purchases such loans which must be in compliance.   | Statute    |
| 46 | 29-4-10, et seq.         | State   | Creates the South Carolina Reverse Mortgage Act. While the Authority does not originate reverse mortgage, it has the authority to do so and such originations must comply with this section.   | Statute    |
| 47 | 29-3-10, et seq.         | State   | Establishes requirements related to mortgages in South Carolina. The Authority regularly requires mortgages to secure funds it expends and must comply with this section.  | Statute    |
| 48 | 42 U.S.C. 12701, et seq. | Federal | Creates the HOME Investment Partnerships Program which the Authority administers.  | Statute    |
| 49 | 24 CFR Part 92           | Federal | Establishes the rules with the HOME Investment Partnerships Program which the Authority administers.   | Regulation |
| 50 | 110 P.L. 289             | Federal | Establishes the Housing and Economic Recovery Act of 2008. HERA includes housing finance reform, the S.A.F.E Mortgage Licensing Act, mortgage foreclosure protections for servicemembers, the Neighborhood Stabilization Program (which the Authority administers), modifications to the Low Income Housing Tax Credit (which the Authority administers), and modifications to tax-exempt housing bond rules (which the Authority issues). | Statute    |
| 51 | 24 CFR Part 570          | Federal | Establishes rules with the Neighborhood Stabilization Program which the Authority administers.   | Regulation |
| 52 | 111 P.L. 5               | Federal | Establishes the American Recovery and Reinvestment Act of 2009. ARRA modified the Neighborhood Stabilization Program and the Low Income Housing Tax Credit (both of which the Authority administers),  | Statute    |
| 53 | 111 P.L. 203             | Federal | Establishes the Dodd-Frank Wall Street Reform and Consumer Protection Act. Dodd-Frank modified the Neighborhood Stabilization Program (which the Authority administers) and provided certain consumer protections in the mortgage industry (which the Authority participates in) including creation of the Consumer Financial Protection Bureau which regulates the lending industry.  | Statute    |
| 54 | 110 P.L. 343             | Federal | Establishes the Emergency Economic Stabilization Act of 2008. EESA includes Trouble Assets Relief Program (TARP) which provides funding for the Neighborhood Initiative Program and the SC HELP programs.  | Statute    |
| 55 | 26 USCS §42              | Federal | Establishes the federal low-income housing tax credit which the Authority administers.   | Statute    |

# Legal Standards

|    |  |         |   |            |
|----|--|---------|---|------------|
| 56 | 42 U.S.C. §§ 3601, et seq.               | Federal | Establishes the Fair Housing Act.   | Statute    |
| 57 | 12 CFR Part 338                          | Federal | Regulations regarding the Fair Housing Act.   | Regulation |
| 58 | 26 CFR 1.42-1, et seq.                   | Federal | Regulations concerning the federal low-income housing tax credit program.   | Regulation |
| 59 | 26 USCS §142                             | Federal | Permits the use of tax-exempt bonds for qualified residential rental projects.  | Statute    |
| 60 | 26 CFR 1-1.03-8                          | Federal | Regulations related to qualified residential rental projects.   | Regulation |
| 61 | 26 CFR 1.103A-2                          | Federal | Regulation requiring annual report on qualified mortgage bonds.   | Regulation |
| 62 | 108 P.L. 159                             | Federal | Established the Fair and Accurate Credit Transactions Act of 2003 (FACTA). FACTA requires the Authority's Red Flag Policy.                            | Statute    |
| 63 | 75 P.L. 412                              | Federal | Established the Housing Act of 1937 which provides for subsidies to be paid by the US government to local public housing agencies for public housing. | Statute    |
| 64 | 12 U.S.C. 1706                           | Federal | Creates Section 8 housing which the Authority administers in its Housing Choice Voucher Program and Contract Administration area.                     | Statute    |
| 65 | 26 USCS §143                             | Federal | Permits the use of tax-exempt bonds for qualified mortgage bonds.   | Statute    |
| 66 | 26 USCS §26                              | Federal | Permits the issuance of mortgage credit certificates.   | Statute    |
| 67 | 26 CFR 1.25-1T - 1.25-8T                 | Federal | Regulations regarding mortgage credit certificates.   | Regulation |
| 68 | 111 P.L. 22, Div A, Title VII            | Federal | Establishes the Protecting Tenants at Foreclosure Act. Law has currently sunsetted but there are efforts to re-establish.                             | Statute    |
| 69 | 37-5-101, et seq.                        | State   | Consumer Protection Code's Remedies and Penalties.  | Statute    |
| 70 | 15 USC 1691                              | Federal | Established the Equal Credit Opportunity Act (ECOA) which regulates the loan application process.   | Statute    |
| 71 | 12 CFR Part 202                          | Federal | Regulations for ECOA.   | Regulation |
| 72 | Title VI of the Civil Rights Act of 1964 | Federal | Prohibits discrimination on the basis of race, color, or national origin in programs and activities receiving federal financial assistance.           | Statute    |
| 73 | 29 USC 794                               | Federal | Prohibits discrimination because of disability.   | Statute    |
| 74 | 12 USC 2901                              | Federal | The Community Reinvestment Act (CRA) which protects low-income borrowers from discriminatory credit practices.  | Statute    |
| 75 | 12 CFR Part 25                           | Federal | Regulations regarding CRA.  | Regulation |
| 76 | 12 CFR Part 228                          | Federal | Regulations regarding CRA.  | Regulation |
| 77 | 12 CFR Part 345                          | Federal | Regulations regarding CRA.  | Regulation |
| 78 | 12 CFR Part 563e                         | Federal | Regulations regarding CRA.  | Regulation |
| 79 | 12 USC 2801 - 2011                       | Federal | Established the Home Mortgage Disclosure Act (HMDA) which requires collection and reporting of certain information related to loan applications.      | Statute    |
| 80 | 12 CFR Part 1003                         | Federal | Regulations regarding HMDA.   | Regulation |
| 81 | 15 USC 1601, et seq.                     | Federal | Truth in lending Act (TILA) which provides protections for consumer credit transactions.  | Statute    |
| 82 | 12 CFR Part 1026                         | Federal | Regulations regarding TILA.   | Regulation |

# Legal Standards

|    |                          |         |   |            |
|----|--------------------------|---------|---|------------|
| 83 | Reg Z, Section 32        | Federal | Home Ownership and Equity Protection Act (HOEPA) which protects lenders against abusive lending practices.  | Regulation |
| 84 | 12 USC 2601              | Federal | Real Estate Settlement Procedures Act (RESPA) which requires a lender give a good faith estimate of costs and charges, prohibits abusive practices and requires certain disclosures.  | Statute    |
| 85 | 24 CFR Part 3500 (Reg X) | Federal | Regulations regarding RESPA.  | Regulation |
| 86 | 15 USC 1681              | Federal | Fair Credit Reporting Act (FCRA) as amended by the Fair and Accurate Credit Transactions Act (FACTA) which promotes accuracy and ensuring privacy of information in use on consumer credit reports. Requires lenders to have a red flag policy.                           | Statute    |
| 87 | 12 CFR Part 1022 (Reg V) | Federal | Regulations regarding FCRA/FACTA.   | Regulation |
| 88 | 15 USC 6902              | Federal | Gramm-Leach Bliley (GLB) Act (aka Financial Services Modernization Act) which protects against unauthorized access to customer information and prevents identity theft.   | Statute    |
| 89 | 12 CFR Part 1016 (Reg P) | Federal | Regulations regarding GLB.  | Regulation |
| 90 | 15 USC 1692              | Federal | Fair Debt Collection Practices Act (FDCPA) prohibits abusive practices of debt collectors. The Authority is currently not subject to this Act, however, the Authority attempts to keep its collection efforts in compliance.  | Statute    |
| 91 | 50 USC 501-597b          | Federal | Servicemembers Civil Relief Act (SCRA) protects military personnel from civil liability, foreclosure or eviction while they are serving and caps the interest rate on debts.  | Statute    |
| 92 | 12 USC 4901 -4910        | Federal | Homeowners Protection Act of 1988 which is commonly known as the PMI Act and gives consumers the right to request cancellation of PMI (private mortgage insurance) when they pay down their mortgage to 80% or more of the home's value and requires cancellation at 78%. | Statute    |
| 93 | 42 USC 9601-9675         | Federal | Comprehensive Environmental Response Compensation and Liability Act (CERCLA) imposes liability on owners of property for cleaning up hazardous waste. Lenders may be liable under CERCLA if they become the owner through foreclosure or otherwise.                       | Statute    |
| 94 | 37-22-100, et seq.       | State   | South Carolina Mortgage Lending Act requires licensure to act as a mortgage lender.   | Statute    |
| 95 | 1-13-10, et seq.         | State   | SC Human Affairs Law prohibits discrimination against an individual because of race, religion, color, sex, age, national origin, or disability.   | Statute    |
| 96 | 35-21-10, et seq.        | State   | South Carolina Fair Housing Law prohibits discrimination in any aspect of residential real estate transactions on the basis of race, color, religion, sex, handicap, familial status or national origin.  | Statute    |
| 97 | 37-20-110, et seq.       | State   | SC Consumer Identity Theft Protection Act imposes disclosure requirements on persons that regularly assemble/evaluate consumer credit information.  | Statute    |
| 98 | 39-5-10, et seq.         | State   | South Carolina Unfair Trade Practices Act prohibits unfair or deceptive acts or practices in the conduct of trade or commerce.  | Statute    |



# Legal Standards

|    |          |       |  |         |
|----|----------|-------|--|---------|
| 99 | Title 37 | State | SC Consumer Protection Code applies to all persons collecting a debt and prohibits unconscionable conduct such as harassment/abuse and false/misleading representations. | Statute |
|----|----------|-------|--|---------|

## Mission, Vision and Goals

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

|  |   |
|--|---|
| Agency Responding                                | Housing Finance and Development Authority |
| Date of Submission                               | January 12, 2016                          |
| Fiscal Year for which information below pertains | 2015-16                                   |

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

|                                  |  |
|----------------------------------|--|
| Mission                          | The mission of SC Housing is to create quality affordable housing opportunities for the citizens of South Carolina |
| Legal Basis for agency's mission | Agency Bylaws  |
| Vision                           | That all South Carolinians have the opportunity to live in safe, decent and affordable housing.                    |
| Legal Basis for agency's vision  | Agency Bylaws  |

*Instructions:*

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

| Legal Responsibilities Satisfied                                     | Goals & Description                                | Describe how the Goal is S.M.A.R.T.  | Public Benefit/Intended Outcome  | Responsible Person Name: | Number of months person has been responsible for the goal or objective: | Position:          |
|--|--|--|--|--------------------------|---|--------------------|
| (i.e. state and federal statutes or provisos the goal is satisfying) | (i.e. Goal 1 - insert description)                 | Specific<br>Measurable<br>Attainable<br>Relevant<br>Time-bound   | (Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome  |                          |   |                    |
| Agency Bylaws  | Improve Affordable Housing Opportunities Statewide | This goal is measured by metrics (M) that are specific (S) and measurable (M) on an annual basis (T). Relevance is maintained by focusing on programs that are critical to the agency function and the benefit of the public we serve (R) at several levels. This is attained through regular, set training schedules and outreach programs. (A) | This goal has within it the outcomes of increasing the reach and understanding of the agency and its programs through strategic partnerships and the training of affiliated and affinity groups as well as the general public--thereby increasing the utilization of our programs. | Valarie M. Williams      | 24-months   | Executive Director |

# Mission, Vision and Goals

|               |   |   |  |                     |           |                    |
|---------------|---|---|--|---------------------|-----------|--------------------|
| Agency Bylaws | Efficiently and Effectively Manage and Support Agency Programs and Human Resource Capital | As with other goals, this has metrics that are revisited annual (and periodically audited on an ongoing basis) (M)(T). It is relevant in that it addresses real and omnipresent threats to the agency through the attrition of key staff, compromise of important data and assessment of function (R). Goal attainment is inherent in the measurement of the desired outcomes (A).  | Two of the most valued and valuable assets that our agency possesses are our Human Resources and out financial standing and reputation. This goal assures that both are given priority in regular assessment and improvement. Similarly our IT security has been increasingly monitored and strengthened. Though this goal seems more internally focused, without it our service to the public would be much less efficient. | Valarie M. Williams | 24-months | Executive Director |
| Agency Bylaws | Maintain and Expand Diverse Mortgage Products to Enable the Agency to Meet its Goals      | This is specific to the core of our agency raison d'être. This is why we exist and how we exist (S)(R) . It is measureable through the metrics specified in the associated objectives (M) and time bound through annual goals and assessment from the same(T). It is attainable through rigorous attention to our financial condition, reputation and innovation. IT goes hand in hand with the other goals and their strategies and objectives (A) | Our business is lending. Specifically, assisting a segment of the public (often considered "first time home buyers) to obtain and maintain an affordable mortgage. This goal keeps us focused on improving our current model and finding new and innovative ways to expand on long term affordability.   | Valarie M. Williams | 24-months | Executive Director |





# Strategy, Objectives and Responsibility

|   |   |  |  |                     |           |                           |   |                  |  |
|---|---|--|--|---------------------|-----------|---------------------------|---|------------------|--|
| Agency Bylaws   | <b>Objective 1.3.1 - Increase SC Housing trained real estate professionals by providing local, regional and individual company training</b>   | <i>The real estate professional is the first line of informing the public of the utility of our programs ( R). This assures that these agents are aware and well versed on the availability and utilization of our programs as well as all new requirements (S). A member of staff devotes a large portion of their weekly tasks to this (A). The number of training sessions is measured annually and compared to the previous year (M)(T).</i> | <i>The real estate professional is the first line of informing the public of the utility of our programs. This assures that these agents are aware and well versed on the availability and utilization of our programs.</i>  | Steve Clements      | 24-months | Director of Homeownership | 300-C Outlet Pointe Blvd. Columbia SC 29210 | Homeownership    | Purchasing low to moderate income first-time homebuyer 1st Mortgages |
| Section 31-13 of the South Carolina Code of Laws  | <b>Objective 1.3.2 -Increase SC Housing trained lending partners by providing local, regional and individual company training to increase lender participation by 5% by June 30, 2016</b> | Bankers and lenders, knowledgeable and trained in our program protocol( R)(S) are essential to delivering our services to the public. They are also a finite group as only a certain number are qualified to administer our programs (A)(M). Through training and incentive (fees) we seek eventually partner with all potential lenders and look to increase this number by 5% (A) annually (T)(M).   | <i>Another crucial part of making our programs available to the public for whom they are intended is to have a knowledgeable and capable banking/lending cadre with access and knowledge of our products, thereby assisting the public/borrower to make use of these.</i>  | Steve Clements      | 24-months | Director of Homeownership | 300-C Outlet Pointe Blvd. Columbia SC 29210 | Homeownership    | Purchasing low to moderate income first-time homebuyer 1st Mortgages |
| Agency Bylaws   | <b>Goal 2 -Efficiently and Effectively Manage and Support Agency Programs and Human Resource Capital</b>  | As with other goals, this has metrics that are revisited annual (and periodically audited on an ongoing basis) (M)(T). It is relevant in that it addresses real and omnipresent threats to the agency through the attrition of key staff, compromise of important data and assessment of function (R). Goal attainment is inherent in the measurement of the desired outcomes (A).   | Two of the most valued and valuable assets that our agency possesses are our Human Resources and out financial standing and reputation. This goal assures that both are given priority in regular assessment and improvement. Similarly our IT security has been increasingly monitored and strengthened. Though this goal seems more internally focused, without it our service to the public would be much less efficient. | Valarie M. Williams | 24-months | Executive Director        | 300-C Outlet Pointe Blvd. Columbia SC 29210 |                  |  |
| The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a" | <b>Strategy 2.1 -Utilize Enterprise Risk Management to effectively manage the Agency's Risks which threaten the achievement of objectives</b>   | n/a  | n/a  | n/a                 | n/a       | n/a                       | n/a   | n/a              | n/a  |
| Agency Bylaws   | <b>Objective 2.1.1 - Conduct at least one Annual Control Self-Assessments</b>   | Internal Audit will conduct at least one (M)(A) Controlled Self Assessment (S) each year (T) to assess compliance with quality standards within that unit ( R)(S)  | <i>To maintain internal controls and assure efficiency of program administration</i>   | Wayne Sams          | 24-months | Internal Auditor          |   | Internal Auditor | Auditing internal Authority systems for efficiency and effectiveness |

# Strategy, Objectives and Responsibility

|   |   |   |   |                |           |                         |   |                     |  |
|---|---|---|---|----------------|-----------|-------------------------|---|---------------------|--|
| Agency Bylaws   | Objective 2.1.2 -Provide at least three trainings to Divisions with first-year CSA  |   | To maintain internal controls and assure efficiency of program administration   | Wayne Sams     | 24-months | Internal Auditor        |   | Internal Auditor    | Auditing internal Authority systems for efficiency and effectiveness                               |
| The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a" | Strategy 2.2 -Maintain Fiscal Compliance, Program Auditability and Quality Control  | n/a   | n/a   | n/a            | n/a       | n/a                     | n/a   | n/a                 | n/a  |
| Agency Bylaws   | Objective 2.2.1 - Successfully complete periodic and annual independent compliance audits   | Internal Audit will conduct (M)(A) independent compliance audits (S) each year (T) to assess compliance with quality standards within that unit. (R)(S) specific performance measurements will be used to gauge the outcomes of these audits.   |   | Richard Hutto  | 24-months | Dept. Director/Finance  | 300-C Outlet Pointe Blvd. Columbia SC 29210 | Financial/Executive | Financial accounting and reporting   |
| Agency Bylaws   | Objective 2.2.2 -Maintain and reinforce program guidelines for all SC HELP processing agencies and underwriting staff by conducting at least four training sessions for underwriting staff and completing at least 140 site visits by June 30, 2016 | Underwriting staff and external "intake agencies" are a known and finite group(S). Periodic training, on-site visits and updates are necessary to make sure program updates are known and program standards are being met( R) Assigned staff is trained and tasked with these duties (A) and is required and reviewed on completing a certain number of these annually (M)(T) | SC HELP is SCs foreclosure abatement program. The public interfaces with the program through a network of local non profit organization. Underwriting of applications is internal to the agency. To keep all involved abreast of programmatic changes and reporting requirements and ongoing administration, frequent, periodic site visits and training are required annually. | Steve Clements | 24-months |                         | 300-C Outlet Pointe Blvd. Columbia SC 29210 | Homeownership       | Purchasing low to moderate income first-time homebuyer 1st Mortgages                               |
| Agency Bylaws   | Objective 2.2.3 - Complete QC audits within HUD's prescribed timeframes   | This is a function largely dictated by HUD. The agency will measure the percentage (%) of reports issued within HUD prescribed timeframes (T)(M)  | Though internal to the agency, our ability to assist the general public is directly linked to our ability to timely and successfully complete periodic Quality Control audits.  | Laura Nichols  | 24-months | Director of Development | 300-C Outlet Pointe Blvd. Columbia SC 29210 | Development         | Developing multi-family and special needs housing for low-moderate income families and individuals |
| The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a" | Strategy 2.3 -Leverage Technology and Education to assure network and information security  | n/a   | n/a   | n/a            | n/a       | n/a                     | n/a   | n/a                 | n/a  |
| Agency Bylaws   | Objective 2.3.1 -Meet the next phase of the state's (ongoing) IT security requirements by June 30, 2016   | The state dictates a regimen of cyber security training for IT staff and for employees within our agency. A certain curriculum of IT Security (S)(R) is required annually (T). All members of staff are required to complete this at the penalty of IT disconnect and reprimand by management(A)(M)   | Security breaches put not only the public's personal information at risk, but the agency's reputation and efficiency as well. This objective helps to keeps us and our constituents safe and on line.   | IT Director    | 24-months |                         | 300-C Outlet Pointe Blvd. Columbia SC 29210 | IT                  | Maintaining and securing the Authority's electronic data   |





Strategy, Objectives and Responsibility

|               |   |  |  |                                 |                               |  |                         |   |
|---------------|---|--|--|---------------------------------|-------------------------------|--|-------------------------|---|
| Agency Bylaws | <b>Objective 3.1.1 - Enhance single family lending programs through the introduction of an enhanced Mortgage Tax Credit product by 12-31-15</b>                                 | The Mortgage Credit Certificate (S) was introduced in previous years and its utilization can be measured in a discrete time period (annually) as compared to any other time period (M)(T). The program complements our homeownership/mortgage bond program (R ) and utilizes a prescribed amount of our public outreach resources and training for strategic partners (A). | <i>An additional tool for affordable homeownership. This allows a homebuyer to recover up to \$2000 annually on mortgage interest through a tax credit</i>                                 | Steve Clements<br><br>24-months | Director of Homeownershi<br>p | 300-C Outlet<br>Pointe Blvd.<br>Columbia SC<br>29210 | Homeownership           | <i>Purchasing low to moderate income first-time homebuyer 1st Mortgages</i> |
| Agency Bylaws | <b>Objective 3.1.2 - Maintain single family lending through a new bond issuance and refunding, leading to production of 500 new first and second mortgages by June 30, 2016</b> | <i>Our ability to make mortgage loans depends on our ability to sell mortgage revenue bonds(R )(S). This objective speaks to this end and sets a goal of 500 new mortgages as a result of it(M)(A) within a fiscal year(T)..</i>   | <i>Our ability to make mortgage loans depends on our ability to sell mortgage revenue bonds. This objective speaks to this end and sets a goal of 500 new mortgages as a result of it.</i> | Richard Hutto<br><br>24-months  | Dept.<br>Director/Financ<br>e | 300-C Outlet<br>Pointe Blvd.<br>Columbia SC<br>29210 | Financial/Executi<br>ve | <i>Financial accounting and reporting</i>                                   |

# Associated Programs

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

|  |   |
|--|---|
| Agency Responding                                | Housing Finance and Development Authority |
| Date of Submission                               | January 12, 2016                          |
| Fiscal Year for which information below pertains | 2015-16                                   |

*Instructions :*

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

| Name of Agency Program | Description of Program | Legal Statute or Proviso Requiring the Program | Objective the Program Helps Accomplish<br>(The agency can copy the Objective number and description from the first column of the Strategy, Objective and Responsibility Chart)<br><br>List <u>ONLY ONE</u> strategic objective per row. |
|------------------------|------------------------|--|---|
|------------------------|------------------------|--|---|

## Associated Programs

|                                      |   |   |       |
|--------------------------------------|---|---|-------|
| Mortgage Revenue Bond Program        | The Mortgage Bond Program is the flagship program offered by SC Housing. The sale of taxable and tax exempt bonds to investors provides the bulk of the funding available to qualified homebuyers. SC Housing's loans offer qualified borrowers a fixed, competitive interest rate. This option allows us the flexibility to adjust interest rates as the market dictates and insures the financial integrity of the program, while putting homeownership within the reach of more South Carolinians. Like all of SC Housing's homeownership programs, persons purchasing homes under the Mortgage Bond Program must not exceed income restrictions and must meet credit standards, as well   | 31-13-20, 30, 40, 50, 60, 70, 80, 190, 200, 210, 220, 230, 240, 260, 270, 280, 290, 300, 310; Reg 64-1, 64-2; Proviso 42.2; 29-4-60; 37-23-40; 31-21-10, et seq.; 37-23-10, et seq.; 29-4-10, et seq.; 29-3-10, et seq.; 110 P.L. 289; 111 P.L. 203; 42 U.S.C. §§ 3601, et seq.; 12 CFR Part 338; 108 P.L. 159; 26 CFR 1.103A-2; 26 USCS §143; 26 USCS §26; 26 CFR 1.25-1T - 1.25-8T; 111 P.L. 22, Div A, Title VII; 37-5-101, et seq.; 15 USC 1691; 12 CFR Part 202; Title VI of the Civil Rights Act of 1964; 29 USC 794; 12 USC 2901; 12 CFR Part 25, 228, 345, 563e; 12 USC 2801 - 2011; 12 CFR Part 1003; 15 USC 1601, et seq.; 12 CFR Part 1026; Reg Z, Section 32; 12 USC 2601; 24 CFR Part 3500 (Reg X); 15 USC 1681; 12 CFR Part 1022 (Reg V); 15 USC 6902; 12 CFR Part 1016 (Reg P); 15 USC 1692; 50 USC 501-597b; 12 USC 4901 -4910; 42 USC 9601-9675; 37-22-100, et seq.; 1-13-10, et seq.; 35-21-10, et seq.; 37-20-110, et seq.; 39-5-10, et seq.; Title 37 | 3.1.2 |
| South Carolina Housing Trust Fund    | The South Carolina Housing Trust Fund was created by the General Assembly in 1992. This landmark legislation is funded with dollars collected from a dedicated portion of the deed stamp tax and provides an important resource for affordable rental housing opportunities for low-income South Carolinians by funding the acquisition or construction of group homes for the disabled, as well as emergency repair to owner-occupied housing. The Trust Fund also provides multifamily rental apartments for single parent households, families and the elderly. All of this is accomplished by building partnerships among government agencies, qualified nonprofit sponsors, for-profit sponsors and those in need of affordable housing. | 31-13-20, 30, 40, 50, 60, 80, 420, 430, 440, 445, 450, 460, 470; Reg 64-3; Proviso 42.4; 12-24-90; 31-21-10, et seq.; 27-40-10, et seq.; 42 U.S.C. §§ 3601, et seq.; 12 CFR Part 338; 26 CFR 1.103A-2; 108 P.L. 159; Title VI of the Civil Rights Act of 1964; 29 USC 794; 35-21-10, et seq.; 1-13-10, et seq.  | 1.2.1 |
| HOME Investment Partnerships Program | The HOME Investment Partnerships Program (HOME) is designed to expand the supply of decent, safe, sanitary and affordable housing for the low- and very low-income beneficiaries. HOME promotes the development of partnerships as part of an effective delivery system to promote and create affordable housing for the citizens of South Carolina. Based on the state's population, SC Housing receives an allocation of HOME funds each year. Funds are divided among the HOME eligible activities including homeownership and rental housing development. SC Housing has responsibility for the implementation, administration and evolution of this program in accordance with federal regulations for the state of South Carolina.      | 31-13-20, 30, 40, 50, 60, 80; Proviso 42.4; ; 31-21-10, et seq.; 27-40-10, et seq.; 42 U.S.C. 12701, et seq.; 24 CFR Part 92; 42 U.S.C. §§ 3601, et seq.; 12 CFR Part 338; Title VI of the Civil Rights Act of 1964; 29 USC 794; 35-21-10, et seq.; 1-13-10, et seq.  | 1.2.1 |
| Multifamily Tax Exempt Bond Program  | The Multifamily Tax Exempt Bond Program provides financing for affordable multifamily rental housing. A percentage of the property's units must be set aside at all times for occupancy by low-to-moderate income individuals and families. This program has provided financing for apartments in more than 110 rental complexes located throughout the state.  | 31-13-20, 30, 40, 50, 60, 80, 90, 180, 190, 200, 210, 220, 230, 240, 250, 260, 270, 280, 290, 300, 310; Reg 64-3; 31-21-10, et seq.; 27-40-10, et seq.; 110 P.L. 289; 42 U.S.C. §§ 3601, et seq.; 12 CFR Part 338; 26 USCS §142; 26 CFR 1-1.03-8; Title VI of the Civil Rights Act of 1964; 29 USC 794; 35-21-10, et seq.; 1-13-10, et seq.   |       |

## Associated Programs

|   |  |  |              |
|---|--|--|--------------|
| Low Income Housing Tax Credit Program (LIHTC)             | The Low Income Housing Tax Credit Program (LIHTC) provides a financial incentive to owners developing multifamily rental housing. Tax credit allocations serve to leverage public and private funds to keep rents affordable for tenants. Housing developments qualifying for credits include new construction, acquisition with rehabilitation, rehabilitation and adaptive re-use. Owners receive the tax credits annually for ten years. The rental property must comply with occupancy and rent restrictions for a minimum of 30 years. These credits provide the owner a dollar-for-dollar reduction in federal income tax liability.   | 31-13-20, 30, 40, 50, 60, 80; ; 31-21-10, et seq.; 27-40-10, et seq.; 110 P.L. 289; 111 P.L. 5; 26 USCS §42; 42 U.S.C. §§ 3601, et seq.; 12 CFR Part 338; 26 CFR 1.42-1, et seq.; 26 USCS §142; 26 CFR 1-1.03-8; Title VI of the Civil Rights Act of 1964; 29 USC 794; 35-21-10, et seq.; 1-13-10, et seq. | <b>1.2.1</b> |
| Housing Choice Voucher Program                            | The Housing Choice Voucher Program is the federal government’s major program for assisting very low-income families, the elderly and the disabled to afford decent, safe and sanitary housing in the private rental market. SC Housing administers the program through an Annual Contributions Contract (ACC) with HUD in seven South Carolina counties: Clarendon, Colleton, Dorchester, Fairfield, Kershaw, Lee and Lexington. Qualified families pay approximately 30 percent of their income toward rent and utilities; the remainder is paid by the program. On an annual basis, the eligibility of the participant family and the conditions of the unit are examined in accordance with standards established by HUD.   | 31-13-20, 30, 40, 50, 60, 80; Proviso 42.1; Proviso 42.4; 31-3-10, et seq.; 31-21-10, et seq.; 27-40-10, et seq.; 42 U.S.C. §§ 3601, et seq.; 12 CFR Part 338; 75 P.L. 412; 12 U.S.C. 1706; Title VI of the Civil Rights Act of 1964; 29 USC 794; 35-21-10, et seq.; 1-13-10, et seq.                      | <b>2.2.1</b> |
| Contract Administration                                   | Contract Administration is responsible for the administration of much of HUD’s South Carolina portfolio contracts serving many very low- and low-income households. Contract Administrators work on behalf of HUD with owners and management agents who provide HUD-subsidized apartments in privately owned complexes. Administration includes: reviewing and approving monthly assistance payments; conducting annual management and occupancy reviews for each property within the portfolio; responding to tenant complaints and providing follow-up for inspections conducted by HUD’s Real Estate Assessment Center; processing actions related to subsidy contracts; and reporting and tracking processes required under the contract between SC Housing and HUD.   | 31-13-20, 30, 40, 50, 60, 80; Proviso 42.1; 31-3-10, et seq.; 31-21-10, et seq.; 27-40-10, et seq.; 42 U.S.C. §§ 3601, et seq.; 12 CFR Part 338; 75 P.L. 412; 12 U.S.C. 1706; Title VI of the Civil Rights Act of 1964; 29 USC 794; 35-21-10, et seq.; 1-13-10, et seq.                                    | <b>2.2.1</b> |
| Neighborhood Stabilization Program (NSP)                  | The Neighborhood Stabilization Program (NSP) was created under Title III of the Housing and Economic Recovery Act (HERA) of 2008 to respond to rising foreclosures and declining property values. NSP funds are a special allocation of the Community Development Block Grant (CDBG) funds designed to provide emergency assistance in acquiring and redeveloping foreclosed properties that might otherwise become sources of abandonment and despair within their community. HUD has allocated more than \$5.6 million to SC Housing to administer this program. All Neighborhood Stabilization Program funds have been allocated.   | 31-13-20, 30, 40, 50, 60, 80; Proviso 42.4; 31-21-10, et seq., 27-40-10, et seq.; 110 P.L. 289; 24 CFR Part 570; 111 P.L. 203; 42 U.S.C. §§ 3601, et seq.; 12 CFR Part 338; Title VI of the Civil Rights Act of 1964; 29 USC 794; 35-21-10, et seq.; 1-13-10, et seq.                                      | <b>1.2.1</b> |
| SC Homeownership and Employment Lending Program (SC HELP) | SC Housing Corp. and South Carolina Homeownership Employment and Lending Program (SC HELP) were created and developed in late 2010/early 2011. These entities were created as a result of the Housing Finance Agency Innovation Fund for the Hardest-Hit Housing Markets, which gave 19 states, including South Carolina (via SC Housing), the opportunity to develop an innovative, statewide program to help homeowners avoid foreclosure. To administer these funds, SC Housing was required to create a separate, eligible entity. This entity is called SC Housing Corp. and is governed by a Board of Directors. The entity administers the funds in cooperation with SC Housing. These funds will go to assist struggling but responsible borrowers – homeowners who find themselves in default due to circumstances beyond their control, which may include job loss, underemployment (job loss followed by reemployment at a substantially lower income), divorce, death of a spouse or extensive medical expenses. | 31-13-20, 30, 40, 50, 60, 80; 31-21-10; et seq; 27-40-10, et seq; 110 P.L. 289, 110 P.L. 343; 42 U.S.C. §§ 3601, et seq.; 12 CFR Part 338; Title VI of the Civil Rights Act of 1964; 29 USC 794; 35-21-10, et seq.; 1-13-10, et seq.   | <b>2.2.2</b> |
|   |  |  |              |

## Strategic Budgeting

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

|  |   |
|--|---|
| Agency Responding                                | Housing Finance and Development Authority |
| Date of Submission                               | January 12, 2016                          |
| Fiscal Year for which information below pertains | 2015-2016                                 |

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

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

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

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

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

| PART A<br>Estimated<br>Funds Available<br>this Fiscal Year<br>(2015-16)  | Explanations from the Agency regarding Part A:   |           | Insert any additional explanations the agency would like to provide related to the information it provides below. |                 |                  |             |                 |   |                          |  |   |                 |   |                                     |  |
|--|--|-----------|---|-----------------|------------------|-------------|-----------------|---|--------------------------|--|---|-----------------|---|-------------------------------------|--|
|  | Source of Funds:   | Totals    | Contract Administration<br>Administrative Fees  | Compliance Fees | Development Fees | Other Fees  | Loan Repayments | Contract Administration<br>Program Payments | HOME Program<br>Payments | Housing Choice Voucher<br>Program Payments | Neighborhood<br>Stabilization Program<br>Payments | Loan Repayments | Housing Choice Voucher<br>Administration Fees | HOME Program<br>Administrative Fees | Neighborhood<br>Stabilization Program<br>Administrative Fees |
| Is the source state, other or federal funding:   | Totals   | Other     | Other   | Other           | Other            | Other       | Federal         | Federal                                     | Federal                  | Federal                                    | Federal   | Federal         | Federal                                       | Federal                             | Federal  |
| Is funding recurring or one-time?  | Totals   | Recurring | Recurring   | Recurring       | Recurring        | Recurring   | Recurring       | Recurring                                   | Recurring                | Recurring                                  | Recurring   | Recurring       | Recurring                                     | Recurring                           | Recurring  |
| <b>\$ From Last Year Available to Spend this Year</b>  |  |           |   |                 |                  |             |                 |   |                          |  |   |                 |   |                                     |  |
| Amount available at end of previous fiscal year  | \$13,293,777   | \$405,522 | \$163,277   | \$326,554       | \$11,392,236     | \$1,006,188 | \$0             | \$0   | \$0                      | \$0  | \$0   | \$0             | \$0   | \$0                                 | \$0  |
| Amount available at end of previous fiscal year that agency can actually use this fiscal year:   | \$5,901,541  | 405,522   | 163,277   | 326,554         | 4,000,000        | 1,006,188   | 0               | 0   | 0                        | 0  | 0   | 0               | 0   | 0                                   | 0  |
| If the amounts in the two rows above are not the same, explain why:  | Enter explanation for each fund to the right<br>Reserved to purchase Down Payment Assistance loans |           |   |                 |                  |             |                 |   |                          |  |   |                 |   |                                     |  |
| <b>\$ Estimated to Receive this Year</b>   |  |           |   |                 |                  |             |                 |   |                          |  |   |                 |   |                                     |  |
| Amount budgeted/estimated to receive in this fiscal year:  | \$176,170,126  | 2,594,478 | 1,336,723   | 1,473,446       | 150,000          | 9,464,306   | 129,100,000     | 12,300,000                                  | 11,500,000               | 3,124,153                                  | 2,000,000   | 1,350,000       | 1,031,470                                     | 745,550                             |  |
| <b>Total Actually Available this Year</b>  |  |           |   |                 |                  |             |                 |   |                          |  |   |                 |   |                                     |  |
| Amount estimated to have available to spend this fiscal year (i.e. Amount available at end of previous fiscal year that agency can actually use in this fiscal year PLUS Amount budgeted/estimated to receive this fiscal year): | \$182,071,667  | 3,000,000 | 1,500,000   | 1,800,000       | 4,150,000        | 10,470,494  | 129,100,000     | 12,300,000                                  | 11,500,000               | 3,124,153                                  | 2,000,000   | 1,350,000       | 1,031,470                                     | 745,550                             |  |



Strategic Budgeting

|  |                      |                  |                  |                  |                  |                   |                    |                   |                   |                  |                  |                  |                  |                |
|--|----------------------|------------------|------------------|------------------|------------------|-------------------|--------------------|-------------------|-------------------|------------------|------------------|------------------|------------------|----------------|
| Unrelated Purpose #1a - HUD Contract Administration Administrative Expenses:   | \$3,000,000          | 3,000,000        |                  |                  |                  |                   |                    |                   |                   |                  |                  |                  |                  |                |
| Unrelated Purpose #2 - HUD HOME Program Assistance Payments:   | \$14,300,000         |                  |                  |                  |                  |                   |                    | 12,300,000        |                   |                  | 2,000,000        |                  |                  |                |
| Unrelated Purpose #2a - HUD HOME Program Administrative Expenses:  | \$1,031,470          |                  |                  |                  |                  |                   |                    |                   |                   |                  |                  |                  | 1,031,470        |                |
| Unrelated Purpose #3 - HUD Housing Choice Voucher Assistance Payments:   | \$11,500,000         |                  |                  |                  |                  |                   |                    |                   | 11,500,000        |                  |                  |                  |                  |                |
| Unrelated Purpose #3a - HUD Housing Choice Voucher Administrative Expenses:  | \$1,350,000          |                  |                  |                  |                  |                   |                    |                   |                   |                  | 1,350,000        |                  |                  |                |
| Unrelated Purpose #4 - HUD Neighborhood Stabilization Program Assistance Payments:   | \$3,124,153          |                  |                  |                  |                  |                   |                    |                   |                   | 3,124,153        |                  |                  |                  |                |
| Unrelated Purpose #4a - HUD Neighborhood Stabilization Program Administrative Expenses:  | \$745,550            |                  |                  |                  |                  |                   |                    |                   |                   |                  |                  |                  |                  | 745,550        |
| Unrelated Purpose #5 - Purchase qualifying 1st mortgages:  | \$0                  |                  |                  |                  |                  |                   |                    |                   |                   |                  |                  |                  |                  |                |
| Unrelated Purpose #6 - Promote the development of and administer assistance for affordable housing:  | \$1,800,000          |                  |                  | 1,800,000        |                  |                   |                    |                   |                   |                  |                  |                  |                  |                |
| Unrelated Purpose #7 - Monitor Compliance at assisted housing complexes/sites:   | \$1,500,000          |                  | 1,500,000        |                  |                  |                   |                    |                   |                   |                  |                  |                  |                  |                |
| etc.   | \$0                  |                  |                  |                  |                  |                   |                    |                   |                   |                  |                  |                  |                  |                |
| <b>Total Budgeted to Spend on Objectives and Unrelated Purposes:</b> (this should be the same as Amount estimated to have available to spend this fiscal year) | <b>\$182,071,667</b> | <b>3,000,000</b> | <b>1,500,000</b> | <b>1,800,000</b> | <b>4,150,000</b> | <b>10,470,494</b> | <b>129,100,000</b> | <b>12,300,000</b> | <b>11,500,000</b> | <b>3,124,153</b> | <b>2,000,000</b> | <b>1,350,000</b> | <b>1,031,470</b> | <b>745,550</b> |

## Objective Details

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

|  |   |
|--|---|
| Agency Responding                                | Housing Finance and Development Authority |
| Date of Submission                               | January 12, 2016                          |
| Fiscal Year for which information below pertains | 2015-16                                   |

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

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

### PERFORMANCE MEASURES

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

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



# Objective Details

## Types of Performance Measures:

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

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

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

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

## How the Agency is Measuring its Performance

|  |   |
|--|---|
| Objective Number and Description   | 0   |
| Performance Measure:   |   |
| Type of Measure:   |   |
| <b>Results</b>   |   |
| 2013-14 Actual Results (as of 6/30/14):  |   |
| 2014-15 Target Results:  |   |
| 2014-15 Actual Results (as of 6/30/15):  |   |
| 2015-16 Minimum Acceptable Results:  |   |
| 2015-16 Target Results:  |   |
| <b>Details</b>   |   |
| Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)   | Insert any further explanation, if needed |
| What are the names and titles of the individuals who chose this as a performance measure?  |   |
| Why was this performance measure chosen?   |   |
| If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?   |   |
| What are the names and titles of the individuals who chose the target value for 2015-16?   |   |
| What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?  |   |
| Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?  |   |
| If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached? |   |

## POTENTIAL NEGATIVE IMPACT

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

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

## REVIEWS/AUDITS

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

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

## PARTNERS

## Objective Details

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

| Current Partner Entity                                | Ways Agency Works with Current Partner  | Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual? |
|---|---|---|
| Consumer Affairs                                      | Annual Forum; various educational presentations   | Yes   |
| Office of the Lt. Governor/Office on Aging            | Funding to assist low income senior citizens to obtain rental residences.   | Yes   |
| LLR   | Various licensing and oversight   | Yes   |
| University of South Carolina/Moore School of Business | Annual analysis of agency economic impact and contribution  | Yes   |
| Dept. of Employment and Workforce                     | Distribution and awareness of availability of assistance to homeowners experiencing temporary unemployment.   | Yes   |
| DHEC  | Review for asbestos and lead based paint in houses  | Yes   |
| Budget and Control Board                              | Various reporting involving bond issuance and authority. Financial oversight  | Yes   |
| HHS/Continuum of Care                                 |   | Yes   |
| DSS/Foster Care                                       |   | Yes   |
| SHPO/Archives and History                             | Review of historic properties prior to start demolition, rehabilitation construction of properties. Mandated by HUD guidelines. Allocation of historic state and federal historic tax credits for eligible properties | Yes   |
| Dept. of Disability and Special Needs                 | Funding to assist persons with special needs to find housing  | Yes   |
| Mental Health Dept.                                   | Funding to assist persons with special needs to find housing  | Yes   |

**Strategic Plan Context**

# and description of Goal the Objective is helping accomplish:

Legal responsibilities satisfied by Goal:

# and description of Strategy the Objective is under:

**Objective**

Objective # and Description:

Legal responsibilities satisfied by Objective:

Public Benefit/Intended Outcome:

**Agency Programs Associated with Objective**

Program Names:

**Responsible Person**

Name:

Number of Months Responsible:

Position:

Office Address:

Department or Division:

Department or Division Summary:

**Amount Budgeted and Spent To Accomplish Objective**

Total Budgeted for this fiscal year:

Total Actually Spent:

**PERFORMANCE MEASURES**

*Instructions* : Please copy and paste the chart and questions below  
Types of Performance Measures:

**Outcome Measure** - A quantifiable indicator of the public and customer achieving its mission, goals and objectives. They are also used to measure the success of an agency. Example - % of licensees with no violations.

**Efficiency Measure** - A quantifiable indicator of productivity expressed as the ratio of output to input. Efficiency measures measure the timeliness of agency operations.

**Output Measure** - A quantifiable indicator of the number of good products or services produced. Output measures measure workload and efforts and should be the third party measure.

**Input/Explanatory/Activity Measure** - Resources that contribute to the achievement of an agency's mission. These measures should be used to explain performance (i.e. explanatory). These measures should be used to explain performance (i.e. explanatory).

**How the Agency is Measuring its Performance**

**Results**

**Details**

Does the state or federal government require the agency to track this?  
(over)

What are the names and titles of the individuals who chose this as a pe

Why was this performance measure chosen?

If the target value was not reached in 2014-15, what changes were ma  
What are the names and titles of the individuals who chose the target

What was considered when determining the level to set the target valu  
setting it at the level at which it was set?

Based on the performance so far in 2015-16, does it appear the agency

If the answer to the question above is "questionable" or "no," what cha  
what resources are being diverted to ensure performance measures m

**POTENTIAL NEGATIVE IMPACT**

*Instructions* : Please list what the agency considers the most pote  
Negative Impact," enter the most potential negative impact to the  
which the agency believes it needs outside help. Next to, "Outsid  
Requires Inform General Assembly," enter the level at which the a  
Assembly Options," enter three options for what the General Asse  
all other House standing committees, but will not address it itself

Most Potential Negative Impact

Level Requires Outside Help

Outside Help to Request

Level Requires Inform General Assembly

3 General Assembly Options

**REVIEWS/AUDITS**

*Instructions* : Below please list all external or internal reviews, au remember to maintain an electronic copy of each Review and any Responses are not limited to the number of rows below that have

|                                    |
|------------------------------------|
| Matter(s) or Issue(s) Under Review |
|                                    |
|                                    |
|                                    |

**PARTNERS**

*Instructions* : Under the column labeled, "Current Partner Entitie Current Partners," enter the ways the agency works with the entit rows as necessary to list all of the partners. Note, if there is a larg agency works with every middle school in the state, the agency ca Lexington county, the agency can list Lexington County High Scho

|   |
|---|
| Current Partner Entity                                |
|   |
|   |
| Consumer Affairs                                      |
| Office of the Lt. Governor/Office on Aging            |
| LLR   |
| University of South Carolina/Moore School of Business |
| Dept. of Employment and Workforce                     |
| DHEC  |
|   |
| Budget and Control Board                              |
| HHS/Continuum of Care                                 |
| DSS/Foster Care                                       |
|   |
| SHPO/Archives and History                             |
| Dept. of Disability and Special Needs                 |
| Mental Health Dept.                                   |

*Goal 1-Improve Affordable Housing Opportunities  
Statewide*

*Agency Bylaws*

*1.1 Increase outreach efforts with community and affinity  
groups with whom our housing mission aligns / overlaps*

*Increase the number of community and affinity groups in  
our database that align with our Agency mission by 10%  
by June 30, 2016*

*Agency Bylaws*

*To more efficiently and effectively communicate our  
agency programs and opportunities to the public and to  
affiliated groups*

*Marketing and Communications (Primarily) ALL Programs  
(Secondarily)*

Reggie Bell

24

*Director of Procurement and Marketing*

*300-C Outlet Pointe Blvd. Columbia SC 29210*

*Administration*

Public information and Marketing program availability

\$150,000

Agency will provide next year

as many times as needed so the agency can provide t

customer benefits from an agency's actions. Outcome me  
direct resources to strategies with the greatest effect o

essed in unit costs, units of time, or other ratio-based u  
e efficient use of available resources and should be the  
s or services an agency produces. Output measures are  
priority. Example - # of business license applications pro  
to the production and delivery of a service. Inputs are "  
e the last priority. Example - # of license applications re

Objective Number and Description

Performance Measure:

Type of Measure:

2013-14 Actual Results (as of 6/30/14):

2014-15 Target Results:

2014-15 Actual Results (as of 6/30/15):

2015-16 Minimum Acceptable Results:

2015-16 Target Results:

(provide any additional explanation needed, two cells



performance measure?

endeavor to try and ensure it was reached?

value for 2015-16?

decision in 2015-16 and why was the decision finally made on

agency is going to reach the target for 2015-16?

changes are being made to try and ensure it is reached or more likely to be reached, are reached?

potential negative impact to the public that may occur as a result of the agency not accepting the public that may occur as a result of the agency not accepting the "Help to Request," enter the entities to whom the agency thinks the General Assembly should be put on notice and what the General Assembly could do to help resolve the issue before it became a problem until the agency is under study.

*General public may not have optimal level of current agency*

*Chronic inability to meet goals*

*May consult a marketing consultant*

N/A


N/A

audits, investigations or studies ("Reviews") of the agency  
 or other information generated by the entity performing  
 : borders around them, please insert as many rows as n

|  |
|--|
| Reason Review was Initiated (outside request, internal policy, etc.) |
|  |
|  |
|  |

s" list all entities the agency is currently working with th  
 ty (names of projects, initiatives, etc.) which helps the a  
 ge list of partners that all fit within a certain group, the a  
 an list SC Middle Schools, instead of listing each middle :  
 ols, instead of listing each high school in the county sep

|   |
|---|
| <b>Ways Agency Works with Current Partner</b>   |
|   |
|   |
| Annual Forum; various educational presentations   |
| Funding to assist low income senior citizens to obtain rental residences.   |
| Various licensing and oversight   |
| Annual analysis of agency economic impact and contribution  |
| Distribution and awareness of availability of assistance to homeowners experiencing temporary unemployment.   |
| Review for asbestos and lead based paint in houses  |
| Various reporting involving bond issuance and authority.  |
| Financial oversight   |
|   |
|   |
| Review of historic properties prior to start demolition, rehabilitation construction of properties. Mandated by HUD guidelines. Allocation of historic state and federal historic tax credits for eligible properties |
| Funding to assist persons with special needs to find housing  |
| Funding to assist persons with special needs to find housing  |



Copy and paste this from the second column of the Mission, Vision and Goals Chart

Copy and paste this from the first column of the Mission, Vision and Goals Chart

Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart

Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column

Copy and paste this information from the fifth column of the Strategy, Objectives and

Copy and paste this information from the Strategic Budgeting Chart

This information for each Performance Measure that applies to this objective.

Measures are used to assess an agency's effectiveness in serving its key customers and in the most valued outcomes. Outcome measures should be the first priority.

Units. Efficiency measures are used to assess the cost-efficiency, productivity, and second priority. Example - cost per inspection

are used to assess workload and the agency's efforts to address demands. Output processed.

"what we use to do the work." They measure the factors or requests received that received

|   |   |
|---|---|
| Increase the number of community and affinity groups in our database that align with our Agency mission by 10% by June 30, 2016 |   |
| The number of community and affinity groups in our database and time frame  |   |
| Input/Explanatory/Activity Measure  |   |
|   |   |
| NA  |   |
| 10%   |   |
| 43  |   |
| 10%   |   |
|   |   |
|   |   |
| Only Agency Selected  | Insert any further explanation, if needed |

All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director

With a statewide program, but a centralized location, it is desirable, nay, necessary, to have more localized partners to represent our programs on a more local basis. Having a large cadre of similarly situated affinity groups across the state helps to accomplish this.

All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director

Trending and forecasting based on past performance and anticipated increase through strategic effort.

Yes

result of the agency not accomplishing this objective. Next to, "Most Potential accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency would reach out if the potential negative impact rises to that level. Next to, "Level of the level at which the potential negative impact has risen. Next to, "3 General a crisis. The House Legislative Oversight Committee will provide this information to

*y information*

which occurred during the past fiscal year that relates/impacts this objective. Please provide the Review as copies may be requested when the agency is under study. NOTE: [Redacted]

| Entity Performing the Review and Whether Reviewing Entity External or Internal | Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY) |
|--|---|
| [Redacted]   | [Redacted]  |
| [Redacted]   | [Redacted]  |
| [Redacted]   |   |

What help the agency accomplish this objective. Under the "Ways Agency works with agency accomplish this objective. List only one partner per row and insert as many agency can list the group instead of each partner individually. For example, if the school separately. As another example, if the agency works with every high school in separately.

| Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual? | [Redacted] |
|---|------------|
| Yes   | [Redacted] |
| Yes   | [Redacted] |
| Yes   | [Redacted] |
| Yes   | [Redacted] |
| Yes   | [Redacted] |
| Yes   | [Redacted] |
| Yes   | [Redacted] |
| Yes   | [Redacted] |
| Yes   | [Redacted] |
| Yes   | [Redacted] |
| Yes   | [Redacted] |
| Yes   | [Redacted] |
| Yes   | [Redacted] |
| Yes   | [Redacted] |
| Yes   | [Redacted] |
| Yes   | [Redacted] |
| Yes   | [Redacted] |
| Yes   | [Redacted] |

**Strategic Plan Context**

# and description of Goal the Objective is helping accomplish:

Legal responsibilities satisfied by Goal:

# and description of Strategy the Objective is under:

**Objective**

Objective # and Description:

Legal responsibilities satisfied by Objective:

Public Benefit/Intended Outcome:

**Agency Programs Associated with Objective**

Program Names:

**Responsible Person**

Name:

Number of Months Responsible:

Position:

Office Address:

Department or Division:

Department or Division Summary:

**Amount Budgeted and Spent To Accomplish Objective**

Total Budgeted for this fiscal year:

Total Actually Spent:

**PERFORMANCE MEASURES**

*Instructions* : Please copy and paste the cl

Types of Performance Measures:

**Outcome Measure** - A quantifiable indicator of an agency's mission, goals and objectives. They are measures with no violations.

**Efficiency Measure** - A quantifiable indicator of an agency's operations. Efficiency measures measure the cost of agency operations.

**Output Measure** - A quantifiable indicator of an agency's workload and efforts and should be measured in terms of quantity.

**Input/Explanatory/Activity Measure** - Respective to an agency's performance (i.e. explanatory). These measures are used to explain the results of an agency's performance.

**How the Agency is Measuring its Performance**

|  |
|--|
|  |
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|  |
|  |

**Results**

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|  |
|  |

**Details**

|  |
|--|
| Does the state or federal government require this measure? |
|  |

|  |
|--|
| What are the names and titles of the individuals responsible for this measure? |
|  |
|  |
|  |

|  |
|--|
| Why was this performance measure chosen? |
|  |

|  |
|--|
| If the target value was not reached in 2014-15, what were the reasons? |
|  |



What are the names and titles of the individuals who were interviewed for this report?

What was considered when determining the level at which it was set?

Based on the performance so far in 2015-16, if the answer to the question above is "questionable," what is the most potential negative impact?

**POTENTIAL NEGATIVE IMPACT**

*Instructions* : Please list what the agency could do to address the most potential negative impact if the agency needs outside help. Next to, "Outside Help," enter the level at which the agency thinks what the General Assembly could do to help address it itself until the agency is under stress.

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

**REVIEWS/AUDITS**

*Instructions* : Below please list all external reviews and audits. To maintain an electronic copy of each Review, enter the number of rows below that have been reviewed.

|                                    |
|------------------------------------|
| Matter(s) or Issue(s) Under Review |
|                                    |
|                                    |

**PARTNERS**

*Instructions* : Under the column labeled, "Partners," enter the ways the agency works with its partners. List all of the partners. Note, if there is a large school in the state, the agency can list SC I instead of Lexington County High Schools, instead of

|                        |
|------------------------|
| Current Partner Entity |
|                        |

|   |
|---|
| Consumer Affairs                                      |
| Office of the Lt. Governor/Office on Aging            |
| LLR   |
| University of South Carolina/Moore School of Business |
| Dept. of Employment and Workforce                     |
| DHEC  |
| Budget and Control Board                              |
| HHS/Continuum of Care                                 |
| DSS/Foster Care                                       |
|   |
| SHPO/Archives and History                             |
| Dept. of Disability and Special Needs                 |
| Mental Health Dept.                                   |

**Goal 1 -Improve Affordable Housing Opportunities Statewide**

*Agency Bylaws*

*Strategy 1.1 - Increase outreach efforts with community and affinity groups with whom our housing mission aligns / overlaps*

*Objective 1.1.2 - Differentiate our organization by disseminating targeted messages to external stakeholders (the public), via FaceBook and increase our audience by 10% by June 30, 2016*

*Agency Bylaws*

*To spread the CORRECT information on who we are and what we do. This will help to eliminate confusion related to similarly named organizations and forge a greater understanding of our particular programs*

*Marketing and Communications (Primarily) ALL Programs (Secondarily)*

*Reggie Bell*

*24*

*Director of Procurement and Marketing*

*300-C Outlet Pointe Blvd. Columbia SC 29210*

*Administrative*

*Public information and Marketing program availability*

*\$150,000*

*Agency will provide next year*

hart and questions below as many times as needed so the agency can provide this information

tor of the public and customer benefits from an agency's actions. Outcome measures are also used to direct resources to strategies with the greatest effect on the most valued

ator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measure the efficient use of available resources and should be the second priority. Example of the number of goods or services an agency produces. Output measures are used to be the third priority. Example - # of business license applications processed.

resources that contribute to the production and delivery of a service. Inputs are "what we measures should be the last priority. Example - # of license applications received

|   |
|---|
| e   |
| Objective Number and Description  |
| <b>Performance Measure:</b>   |
| <b>Type of Measure:</b>   |
|   |
| 2013-14 Actual Results (as of 6/30/14):   |
| 2014-15 Target Results:   |
| 2014-15 Actual Results (as of 6/30/15):   |
| 2015-16 Minimum Acceptable Results:   |
| 2015-16 Target Results:   |
|   |
| Why the agency to track this? (provide any additional explanation needed, two cells over) |
| Who chose this as a performance measure?  |
|   |
| 5, what changes were made to try and ensure it was reached?                               |
|   |

als who chose the target value for 2015-16?

level to set the target value in 2015-16 and why was the decision finally made on setting it at

does it appear the agency is going to reach the target for 2015-16?  
ionable" or "no," what changes are being made to try and ensure it is reached or what

considers the most potential negative impact to the public that may occur as a result of  
to the public that may occur as a result of the agency not accomplishing the objective. I  
p to Request," enter the entities to whom the agency would reach out if the potential n  
the General Assembly should be put on notice of the level at which the potential negati  
elp resolve the issue before it became a crisis. The House Legislative Oversight Committ  
tudy.

*Affinity groups do not grow over a years time*  
*none*  
*none*  
*N/A*  
*N/A*

il or internal reviews, audits, investigations or studies ("Reviews") of the agency which o  
view and any other information generated by the entity performing the Review as copie  
orders around them, please insert as many rows as needed.

Reason Review was Initiated (outside request, internal policy, etc.)

"Current Partner Entities" list all entities the agency is currently working with that help t  
ks with the entity (names of projects, initiatives, etc.) which helps the agency accomplish  
arge list of partners that all fit within a certain group, the agency can list the group inste:  
Middle Schools, instead of listing each middle school separately. As another example, if  
listing each high school in the county separately.

**Ways Agency Works with Current Partner**

|   |
|---|
| Annual Forum; various educational presentations   |
| Funding to assist low income senior citizens to obtain rental residences.   |
| Various licensing and oversight   |
| Annual analysis of agency economic impact and contribution  |
| Distribution and awareness of availability of assistance to homeowners experiencing temporary unemployment.   |
| Review for asbestos and lead based paint in houses  |
| Various reporting involving bond issuance and authority. Financial oversight  |
|   |
|   |
| Review of historic properties prior to start demolition, rehabilitation construction of properties. Mandated by HUD guidelines. Allocation of historic state and federal historic tax credits for eligible properties |
| Funding to assist persons with special needs to find housing  |
| Funding to assist persons with special needs to find housing  |



Copy and paste this from the second column of the Mission, Vision and Goals Chart

Copy and paste this from the first column of the Mission, Vision and Goals Chart

Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart

Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column

Copy and paste this information from the fifth column of the Strategy, Objectives and

Copy and paste this information from the Strategic Budgeting Chart



mation for each Performance Measure that applies to this objective.

re used to assess an agency's effectiveness in serving its key customers and in achieving outcomes. Outcome measures should be the first priority. Example - % of licensees

ciency measures are used to assess the cost-efficiency, productivity, and timeliness of  
 ple - cost per inspection

assess workload and the agency's efforts to address demands. Output measures

use to do the work." They measure the factors or requests received that explain

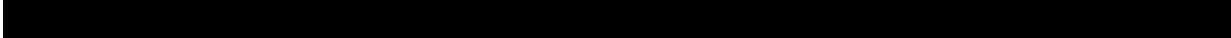
|  |   |
|--|---|
| Objective 1.1.2 - Differentiate our organization by disseminating targeted messages to external stakeholders (the public), via FaceBook and increase our audience by 10% by June 30, 2016  |   |
| Increase of social media audiences   |   |
| Input/Explanatory/Activity Measure   |   |
|  |   |
| 945  |   |
| 10%  |   |
| 1847   |   |
| 10%  |   |
|  |   |
|  |   |
| Only Agency Selected   | Insert any further explanation, if needed |
| All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director |   |
| Expanding our social media reach is one of the most effective, as well as cost effective vehicles available to us.   |   |
|  |   |



All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director

Trending and forecasting based on past performance and anticipated increase through strategic effort.

Yes



the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," Next to, "Level Requires Outside Help," enter the level at which the agency believes it egative impact rises to that level. Next to, "Level Requires Inform General Assembly," ive impact has risen. Next to, "3 General Assembly Options," enter three options for ee will provide this information to all other House standing committees, but will not

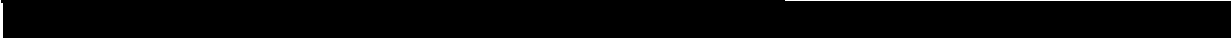
|  |
|--|
|  |
|  |
|  |
|  |
|  |
|  |

occurred during the past fiscal year that relates/impacts this objective. Please remember s may be requested when the agency is under study. NOTE: Responses are not limited

| Entity Performing the Review and Whether Reviewing Entity External or Internal | Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY) |
|--|---|
|  |   |
|  |   |

the agency accomplish this objective. Under the "Ways Agency works with Current n this objective. List only one partner per row and insert as many rows as necessary to ad of each partner individually. For example, if the agency works with every middle the agency works with every high school in Lexington county, the agency can list

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





| Strategic Plan Context   |   |   |
|--|---|---|
| # and description of Goal the Objective is helping accomplish: | <b>Goal 1 -Improve Affordable Housing Opportunities Statewide</b>   | Copy and paste this from the second column of the Mission, Vision and Goals Chart               |
| Legal responsibilities satisfied by Goal:                      | <i>Agency Bylaws</i>  | Copy and paste this from the first column of the Mission, Vision and Goals Chart                |
| # and description of Strategy the Objective is under:          | <b>Strategy 1.2 - Enhance Development Programs (e.g. HOME, Tax Credits, Housing Trust Fund) and Increase Development Program Outreach Efforts Statewide</b> | Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart |
| Objective  |   |   |
| Objective # and Description:                                   | <b>Objective 1.2.1 - Conduct at least 3 workshops and trainings annually to promote the development of affordable housing programs statewide</b>            | Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart |
| Legal responsibilities satisfied by Objective:                 | <i>Agency Bylaws</i>  | Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart  |
| Public Benefit/Intended Outcome:                               | <i>To keep the public and our affiliated partners current on the potential benefits of our programs and the requirements to participate.</i>                | Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart |

**Agency Programs Associated with Objective**

Program Names: *HOME/HTF/LIHTC*

Enter all the agency programs which are helping accomplish this objective. The agency

**Responsible Person**

Name: *Laura Nicholson*

Copy and paste this information from the fifth column of the Strategy, Objectives and

Number of Months Responsible: *24*

Position: *Director of Development*

Office Address: *300-C Outlet Pointe Blvd. Columbia SC 29210*

Department or Division: *Development*

Department or Division Summary: *Developing multi-family and special needs housing for low-moderate income families and individuals*

**Amount Budgeted and Spent To Accomplish Objective**

Total Budgeted for this fiscal year: *\$33,333*

Copy and paste this information from the Strategic Budgeting Chart

Total Actually Spent: *Agency will provide next year*

**PERFORMANCE MEASURES**

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

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

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

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable.

Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

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

Types of Performance Measures:

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

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

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

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

| How the Agency is Measuring its Performance |   |
|---|---|
| Objective Number and Description            | Objective 1.2.1 - Conduct at least 3 workshops and trainings annually to promote the development of affordable housing programs statewide |
| Performance Measure:                        | Number of (Development) workshops and trainings conducted   |
| Type of Measure:                            | Output  |

| Results   |  |
|---|--|
| 2013-14 Actual Results (as of 6/30/14):   | 5  |
| 2014-15 Target Results:   | 5  |
| 2014-15 Actual Results (as of 6/30/15):   | 5  |
| 2015-16 Minimum Acceptable Results:   | 3  |
| 2015-16 Target Results:   | 3  |
| Details   |  |
| Does the state or federal government require the agency to track this?<br>(provide any additional explanation needed, two cells over)                 | Only Agency Selected   |
| What are the names and titles of the individuals who chose this as a performance measure?   | All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director |
| Why was this performance measure chosen?  | Annual training in this area is essential to efficient running of the program. Three seems to be the appropriate number at this time.  |
| If the target value was not reached in 2014-15, what changes were made to   |  |
| What are the names and titles of the individuals who chose the target value for 2015-16?  | All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director |
| What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at | Staff available to do training, time constraints and number of outside constituents needing the service.   |
| Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?                                       | yes  |
| If the answer to the question above is "questionable" or "no," what changes   |  |

Insert any further explanation, if needed

**POTENTIAL NEGATIVE IMPACT**

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

|  |   |
|--|---|
| Most Potential Negative Impact         | <i>If programmatic or reporting changes were made during the year, affiliated groups may not know of them or may not report correctly</i> |
| Level Requires Outside Help            |   |
| Outside Help to Request                |   |
| Level Requires Inform General Assembly | N/A   |
| 3 General Assembly Options             | N/A   |

**REVIEWS/AUDITS**

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



| Matter(s) or Issue(s) Under Review | Reason Review was Initiated (outside request, internal policy, etc.) | Entity Performing the Review and Whether Reviewing Entity External or Internal | Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY) |
|------------------------------------|--|--|---|
| <i>Enterprise Risk Management</i>  | <i>Part of Authority ERM process</i>                                 | <i>Authority Internal Audit Division</i>                                       | <i>9/30/2014 yo 12/31/2014</i>                                    |
|                                    |  |  |   |

**PARTNERS**

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

| Current Partner Entity                                | Ways Agency Works with Current Partner  | Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual? |
|---|---|---|
| Consumer Affairs                                      | Annual Forum; various educational presentations   | Yes   |
| Office of the Lt. Governor/Office on Aging            | Funding to assist low income senior citizens to obtain rental residences.                                   | Yes   |
| LLR   | Various licensing and oversight   | Yes   |
| University of South Carolina/Moore School of Business | Annual analysis of agency economic impact and contribution  | Yes   |
| Dept. of Employment and Workforce                     | Distribution and awareness of availability of assistance to homeowners experiencing temporary unemployment. | Yes   |

|                                       |   |     |
|---------------------------------------|---|-----|
| DHEC                                  | Review for asbestos and lead based paint in houses  | Yes |
| Budget and Control Board              | Various reporting involving bond issuance and authority. Financial oversight  | Yes |
| HHS/Continuum of Care                 |   | Yes |
| DSS/Foster Care                       |   | Yes |
| SHPO/Archives and History             | Review of historic properties prior to start demolition, rehabilitation construction of properties. Mandated by HUD guidelines. Allocation of historic state and federal historic tax credits for eligible properties | Yes |
| Dept. of Disability and Special Needs | Funding to assist persons with special needs to find housing  | Yes |
| Mental Health Dept.                   | Funding to assist persons with special needs to find housing  | Yes |

| Strategic Plan Context   |  |  |
|--|--|--|
| # and description of Goal the Objective is helping accomplish: | <b>Goal 1 -Improve Affordable Housing Opportunities Statewide</b>  | Copy and paste this from the second column of the Mission, Vision and Goals Chart                    |
| Legal responsibilities satisfied by Goal:                      | <i>Agency Bylaws</i>   | Copy and paste this from the first column of the Mission, Vision and Goals Chart                     |
| # and description of Strategy the Objective is under:          | <b>Strategy 1.2 - Enhance Development Programs (e.g. HOME, Tax Credits, Housing Trust Fund) and Increase Development Program Outreach Efforts Statewide</b>  | Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart      |
| Objective  |  |  |
| Objective # and Description:                                   | <b>Objective 1.2.2 -Maintain and enhance financial compliance monitoring reviews annually through utilization of control self-assessment processes to ensure participants' viability and adherence to program requirements</b> | Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart      |
| Legal responsibilities satisfied by Objective:                 | <i>Agency Bylaws</i>   | Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart       |
| Public Benefit/Intended Outcome:                               | <i>Assures that proper procedure is being followed and that all funds are being utilized legally and in the most efficient and effective ways.</i>   | Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart      |
| Agency Programs Associated with Objective                      |  |  |
| Program Names:   | <i>ALL</i>   | Enter all the agency programs which are helping accomplish this objective. The agency can determine  |
| Responsible Person   |  |  |
| Name:  | <i>Wayne Sams</i>  | Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility |
| Number of Months Responsible:                                  | <i>24</i>  |  |
| Position:  | <i>Director of Internal Audits</i>   |  |
| Office Address:  | <i>300-C Outlet Pointe Blvd. Columbia SC 29210</i>   |  |
| Department or Division:  | <i>Internal Audit</i>  |  |
| Department or Division Summary:                                | <i>Auditing internal Authority systems for efficiency and effectiveness</i>  |  |

**Amount Budgeted and Spent To Accomplish Objective**

|                                      |                               |
|--------------------------------------|-------------------------------|
| Total Budgeted for this fiscal year: | \$50,000                      |
| Total Actually Spent:                | Agency will provide next year |

Copy and paste this information from the Strategic Budgeting Chart

**PERFORMANCE MEASURES**

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

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

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

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

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

**How the Agency is Measuring its Performance**

|   |   |
|---|---|
| Objective Number and Description        | Objective 1.2.2 -Maintain and enhance financial compliance monitoring reviews annually through utilization of control self-assessment processes to ensure participants' viability and adherence to program requirements |
| Performance Measure:                    | Yes or No   |
| Type of Measure:                        | Input/Explanatory/Activity Measure  |
| <b>Results</b>                          |   |
| 2013-14 Actual Results (as of 6/30/14): | NA  |
| 2014-15 Target Results:                 | completed   |

|   |  |   |
|---|--|---|
| 2014-15 Actual Results (as of 6/30/15):   | completed  |   |
| 2015-16 Minimum Acceptable Results:   | completed  |   |
| 2015-16 Target Results:   |  |   |
| <b>Details</b>  |  |   |
| Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)                                      |  | Insert any further explanation, if needed |
| What are the names and titles of the individuals who chose this as a performance measure?   | All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director |   |
| Why was this performance measure chosen?  | Controlled Self Assessment has been chosen as the most effective way for our agency to audit certain areas and aspects of the organization.  |   |
| If the target value was not reached in 2014-15, what changes were made to try and ensure it was   |  |   |
| What are the names and titles of the individuals who chose the target value for 2015-16?  | All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director |   |
| What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set? | After due consideration, this seemed to be a realistic value and one which could be adjusted if needed.  |   |
| Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for  | yes  |   |
| If the answer to the question above is "questionable" or "no," what changes are being made to try and   |  |   |

**POTENTIAL NEGATIVE IMPACT**

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

|                                |  |
|--------------------------------|--|
| Most Potential Negative Impact | <i>Compliance monitoring would be deferred to a later time</i> |
| Level Requires Outside Help    |  |

|  |     |
|--|-----|
| Outside Help to Request                |     |
| Level Requires Inform General Assembly | N/A |
| 3 General Assembly Options             | N/A |



**REVIEWS/AUDITS**

*Instructions*: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this Matter(s) or Issue(s) Under Review

| Matter(s) or Issue(s) Under Review                     | Reason Review was Initiated (outside request, internal policy, etc.) | Entity Performing the Review and Whether Reviewing Entity External or Internal | Date Review Began              |
|--|--|--|--------------------------------|
| <i>Control self assessment policies and procedures</i> | <i>Compliance with IIA standards</i>                                 | <i>SC Association of Internal Auditors</i>                                     | <i>7/1/2015 thru 7/14/2015</i> |
|  |  |  |                                |



**PARTNERS**

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

| Current Partner Entity                                | Ways Agency Works with Current Partner  | Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual? |
|---|---|---|
|   |   |   |
| Consumer Affairs                                      | Annual Forum; various educational presentations   | Yes   |
| Office of the Lt. Governor/Office on Aging            | Funding to assist low income senior citizens to obtain rental residences.                                   | Yes   |
| LLR   | Various licensing and oversight   | Yes   |
| University of South Carolina/Moore School of Business | Annual analysis of agency economic impact and contribution  | Yes   |
| Dept. of Employment and Workforce                     | Distribution and awareness of availability of assistance to homeowners experiencing temporary unemployment. | Yes   |
| DHEC  | Review for asbestos and lead based paint in houses  | Yes   |

|                                       |   |     |
|---------------------------------------|---|-----|
| Budget and Control Board              | Various reporting involving bond issuance and authority. Financial oversight  | Yes |
| HHS/Continuum of Care                 |   | Yes |
| DSS/Foster Care                       |   | Yes |
| SHPO/Archives and History             | Review of historic properties prior to start demolition, rehabilitation construction of properties. Mandated by HUD guidelines. Allocation of historic state and federal historic tax credits for eligible properties | Yes |
| Dept. of Disability and Special Needs | Funding to assist persons with special needs to find housing  | Yes |
| Mental Health Dept.                   | Funding to assist persons with special needs to find housing  | Yes |

|  |   |
|--|---|
| <b>Strategic Plan Context</b>                                  |   |
| # and description of Goal the Objective is helping accomplish: | <b>Goal 1 -Improve Affordable Housing Opportunities Statewide</b>   |
| Legal responsibilities satisfied by Goal:                      | <i>Agency Bylaws</i>  |
| # and description of Strategy the Objective is under:          | <b>Strategy 1.3 -Increase Understanding and Usage of SC Housing Homeownership Programs Statewide</b>  |
| <b>Objective</b>   |   |
| Objective # and Description:                                   | <b>Objective 1.3.1 - <i>Increase SC Housing trained real estate professionals by providing local, regional and individual company training</i></b>  |
| Legal responsibilities satisfied by Objective:                 | <i>Agency Bylaws</i>  |
| Public Benefit/Intended Outcome:                               | <i>The real estate professional is the first line of informing the public of the utility of our programs. This assures that these agents are aware and well versed on the availability and utilization of our programs.</i> |
| <b>Agency Programs Associated with Objective</b>               |   |
| Program Names:   | <i>Homeownership</i>  |
| <b>Responsible Person</b>                                      |   |
| Name:  | <i>Steve Clements</i>   |
| Number of Months Responsible:                                  | <i>24</i>   |
| Position:  | <i>Director of Homeownership</i>  |
| Office Address:  | <i>300-C Outlet Pointe Blvd. Columbia SC 29210</i>  |
| Department or Division:  | <i>Homeownership</i>  |
| Department or Division Summary:                                | <i>Purchasing low to moderate income first-time homebuyer 1st Mortgages</i>   |
| <b>Amount Budgeted and Spent To Accomplish Objective</b>       |   |
| Total Budgeted for this fiscal year:                           | <i>\$33,333</i>   |
| Total Actually Spent:  | <i>Agency will provide next year</i>  |
| <b>PERFORMANCE MEASURES</b>                                    |   |

*Instructions* : Please copy and paste the chart and questions below as many times



Types of Performance Measures:

**Outcome Measure** - A quantifiable indicator of the public and customer benefits for key customers and in achieving its mission, goals and objectives. They are also use measures should be the first priority. Example - % of licensees with no violations.

**Efficiency Measure** - A quantifiable indicator of productivity expressed in unit cost productivity, and timeliness of agency operations. Efficiency measures measure th

**Output Measure** - A quantifiable indicator of the number of goods or services an a demands. Output measures measure workload and efforts and should be the thirc

**Input/Explanatory/Activity Measure** - Resources that contribute to the production received that explain performance (i.e. explanatory). These measures should be th

| How the Agency is Measuring its Performance  |   |
|--|---|
|  | Objective Number and Description        |
|  | <b>Performance Measure:</b>             |
|  | <b>Type of Measure:</b>                 |
| Results  |   |
|  | 2013-14 Actual Results (as of 6/30/14): |
|  | 2014-15 Target Results:                 |
|  | 2014-15 Actual Results (as of 6/30/15): |
|  | 2015-16 Minimum Acceptable Results:     |
|  | 2015-16 Target Results:                 |
| Details  |   |
| Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over) |   |
| What are the names and titles of the individuals who chose this as a performance measure?  |   |
| Why was this performance measure chosen?   |   |
| If the target value was not reached in 2014-15, what changes were made to try and  |   |
| What are the names and titles of the individuals who chose the target value for 2015-16?   |   |

What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?

Based on the performance so far in 2015-16, does it appear the agency is going to reach If the answer to the question above is "questionable" or "no," what changes are being

**POTENTIAL NEGATIVE IMPACT**

*Instructions* : Please list what the agency considers the most potential negative im  
 "Most Potential Negative Impact," enter the most potential negative impact to the  
 Outside Help," enter the level at which the agency believes it needs outside help. I  
 negative impact rises to that level. Next to, "Level Requires Inform General Assembl  
 at which the potential negative impact has risen. Next to, "3 General Assembly Op  
 became a crisis. The House Legislative Oversight Committee will provide this inform  
 study.

|  |  |
|--|--|
| Most Potential Negative Impact         | <i>Real estate professionals would not be trained by</i> |
| Level Requires Outside Help            |  |
| Outside Help to Request                |  |
| Level Requires Inform General Assembly | N/A  |
| 3 General Assembly Options             | N/A  |

**REVIEWS/AUDITS**

*Instructions* : Below please list all external or internal reviews, audits, investigator  
 objective. Please remember to maintain an electronic copy of each Review and an  
 agency is under study. NOTE: Responses are not limited to the number of rows be

|                                    |  |
|------------------------------------|--|
| Matter(s) or Issue(s) Under Review | Reason Review was Initiated (outside request, internal policy, etc.) |
|                                    |  |
|                                    |  |

**PARTNERS**

*Instructions* : Under the column labeled, "Current Partner Entities" list all entities that the Agency works with. Under the column labeled, "Current Partner Entities," enter the ways the agency works with the entity per partner per row and insert as many rows as necessary to list all of the partners. Do not list each partner individually. For example, if the agency works with every partner separately. As another example, if the agency works with every high school in Lexington county separately.

| Current Partner Entity                                | Ways Agency Works with Current Partner  |
|---|---|
| Consumer Affairs                                      | Annual Forum; various educational presentations   |
| Office of the Lt. Governor/Office on Aging            | Funding to assist low income senior citizens to obtain rental residences.   |
| LLR   | Various licensing and oversight   |
| University of South Carolina/Moore School of Business | Annual analysis of agency economic impact and contribution  |
| Dept. of Employment and Workforce                     | Distribution and awareness of availability of assistance to homeowners experiencing temporary unemployment.   |
| DHEC  | Review for asbestos and lead based paint in houses  |
| Budget and Control Board                              | Various reporting involving bond issuance and authority. Financial oversight  |
| HHS/Continuum of Care                                 |   |
| DSS/Foster Care                                       |   |
| SHPO/Archives and History                             | Review of historic properties prior to start demolition, rehabilitation construction of properties. Mandated by HUD guidelines. Allocation of historic state and federal historic tax credits for eligible properties |
| Dept. of Disability and Special Needs                 | Funding to assist persons with special needs to find housing  |
| Mental Health Dept.                                   | Funding to assist persons with special needs to find housing  |



Copy and paste this from the second column of the Mission, Vision and Goals Chart

Copy and paste this from the first column of the Mission, Vision and Goals Chart

Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart

Enter all the agency programs which are helping accomplish this objective. The agency can determine the

Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart

Copy and paste this information from the Strategic Budgeting Chart



as needed so the agency can provide this information for each Performance Measure that applies.

from an agency's actions. Outcome measures are used to assess an agency's effectiveness in service to direct resources to strategies with the greatest effect on the most valued outcomes. Outcomes are measured in dollars, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-effective use of available resources and should be the second priority. Example - cost per inspection an agency produces. Output measures are used to assess workload and the agency's efforts to address a priority. Example - # of business license applications processed. Inputs are "what we use to do the work." They measure the factors or resources used in the last priority. Example - # of license applications received

|  |
|--|
| Objective 1.3.1 - Increase SC Housing trained real estate professionals by providing local, regional and individual company training   |
| Number of persons (Real Estate Professionals) attending workshops and trainings  |
| Output   |
| NA   |
| 238  |
| 2690   |
| 250  |
| Only Agency Selected   |
| All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director |
| <i>The real estate professional is the first line of informing the public of the utility of our programs. This assures that these agents are aware and well versed on the availability and utilization of our programs.</i>  |
| All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director |

Past levels of training along with anticipated market conditions and trends in new agents coming into the market and needing training. We have a long history with this sort of training and drew heavily from past experience.

Yes

pact to the public that may occur as a result of the agency not accomplishing this objective. Next public that may occur as a result of the agency not accomplishing the objective. Next to, "Level f Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the bly," enter the level at which the agency thinks the General Assembly should be put on notice of t tions," enter three options for what the General Assembly could do to help resolve the issue befc nation to all other House standing committees, but will not address it itself until the agency is un

*SC Housing in the most up to date aspects of our programs. Mortgage purchasing may decline as a res*

ns or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impr y other information generated by the entity performing the Review as copies may be requested v :low that have borders around them, please insert as many rows as needed.

Entity Performing the Review and Whether Reviewing Entity External or Internal





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explanatio  
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| Date<br>Review<br>Began<br>(MM/DD/<br>YYYY) and<br>Date<br>Review<br>Ended<br>(MM/DD/<br>YYYY) |
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up  
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not in the



**Strategic Plan Context**

# and description of Goal the Objective is helping accomplish:

Legal responsibilities satisfied by Goal:

# and description of Strategy the Objective is under:

**Objective**

Objective # and Description:

Legal responsibilities satisfied by Objective:

Public Benefit/Intended Outcome:

**Agency Programs Associated with Objective**

Program Names:

**Responsible Person**

Name:

Number of Months Responsible:

Position:

Office Address:

Department or Division:

Department or Division Summary:

**Amount Budgeted and Spent To Accomplish Objective**

Total Budgeted for this fiscal year:

Total Actually Spent:

**PERFORMANCE MEASURES**

Instructions : Please copy and paste the chart and questions below that applies to this objective.

1) In the cell next to, "Performance Measure," enter the performance measure.

2) In the cell next to, "Type of Measure," pick the type of measure (as explained below).

3) In the next set of cells enter the actual and target results for the end of that year. Next to "Target Results," enter the target results or acceptable level," enter the minimum level for this performance measure that will hopefully encourage the agency to continually set challenging goals. Then enter the following next to the applicable "Actual Results" :

Types of Performance Measures:

**Outcome Measure** - A quantifiable indicator of the public and customer satisfaction in serving its key customers and in achieving its mission, goals and other valued outcomes. Outcome measures should be the first priority.

**Efficiency Measure** - A quantifiable indicator of productivity expressed as cost-efficiency, productivity, and timeliness of agency operation.  
Example - cost per inspection

**Output Measure** - A quantifiable indicator of the number of goods or services produced to address demands. Output measures measure workload and customer service.

**Input/Explanatory/Activity Measure** - Resources that contribute to performance, such as factors or requests received that explain performance (i.e. explanatory).

| How the Agency is Measuring its Performance |  |
|---|--|
|   |  |
|   |  |
|   |  |
|   |  |
|   |  |
| Results                                     |  |
|   |  |
|   |  |
|   |  |

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|  |
|  |

**Details**

Does the state or federal government require the agency to track this

What are the names and titles of the individuals who chose this as a p

Why was this performance measure chosen?

If the target value was not reached in 2014-15, what changes were m

What are the names and titles of the individuals who chose the targe

What was considered when determining the level to set the target va  
made on setting it at the level at which it was set?

Based on the performance so far in 2015-16, does it appear the agen

If the answer to the question above is "questionable" or "no," what c

**POTENTIAL NEGATIVE IMPACT**

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put

Most Potential Negative Impact

Level Requires Outside Help

Outside Help to Request

Level Requires Inform General Assembly

3 General Assembly Options

**REVIEWS/AUDITS**

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested

Matter(s) or Issue(s) Under Review

**PARTNERS**

*Instructions* : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if

| Current Partner Entity                                |
|---|
| Consumer Affairs                                      |
| Office of the Lt. Governor/Office on Aging            |
| LLR   |
| University of South Carolina/Moore School of Business |
| Dept. of Employment and Workforce                     |
| DHEC  |
| Budget and Control Board                              |
| HHS/Continuum of Care                                 |
| DSS/Foster Care                                       |
| SHPO/Archives and History                             |
| Dept. of Disability and Special Needs                 |
| Mental Health Dept.                                   |



**Goal 1 -Improve Affordable Housing Opportunities Statewide**

*Agency Bylaws*

**Strategy 1.3 -Increase Understanding and Usage of SC Housing Homeownership Programs Statewide**

**Objective 1.3.2 -Increase SC Housing trained lending partners by providing local, regional and individual company training to increase lender participation by 5% by June 30, 2016**

*Agency Bylaws*

*Another crucial part of making our programs available to the public for whom they are intended is to have a knowledgeable and capable banking/lending cadre with access and knowledge of our products, thereby assisting the public/borrower to make use of these.*

*Homeownership*

*Steve Clements*

24

*Director of Homeownership*

*300-C Outlet Pointe Blvd. Columbia SC 29210*

*Homeownership*

*Purchasing low to moderate income first-time homebuyer 1st Mortgages*

\$33,334

*Agency will provide next year*

ow as many times as needed so the agency can p

nance measure just like the agency did in the acc  
re that best fits the performance measure from th

each year. Next to "Actual Results," enter the actu  
value the agency wanted to reach for the perform  
measure that the agency would find acceptable.  
ing targets each year. If the agency did not utilize  
and "Target Results," - "Agency did not use PM du

ustomer benefits from an agency's actions. Outco  
nd objectives. They are also used to direct resour  
y. Example - % of licensees with no violations.  
ressed in unit costs, units of time, or other ratio-  
s. Efficiency measures measure the efficient use

ods or services an agency produces. Output meas  
efforts and should be the third priority. Example -  
to the production and delivery of a service. Inpu  
natory). These measures should be the last prior

|   |
|---|
|   |
| Objective Number and Description        |
|   |
| <b>Performance Measure:</b>             |
|   |
| <b>Performance Measure:</b>             |
|   |
| <b>Type of Measure:</b>                 |
| <b>Type of Measure:</b>                 |
|   |
| 2013-14 Actual Results (as of 6/30/14): |
| 2014-15 Target Results:                 |
| 2014-15 Actual Results (as of 6/30/15): |

2015-16 Minimum Acceptable Results:

2015-16 Target Results:

s? (provide any additional explanation needed, two performance measure?

made to try and ensure it was reached?

st value for 2015-16?

value in 2015-16 and why was the decision finally

ncy is going to reach the target for 2015-16?

changes are being made to try and ensure it is

*Mortgage purchases may lag if too few lenders are trained and eligible to work with our programs*


N/A

N/A

Reason Review was Initiated (outside request, internal policy, etc.)



| Ways Agency Works with Current Partner  |
|---|
|   |
| Annual Forum; various educational presentations   |
| Funding to assist low income senior citizens to obtain rental residences.   |
| Various licensing and oversight   |
| Annual analysis of agency economic impact and contribution  |
| Distribution and awareness of availability of assistance to homeowners experiencing temporary unemployment.   |
| Review for asbestos and lead based paint in houses  |
| Various reporting involving bond issuance and authority. Financial oversight  |
|   |
|   |
| Review of historic properties prior to start demolition, rehabilitation construction of properties. Mandated by HUD guidelines. Allocation of historic state and federal historic tax credits for eligible properties |
| Funding to assist persons with special needs to find housing  |
| Funding to assist persons with special needs to find housing  |



Copy and paste this from the second column of the Mission,  
Vision and Goals Chart

Copy and paste this from the first column of the Mission,  
Copy and paste this from the second column of the Strategy,  
Objectives and Responsibility Chart

Copy and paste this from the second column of the Strategy,  
Objectives and Responsibility Chart

Copy and paste this from the first column of the Strategy,  
Copy and paste this from the fourth column of the Strategy,  
Objectives and Responsibility Chart

Enter all the agency programs which are helping accomplish

Copy and paste this information from the fifth column of the

Copy and paste this information from the Strategic Budgeting



Provide this information for each Performance Measure

Accountability report.

Use the drop down box (see Types of Performance Measures

to select the value the agency had for that performance measure at the end of the reporting period. Next to "Minimum

Acceptable Level" including a minimum acceptable level and target level for that performance measure during certain years, including this year."

Some measures are used to assess an agency's effectiveness in implementing strategies with the greatest effect on the most

at-risk units. Efficiency measures are used to assess the use of available resources and should be the second priority.

Output measures are used to assess workload and the agency's efforts to achieve its mission. Example - # of business license applications processed.

Outcome measures are "what we use to do the work." They measure the results of the work. Example - # of license applications received

|  |
|--|
| Objective 1.3.2 -Increase SC Housing trained lending partners by providing local, regional and individual company training to increase lender participation by 5% by June 30, 2016 |
| Number of persons (Real Estate Professionals) attending workshops and trainings  |
| Percentage (%) of SC Housing Approved Lenders participating in MCC   |
| Output   |
| Outcome  |
|  |
| NA   |
| 40%  |
| 90%  |

|  |   |
|--|---|
| 90%  |   |
|  | Insert any further explanation, if needed |
| Only Agency Selected   |   |
| All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director |   |
| <i>Another crucial part of making our programs available to the public for whom they are intended is to have a knowledgeable and capable banking/lending cadre with access and knowledge of our products, thereby assisting the public/borrower to make use of these.</i>                          |   |
|  |   |
| All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director |   |
| This may at first seem to be a low target level but in fact, there is a finite group to draw from and a small target audience from which to increase our numbers. Therefore, this was a realistic level.   |   |

Yes





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|  |   |
|--|---|
| Entity Performing the Review and Whether Reviewing Entity External or Internal | Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY) |
|  |   |



|  |  |
|--|--|
| <b>Strategic Plan Context</b>                                  |  |
| # and description of Goal the Objective is helping accomplish: | Goal 2 -Efficiently and Effectively Manage and Support Agency Programs and Human Resource Capital                                      |
| Legal responsibilities satisfied by Goal:                      | <i>Agency Bylaws</i>   |
| # and description of Strategy the Objective is under:          | Strategy 2.1 -Utilize Enterprise Risk Management to effectively manage the Agency's Risks which threaten the achievement of objectives |
| <b>Objective</b>   |  |
| Objective # and Description:                                   | Objective 2.1.1 - <i>Conduct at least one Annual Control Self-Assessments</i>  |
| Legal responsibilities satisfied by Objective:                 | <i>Agency Bylaws</i>   |
| Public Benefit/Intended Outcome:                               | <i>To maintain internal controls and assure efficiency of program administration</i>   |
| <b>Agency Programs Associated with Objective</b>               |  |
| Program Names:   | <i>ALL</i>   |
| <b>Responsible Person</b>                                      |  |
| Name:  | <i>Wayne Sams</i>  |
| Number of Months Responsible:                                  | <i>24</i>  |
| Position:  | <i>Director of Internal Audit</i>  |
| Office Address:  | <i>300-C Outlet Pointe Blvd. Columbia SC 29210</i>   |
| Department or Division:  | <i>Internal Audit</i>  |
| Department or Division Summary:                                | <i>Auditing internal Authority systems for efficiency and effectiveness</i>  |
| <b>Amount Budgeted and Spent To Accomplish Objective</b>       |  |
| Total Budgeted for this fiscal year:                           | <i>\$50,000</i>  |
| Total Actually Spent:  | <i>Agency will provide next year</i>   |
| <b>PERFORMANCE MEASURES</b>                                    |  |

*Instructions* : Please copy and paste the chart and questions below as many times as nee

Types of Performance Measures:

**Outcome Measure** - A quantifiable indicator of the public and customer benefits from an assess an agency's effectiveness in serving its key customers and in achieving its mission, resources to strategies with the greatest effect on the most valued outcomes. Outcome of licensees with no violations.

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

**Output Measure** - A quantifiable indicator of the number of goods or services an agency workload and the agency's efforts to address demands. Output measures measure workl Example - # of business license applications processed.

**Input/Explanatory/Activity Measure** - Resources that contribute to the production and do the work." They measure the factors or requests received that explain performance (i.e. priority. Example - # of license applications received

| How the Agency is Measuring its Performance  |   |
|--|---|
|  | Objective Number and Description        |
|  | Performance Measure:                    |
|  | Performance Measure:                    |
|  | Type of Measure:                        |
|  | Type of Measure:                        |
|  | 2013-14 Actual Results (as of 6/30/14): |
|  | 2014-15 Target Results:                 |
|  | 2014-15 Actual Results (as of 6/30/15): |
|  | 2015-16 Minimum Acceptable Results:     |
|  | 2015-16 Target Results:                 |
| Details  |   |
| Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over) |   |

What are the names and titles of the individuals who chose this as a performance measure?

Why was this performance measure chosen?

If the target value was not reached in 2014-15, what changes were made to try and ensure it

What are the names and titles of the individuals who chose the target value for 2015-16?

What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?

Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?

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

#### POTENTIAL NEGATIVE IMPACT

*Instructions* : Please list what the agency considers the most potential negative impact to not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most likely negative impact to occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to which the agency believes negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the General Assembly should be put on notice of the level at which the potential negative impact rises to that level. Next to, "Options," enter three options for what the General Assembly could do to help resolve the issue. The Legislative Oversight Committee will provide this information to all other House standing committees. The agency is under study.

|                                |  |
|--------------------------------|--|
| Most Potential Negative Impact | <i>Controlled Self Assessment would be deferred to a</i> |
| Level Requires Outside Help    |  |

|  |     |
|--|-----|
| Outside Help to Request                |     |
| Level Requires Inform General Assembly | N/A |
| 3 General Assembly Options             | N/A |



**REVIEWS/AUDITS**

*Instructions* : Below please list all external or internal reviews, audits, investigations or studies during the past fiscal year that relates/impacts this objective. Please remember to maintain information generated by the entity performing the Review as copies may be requested and are not limited to the number of rows below that have borders around them, please insert

|  |  |
|--|--|
| Matter(s) or Issue(s) Under Review                     | Reason Review was Initiated (outside request, internal policy, etc.) |
| <i>Control self assessment policies and procedures</i> | <i>Compliance with IIA standards</i>                                 |
|  |  |




**PARTNERS**

*Instructions* : Under the column labeled, "Current Partner Entities" list all entities the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter (name of projects, initiatives, etc.) which helps the agency accomplish this objective. List only or necessary to list all of the partners. Note, if there is a large list of partners that all fit with instead of each partner individually. For example, if the agency works with every middle Schools, instead of listing each middle school separately. As another example, if the agency county, the agency can list Lexington County High Schools, instead of listing each high school

|                               |   |
|-------------------------------|---|
| <b>Current Partner Entity</b> | <b>Ways Agency Works with Current Partner</b>   |
|                               |   |
| Consumer Affairs              | Annual Forum; various educational presentations |

|   |   |
|---|---|
| Office of the Lt. Governor/Office on Aging            | Funding to assist low income senior citizens to obtain rental residences.   |
| LLR   | Various licensing and oversight   |
| University of South Carolina/Moore School of Business | Annual analysis of agency economic impact and contribution  |
| Dept. of Employment and Workforce                     | Distribution and awareness of availability of assistance to homeowners experiencing temporary unemployment.   |
| DHEC  | Review for asbestos and lead based paint in houses  |
| Budget and Control Board                              | Various reporting involving bond issuance and authority. Financial oversight  |
| HHS/Continuum of Care                                 |   |
| DSS/Foster Care                                       |   |
| SHPO/Archives and History                             | Review of historic properties prior to start demolition, rehabilitation construction of properties. Mandated by HUD guidelines. Allocation of historic state and federal historic tax credits for eligible properties |
| Dept. of Disability and Special Needs                 | Funding to assist persons with special needs to find housing  |
| Mental Health Dept.                                   | Funding to assist persons with special needs to find housing  |



Copy and paste this from the second column of the Mission, Vision and Goals Chart

Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart  
Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart  
Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart  
Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart

Enter all the agency programs which are helping

Copy and paste this information from the fifth column

Copy and paste this information from the Strategic



ded so the agency can provide this information for



agency's actions. Outcome measures are used to goals and objectives. They are also used to direct measures should be the first priority. Example - %

s of time, or other ratio-based units. Efficiency operations. Efficiency measures measure the inspection produces. Output measures are used to assess load and efforts and should be the third priority.

elivery of a service. Inputs are "what we use to do explanatory). These measures should be the last

|   |   |
|---|---|
| Objective 2.1.1 - Conduct at least one Annual Control Self-Assessments                |   |
| Number of initiated Control Self-Assessments  |   |
| CSA Action Plan items completed on time and implementation verified by Internal Audit |   |
| Output  |   |
| Outcome   |   |
| 97%   |   |
| 97%   |   |
| 100%  |   |
| 100%  |   |
|   |   |
|   |   |
| Only Agency Selected  | Insert any further explanation, if needed |

All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director

*To maintain internal controls and assure efficiency of program administration*

All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director

The staffing levels, time available and overall need for this sort of reconnaissance.

Yes

to the public that may occur as a result of the agency  
most potential negative impact to the public that may  
Outside Help," enter the level at which the agency  
whom the agency would reach out if the potential  
enter the level at which the agency thinks the  
impact has risen. Next to, "3 General Assembly  
the issue before it became a crisis. The House  
committees, but will not address it itself until the

*later date*

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studies (“Reviews”) of the agency which occurred  
 obtain an electronic copy of each Review and any other  
 when the agency is under study. NOTE: Responses  
 report as many rows as needed.

| Entity Performing the Review and Whether Reviewing Entity External or Internal | Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY) |
|--|---|
| <i>SC Association of Internal Auditors</i>                                     | 7/1/2015 thru 7/14/2015   |
|  |   |

agency is currently working with that help the agency  
 the ways the agency works with the entity (names  
 one partner per row and insert as many rows as  
 in a certain group, the agency can list the group  
 school in the state, the agency can list SC Middle  
 agency works with every high school in Lexington  
 school in the county separately.

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



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| <b>Strategic Plan Context</b>                                  |
| # and description of Goal the Objective is helping accomplish: |
| Legal responsibilities satisfied by Goal:                      |
| # and description of Strategy the Objective is under:          |
|  |
| <b>Objective</b>   |
| Objective # and Description:                                   |
| Legal responsibilities satisfied by Objective:                 |
| Public Benefit/Intended Outcome:                               |
| <b>Agency Programs Associated with Objective</b>               |
| Program Names:   |
| <b>Responsible Person</b>                                      |
| Name:  |
| Number of Months Responsible:                                  |
| Position:  |
| Office Address:  |
| Department or Division:  |
| Department or Division Summary:                                |
| <b>Amount Budgeted and Spent To Accomplish Objective</b>       |
| Total Budgeted for this fiscal year:                           |
| Total Actually Spent:  |
|  |
| <b>PERFORMANCE MEASURES</b>                                    |

Instructions : Please copy and paste the Measure that applies to this objective.

1) In the cell next to, "Performance Measure,"

2) In the cell next to, "Type of Measure, Measures explained below).

3) In the next set of cells enter the actual measure at the end of that year. Next to "Minimum acceptable level," enter the acceptable level and target level will have performance measure during certain years during this year."

4) In the last set of cells, answer the question "State or federal government," pick State from the federal government requires the agency to track this information and the agency

Types of Performance Measures:

**Outcome Measure** - A quantifiable indicator of effectiveness in serving its key customer. The greatest effect on the most valued outcome.

**Efficiency Measure** - A quantifiable indicator to assess the cost-efficiency, productivity, and quality. It will be the second priority. Example - cost per unit.

**Output Measure** - A quantifiable indicator of an agency's efforts to address demands. Cost per application processed.

**Input/Explanatory/Activity Measure** - A measure of the factors or requests received. Example - applications received.

How the Agency is Measuring its Performance

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| <b>Results</b>   |
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| <b>Details</b>   |
| Does the state or federal government require (if needed, two cells over)   |
| What are the names and titles of the individuals responsible for this performance measure?   |
| Why was this performance measure chosen?   |
| If the target value was not reached in 2014-15, what are the reasons?  |
| What are the names and titles of the individuals responsible for this performance measure?   |
| What was considered when determining the target value for this performance measure?<br>Based on the performance so far in 2015-16? |
| If the answer to the question above is "questionable", what are the reasons?   |
| <b>POTENTIAL NEGATIVE IMPACT</b>   |

*Instructions* : Please list what the agency is doing to accomplish this objective. Next to, "Most Potential Negative Impact," enter the entities to whom help is being requested. Next to, "Level Requires Outside Help to Request," enter the entities to whom help is being requested. Next to, "Level Requires Inform General Assembly," enter the level at which the information is being provided. Next to, "3 General Assembly Options," enter the options for the House Legislative Oversight Committee. The objective is under study.

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

**REVIEWS/AUDITS**

*Instructions* : Below please list all external reviews or audits that relate to this objective. If you are performing the Review as copies may be made, please insert as r

|                                    |
|------------------------------------|
| Matter(s) or Issue(s) Under Review |
|                                    |
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**PARTNERS**

*Instructions* : Under the column label

|  |
|--|
| Current Partner Entity                     |
|  |
|  |
| Consumer Affairs                           |
| Office of the Lt. Governor/Office on Aging |



|   |
|---|
| LLR   |
| University of South Carolina/Moore School of Business |
| Dept. of Employment and Workforce                     |
| DHEC  |
| Budget and Control Board                              |
| HHS/Continuum of Care                                 |
| DSS/Foster Care                                       |
| SHPO/Archives and History                             |
| Dept. of Disability and Special Needs                 |
| Mental Health Dept.                                   |

**Goal 2 -Efficiently and Effectively Manage and Support Agency Programs and Human Resource Capital**

*Agency Bylaws*

**Strategy 2.1 -Utilize Enterprise Risk Management to effectively manage the Agency's Risks which threaten the achievement of objectives**

**Objective 2.1.2 -Provide at least three trainings to Divisions with first-year CSA**

*Agency Bylaws*

*To maintain internal controls and assure efficiency of program administration*

ALL

*Wayne Sams*

24

*Director of Internal Audits*

*300-C Outlet Pointe Blvd. Columbia SC 29210*

*Internal Audits*

*Auditing internal Authority systems for efficiency and effectiveness*

\$50,000

*Agency will provide next year*

e chart and questions below as many times as needed so the ager  
 asure," enter the performance measure just like the agency did in  
 " pick the type of measure that best fits the performance measur  
 al and target results for each year. Next to "Actual Results," enter  
 o "Target Results," enter the target value the agency wanted to r  
 ne minimum level for this performance measure that the agency v  
 pefully encourage the agency to continually set challenging targe  
 ears, then enter the following next to the applicable "Actual Resul  
 estions to provide Details about each measure. In the cell next to  
 n the drop down menu if an entity in state government requires th  
 agency to track this information, or Only Agency Selected if there  
 y selected it.

ator of the public and customer benefits from an agency's action  
 rs and in achieving its mission, goals and objectives. They are also  
 omes. Outcome measures should be the first priority. Example -  
 icator of productivity expressed in unit costs, units of time, or oth  
 and timeliness of agency operations. Efficiency measures measu  
 per inspection  
 tor of the number of goods or services an agency produces. Outp  
 Output measures measure workload and efforts and should be the  
 esources that contribute to the production and delivery of a serv  
 ed that explain performance (i.e. explanatory). These measures sh

| ance                             |
|----------------------------------|
| Objective Number and Description |
| <b>Performance Measure:</b>      |

Type of Measure:

2013-14 Actual Results (as of 6/30/14):

2014-15 Target Results:

2014-15 Actual Results (as of 6/30/15):

2015-16 Minimum Acceptable Results:

2015-16 Target Results:

Why do you require the agency to track this? (provide any additional explanation)

Who are the individuals who chose this as a performance measure?

Why?

For 2014-15, what changes were made to try and ensure it was reached?

Who are the individuals who chose the target value for 2015-16?

At what level did you set the target value in 2015-16 and why was the decision made?

For 2015-16, does it appear the agency is going to reach the target for 2015-16?

If "questionable" or "no," what changes are being made to try and ensure it is reached?

Agency considers the most potential negative impact to the public that  
 "Negative Impact," enter the most potential negative impact to the  
 "Level Requires Outside Help," enter the level at which the agency  
 the agency would reach out if the potential negative impact rises  
 agency thinks the General Assembly should be put on notice of th  
 tions," enter three options for what the General Assembly could do  
 committee will provide this information to all other House standing com

|   |
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| <i>Internal control could be lost for a time. Records, retention and/or rep</i> |
|   |
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| N/A   |
| N/A   |
|   |


nal or internal reviews, audits, investigations or studies ("Reviews"  
 . Please remember to maintain an electronic copy of each Review  
 e requested when the agency is under study. NOTE: Responses a  
 many rows as needed.

|  |
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| Reason Review was Initiated (outside request, internal policy, etc.) |
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d. "Current Partner Entities" list all entities the agency is currently

|   |
|---|
| <b>Ways Agency Works with Current Partner</b>                             |
|   |
|   |
| Annual Forum; various educational presentations                           |
| Funding to assist low income senior citizens to obtain rental residences. |

|   |
|---|
| Various licensing and oversight   |
| Annual analysis of agency economic impact and contribution  |
| Distribution and awareness of availability of assistance to homeowners experiencing temporary unemployment.   |
| Review for asbestos and lead based paint in houses  |
| Various reporting involving bond issuance and authority. Financial oversight  |
|   |
|   |
| Review of historic properties prior to start demolition, rehabilitation construction of properties. Mandated by HUD guidelines. Allocation of historic state and federal historic tax credits for eligible properties |
| Funding to assist persons with special needs to find housing  |
| Funding to assist persons with special needs to find housing  |



Copy and paste this from the second column of the Mission, Vision and Goals Chart

Copy and paste this from the first column of the Mission,  
Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart


Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart

Enter all the agency programs which are helping

Copy and paste this information from the fifth column of

Copy and paste this information from the Strategic



Agency can provide this information for each Performance

in the accountability report.

Choose from the drop down box (see Types of Performance

measures) for the actual value the agency had for that performance measure each for the performance measure for that year. Next would find acceptable. Including a minimum target results each year. If the agency did not utilize a particular performance measure, it should be marked "Agency did not use PM

Measure" or "Is agency required to keep track of this by the state or federal agency to track this information, Federal if an entity is no state or federal entity that requires the agency

to track this information. Outcome measures are used to assess an agency's performance in terms of the results achieved. Outcome measures are used to direct resources to strategies with the highest impact. Example - % of licensees with no violations.

Efficiency measures are used to assess the efficient use of available resources and should be used to assess the use of resources. Example - # of licensees per ratio-based units.

Efficiency measures are used to assess workload and the number of units produced. Example - # of business licenses issued.

Inputs are "what we use to do the work." They should be the last priority. Example - # of licensees

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| 2.1.2-To maintain internal controls and assure efficiency of program administration |
|---|

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| Number of facilitated Division subsequent year CSA |
|--|



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|--|---|
| Output   |   |
|  |   |
| NA   |   |
| 1  |   |
| 2  |   |
| 3  |   |
|  |   |
|  |   |
| Only Agency Selected   | Insert any further explanation, if needed |
| All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director |   |
| <i>To maintain internal controls and assure efficiency of program administration</i>   |   |
|  |   |
| All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director |   |
| This was realistic and would serve our purposes.   |   |
| Yes  |   |
|  |   |

may occur as a result of the agency not accomplishing  
 the public that may occur as a result of the agency not  
 believes it needs outside help. Next to, "Outside Help  
 s to that level. Next to, "Level Requires Inform General  
 ne level at which the potential negative impact has  
 do to help resolve the issue before it became a crisis.  
 mmittees, but will not address it itself until the agency is

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| <i>porting may suffer</i> |
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s") of the agency which occurred during the past fiscal  
 v and any other information generated by the entity  
 are not limited to the number of rows below that have

| Entity Performing the Review and Whether<br>Reviewing Entity External or Internal | Date<br>Review<br>Began<br>(MM/DD/<br>YYYY) and<br>Date<br>Review<br>Ended<br>(MM/DD/<br>YYYY) |
|---|--|
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| <u>working with that help the agency accomplish this</u>   |
| <b>Is the Partner a State/Local Government Entity;<br/>College, University; or Other Business,<br/>Association, or Individual?</b> |
|  |
| Yes  |
| Yes  |



|  |  |
|--|--|
| <b>Strategic Plan Context</b>                                  |  |
| # and description of Goal the Objective is helping accomplish: | <b>Goal 2 -Efficiently and Effectively Manage and Support Agency Programs and Human Resource Capital</b> |
| Legal responsibilities satisfied by Goal:                      | <i>Agency Bylaws</i>   |
| # and description of Strategy the Objective is under:          | <b>Strategy 2.2 -Maintain Fiscal Compliance, Program Auditability and Quality Control</b>                |
| <b>Objective</b>   |  |
| Objective # and Description:                                   | <b>Objective 2.2.1 - <i>Successfully complete periodic and annual independent compliance audits</i></b>  |
| Legal responsibilities satisfied by Objective:                 | <i>Agency Bylaws</i>   |
| Public Benefit/Intended Outcome:                               | <i>To maintain internal controls and assure efficiency of program administration</i>                     |
| <b>Agency Programs Associated with Objective</b>               |  |
| Program Names:   | <i>ALL</i>   |
| <b>Responsible Person</b>                                      |  |
| Name:  | <i>Wayne Sams</i>  |
| Number of Months Responsible:                                  | <i>24</i>  |
| Position:  | <i>Director of Internal Audit</i>  |
| Office Address:  | <i>300-C Outlet Pointe Blvd. Columbia SC 29210</i>   |
| Department or Division:  | <i>Internal Audits</i>   |
| Department or Division Summary:                                | <i>Auditing internal Authority systems for efficiency and effectiveness</i>                              |
| <b>Amount Budgeted and Spent To Accomplish Objective</b>       |  |
| Total Budgeted for this fiscal year:                           | <i>\$50,000</i>  |
| Total Actually Spent:  | <i>Agency will provide next year</i>   |
| <b>PERFORMANCE MEASURES</b>                                    |  |

Instructions : Please copy and paste the chart and questions below as many times as needed so Measure that applies to this objective.

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

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results" enter the actual results for each year. Next to "Target Results," enter the target value the agency wants to achieve. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency considers acceptable. The acceptable level and target level will hopefully encourage the agency to continually set challenging performance measure during certain years, then enter the following next to the applicable "Actual Results" during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell "Agency Type," pick State from the drop down menu if an entity in state government requires the agency to track this information, or Only Agency Selected if the agency selected to track this information and the agency selected it.

Types of Performance Measures:

**Outcome Measure** - A quantifiable indicator of the public and customer benefits from an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. The greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - customer satisfaction

**Efficiency Measure** - A quantifiable indicator of productivity expressed in unit costs, units of time, or other measures. Efficiency measures assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures should be the second priority. Example - cost per inspection

**Output Measure** - A quantifiable indicator of the number of goods or services an agency produces. Output measures measure workload and efforts and should be the third priority. Example - number of applications processed

**Input/Explanatory/Activity Measure** - Resources that contribute to the production and delivery of services. These measures measure the factors or requests received that explain performance (i.e. explanatory). Example - number of applications received

| How the Agency is Measuring its Performance |                                  |
|---|----------------------------------|
|   | Objective Number and Description |
| Performance Measure:                        |                                  |
| Type of Measure:                            |                                  |

**Results**

2013-14 Actual Results (as of 6/30/14):

2014-15 Target Results:

2014-15 Actual Results (as of 6/30/15):

2015-16 Minimum Acceptable Results:

2015-16 Target Results:

**Details**

Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)

What are the names and titles of the individuals who chose this as a performance measure?

Why was this performance measure chosen?

If the target value was not reached in 2014-15, what changes were made to try and ensure it was

What are the names and titles of the individuals who chose the target value for 2015-16?

What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?

Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?

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

**POTENTIAL NEGATIVE IMPACT**

Instructions : Please list what the agency considers the most potential negative impact to the pu this objective. Next to, "Most Potential Negative Impact," enter the most potential negative imp accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which th to Request," enter the entities to whom the agency would reach out if the potential negative im Assembly," enter the level at which the agency thinks the General Assembly should be put on nc risen. Next to, "3 General Assembly Options," enter three options for what the General Assemb The House Legislative Oversight Committee will provide this information to all other House stan under study.

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|--|--|
| Most Potential Negative Impact         | <i>Audit findings are deferred to a later date. Shortcomings may</i> |
| Level Requires Outside Help            |  |
| Outside Help to Request                |  |
| Level Requires Inform General Assembly | N/A  |
| 3 General Assembly Options             | N/A  |

**REVIEWS/AUDITS**

Instructions : Below please list all external or internal reviews, audits, investigations or studies ( year that relates/impacts this objective. Please remember to maintain an electronic copy of eac performing the Review as copies may be requested when the agency is under study. NOTE: Res borders around them, please insert as many rows as needed.


|                                    |  |
|------------------------------------|--|
| Matter(s) or Issue(s) Under Review | Reason Review was Initiated (outside request, internal policy, etc.) |
|                                    |  |
|                                    |  |

**PARTNERS**

*Instructions* : Under the column labeled, "Current Partner Entities" list all entities the agency is objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the agency accomplish this objective. List only one partner per row and insert as many rows as needed. If you have a large list of partners that all fit within a certain group, the agency can list the group instead of each partner. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school. If the agency works with every high school in Lexington county, the agency can list Lexington County High Schools separately.

| Current Partner Entity                                | Ways Agency Works with Current Partner  |
|---|---|
|   |   |
| Consumer Affairs                                      | Annual Forum; various educational presentations   |
| Office of the Lt. Governor/Office on Aging            | Funding to assist low income senior citizens to obtain rental residences.   |
| LLR   | Various licensing and oversight   |
| University of South Carolina/Moore School of Business | Annual analysis of agency economic impact and contribution  |
| Dept. of Employment and Workforce                     | Distribution and awareness of availability of assistance to homeowners experiencing temporary unemployment.   |
| DHEC  | Review for asbestos and lead based paint in houses  |
| Budget and Control Board                              | Various reporting involving bond issuance and authority. Financial oversight  |
| HHS/Continuum of Care                                 |   |
| DSS/Foster Care                                       |   |
| SHPO/Archives and History                             | Review of historic properties prior to start demolition, rehabilitation construction of properties. Mandated by HUD guidelines. Allocation of historic state and federal historic tax credits for eligible properties |
| Dept. of Disability and Special Needs                 | Funding to assist persons with special needs to find housing  |
| Mental Health Dept.                                   | Funding to assist persons with special needs to find housing  |





Copy and paste this from the second column of the Mission, Vision and Goals Chart

Copy and paste this from the first column of the Mission, Vision and

Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart


Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart

Enter all the agency programs which are helping accomplish this

Copy and paste this information from the fifth column of the

Copy and paste this information from the Strategic Budgeting Chart



the agency can provide this information for each Performance

ncy did in the accountability report.

e measure from the drop down box (see Types of Performance

ts," enter the actual value the agency had for that performance  
nted to reach for the performance measure for that year. Next  
e agency would find acceptable. Including a minimum  
ing targets each year. If the agency did not utilize a particular  
ual Results" and "Target Results," - "Agency did not use PM

ill next to, "Is agency required to keep track of this by the state  
equires the agency to track this information, Federal if an entity  
d if there is no state or federal entity that requires the agency to

y's actions. Outcome measures are used to assess an agency's  
ey are also used to direct resources to strategies with the  
example - % of licensees with no violations.

ne, or other ratio-based units. Efficiency measures are used to  
es measure the efficient use of available resources and should

ces. Output measures are used to assess workload and the  
uld be the third priority. Example - # of business license

of a service. Inputs are "what we use to do the work." They  
asures should be the last priority. Example - # of license

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| Objective 2.2.1 - Successfully complete periodic and annual independent compliance audits |
| Response to Audit Findings per Auditor's Due Date   |
| Output  |

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|  |   |
| 100%   |   |
| 100%   |   |
| 100%   |   |
| 100%   |   |
|  |   |
|  |   |
| Only Agency Selected   | Insert any further explanation, if needed |
| All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director |   |
| <i>To maintain internal controls and assure efficiency of program administration</i>   |   |
|  |   |
| All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director |   |
| Annual compliance audits are necessary, good business practice and required.   |   |
| Yes  |   |
|  |   |
|  |   |

ublic that may occur as a result of the agency not accomplishing  
 pact to the public that may occur as a result of the agency not  
 e agency believes it needs outside help. Next to, "Outside Help  
 pact rises to that level. Next to, "Level Requires Inform General  
 otice of the level at which the potential negative impact has  
 ily could do to help resolve the issue before it became a crisis.  
 ding committees, but will not address it itself until the agency is

|                                     |
|-------------------------------------|
| <i>go undetected or unrememded.</i> |
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("Reviews") of the agency which occurred during the past fiscal  
 ch Review and any other information generated by the entity  
 sponses are not limited to the number of rows below that have

| Entity Performing the Review and Whether Reviewing<br>Entity External or Internal | Date<br>Review<br>Began<br>(MM/DD/<br>YYYY) and<br>Date<br>Review<br>Ended<br>(MM/DD/<br>YYYY) |
|---|--|
|   |  |
|   |  |
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**Strategic Plan Context**

# and description of Goal the Objective is helping accomplish:

Legal responsibilities satisfied by Goal:

# and description of Strategy the Objective is under:

**Objective**

Objective # and Description:

Legal responsibilities satisfied by Objective:

Public Benefit/Intended Outcome:

**Agency Programs Associated with Objective**

Program Names:

**Responsible Person**

Name:

Number of Months Responsible:

Position:

Office Address:

Department or Division:

Department or Division Summary:

**Amount Budgeted and Spent To Accomplish Objective**

Total Budgeted for this fiscal year:

Total Actually Spent:



**PERFORMANCE MEASURES**

Instructions : Please copy and paste the information that applies to this objective.

- 1) In the cell next to, "Performance Measure,"
- 2) In the cell next to, "Type of Measure," (as explained below).
- 3) In the next set of cells enter the actual performance level at the end of that year. Next to "Target Result Level," enter the minimum level for this performance measure to encourage the agency to continually set and achieve the following next to the applicable "Actual Result Level."
- 4) In the last set of cells, answer the question "Does the government require the agency to track this performance measure?" pick State from the drop down menu. If the government requires the agency to track this performance measure, the agency selected it.

Types of Performance Measures:

**Outcome Measure** - A quantifiable indicator of the agency's success in serving its key customers and in achieving its mission outcomes. Outcome measures should be directly related to the agency's mission.

**Efficiency Measure** - A quantifiable indicator of the agency's efficiency, productivity, and timeliness of service. Example - cost per inspection

**Output Measure** - A quantifiable indicator of the agency's ability to address demands. Output measures measure the quantity of services provided.

**Input/Explanatory/Activity Measure** - Reflects the resources, factors or requests received that explain the agency's performance.

**How the Agency is Measuring its Performance**

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**Results**

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**Details**

Does the state or federal government require (over)

What are the names and titles of the individuals

Why was this performance measure chosen

If the target value was not reached in 2014-

What are the names and titles of the individuals

What was considered when determining the setting it at the level at which it was set?

Based on the performance so far in 2015-16

If the answer to the question above is "question"



**POTENTIAL NEGATIVE IMPACT**

*Instructions* : Please list what the agency Next to, "Most Potential Negative Impact Next to, "Level Requires Outside Help," e agency would reach out if the potential n General Assembly should be put on notice the General Assembly could do to help re standing committees, but will not address

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

**REVIEWS/AUDITS**

*Instructions* : Below please list all external relates/impacts this objective. Please refer copies may be requested when the agency many rows as needed.

|                                    |
|------------------------------------|
| Matter(s) or Issue(s) Under Review |
|                                    |
|                                    |
|                                    |

**PARTNERS**

*Instructions* : Under the column labeled, the "Ways Agency works with Current Pa objective. List only one partner per row ; group, the agency can list the group inste Middle Schools, instead of listing each m Lexington County High Schools, instead c

|   |
|---|
| <b>Current Partner Entity</b>                         |
|   |
| Consumer Affairs                                      |
| Office of the Lt. Governor/Office on Aging            |
| LLR   |
| University of South Carolina/Moore School of Business |
| Dept. of Employment and Workforce                     |
| DHEC  |
| Budget and Control Board                              |
| HHS/Continuum of Care                                 |
| DSS/Foster Care                                       |
|   |
| SHPO/Archives and History                             |
| Dept. of Disability and Special Needs                 |
| Mental Health Dept.                                   |

**Goal 2 -Efficiently and Effectively Manage and Support Agency Programs and Human Resource Capital**

*Agency Bylaws*

**Strategy 2.2 -Maintain Fiscal Compliance, Program Auditability and Quality Control**

**Objective 2.2.2 -Maintain and reinforce program guidelines for all SC HELP processing agencies and underwriting staff by conducting at least four training sessions for underwriting staff and completing at least 140 site visits by June 30, 2016**

*Agency Bylaws*

*SC HELP is SCs foreclosure abatement program. The public interfaces with the program through a network of local non profit organization. Underwriting of applications is internal to the agency. To keep all involved abreast of programmatic changes and reporting requirements and ongoing administration, frequent, periodic site visits and training are required annually.*

*SC HELP*

*Steve Clements*

24

*Director of Homeownership*

*300-C Outlet Pointe Blvd. Columbia SC 29210*

*Homeownership*

*Purchasing low to moderate income first-time homebuyer 1st Mortgages*

\$50,000

*Agency will provide next year*

chart and questions below as many times as needed so the agency can provide the measure," enter the performance measure just like the agency did in the accountability pick the type of measure that best fits the performance measure from the drop down and target results for each year. Next to "Actual Results," enter the actual value results," enter the target value the agency wanted to reach for the performance measure that the agency would find acceptable. Including a minimum challenging targets each year. If the agency did not utilize a particular performance measure, enter "Actual Results" and "Target Results," - "Agency did not use PM during this year." Questions to provide Details about each measure. In the cell next to, "Is agency required to provide this information, or Only Agency Selected if there is no state or federal entity that

indicator of the public and customer benefits from an agency's actions. Outcome measures measure an agency's progress in achieving its mission, goals and objectives. They are also used to direct resources to state the first priority. Example - % of licensees with no violations.

Indicator of productivity expressed in unit costs, units of time, or other ratio-based measures of agency operations. Efficiency measures measure the efficient use of available resources.

Indicator of the number of goods or services an agency produces. Output measures are used to measure workload and efforts and should be the third priority. Example - # of business sources that contribute to the production and delivery of a service. Inputs are "value-added" performance (i.e. explanatory). These measures should be the last priority. Example -

|   |
|---|
| Objective                               |
| Objective Number and Description        |
|   |
| <b>Performance Measure:</b>             |
| <b>Type of Measure:</b>                 |
|   |
| 2013-14 Actual Results (as of 6/30/14): |

---

2014-15 Target Results:

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2014-15 Actual Results (as of 6/30/15):

---

2015-16 Minimum Acceptable Results:

---

2015-16 Target Results:

---

re the agency to track this? (provide any additional explanation needed, two cells

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uals who chose this as a performance measure?

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?

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15, what changes were made to try and ensure it was reached?

---

uals who chose the target value for 2015-16?

---

e level to set the target value in 2015-16 and why was the decision finally made on

---

), does it appear the agency is going to reach the target for 2015-16?

---

tionable" or "no," what changes are being made to try and ensure it is reached or

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considers the most potential negative impact to the public that may occur as a result," enter the most potential negative impact to the public that may occur as a result. Enter the level at which the agency believes it needs outside help. Next to, "Outside the level at which the potential negative impact has risen. Next to, "3 General Assembly resolve the issue before it became a crisis. The House Legislative Oversight Committee is it itself until the agency is under study.


|  |
|--|
| <i>Incomplete or improper filing and/or understanding of program assets.</i> |
|  |
|  |
| N/A  |
| N/A  |

external or internal reviews, audits, investigations or studies ("Reviews") of the agency. The member to maintain an electronic copy of each Review and any other information. The agency is under study. NOTE: Responses are not limited to the number of rows below.

|  |
|--|
| Reason Review was Initiated (outside request, internal policy, etc.) |
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|  |

, "Current Partner Entities" list all entities the agency is currently working with th  
 rtners," enter the ways the agency works with the entity (names of projects, initi  
 and insert as many rows as necessary to list all of the partners. Note, if there is a  
 ead of each partner individually. For example, if the agency works with every mic  
 iddle school separately. As another example, if the agency works with every high  
 of listing each high school in the county separately.

| Ways Agency Works with Current Partner  |
|---|
| Annual Forum; various educational presentations   |
| Funding to assist low income senior citizens to obtain rental residences.   |
| Various licensing and oversight   |
| Annual analysis of agency economic impact and contribution  |
| Distribution and awareness of availability of assistance to homeowners experiencing temporary unemployment.   |
| Review for asbestos and lead based paint in houses  |
| Various reporting involving bond issuance and authority. Financial oversight  |
| Review of historic properties prior to start demolition, rehabilitation construction of properties. Mandated by HUD guidelines. Allocation of historic state and federal historic tax credits for eligible properties |
| Funding to assist persons with special needs to find housing  |
| Funding to assist persons with special needs to find housing  |



Copy and paste this from the second column of the  
Mission, Vision and Goals Chart

Copy and paste this from the first column of the  
Copy and paste this from the second column of the  
Strategy, Objectives and Responsibility Chart

Copy and paste this from the second column of the  
Strategy, Objectives and Responsibility Chart

Copy and paste this from the first column of the  
Strategy, Objectives and Responsibility Chart

Copy and paste this from the fourth column of the  
Strategy, Objectives and Responsibility Chart

Enter all the agency programs which are helping

Copy and paste this information from the fifth column

Copy and paste this information from the Strategic





his information for each Performance Measure that

ty report.

down box (see Types of Performance Measures

: the agency had for that performance measure at  
easure for that year. Next to "Minimum acceptable  
um acceptable level and target level will hopefully  
nce measure during certain years, then enter the

ired to keep track of this by the state or federal  
rmation, Federal if an entity in the federal  
at requires the agency to track this information and

asures are used to assess an agency's effectiveness  
:rategies with the greatest effect on the most valued

rits. Efficiency measures are used to assess the cost-  
esources and should be the second priority.

used to assess workload and the agency's efforts to  
ess license applications processed.

what we use to do the work." They measure the  
mple - # of license applications received

|  |
|--|
| Objective 2.2.2 -Maintain and reinforce program guidelines for all SC HELP processing agencies and underwriting staff by conducting at least four training sessions for underwriting staff and completing at least 140 site visits by June |
| Onsite visits to processing agencies   |
| Output   |
|  |
| NA   |

|  |   |
|--|---|
| 155  |   |
| 142  |   |
| 140  |   |
|  |   |
| Only Agency Selected   | Insert any further explanation, if needed |
| All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director   |   |
| <i>SC HELP is SCs foreclosure abatement program. The public interfaces with the program through a network of local non profit organization. Underwriting of applications is internal to the agency. To keep all involved abreast of programmatic changes and reporting requirements and ongoing administration, frequent, periodic site visits and training are required annually.</i> |   |
|  |   |
| All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director   |   |
| Based on the historic number of applicants, program changes and number of external "intake agencies" this is a realistic and sufficient target. Numbers may decrease in the future as the future as the program unwinds toward the 12-17 end date.   |   |
| yes  |   |
|  |   |



result of the agency not accomplishing this objective.  
 ult of the agency not accomplishing the objective.  
 de Help to Request," enter the entities to whom the  
 nbly," enter the level at which the agency thinks the  
 ral Assembly Options," enter three options for what  
 ittee will provide this information to all other House

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which occurred during the past fiscal year that  
 n generated by the entity performing the Review as  
 w that have borders around them, please insert as

| Entity Performing the Review and Whether Reviewing Entity External or Internal | Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY) |
|--|---|
|  |   |
|  |   |
|  |   |





**Strategic Plan Context**

# and description of Goal the Objective is helping accomplish:

Legal responsibilities satisfied by Goal:

# and description of Strategy the Objective is under:

**Objective**

Objective # and Description:

Legal responsibilities satisfied by Objective:

Public Benefit/Intended Outcome:

**Agency Programs Associated with Objective**

Program Names:

**Responsible Person**

Name:

Number of Months Responsible:

Position:

Office Address:

Department or Division:

Department or Division Summary:

**Amount Budgeted and Spent To Accomplish Objective**

Total Budgeted for this fiscal year:

Total Actually Spent:



**PERFORMANCE MEASURES**

Instructions : Please copy and paste the chart applies to this objective.

- 1) In the cell next to, "Performance Measure,"
- 2) In the cell next to, "Type of Measure," pick t below).
- 3) In the next set of cells enter the actual and t of that year. Next to "Target Results," enter th the minimum level for this performance measi agency to continually set challenging targets e applicable "Actual Results" and "Target Results"
- 4) In the last set of cells, answer the questions government," pick State from the drop down r requires the agency to track this information, c selected it.

Types of Performance Measures:

**Outcome Measure** - A quantifiable indicator o serving its key customers and in achieving its r outcomes. Outcome measures should be the

**Efficiency Measure** - A quantifiable indicator c efficiency, productivity, and timeliness of agen cost per inspection

**Output Measure** - A quantifiable indicator of t address demands. Output measures measure

**Input/Explanatory/Activity Measure** - Resourc requests received that explain performance (i.

| How the Agency is Measuring its Performance |
|---|
|   |
|   |
|   |

**Results**

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**Details**

Does the state or federal government require the (over)

What are the names and titles of the individuals w

Why was this performance measure chosen?

If the target value was not reached in 2014-15, w

What are the names and titles of the individuals w

What was considered when determining the level setting it at the level at which it was set?

Based on the performance so far in 2015-16, does

If the answer to the question above is "questionable" what resources are being diverted to ensure performance

**POTENTIAL NEGATIVE IMPACT**

Instructions : Please list what the agency considers Next to, "Most Potential Negative Impact," enter to, "Level Requires Outside Help," enter the level would reach out if the potential negative impact Assembly should be put on notice of the level Assembly could do to help resolve the issue before committees, but will not address it itself until t

|  |
|--|
| Most Potential Negative Impact         |
| Level Requires Outside Help            |
| Outside Help to Request                |
| Level Requires Inform General Assembly |
| 3 General Assembly Options             |
|  |
| <b>REVIEWS/AUDITS</b>                  |

Instructions : Below please list all external or relates/impacts this objective. Please remember copies may be requested when the agency is under rows as needed.

|                                    |
|------------------------------------|
| Matter(s) or Issue(s) Under Review |
|                                    |
|                                    |
|                                    |
|                                    |
| <b>PARTNERS</b>                    |



*Instructions* : Under the column labeled, "Current Partner Entity" e  
 List only one partner per row and insert as ma  
 can list the group instead of each partner indiv  
 listing each middle school separately. As anot  
 instead of listing each high school in the count

|   |
|---|
| Current Partner Entity                                |
|   |
| Consumer Affairs                                      |
| Office of the Lt. Governor/Office on Aging            |
| LLR   |
| University of South Carolina/Moore School of Business |
| Dept. of Employment and Workforce                     |
| DHEC  |
| Budget and Control Board                              |
| HHS/Continuum of Care                                 |
| DSS/Foster Care                                       |
|   |
| SHPO/Archives and History                             |
| Dept. of Disability and Special Needs                 |
| Mental Health Dept.                                   |

**Goal 2 -Efficiently and Effectively Manage and Support Agency Programs and Human Resource Capital**

*Agency Bylaws*

**Strategy 2.2 -Maintain Fiscal Compliance, Program Auditability and Quality Control**

**Objective 2.2.3 - Complete QC audits within HUD's prescribed timeframes**

*Agency Bylaws*

*Though internal to the agency, our ability to assist the general public is directly linked to our ability to timely and successfully complete periodic Quality Control audits.*

*HOME/HTF/LIHTC*

*Laura Nichols*

24

*Director of Development*

*300-C Outlet Pointe Blvd. Columbia SC 29210*

*Development*

*Developing multi-family and special needs housing for low-moderate income families and individuals*

\$50,000

*Agency will provide next year*

and questions below as many times as needed so the agency can provide

enter the performance measure just like the agency did in the accountability report. Select the type of measure that best fits the performance measure from the drop-down menu.

Enter the target results for each year. Next to "Actual Results," enter the actual value for each year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure. Enter the minimum acceptable value that the agency would find acceptable. Including a minimum acceptable value is required for all measures. If the agency did not utilize a particular performance measure during the reporting period, enter "Agency did not use PM during this year."

Enter the details about each measure. In the cell next to, "Is agency required to track this information?" select "Yes" if an entity in state government requires the agency to track this information, "No" if not, and "Only Agency Selected" if there is no state or federal entity that requires the agency to track this information.

**Outcome Measures:** Measures of the public and customer benefits from an agency's actions. Outcome measures are derived from the agency's mission, goals and objectives. They are also used to direct resources to strategic priorities. Example - % of licensees with no violations.

**Efficiency Measures:** Measures of productivity expressed in unit costs, units of time, or other ratio-based measures. Efficiency measures measure the efficient use of available resources. Example - % of cases resolved within 30 days.

**Output Measures:** Measures of the number of goods or services an agency produces. Output measures are derived from the agency's workload and efforts and should be the third priority. Example - # of business licenses issued. **Input Measures:** Measures of the resources used to produce the output (e.g., staff, equipment, etc.). Inputs are explanatory. These measures should be the last priority. Example - # of staff.

|                                  |
|----------------------------------|
|                                  |
| Objective Number and Description |
| Performance Measure:             |
| Type of Measure:                 |

2013-14 Actual Results (as of 6/30/14):

2014-15 Target Results:

2014-15 Actual Results (as of 6/30/15):

2015-16 Minimum Acceptable Results:

2015-16 Target Results:

agency to track this? (provide any additional explanation needed, two cells

who chose this as a performance measure?

what changes were made to try and ensure it was reached?

who chose the target value for 2015-16?

to set the target value in 2015-16 and why was the decision finally made on

does it appear the agency is going to reach the target for 2015-16?

if "no" or "no," what changes are being made to try and ensure it is reached or performance measures more likely to be reached, are reached?

iders the most potential negative impact to the public that may occur as a  
ter the most potential negative impact to the public that may occur as a re  
vel at which the agency believes it needs outside help. Next to, "Outside h  
ict rises to that level. Next to, "Level Requires Inform General Assembly,"  
at which the potential negative impact has risen. Next to, "3 General Asse  
efore it became a crisis. The House Legislative Oversight Committee will pr  
the agency is under study.


|  |
|--|
| <i>QC audits are submitted late--possible sanctions from HUD</i> |
|  |
|  |
| N/A  |
| N/A  |
|  |

internal reviews, audits, investigations or studies ("Reviews") of the agenc  
er to maintain an electronic copy of each Review and any other informati  
nder study. NOTE: Responses are not limited to the number of rows belc

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| Reason Review was Initiated (outside request, internal policy, etc.) |
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rent Partner Entities" list all entities the agency is currently working with t  
 enter the ways the agency works with the entity (names of projects, initiati  
 ny rows as necessary to list all of the partners. Note, if there is a large list  
 idually. For example, if the agency works with every middle school in the  
 her example, if the agency works with every high school in Lexington coun  
 y separately.

| Ways Agency Works with Current Partner  |
|---|
| Annual Forum; various educational presentations   |
| Funding to assist low income senior citizens to obtain rental residences.   |
| Various licensing and oversight   |
| Annual analysis of agency economic impact and contribution  |
| Distribution and awareness of availability of assistance to homeowners experiencing temporary unemployment.   |
| Review for asbestos and lead based paint in houses  |
| Various reporting involving bond issuance and authority. Financial oversight  |
| Review of historic properties prior to start demolition, rehabilitation construction of properties. Mandated by HUD guidelines. Allocation of historic state and federal historic tax credits for eligible properties |
| Funding to assist persons with special needs to find housing  |
| Funding to assist persons with special needs to find housing  |



Copy and paste this from the second column of the Mission, Vision and Goals Chart

Copy and paste this from the first column of the Mission, Vision

Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the first column of the Strategy,

Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart

Enter all the agency programs which are helping accomplish

Copy and paste this information from the fifth column of the

Copy and paste this information from the Strategic Budgeting



this information for each Performance Measure that

ility report.

down box (see Types of Performance Measures explained

ie the agency had for that performance measure at the end  
for that year. Next to "Minimum acceptable level," enter  
ole level and target level will hopefully encourage the  
luring certain years, then enter the following next to the

uired to keep track of this by the state or federal  
ormation, Federal if an entity in the federal government  
the agency to track this information and the agency

asures are used to assess an agency's effectiveness in  
ategies with the greatest effect on the most valued

units. Efficiency measures are used to assess the cost-  
resources and should be the second priority. Example -

ie used to assess workload and the agency's efforts to  
ness license applications processed.

"what we use to do the work." They measure the factors or  
of license applications received

|   |
|---|
| Objective 2.2.3 - Complete QC audits within HUD's prescribed timeframes |
| Percentage (%) of reports issued within HUD prescribed timeframes       |
| Output  |



|  |   |
|--|---|
|  |   |
| 95   |   |
| 100  |   |
| 100  |   |
| 100  |   |
|  |   |
|  |   |
| Federal  | Insert any further explanation, if needed |
| All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director |   |
| <i>Though internal to the agency, our ability to assist the general public is directly linked to our ability to timely and successfully complete periodic Quality Control audits.</i>  |   |
|  |   |
| All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director |   |
| HUD requirements   |   |
| Yes  |   |
|  |   |

result of the agency not accomplishing this objective.  
result of the agency not accomplishing the objective. Next  
-help to Request," enter the entities to whom the agency  
enter the level at which the agency thinks the General  
mbly Options," enter three options for what the General  
rovide this information to all other House standing

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y which occurred during the past fiscal year that  
on generated by the entity performing the Review as  
ow that have borders around them, please insert as many

| Entity Performing the Review and Whether Reviewing Entity External or Internal | Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY) |
|--|---|
|  |   |
|  |   |
|  |   |



|  |  |
|--|--|
| <b>Strategic Plan Context</b>                                  |  |
| # and description of Goal the Objective is helping accomplish: | <b>Goal 2 -Efficiently and Effectively Manage and Support Agency Programs and Human Resource Capital</b>   |
| Legal responsibilities satisfied by Goal:                      | <i>Agency Bylaws</i>   |
| # and description of Strategy the Objective is under:          | <b>Strategy 2.3 -Leverage Technology and Education to assure network and information security</b>  |
| <b>Objective</b>   |  |
| Objective # and Description:                                   | <b>Objective 2.3.1 -Meet the next phase of the state's (ongoing) IT security requirements by June 30, 2016</b>   |
| Legal responsibilities satisfied by Objective:                 | <i>Agency Bylaws</i>   |
| Public Benefit/Intended Outcome:                               | <i>Security breaches put not only the public's personal information at risk, but the agency's reputation and efficiency as well. This objective helps to keeps us and our constituents safe and on line.</i> |
| <b>Agency Programs Associated with Objective</b>               |  |
| Program Names:   | <i>ALL</i>   |
| <b>Responsible Person</b>                                      |  |
| Name:  | <i>Mark Phipps</i>   |
| Number of Months Responsible:                                  | <i>24</i>  |
| Position:  | <i>Director of IT</i>  |
| Office Address:  | <i>300-C Outlet Pointe Blvd. Columbia SC 29210</i>   |
| Department or Division:  | <i>IT</i>  |
| Department or Division Summary:                                | <i>Maintaining and securing the Authority's electronic data</i>  |
| <b>Amount Budgeted and Spent To Accomplish Objective</b>       |  |
| Total Budgeted for this fiscal year:                           | <i>\$400,000</i>   |
| Total Actually Spent:  | <i>Agency will provide next year</i>   |
| <b>PERFORMANCE MEASURES</b>                                    |  |

Instructions : Please copy and paste the chart and questions below as many times as needed so that each measure that applies to this objective.

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency's performance measure (e.g., "Number of applications received").

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure (e.g., "Efficiency Measure" for "Number of applications received").

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual results for the performance measure at the end of that year. Next to "Target Results," enter the target value the agency wants to achieve. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency considers acceptable. The actual, target, and minimum acceptable level will hopefully encourage the agency to continually set challenging performance measures during certain years, then enter the following next to the applicable "Actual Results" cell: "Actual Results during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to "Agency Type," pick State from the drop down menu if an entity in state government requires the agency to track this information, or Only Agency Selected if only the agency selected to track this information and the agency selected it.

Types of Performance Measures:

**Outcome Measure** - A quantifiable indicator of the public and customer benefits from an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They have the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - customer satisfaction.

**Efficiency Measure** - A quantifiable indicator of productivity expressed in unit costs, units of time, or other measures. Efficiency measures assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures should be the second priority. Example - cost per inspection.

**Output Measure** - A quantifiable indicator of the number of goods or services an agency produces. Output measures measure workload and efforts and should be the third priority. Example - number of applications processed.

**Input/Explanatory/Activity Measure** - Resources that contribute to the production and delivery of goods or services. These measures measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the fourth priority. Example - number of applications received.

How the Agency is Measuring its Performance

Objective Number and Description

Performance Measure:

Type of Measure:

**Results**

2013-14 Actual Results (as of 6/30/14):

2014-15 Target Results:

2014-15 Actual Results (as of 6/30/15):

2015-16 Minimum Acceptable Results:

2015-16 Target Results:

**Details**

Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)

What are the names and titles of the individuals who chose this as a performance measure?

Why was this performance measure chosen?

If the target value was not reached in 2014-15, what changes were made to try and ensure it was

What are the names and titles of the individuals who chose the target value for 2015-16?

What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?

Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?

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

### POTENTIAL NEGATIVE IMPACT

*Instructions*: Please list what the agency considers the most potential negative impact to the public this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency would request outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact arises. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice. Next to, "3 General Assembly Options," enter three options for what the General Assembly should do. The House Legislative Oversight Committee will provide this information to all other House standing committees under study.

|  |   |
|--|---|
| Most Potential Negative Impact         | <i>Possibility of security breach and/or data loss.</i> |
| Level Requires Outside Help            |   |
| Outside Help to Request                |   |
| Level Requires Inform General Assembly | N/A   |
| 3 General Assembly Options             | N/A   |

### REVIEWS/AUDITS

*Instructions*: Below please list all external or internal reviews, audits, investigations or studies ("fiscal year" that relates/impacts this objective. Please remember to maintain an electronic copy of each report performing the Review as copies may be requested when the agency is under study. NOTE: Responses should be bordered around them, please insert as many rows as needed.


|                                    |  |
|------------------------------------|--|
| Matter(s) or Issue(s) Under Review | Reason Review was Initiated (outside request, internal policy, etc.) |
|                                    |  |
|                                    |  |

**PARTNERS**

*Instructions* : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with to accomplish its mission. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the partner to help the agency accomplish this objective. List only one partner per row and insert as many rows as needed. If you have a large list of partners that all fit within a certain group, the agency can list the group instead of each individual partner. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school. If the agency works with every high school in Lexington county, the agency can list Lexington County High Schools separately.

| Current Partner Entity                                | Ways Agency Works with Current Partner  |
|---|---|
| Consumer Affairs                                      | Annual Forum; various educational presentations   |
| Office of the Lt. Governor/Office on Aging            | Funding to assist low income senior citizens to obtain rental residences.   |
| LLR   | Various licensing and oversight   |
| University of South Carolina/Moore School of Business | Annual analysis of agency economic impact and contribution  |
| Dept. of Employment and Workforce                     | Distribution and awareness of availability of assistance to homeowners experiencing temporary unemployment.   |
| DHEC  | Review for asbestos and lead based paint in houses  |
| Budget and Control Board                              | Various reporting involving bond issuance and authority. Financial oversight  |
| HHS/Continuum of Care                                 |   |
| DSS/Foster Care                                       |   |
| SHPO/Archives and History                             | Review of historic properties prior to start demolition, rehabilitation construction of properties. Mandated by HUD guidelines. Allocation of historic state and federal historic tax credits for eligible properties |
| Dept. of Disability and Special Needs                 | Funding to assist persons with special needs to find housing  |
| Mental Health Dept.                                   | Funding to assist persons with special needs to find housing  |





Copy and paste this from the second column of the Mission, Vision and Goals Chart

Copy and paste this from the first column of the Mission, Vision

Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart

Enter all the agency programs which are helping accomplish this

Copy and paste this information from the fifth column of the

Copy and paste this information from the Strategic Budgeting



the agency can provide this information for each Performance

it did in the accountability report.

measure from the drop down box (see Types of Performance

measures), enter the actual value the agency had for that performance measure, the target value the agency set to reach for the performance measure for that year. Next to the measure, enter the minimum value the agency would find acceptable. Including a minimum value allows the agency to set performance targets each year. If the agency did not utilize a particular performance measure, enter "Actual Results" and "Target Results," - "Agency did not use PM

Measure." If the agency is required to track this information by the state or federal entity, enter "Yes" next to, "Is agency required to keep track of this by the state or federal entity?" If there is no state or federal entity that requires the agency to

track this information, enter "No." Outcome measures are used to assess an agency's performance. Outcome measures are also used to direct resources to strategies with the greatest impact. Example - % of licensees with no violations.

Efficiency measures are used to measure the efficient use of available resources and should be based on ratio-based units. Efficiency measures are used to

measure the efficient use of available resources and should be the third priority. Example - # of business license

issued per employee. Inputs are "what we use to do the work." They should be the last priority. Example - # of license

---

Objective 2.3.1 -Meet the next phase of the state's (ongoing) IT security requirements by June 30, 2016

Yes or No

Input/Explanatory/Activity Measure

NA

completed

completed

completed

State

Insert any further explanation, if needed

All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director

*Security breaches put not only the public's personal information at risk, but the agency's reputation and efficiency as well. This objective helps to keeps us and our constituents safe and on line.*

All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director

State mandated standards and requirements.

|     |
|-----|
| Yes |
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|     |

...lic that may occur as a result of the agency not accomplishing  
...ct to the public that may occur as a result of the agency not  
...agency believes it needs outside help. Next to, "Outside Help  
...act rises to that level. Next to, "Level Requires Inform General  
...ice of the level at which the potential negative impact has  
...could do to help resolve the issue before it became a crisis.  
...ng committees, but will not address it itself until the agency is

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Reviews”) of the agency which occurred during the past fiscal  
Review and any other information generated by the entity  
ponses are not limited to the number of rows below that have

| Entity Performing the Review and Whether Reviewing Entity External or Internal | Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY) |
|--|---|
|  |   |
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Currently working with that help the agency accomplish this tasks with the entity (names of projects, initiatives, etc.) which as necessary to list all of the partners. Note, if there is a partner individually. For example, if the agency works with middle school separately. As another example, if the agency works with high schools, instead of listing each high school in the county

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

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|--|--|
| <b>Strategic Plan Context</b>                                  |  |
| # and description of Goal the Objective is helping accomplish: | <b>Goal 2 -Efficiently and Effectively Manage and Support Agency Programs and Human Resource Capital</b>   |
| Legal responsibilities satisfied by Goal:                      | <i>Agency Bylaws</i>   |
| # and description of Strategy the Objective is under:          | <b>Strategy 2.3 -Leverage Technology and Education to assure network and information security</b>  |
| <b>Objective</b>   |  |
| Objective # and Description:                                   | <b>Objective 2.3.2-Achieve 100% completion of cyber security training for current agency employees by June 30, 2016</b>  |
| Legal responsibilities satisfied by Objective:                 | <i>Agency Bylaws</i>   |
| Public Benefit/Intended Outcome:                               | <i>Security breaches put not only the public's personal information at risk, but the agency's reputation and efficiency as well. This objective helps to keeps us and our constituents safe and on line.</i> |
| <b>Agency Programs Associated with Objective</b>               |  |
| Program Names:   | <i>ALL</i>   |
| <b>Responsible Person</b>                                      |  |
| Name:  | <i>Mark Phipps</i>   |
| Number of Months Responsible:                                  | <i>24</i>  |
| Position:  | <i>Director of IT</i>  |
| Office Address:  | <i>300-C Outlet Pointe Blvd. Columbia SC 29210</i>   |
| Department or Division:  | <i>IT</i>  |
| Department or Division Summary:                                | <i>Maintaining and securing the Authority's electronic data</i>  |
| <b>Amount Budgeted and Spent To Accomplish Objective</b>       |  |
| Total Budgeted for this fiscal year:                           | <i>\$150,000</i>   |

|                       |                               |
|-----------------------|-------------------------------|
| Total Actually Spent: | Agency will provide next year |
|-----------------------|-------------------------------|

**PERFORMANCE MEASURES**

*Instructions* : Please copy and paste the chart and questions below as r applies to this objective.

- 1) In the cell next to, "Performance Measure," enter the performance m
- 2) In the cell next to, "Type of Measure," pick the type of measure that k below).
- 3) In the next set of cells enter the actual and target results for each yea of that year. Next to "Target Results," enter the target value the agency the minimum level for this performance measure that the agency would agency to continually set challenging targets each year. If the agency di applicable "Actual Results" and "Target Results," - "Agency did not use P
- 4) In the last set of cells, answer the questions to provide Details about ( government," pick State from the drop down menu if an entity in state g requires the agency to track this information, or Only Agency Selected if selected it.

Types of Performance Measures:

**Outcome Measure** - A quantifiable indicator of the public and customer serving its key customers and in achieving its mission, goals and objectiv outcomes. Outcome measures should be the first priority. Example - %

**Efficiency Measure** - A quantifiable indicator of productivity expressed efficiency, productivity, and timeliness of agency operations. Efficiency cost per inspection

**Output Measure** - A quantifiable indicator of the number of goods or se address demands. Output measures measure workload and efforts and

**Input/Explanatory/Activity Measure** - Resources that contribute to the |

**How the Agency is Measuring its Performance**

|   |
|---|
| Objective Number and Description        |
| Performance Measure:                    |
| Type of Measure:                        |
| <b>Results</b>                          |
| 2013-14 Actual Results (as of 6/30/14): |
| 2014-15 Target Results:                 |
| 2014-15 Actual Results (as of 6/30/15): |
| 2015-16 Minimum Acceptable Results:     |
| 2015-16 Target Results:                 |
| <b>Details</b>                          |

|   |
|---|
| Does the state or federal government require the agency to track this?<br>(provide any additional explanation needed, two cells over)   |
| What are the names and titles of the individuals who chose this as a performance measure?   |
| Why was this performance measure chosen?  |
| If the target value was not reached in 2014-15, what changes were made to   |
| What are the names and titles of the individuals who chose the target value for 2015-16?  |
| What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?   |
| Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?   |
| If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are |

**POTENTIAL NEGATIVE IMPACT**

*Instructions* : Please list what the agency considers the most potential negative impact to, "Most Potential Negative Impact," enter the most potential negative impact. "Level Requires Outside Help," enter the level at which the agency believes it should reach out if the potential negative impact rises to that level. Next to, "Level Requires Outside Help," should be put on notice of the level at which the potential negative impact could do to help resolve the issue before it became a crisis. The House of Representatives

|  |  |
|--|--|
| Most Potential Negative Impact         | <i>Possible security breach and/or data loss</i> |
| Level Requires Outside Help            |  |
| Outside Help to Request                |  |
| Level Requires Inform General Assembly | <i>N/A</i>                                       |
| 3 General Assembly Options             | <i>N/A</i>                                       |

**REVIEWS/AUDITS**

*Instructions* : Below please list all external or internal reviews, audits, or




|                                    |  |
|------------------------------------|--|
| Matter(s) or Issue(s) Under Review | Reason Review was Initiated (outside request, internal policy, etc.) |
|                                    |  |
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|                                    |  |

**PARTNERS**

*Instructions:* Under the column labeled "Current Partner Entities" list:

| Current Partner Entity                                | Ways Agency Works with Current Partner  |
|---|---|
| Consumer Affairs                                      | Annual Forum; various educational presentations   |
| Office of the Lt. Governor/Office on Aging            | Funding to assist low income senior citizens to obtain rental residences.   |
| LLR   | Various licensing and oversight   |
| University of South Carolina/Moore School of Business | Annual analysis of agency economic impact and contribution  |
| Dept. of Employment and Workforce                     | Distribution and awareness of availability of assistance to homeowners experiencing temporary unemployment.   |
| DHEC  | Review for asbestos and lead based paint in houses  |
| Budget and Control Board                              | Various reporting involving bond issuance and authority. Financial oversight  |
| HHS/Continuum of Care                                 |   |
| DSS/Foster Care                                       |   |
| SHPO/Archives and History                             | Review of historic properties prior to start demolition, rehabilitation construction of properties. Mandated by HUD guidelines. Allocation of historic state and federal historic tax credits for eligible properties |
| Dept. of Disability and Special Needs                 | Funding to assist persons with special needs to find housing  |
| Mental Health Dept.                                   | Funding to assist persons with special needs to find housing  |



Copy and paste this from the second column of the Mission, Vision and Goals Chart

Copy and paste this from the first column of the Mission, Vision and Goals Chart

Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart

Enter all the agency programs which are helping accomplish this objective. The agency can determine this

Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart

Copy and paste this information from the Strategic Budgeting Chart

many times as needed so the agency can provide this information for each Performance Measure that measure just like the agency did in the accountability report.

Best fits the performance measure from the drop down box (see Types of Performance Measures e:

ir. Next to "Actual Results," enter the actual value the agency had for that performance measure at wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," find acceptable. Including a minimum acceptable level and target level will hopefully encourage t did not utilize a particular performance measure during certain years, then enter the following next t 'M during this year."

each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government requires the agency to track this information, Federal if an entity in the federal governr if there is no state or federal entity that requires the agency to track this information and the agency

benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness res. They are also used to direct resources to strategies with the greatest effect on the most valuec of licensees with no violations.

in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cr measures measure the efficient use of available resources and should be the second priority. Exam

ervices an agency produces. Output measures are used to assess workload and the agency's efforts should be the third priority. Example - # of business license applications processed.

production and delivery of a service. Inputs are "what we use to do the work." They measure the f

|  |
|--|
| Objective 2.3.2-Achieve 100% completion of cyber security training for current agency employees by June 30, 2016 |
| Yes or No  |
| Outcome  |
|  |
| NA   |
| completed  |
| completed  |
| completed  |
|  |
|  |

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| State  |
| All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director |
| <i>Security breaches put not only the public's personal information at risk, but the agency's reputation and efficiency as well. This objective helps to keeps us and our constituents safe and on line.</i>   |
| All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director |
| The availability of training. The need for ongoing security training and State mandates.   |
| Yes  |
|  |
|  |

negative impact to the public that may occur as a result of the agency not accomplishing this objective  
 impact to the public that may occur as a result of the agency not accomplishing the objective. Next  
 ves it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agen  
 vel Requires Inform General Assembly," enter the level at which the agency thinks the General Ass  
 act has risen. Next to, "3 General Assembly Options," enter three options for what the General Ass  
 Legislative Oversight Committee will provide this information to all other House standing committe

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investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that

Entity Performing the Review and Whether Reviewing Entity External or Internal

all entities the agency is currently working with that help the agency accomplish this objective. Under  
Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?

Yes

Yes

Yes

Yes

Yes

Yes

Yes

Yes

Yes

Yes

Yes

Yes



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Date  
Review  
Began  
(MM/DD/  
YYYY) and  
Date  
Review  
Ended  
(MM/DD/  
YYYY)

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| Strategic Plan Context   |   |
|--|---|
| # and description of Goal the Objective is helping accomplish: | <i>Goal 2 -Efficiently and Effectively Manage and Support Agency Programs and Human Resource Capital</i>  |
| Legal responsibilities satisfied by Goal:                      | <i>Agency Bylaws</i>  |
| # and description of Strategy the Objective is under:          | <b>Strategy 2.4 -Select, Train and Retain a Professional, Innovative Staff to Achieve Agency Goals</b>  |
| Objective  |   |
| Objective # and Description:                                   | <b>Objective 2.4.1 - Utilize new methods to find innovative professionals to increase qualified talent application pool by 10%</b>  |
| Legal responsibilities satisfied by Objective:                 | <i>Agency Bylaws</i>  |
| Public Benefit/Intended Outcome:                               | <i>Our entire organization is no better than the people in it. We constantly seek to develop a more highly qualified pool of talented individuals to join and improve our team.</i> |
| Agency Programs Associated with Objective                      |   |
| Program Names:   | <i>ALL</i>  |
| Responsible Person   |   |
| Name:  | <i>James Galluzzo</i>   |
| Number of Months Responsible:                                  | <i>24</i>   |
| Position:  | <i>Director of HR</i>   |
| Office Address:  | <i>300-C Outlet Pointe Blvd. Columbia SC 29210</i>  |
| Department or Division:  | <i>HR</i>   |
| Department or Division Summary:                                | <i>Hiring, compensation, evaluation and motivation of Authority staff.</i>  |
| Amount Budgeted and Spent To Accomplish Objective              |   |
| Total Budgeted for this fiscal year:                           | <i>\$25,000</i>   |
| Total Actually Spent:  | <i>Agency will provide next year</i>  |
| PERFORMANCE MEASURES   |   |

Instructions : Please copy and paste the chart and questions below as many times as needed. Enter the Performance Measure that applies to this objective.

1) In the cell next to, "Performance Measure," enter the performance measure just like the

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

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

4) In the last set of cells, answer the questions to provide Details about each measure. In the "Reporting Agency" cell, pick "State or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, or Only if an entity in the federal government requires the agency to track this information and the agency selected it.

Types of Performance Measures:

**Outcome Measure** - A quantifiable indicator of the public and customer benefits from an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives with the greatest effect on the most valued outcomes. Outcome measures should be the first priority.

**Efficiency Measure** - A quantifiable indicator of productivity expressed in unit costs, units of resources used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures should be the second priority. Example - cost per inspection

**Output Measure** - A quantifiable indicator of the number of goods or services an agency produces as a result of the agency's efforts to address demands. Output measures measure workload and efforts such as the number of license applications processed.

**Input/Explanatory/Activity Measure** - Resources that contribute to the production and delivery of services. They measure the factors or requests received that explain performance (i.e. explanatory). Example - number of license applications received

| How the Agency is Measuring its Performance |                                  |
|---|----------------------------------|
|   | Objective Number and Description |
| Performance Measure:                        |                                  |
| Type of Measure:                            |                                  |

## Results

2013-14 Actual Results (as of 6/30/14):

2014-15 Target Results:

2014-15 Actual Results (as of 6/30/15):

2015-16 Minimum Acceptable Results:

2015-16 Target Results:

## Details

Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)

What are the names and titles of the individuals who chose this as a performance measure?

Why was this performance measure chosen?

If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?

What are the names and titles of the individuals who chose the target value for 2015-16?

What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?

Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?

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

## POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help" enter the level at which the agency requires outside help. Next to, "Outside Help to Request," enter the entities to whom the agency will request outside help. Next to, "Level Requires Inform General Assembly," enter the level at which the agency requires to inform the General Assembly. Next to, "3 General Assembly Options" enter the level at which the potential negative impact has risen. Next to, "3 General Assembly Options" enter the options the agency has considered to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will address the issue through its standing committees, but will not address it itself until the agency is under study.

|  |   |
|--|---|
| Most Potential Negative Impact         | <i>Able, but less than optimal staff will need to be selected to fill</i> |
| Level Requires Outside Help            |   |
| Outside Help to Request                |   |
| Level Requires Inform General Assembly | N/A   |
| 3 General Assembly Options             | N/A   |

#### REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies.


| Matter(s) or Issue(s) Under Review | Reason Review was Initiated (outside request, internal policy, etc.) |
|------------------------------------|--|
|                                    |  |
|                                    |  |
|                                    |  |

#### PARTNERS

Instructions : Under the column labeled "Current Partner Entities" list all entities the agency currently works with.

| Current Partner Entity                                | Ways Agency Works with Current Partner                                    |
|---|---|
| Consumer Affairs                                      | Annual Forum; various educational presentations                           |
| Office of the Lt. Governor/Office on Aging            | Funding to assist low income senior citizens to obtain rental residences. |
| LLR   | Various licensing and oversight   |
| University of South Carolina/Moore School of Business | Annual analysis of agency economic impact and contribution                |

|                                       |   |
|---------------------------------------|---|
| Dept. of Employment and Workforce     | Distribution and awareness of availability of assistance to homeowners experiencing temporary unemployment.   |
| DHEC                                  | Review for asbestos and lead based paint in houses  |
| Budget and Control Board              | Various reporting involving bond issuance and authority. Financial oversight  |
| HHS/Continuum of Care                 |   |
| DSS/Foster Care                       |   |
| SHPO/Archives and History             | Review of historic properties prior to start demolition, rehabilitation construction of properties. Mandated by HUD guidelines. Allocation of historic state and federal historic tax credits for eligible properties |
| Dept. of Disability and Special Needs | Funding to assist persons with special needs to find housing  |
| Mental Health Dept.                   | Funding to assist persons with special needs to find housing  |



Copy and paste this from the second column of the Mission, Vision and Goals Chart

Copy and paste this from the first column of the Mission, Vision and Goals Chart

Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart

Enter all the agency programs which are helping accomplish this

Copy and paste this information from the fifth column of the

Copy and paste this information from the Strategic Budgeting



and so the agency can provide this information for each

agency did in the accountability report.

Performance measure from the drop down box (see Types of

Results," enter the actual value the agency had for that  
value the agency wanted to reach for the performance measure  
performance measure that the agency would find acceptable.  
to continually set challenging targets each year. If the agency  
entering next to the applicable "Actual Results" and "Target

the cell next to, "Is agency required to keep track of this by the  
government requires the agency to track this information, Federal  
Agency Selected if there is no state or federal entity that

agency's actions. Outcome measures are used to assess an  
objectives. They are also used to direct resources to strategies  
first priority. Example - % of licensees with no violations.  
of time, or other ratio-based units. Efficiency measures are  
efficiency measures measure the efficient use of available

produces. Output measures are used to assess workload and  
and should be the third priority. Example - # of business

every of a service. Inputs are "what we use to do the work."  
These measures should be the last priority. Example - # of

|   |
|---|
| Objective 2.4.1 - Utilize new methods to find innovative professionals to increase qualified talent application pool by 10% |
|---|

|   |
|---|
| Percentage (%) increase of qualified applicants per posting and by job type |
|---|

|         |
|---------|
| Outcome |
|---------|



64%

70%

10%

60%

Only Agency Selected

Insert any further explanation, if needed

All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director

*Our entire organization is no better than the people in it. We constantly seek to develop a more highly qualified pool of talented individuals to join and improve our team.*

All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director

Budgets, applicant pool and the requirements of the positions all determine how we will recruit for a particular opening. We can measure accurately against

Yes



he public that may occur as a result of the agency not  
 potential negative impact to the public that may occur as a  
 )," enter the level at which the agency believes it needs  
 ould reach out if the potential negative impact rises to that  
 icy thinks the General Assembly should be put on notice of the  
 rs," enter three options for what the General Assembly could  
 mittee will provide this information to all other House

|  |
|--|
| <i>positions. Additional training requirements and more frequent</i> |
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udies ("Reviews") of the agency which occurred during the past

| Entity Performing the Review and Whether Reviewing Entity External or Internal | Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY) |
|--|---|
|  |   |
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cy is currently working with that help the agency accomplish

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



|  |  |
|--|--|
| <b>Strategic Plan Context</b>                                  |  |
| # and description of Goal the Objective is helping accomplish: | <b>Goal 2 -Efficiently and Effectively Manage and Support Agency Programs and Human Resource Capital</b>   |
| Legal responsibilities satisfied by Goal:                      | <i>Agency Bylaws</i>   |
| # and description of Strategy the Objective is under:          | <b>Strategy 2.4 -Select, Train and Retain a Professional, Innovative Staff to Achieve Agency Goals</b>   |
| <b>Objective</b>   |  |
| Objective # and Description:                                   | <b>Objective 2.4.2 -Strengthen the organization’s Human Resource Development and Succession Plans by June 30, 2017</b>   |
| Legal responsibilities satisfied by Objective:                 | <i>Agency Bylaws</i>   |
| Public Benefit/Intended Outcome:                               | <i>As with other organizations, and particularly public organizations, our agency is faced with retaining and developing the most highly skilled group of people available--at the same time avoiding gaps in strategic areas and knowledge.</i> |
| <b>Agency Programs Associated with Objective</b>               |  |
| Program Names:   | <i>ALL</i>   |
| <b>Responsible Person</b>                                      |  |
| Name:  | <i>James Galluzzo</i>  |
| Number of Months Responsible:                                  | <i>24</i>  |
| Position:  | <i>Director of HR</i>  |
| Office Address:  | <i>300-C Outlet Pointe Blvd. Columbia SC 29210</i>   |
| Department or Division:  | <i>HR</i>  |
| Department or Division Summary:                                | <i>Hiring, compensation, evaluation and motivation of Authority staff.</i>   |
| <b>Amount Budgeted and Spent To Accomplish Objective</b>       |  |
| Total Budgeted for this fiscal year:                           | <i>\$300,000</i>   |
| Total Actually Spent:  | <i>Agency will provide next year</i>   |

## PERFORMANCE MEASURES

**Instructions:** Please copy and paste the chart and questions below as many times as needed. Measure that applies to this objective.

- 1) In the cell next to, "Performance Measure," enter the performance measure just like
- 2) In the cell next to, "Type of Measure," pick the type of measure that best fits the per Measures explained below).
- 3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual results for each year. Next to "Target Results," enter the target value the agency has set for each year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency and target level will hopefully encourage the agency to continually set challenging targets during certain years, then enter the following next to the applicable "Actual Results" and "Target Results" for each year.
- 4) In the last set of cells, answer the questions to provide Details about each measure. Next to "Agency Selected," pick State from the drop down menu if an entity in state government, or federal government, or federal government requires the agency to track this information, or Only Agency Selected. Next to "Agency Selected," pick the agency selected.

### Types of Performance Measures:

**Outcome Measure** - A quantifiable indicator of the public and customer benefits from the agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. Outcome measures should be the first priority. Example - customer satisfaction.

**Efficiency Measure** - A quantifiable indicator of productivity expressed in unit costs, or the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures should be a high priority. Example - cost per inspection.

**Output Measure** - A quantifiable indicator of the number of goods or services an agency produces in its efforts to address demands. Output measures measure workload and efforts and should be a high priority. Example - number of inspections processed.

**Input/Explanatory/Activity Measure** - Resources that contribute to the production and

### How the Agency is Measuring its Performance

|   |                                  |
|---|----------------------------------|
|   | Objective Number and Description |
| Performance Measure:                    |                                  |
| Type of Measure:                        |                                  |
| <b>Results</b>                          |                                  |
| 2013-14 Actual Results (as of 6/30/14): |                                  |
| 2014-15 Target Results:                 |                                  |

2014-15 Actual Results (as of 6/30/15):

2015-16 Minimum Acceptable Results:

2015-16 Target Results:

**Details**

Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)

What are the names and titles of the individuals who chose this as a performance measure?

Why was this performance measure chosen?

If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?

What are the names and titles of the individuals who chose the target value for 2015-16?

What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?

Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?

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

**POTENTIAL NEGATIVE  
IMPACT**

Instructions : Please list what the agency considers the most potential negative impact objective. Next to, "Most Potential Negative Impact," enter the most potential negative accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at Request," enter the entities to whom the agency would reach out if the potential negat Assembly," enter the level at which the agency thinks the General Assembly should be Next to, "3 General Assembly Options," enter three options for what the General Asser Legislative Oversight Committee will provide this information to all other House standi

|  |  |
|--|--|
| Most Potential Negative Impact         | <i>Loss of key staff with no comparable replacement. Loss of org</i> |
| Level Requires Outside Help            |  |
| Outside Help to Request                |  |
| Level Requires Inform General Assembly | N/A  |
| 3 General Assembly Options             | N/A  |

**REVIEWS/AUDITS**

Instructions : Below please list all external or internal reviews, audits, investigations or

| Matter(s) or Issue(s) Under Review | Reason Review was Initiated (outside request, internal policy, etc.) |
|------------------------------------|--|
|                                    |  |
|                                    |  |
|                                    |  |

**PARTNERS**

Instructions : Under the column labeled, "Current Partner Entities" list all entities the a objective. Under the "Ways Agency works with Current Partners," enter the ways the a the agency accomplish this objective. List only one partner per row and insert as many partners that all fit within a certain group, the agency can list the group instead of each school in the state, the agency can list SC Middle Schools, instead of listing each middle school in Lexington county, the agency can list Lexington County High Schools, instead

| Current Partner Entity                                | Ways Agency Works with Current Partner  |
|---|---|
|   |   |
| Consumer Affairs                                      | Annual Forum; various educational presentations   |
| Office of the Lt. Governor/Office on Aging            | Funding to assist low income senior citizens to obtain rental residences.   |
| LLR   | Various licensing and oversight   |
| University of South Carolina/Moore School of Business | Annual analysis of agency economic impact and contribution  |
| Dept. of Employment and Workforce                     | Distribution and awareness of availability of assistance to homeowners experiencing temporary unemployment.   |
| DHEC  | Review for asbestos and lead based paint in houses  |
| Budget and Control Board                              | Various reporting involving bond issuance and authority. Financial oversight  |
| HHS/Continuum of Care                                 |   |
| DSS/Foster Care                                       |   |
| SHPO/Archives and History                             | Review of historic properties prior to start demolition, rehabilitation construction of properties. Mandated by HUD guidelines. Allocation of historic state and federal historic tax credits for eligible properties |
| Dept. of Disability and Special Needs                 | Funding to assist persons with special needs to find housing  |
| Mental Health Dept.                                   | Funding to assist persons with special needs to find housing  |





Copy and paste this from the second column of the Mission, Vision and Goals Chart

Copy and paste this from the first column of the Mission, Vision and Goals Chart

Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart

Enter all the agency programs which are helping accomplish this objective. The

Copy and paste this information from the fifth column of the Strategy, Objectives

Copy and paste this information from the Strategic Budgeting Chart

eeded so the agency can provide this information for each Performance

the agency did in the accountability report.

formance measure from the drop down box (see Types of Performance

ual Results," enter the actual value the agency had for that performance  
gency wanted to reach for the performance measure for that year. Next to  
at the agency would find acceptable. Including a minimum acceptable level  
ets each year. If the agency did not utilize a particular performance measure  
id "Target Results," - "Agency did not use PM during this year."

In the cell next to, "Is agency required to keep track of this by the state or  
nent requires the agency to track this information, Federal if an entity in the  
cted if there is no state or federal entity that requires the agency to track this

an agency's actions. Outcome measures are used to assess an agency's  
ives. They are also used to direct resources to strategies with the greatest  
:example - % of licensees with no violations.

rits of time, or other ratio-based units. Efficiency measures are used to assess  
res measure the efficient use of available resources and should be the second

cy produces. Output measures are used to assess workload and the agency's  
ld be the third priority. Example - # of business license applications

delivery of a service. Inputs are "what we use to do the work." They

|   |
|---|
| Objective 2.4.2 -Strengthen the organization’s Human Resource Development and Succession Plans by June 30, 2017 |
| Percentage (%) of employees capable of assuming leadership duties in three years                                |
| Outcome   |
|   |
| NA  |
| NA  |

|  |   |
|--|---|
| 0  |   |
| 15%  |   |
|  |   |
|  |   |
| Only Agency Selected   | Insert any further explanation, if needed |
| All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director                       |   |
| <i>As with other organizations, and particularly public organizations, our agency is faced with retaining and developing the most highly skilled group of people available--at the same time avoiding gaps in strategic areas and knowledge. On a long enough timeline, the survival rate for everyone drops to zero</i> |   |
|  |   |
| All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director                       |   |
| Retirement levels, potential retirements, general attrition, retention levels of senior level staff, budgets and predicted future needs.   |   |
| Yes  |   |
|  |   |
|  |   |

to the public that may occur as a result of the agency not accomplishing this  
 e impact to the public that may occur as a result of the agency not  
 which the agency believes it needs outside help. Next to, "Outside Help to  
 tive impact rises to that level. Next to, "Level Requires Inform General  
 put on notice of the level at which the potential negative impact has risen.  
 nbly could do to help resolve the issue before it became a crisis. The House  
 ng committees, but will not address it itself until the agency is under study.

|   |
|---|
| <i>anizational knowledge. Remaining staff must take on additional responsibility.</i> |
|   |
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studies ("Reviews") of the agency which occurred during the past fiscal year

| Entity Performing the Review and Whether Reviewing Entity External or Internal | Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY) |
|--|---|
|  |   |
|  |   |
|  |   |

agency is currently working with that help the agency accomplish this  
 agency works with the entity (names of projects, initiatives, etc.) which helps  
 rows as necessary to list all of the partners. Note, if there is a large list of  
 1 partner individually. For example, if the agency works with every middle  
 e school separately. As another example, if the agency works with every high  
 of listing each high school in the county separately.



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| <b>Strategic Plan Context</b>                                  |
| # and description of Goal the Objective is helping accomplish: |
| Legal responsibilities satisfied by Goal:                      |
| # and description of Strategy the Objective is under:          |
|  |
| <b>Objective</b>   |
| Objective # and Description:                                   |
|  |
| Legal responsibilities satisfied by Objective:                 |
| Public Benefit/Intended Outcome:                               |
|  |
| <b>Agency Programs Associated with Objective</b>               |
| Program Names:   |
|  |
| <b>Responsible Person</b>                                      |
| Name:  |
| Number of Months Responsible:                                  |
| Position:  |
| Office Address:  |
| Department or Division:  |
| Department or Division Summary:                                |
|  |
| <b>Amount Budgeted and Spent To Accomplish Objective</b>       |
| Total Budgeted for this fiscal year:                           |
| Total Actually Spent:  |
|  |
| <b>PERFORMANCE MEASURES</b>                                    |

Instructions : Please copy and paste that applies to this objective.

- 1) In the cell next to, "Performance
- 2) In the cell next to, "Type of Measure (explained below).
- 3) In the next set of cells enter the amount at the end of that year. Next to "Target acceptable level," enter the minimum amount that will hopefully encourage the agency to meet the target then enter the following next to the target.
- 4) In the last set of cells, answer the question "What does the government require the agency to do?" pick State from the dropdown menu and the agency selected it.

Types of Performance Measures:

- Outcome Measure** - A quantifiable measure of effectiveness in serving its key customers on the most valued outcomes. Outcome Example - customer satisfaction
- Efficiency Measure** - A quantifiable measure of cost-efficiency, productivity, and time. Example - cost per inspection
- Output Measure** - A quantifiable measure of the number of efforts to address demands. Output Example - number of inspections
- Input/Explanatory/Activity Measure** - A quantifiable measure of the factors or requests received that explain the need for the service. Example - number of requests received

| How the Agency is Measuring its Performance |
|---|
|   |
|   |
|   |
|   |
| Results                                     |

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**Details**

Does the state or federal government need more funding (if needed, two cells over)

What are the names and titles of the individuals responsible for the performance measure?

Why was this performance measure chosen?

If the target value was not reached in 2016, why?

What are the names and titles of the individuals responsible for the performance measure?

What was considered when determining the target value? What factors were finally made on setting it at the level at which it was set?

Based on the performance so far in 2016, is the target value realistic?

If the answer to the question above is 'no', what are the reasons?



**POTENTIAL NEGATIVE IMPACT**

*Instructions* : Please list what the agency objective. Next to, "Most Potential the objective. Next to, "Level Requi entities to whom the agency would which the agency thinks the General Options," enter three options for wh provide this information to all other

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

**REVIEWS/AUDITS**

*Instructions* : Below please list all e relates/impacts this objective. Pleas Review as copies may be requested please insert as many rows as neede

|                                    |
|------------------------------------|
| Matter(s) or Issue(s) Under Review |
|                                    |
|                                    |
|                                    |
|                                    |

**PARTNERS**

*Instructions* : Under the column lab

|   |
|---|
| Current Partner Entity                                |
|   |
| Consumer Affairs                                      |
| Office of the Lt. Governor/Office on Aging            |
| LLR   |
| University of South Carolina/Moore School of Business |
| Dept. of Employment and Workforce                     |
| DHEC  |
| Budget and Control Board                              |
| HHS/Continuum of Care                                 |
| DSS/Foster Care                                       |
|   |
| SHPO/Archives and History                             |
| Dept. of Disability and Special Needs                 |
| Mental Health Dept.                                   |

**Goal 3 - Maintain and Expand Diverse Mortgage Products to Enable the Agency to Meet its Goals**

Agency Bylaws

**Strategy 3.1 - Maintain and Enhance Affordable Housing Finance Programs Through Facilitating Maximum Utilization of Resources**

**Objective 3.1.1 - Enhance single family lending programs through the introduction of an enhanced Mortgage Tax Credit product by 12-31-15**

Agency Bylaws

An additional tool for affordable home ownership. This allows a homebuyer to recover up to \$2000 annually on mortgage interest through a tax credit

Homeownership

Steve Clements

24

Director of HR

300-C Outlet Pointe Blvd. Columbia SC 29210

Homeownership

Purchasing low to moderate income first-time homebuyer 1st Mortgages

\$250,000

Agency will provide next year

Use the chart and questions below as many times as needed so the agency

Measure," enter the performance measure just like the agency did in  
Measure," pick the type of measure that best fits the performance measure

Actual and target results for each year. Next to "Actual Results," enter  
Target Results," enter the target value the agency wanted to reach for the  
level for this performance measure that the agency would find acceptable  
to continually set challenging targets each year. If the agency did not use  
applicable "Actual Results" and "Target Results," - "Agency did not use  
questions to provide Details about each measure. In the cell next to the  
drop down menu if an entity in state government requires the agency to  
track this information, or Only Agency Selected if there is no state or

indicator of the public and customer benefits from an agency's actions  
customers and in achieving its mission, goals and objectives. They are also  
some measures should be the first priority. Example - % of licensees  
indicator of productivity expressed in unit costs, units of time, or other  
reliability of agency operations. Efficiency measures measure the efficiency

indicator of the number of goods or services an agency produces. Output  
measures measure workload and efforts and should be the third priority  
- Resources that contribute to the production and delivery of a service  
plain performance (i.e. explanatory). These measures should be the last

| Performance                      |
|----------------------------------|
| Objective Number and Description |
| Performance Measure:             |
| Type of Measure:                 |

2013-14 Actual Results (as of 6/30/14):

2014-15 Target Results:

2014-15 Actual Results (as of 6/30/15):

2015-16 Minimum Acceptable Results:

2015-16 Target Results:

require the agency to track this? (provide any additional explanation

individuals who chose this as a performance measure?

chosen?

2014-15, what changes were made to try and ensure it was reached?

individuals who chose the target value for 2015-16?

ing the level to set the target value in 2015-16 and why was the decision  
t which it was set?

15-16, does it appear the agency is going to reach the target for 2015-

"questionable" or "no," what changes are being made to try and ensure it



gency considers the most potential negative impact to the public that Negative Impact," enter the most potential negative impact to the pu res Outside Help," enter the level at which the agency believes it need reach out if the potential negative impact rises to that level. Next to, l Assembly should be put on notice of the level at which the potential hat the General Assembly could do to help resolve the issue before it House standing committees, but will not address it itself until the ag

|  |
|--|
| <i>Public does not reap the benefit of the tax savings at the optimal level.</i> |
|  |
|  |
| N/A  |
|  |
| N/A  |

external or internal reviews, audits, investigations or studies ("Reviews se remember to maintain an electronic copy of each Review and any when the agency is under study. NOTE: Responses are not limited to ed.

|  |
|--|
| Reason Review was Initiated (outside request, internal policy, etc.) |
|  |
|  |
|  |

oel. "Current Partner Entities" list all entities the agency is currently

Ways Agency Works with Current Partner

Annual Forum; various educational presentations

Funding to assist low income senior citizens to obtain rental residences.

Various licensing and oversight

Annual analysis of agency economic impact and contribution

Distribution and awareness of availability of assistance to homeowners experiencing temporary unemployment.


Review for asbestos and lead based paint in houses

Various reporting involving bond issuance and authority. Financial oversight

Review of historic properties prior to start demolition, rehabilitation construction of properties. Mandated by HUD guidelines. Allocation of historic state and federal historic tax credits for eligible properties

Funding to assist persons with special needs to find housing

Funding to assist persons with special needs to find housing



Copy and paste this from the second column of the Mission, Vision and Goals Chart

Copy and paste this from the first column of the Mission, Vision and Goals Chart

Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart


Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart

Enter all the agency programs which are helping accomplish this

Copy and paste this information from the fifth column of the

Copy and paste this information from the Strategic Budgeting Chart





Agency can provide this information for each Performance Measure

the accountability report.

Selected from the drop down box (see Types of Performance Measures

· the actual value the agency had for that performance measure  
the performance measure for that year. Next to "Minimum  
Acceptable. Including a minimum acceptable level and target level  
Do not utilize a particular performance measure during certain years,  
Do not use PM during this year."

, "Is agency required to keep track of this by the state or federal  
to track this information, Federal if an entity in the federal  
federal entity that requires the agency to track this information

is. Outcome measures are used to assess an agency's  
used to direct resources to strategies with the greatest effect  
with no violations.

per ratio-based units. Efficiency measures are used to assess the  
efficient use of available resources and should be the second priority.

Output measures are used to assess workload and the agency's  
priority. Example - # of business license applications processed.  
Inputs are "what we use to do the work." They measure the  
input priority. Example - # of license applications received

|  |
|--|
| Objective 3.1.1 - Enhance single family lending programs through the introduction of an enhanced Mortgage Tax Credit product by 12-31-15 |
| Increase use of the MCC by 06-30-16  |
| Outcome  |
|  |

|   |   |
|---|---|
| NA  |   |
| NA  |   |
| 113/\$15.6M   |   |
| 115/\$16.5M   |   |
|   |   |
| Only Agency Selected  | Insert any further explanation, if needed |
| <p>All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director</p>   |   |
| <p><i>This is a public benefit and a true tool to make homeownership more affordable and to expand the pool of potential home buyers. IT also helps to create opportunities for everyone involved in the construction and financing of the housing market. An additional tool for affordable home ownership. This allows a homebuyer to recover up to \$2000 annually on mortgage interest through a tax credit</i></p> |   |
|   |   |
| <p>All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director</p>   |   |
| <p>We anticipated an enhancement to the program in the new (2015-2016) program offering. The initial offering had a very good response and we anticipated being able to build on that.</p>  |   |
| Yes   |   |
|   |   |



may occur as a result of the agency not accomplishing this objective that may occur as a result of the agency not accomplishing this objective outside help. Next to, "Outside Help to Request," enter the number of requests for "Level Requires Inform General Assembly," enter the level at which the negative impact has risen. Next to, "3 General Assembly became a crisis." The House Legislative Oversight Committee will determine if the agency is under study.

|  |
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is") of the agency which occurred during the past fiscal year that is not included in the other information generated by the entity performing the review. Enter the number of rows below that have borders around them,

| Entity Performing the Review and Whether Reviewing Entity External or Internal | Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY) |
|--|---|
|  |   |
|  |   |

is working with that help the agency accomplish this objective.



| <b>Strategic Plan Context</b>                                  |  |
|--|--|
| # and description of Goal the Objective is helping accomplish: | <b>Goal 3 - Maintain and Expand Diverse Mortgage Products to Enable the Agency to Meet its Goals</b>   |
| Legal responsibilities satisfied by Goal:                      | <i>Agency Bylaws</i>   |
| # and description of Strategy the Objective is under:          | <b>Strategy 3.1 - Maintain and Enhance Affordable Housing Finance Programs Through Facilitating Maximum Utilization of Resources</b>   |
| <b>Objective</b>   |  |
| Objective # and Description:                                   | <b>Objective 3.1.2 - Maintain single family lending through a new bond issuance and refunding, leading to production of 500 new first and second mortgages by June 30, 2016</b>            |
| Legal responsibilities satisfied by Objective:                 | <i>Agency Bylaws</i>   |
| Public Benefit/Intended Outcome:                               | <i>Our ability to make mortgage loans depends on our ability to sell mortgage revenue bonds. This objective speaks to this end and sets a goal of 500 new mortgages as a result of it.</i> |
| <b>Agency Programs Associated with Objective</b>               |  |
| Program Names:   | <i>Finance/ALL</i>   |
| <b>Responsible Person</b>                                      |  |
| Name:  | <i>Richard Hutto</i>   |
| Number of Months Responsible:                                  | <i>24</i>  |
| Position:  | <i>Deputy Director for Administration/Finance</i>  |
| Office Address:  | <i>300-C Outlet Pointe Blvd. Columbia SC 29210</i>   |
| Department or Division:  | <i>Finance</i>   |
| Department or Division Summary:                                | <i>Financial accounting and reporting</i>  |
| <b>Amount Budgeted and Spent To Accomplish Objective</b>       |  |
| Total Budgeted for this fiscal year:                           | <i>\$12,795,494</i>  |
| Total Actually Spent:  | <i>Agency will provide next year</i>   |

## PERFORMANCE MEASURES

*Instructions* : Please copy and paste the chart and questions below as many times as needed.  
Types of Performance Measures:

**Outcome Measure** - A quantifiable indicator of the public and customer benefit, mission, goals and objectives. They are also used to direct resources to strategic initiatives.

**Efficiency Measure** - A quantifiable indicator of productivity expressed in unit agency operations. Efficiency measures measure the efficient use of available resources.

**Output Measure** - A quantifiable indicator of the number of goods or services produced. Output measures measure workload and efforts and should be the third priority. Example - # of units produced.

**Input/Explanatory/Activity Measure** - Resources that contribute to the production of goods and services. These measures should be the last priority. Example - # of employees.

### How the Agency is Measuring its Performance

|  |                                  |
|--|----------------------------------|
|  | Objective Number and Description |
|--|----------------------------------|

**Performance Measure:**

**Type of Measure:**

#### Results

|  |   |
|--|---|
|  | 2013-14 Actual Results (as of 6/30/14): |
|  | 2014-15 Target Results:                 |
|  | 2014-15 Actual Results (as of 6/30/15): |
|  | 2015-16 Minimum Acceptable Results:     |
|  | 2015-16 Target Results:                 |

#### Details

Does the state or federal government require the agency to track this? (provide any applicable laws or regulations)

What are the names and titles of the individuals who chose this as a performance measure?

Why was this performance measure chosen?

If the target value was not reached in 2014-15, what changes were made to try and reach the target?

What are the names and titles of the individuals who chose the target value for 2015-16?

What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?

Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?

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

**POTENTIAL NEGATIVE IMPACT**

*Instructions* : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the program. Enter the most potential negative impact to the public that may occur as a result of the program needs outside help. Next to, "Outside Help to Request," enter the entities to which the agency would request outside help. Enter the level at which the agency thinks the General Assembly should be put to address the issue. Enter the General Assembly could do to help resolve the issue before it became a crisis.

|  |  |
|--|--|
| Most Potential Negative Impact         | <i>Fewer homeowners would be able to access...</i> |
| Level Requires Outside Help            |  |
| Outside Help to Request                |  |
| Level Requires Inform General Assembly | N/A  |
| 3 General Assembly Options             | N/A  |

**REVIEWS/AUDITS**

*Instructions* : Below please list all external or internal reviews, audits, investigations, or other information generated to maintain an electronic copy of each Review and any other information generated. Below the number of rows below that have borders around them, please insert as many rows as needed.

|                                    |  |
|------------------------------------|--|
| Matter(s) or Issue(s) Under Review | Reason Review was Initiated (outside request, internal policy, etc.) |
|                                    |  |
|                                    |  |

**PARTNERS**

*Instructions* : Under the column labeled, "Current Partner Entities" list all entities with which the agency works. Under "Partners," enter the ways the agency works with the entity (names of projects, names of staff, etc.). List all of the partners. Note, if there is a large list of partners that all fit within a category, the agency can list SC Middle Schools, instead of listing each middle school in the state, the agency can list SC High Schools, instead of listing each high school in the county separately.

| Current Partner Entity                                | Ways Agency Works with Current Partner  |
|---|---|
| Consumer Affairs                                      | Annual Forum; various educational presentations   |
| Office of the Lt. Governor/Office on Aging            | Funding to assist low income senior citizens to obtain rental residences.                                   |
| LLR   | Various licensing and oversight   |
| University of South Carolina/Moore School of Business | Annual analysis of agency economic impact and contribution  |
| Dept. of Employment and Workforce                     | Distribution and awareness of availability of assistance to homeowners experiencing temporary unemployment. |

|                                       |   |
|---------------------------------------|---|
| DHEC                                  | Review for asbestos and lead based paint in houses  |
| Budget and Control Board              | Various reporting involving bond issuance and authority. Financial oversight  |
| HHS/Continuum of Care                 |   |
| DSS/Foster Care                       |   |
| SHPO/Archives and History             | Review of historic properties prior to start demolition, rehabilitation construction of properties. Mandated by HUD guidelines. Allocation of historic state and federal historic tax credits for eligible properties |
| Dept. of Disability and Special Needs | Funding to assist persons with special needs to find housing  |
| Mental Health Dept.                   | Funding to assist persons with special needs to find housing  |





Copy and paste this from the second column of the Mission, Vision and Goals Chart

Copy and paste this from the first column of the Mission, Vision and Goals Chart

Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart


Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart

Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart

Enter all the agency programs which are helping accomplish this objective. The agency can determine this

Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart

Copy and paste this information from the Strategic Budgeting Chart



nesses as needed so the agency can provide this information for each Performance Measure that applies from an agency's actions. Outcome measures are used to assess an agency's effectiveness in services with the greatest effect on the most valued outcomes. Outcome measures should be the first priority, measured in dollars, costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-effectiveness of resources and should be the second priority. Example - cost per inspection an agency produces. Output measures are used to assess workload and the agency's efforts to add business license applications processed. Outcome measures are used to assess the quality of production and delivery of a service. Inputs are "what we use to do the work." They measure the factors that affect the production process. Example - # of license applications received

|  |
|--|
| Objective 3.1.2 - Maintain single family lending through a new bond issuance and refunding, leading to production of 500 new first and second mortgages by June 30, 2016   |
| The number of new first and second mortgages   |
| Output   |
| NA   |
| NA   |
| 591  |
| 500  |
|  |
|  |
| Only Agency Selected   |
| All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director |
| <i>Our ability to make mortgage loans depends on our ability to sell mortgage revenue bonds. This measurement speaks to this end and sets a goal of 500 new mortgages as a result of it.</i>   |
|  |
| All measures were chosen by the agency senior staff during a series of (ongoing) strategic planning sessions during 2014 and 2015. The leaders of the Department or Division took the lead in developing and choosing the measures, adopted with the advice and approval of the Executive Director |
| Availability of fund for mortgage financing and market trends.   |
| Yes  |

|  |
|--|
|  |
|  |

e impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Level Requires Outside Help," enter the whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level of Notice," enter the level at which the potential negative impact has risen. Next to, "3 General Assembly Sessions," enter the number of sessions. The House Legislative Oversight Committee will provide this information to all other House staff.

*the potential affordable mortgage terms offered by our programs. Potential impact to financial position t*

|  |
|--|
|  |
|  |



ations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/involves the agency's operations. The entity performing the Review as copies may be requested when the agency is under study. List any rows as needed.

|  |
|--|
| Entity Performing the Review and Whether Reviewing Entity External or Internal |
|  |
|  |



ities the agency is currently working with that help the agency accomplish this objective. Under the heading "Partners," list the names of the agencies, organizations, or individuals (e.g., contractors, consultants, etc.) which helps the agency accomplish this objective. List only one partner per row and for each partner, the agency can list the group instead of each partner individually. For example, if the agency works with every high school in Lexington county, list the school separately. As another example, if the agency works with every high school in Lexington county, list the school separately.

|  |
|--|
| <b>Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?</b> |
|  |
| Yes  |
| Yes  |
| Yes  |
| Yes  |
| Yes  |

Yes

Yes

Yes

Yes

Yes

Yes

Yes



; by sorting the Associated Programs Chart by



lies to this objective.

erving its key customers and in achieving its  
riority. Example - % of licensees with no

ciency, productivity, and timeliness of

dress demands. Output measures

or requests received that explain

Insert any further explanation, if needed



ext to, "Most Potential Negative Impact,"  
e level at which the agency believes it  
! Requires Inform General Assembly,"  
bly Options," enter three options for what  
nding committees, but will not address it

|                                      |
|--------------------------------------|
| <i>o bond repayment obligations.</i> |
|                                      |
|                                      |
|                                      |
|                                      |



mpacts this objective. Please remember  
tudy. NOTE: Responses are not limited to

|  |
|--|
| Date Review Began (MM/DD/YYYY) and Date<br>Review Ended (MM/DD/YYYY) |
|  |
|  |



"Ways Agency works with Current  
nd insert as many rows as necessary to list  
agency works with every middle school in  
jnty, the agency can list Lexington County



# Reporting Requirements

|  |   |
|--|---|
| Agency Responding                                | Housing Finance and Development Authority |
| Date of Submission                               | January 12, 2016                          |
| Fiscal Year for which information below pertains | 2015-16                                   |

**Instructions:**

List all reports, if any, the agency is required to submit to a state, federal or outside entity on a regular basis. Insert the name of each report in a separate column and answer the questions below it. Add as many columns as needed.

PLEASE NOTE: All information the agency provides in the rows below the row labeled, "Date the Report was last submitted," should apply to when the agency most recently submitted the report (i.e. date report was last submitted).

| Agency Responding   | Housing Finance and Development Authority                            | Housing Finance and Development Authority | Housing Finance and Development Authority | Housing Finance and Development Authority                   | Housing Finance and Development Authority |
|---|--|---|---|---|---|
| Report #  | 1  | 2   | 3   | 4   | 5   |
| Report Name:  | Restructuring Report   | Accountability Report                     | Housing Trust Fund Annual Report          | Budget Report   |   |
| <b>Why Report is Required</b>                                 |  |   |   |   |   |
| Legislative entity requesting the agency complete the report: | House Legislative Oversight Committee                                | Executive Budget Office                   | Executive Budget Office                   | Ways and Means Sub Committee / Senate Finance Sub Committee |   |
| Law which requires the report:                                | II.1; II.2:II.4;V.a.i,ii,iii b. c. d.i. Part VI.A. B.1.2.3.4.5.6     | II.1V.A. 1.2.3.4.5:B.1.                   |   |   |   |
| Agency's understanding of the intent of the report:           | To promote efficiency and effectiveness.                             | To promote efficiency and effectiveness.  | Compliance with law                       | To explain/justify requested budget.                        |   |
| Year agency was first required to complete the report:        | 2015   | Unknown                                   | circa 1993                                | Unknown   |   |
| Reporting frequency (i.e. annually, quarterly, monthly):      | Annually   | Annually                                  | Annually                                  | Annually  |   |
| <b>Information on Most Recently Submitted Report</b>          |  |   |   |   |   |
| Date Report was last submitted:                               | 3/31/2015  | September, 2015                           | September, 2015                           | April 2015  |   |
| <b>Timing of the Report</b>                                   |  |   |   |   |   |
| Month Report Template is Received by Agency:                  | Mar-15   | Jun-15                                    | no template                               |   |   |
| Month Agency is Required to Submit the Report:                | Mar-15   | September, 2015                           | September, 2015                           |   |   |
| <b>Where Report is Available &amp; Positive Results</b>       |  |   |   |   |   |
| To whom the agency provides the completed report:             | Wm. Weston J. Newton Chairman, House Legislative Oversight Committee | Abhijit "Abhi" Deshpande                  | Abhijit "Abhi" Deshpande                  |   |   |
| Website on which the report is available:                     | www.schousing and others unknown                                     | www.schousing and others unknown          | www.schousing and others unknown          | www.schousing and others unknown                            |   |
| If it is not online, how can someone obtain a copy of it:     |  |   |   |   |   |
| Positive results agency has seen from completing the report:  |  |   |   |   |   |

Information in all these rows should be for when the agency completed the report most recently



# Restructuring Recommendations and Feedback

|  |   |
|--|---|
| Agency Responding                                | Housing Finance and Development Authority |
| Date of Submission                               | January 12, 2016                          |
| Fiscal Year for which information below pertains | 2015-16                                   |

## RESTRUCTURING RECOMMENDATIONS

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

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

No

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

| Does the agency recommendation require legislative action? | Recommendation for restructuring |
|--|----------------------------------|
|  |                                  |
|  |                                  |
|  |                                  |

## FEEDBACK (Optional)

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

| Please list 1-3 benefits the agency sees in the public having access to the information requested in the Report, in the format it was requested. | Please list 1-3 benefits to agency management and employees in having all of this information available in one document. | Now that the agency has completed the Report, please list 1-3 things the agency could do differently next year (or it could advise other agencies to do) to complete the Report in less time and at a lower cost to the agency. |
|--|--|---|
| 1 - It provides a quantitative connection between the Authority's Mission and Resources  | 1 - It provides a cross-reference between Authority resources and strategic objectives.                                  | 1 - Set-up w/s to speed up key entry  |
| 2  | 2  | 2 - Clearly identify changes in format or information requested from prior years  |
| 3  | 3  | 3 - Generate the data as part of YE or Budget preparation   |

| Does the agency believe this year's Restructuring Report was less burdensome than last year's? | Please list 1-3 changes to the Report questions, format, etc. the agency recommends to ensure the Report provides the best information to the public and General Assembly, in the least burdensome way to the agency. | Please add any other feedback the agency would like to provide (add as many additional rows as necessary) |
|--|---|---|
| No   | 1 - Move from Excel to a platform that is more conducive to data gathering  |   |
| Why or why not?  | 2 - Pre-fill with the Agency's prior year submission  |   |
| The template required the same data to be entered multiple times.                              | 3 - Specifically identify "changed" fields  |   |

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

**Is Performance Measure Required?**

State  
Federal  
Only Agency Selected

**Type of Performance Measure**

Outcome  
Efficiency  
Output  
Input/Explanatory/Activity

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

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

**Does the Agency have any restructuring recommendations**

Yes  
No

Does the agency believe this year's Restructuring Report was less burdensome than last year's?

Yes  
No