

# PROGRAM EVALUATION REPORT

## *South Carolina Department of Agriculture*

Date of Submission: 24 August 2016

### **Agency Director**

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Date of Hire: September 2004

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### **Main Agency Contact Information**

Phone: 803-734-2200

Email:

Mailing Address: PO Box 11280, Columbia SC 29211

### **Agency Online Resources**

Website address: [agriculture.sc.gov](http://agriculture.sc.gov)

#### Online Quick Links:

Please provide any links to the agency website the agency would like listed in the report for the benefit of the public.

certifiedscgrown.com; freshonthemenu.com; palmettoseries.com; phillipsmarketcenter.com

#### Social Media Addresses:

<https://www.facebook.com/SouthCarolinaDepartmentOfAgriculture/>

<https://www.facebook.com/SCFarmersMarket/>

<https://www.facebook.com/PalmettoSeries>

Instagram: @certifiedsc

@palmettoseries

Twitter: @Certified\_SC

@PalmettoSeries

Snapchat: CertifiedSC

**Agency Office Locations**

Please list the physical address, mailing address, and phone number for each office location.

You can continue onto the next page if additional space is needed.

**Wade Hampton Building**

**Mailing:**

PO Box 11280

Columbia, SC 29211

**Physical**

1200 Senate St.

Columbia, SC 29201

803-734-2210

**Metrology**

237 Catawba Street

Columbia, SC 29201

803-253-4052

**Consumer Protection Division (Lab)**

123 Ballard Court

West Columbia, SC 29172

803-737-9700

**Philips Market Center**

117 Ballard Court

West Columbia, SC 29172

803-737-4588

**Grain Grading**

PO Box 669

Mount Pleasant, SC 29465

843-375-3158

**State Farmers Market**

3483 Charleston Hwy

West Columbia, SC 29172

803-737-4531

**State Farmers Market Administration Building**

3501 Charleston Hwy

West Columbia, SC 29172

803-737-4531

**Greenville Farmers Market**

1354 Rutherford Rd

Greenville, SC 29172

864-244-4023

**Pee Dee Farmers Market**

2513 West Lucas Street

Florence, SC 29501

843-665-5154

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# A. QUESTIONS

Please type the agency's responses to each question directly below the question. For the questions which ask the agency to complete an Excel chart, complete the chart and attach it to the end of this document when the agency submits the .pdf version.

## Agency Snapshot

1. **What are 3-4 items the agency considers as successes?**
  - a. The growth, popularity, and recognition of the brands under the Certified SC umbrella
  - b. The Metrology Department's national ranking
  - c. The Farm Aid grant program development and execution
  
2. **What are 3-4 items the agency considers as its current challenges or issues? These can include things the agency already has a plan to improve.**
  - a. Increasing retail traffic, and thus demand, at the State Farmers Market (Columbia)
  - b. Employee recruitment and retention due to being one of the lower paying state agencies
  - c. Balancing communications with a wide variety of consumers, customers, and target audiences
  
3. **What are 3-4 emerging issues the agency anticipates having an impact on its operations in the upcoming five years?**
  - a. More federal work under cooperative agreement, particularly related to the Food Safety and Modernization Act (FSMA)
  - b. The evaluation and implementation of technology products and services
  - c. Implementation of information security policies
  - d. The construction and opening of a new metrology laboratory

## History and Structure

4. **Please provide the history of the agency by year, from its origin to the present, in a bulleted list. Include the names of each director with the year the director started, and major events (e.g. programs added, cut, departments/divisions changed, etc.).**
  - a. A.P. Butler 1880-1890
  - b. Mr. Moore 1890-1891
  - c. Ebbie J. Watson 1904-1917
  - d. A. C. Summers 1917-1919
  - e. Bonneau Harris 1919-1925
  - f. James W. Shealy 1926-1932
  - g. J. Roy Jones 1932-1956
  - h. William L. Harrelson 1956-1976
  - i. G. Bryan Patrick, Jr 1976-1982
  - j. D. Leslie Tindal 1982-2002
  - k. Charles R. Sharpe 2002-2005
  - l. Hugh E. Weathers 2005-present

\*See PowerPoint presentation previously provided for historical timeline.

5. Please provide information about the body that governs the agency and to whom the agency head reports. Explain what the agency's enabling statute outlines about the agency's governing body (e.g. board, commission, etc.), including, but not limited to: total number of individuals in the body; whether the individuals are elected or appointed; who elects or appoints the individuals; the length of term for each individual; whether there are any limitations on the total number of terms an individual can serve; whether there are any limitations on the number of consecutive terms an individual can serve; and any other requirements or nuisances about the body which the agency believes is relevant to understanding how it and the agency operate. If the governing body operates differently than outlined in statute, please describe the differences.
  - a. The office of Commissioner of Agriculture became a Constitutional Office in 1982, and is the chief executive of the agency.
6. Please provide information about the agency's internal audit process including: whether the agency has internal auditors, a copy of the internal audit policy or charter, the date the agency first started performing audits, the names of individuals to whom internal auditors report, the general subject matters audited, name of person who makes the decision of when an internal audit is conducted, whether internal auditors conduct an agency-wide risk assessment routinely, whether internal auditors routinely evaluate the agency's performance measurement and improvement systems, the total number of audits performed in last five fiscal years; and the date of the most recent Peer Review of Self-Assessment by SC State Internal Auditors Association or other entity (if other entity, name of that entity).
  - a. The agency does not have internal auditors that are solely dedicated to that purpose. Administration staff evaluates internal controls and often consults peers in other agencies for that purpose. Supervisors frequently evaluate their performance measurements against historical and target levels.

## General Information

7. Please complete the **Laws Chart**, which is a tab in the attached Excel document
8. Please list all entities and individuals the agency considers stakeholders. A "stakeholder" is a person, group or organization that has interest or concern in the agency or that can affect or be affected by the agency's actions, objectives and policies. Since the agency is providing information about its partners and customers in response to other questions, the entities who are partners and customers do not need to be listed again here.
  - a. Employees
  - b. Farmers / Producers
  - c. Every person who purchases a food, feed, or seed product, a product sold by weight or volume in South Carolina
  - d. Businesses or entities the agency regulates
  - e. Public customers for which the agency provides services
9. List all entities the agency worked with in 2015-16, or plans to work with during 2016-17, that help the agency accomplish one or more of its goals, strategies or objectives (i.e. partners). Below each entity, list the applicable year, objective(s) the entity is helping the agency accomplish and ways in which the agency works with the partner to accomplish that objective(s).  
2015-16
  - a. DHEC: 2.1.4; 2.4.1; 3.1.2; 3.3.4; 3.3.5; 3.4.4
    - i. Share resources and leverage each agency's expertise
  - b. SC Department of Commerce: 5.1.1; 5.1.3; 5.1.4; 5.2.1
    - i. SCDA recruits, Commerce takes projects through the standard process

- c. SC DSS: 3.3.4
  - i. SCDA trains farmers on how to accept Supplemental Nutrition Assistance Program (SNAP) and Farmers Market Nutrition Program (FMNP)
- d. SC Department of Education: 3.3.5; 3.4.4
  - i. SCDA trains school cafeteria staff and prepares nutrition information for teachers
- e. Clemson University: 2.1.3; 2.1.4; 2.4.1; 3.2.2; 3.3.3; 3.4.4; 4.2.3; 5.1.2; 5.1.4; 5.2.5
  - i. Utilize Clemson PSA's extension service county offices to provide education on various topics; and faculty to provide food safety education and agribusiness research; and evaluation component of Farm to Institution
- f. University of South Carolina: 3.3.5
  - i. USC conducts evaluation components of Farm to Institution
- g. South Carolina State University: 3.2.2; 3.3.2; 3.3.3; 3.3.4; 5.1.2
  - i. Utilize SCSU's extension presence to reach farmers and provide education
- h. SC Department of Parks, Recreation and Tourism: 3.1.1; 3.1.5
  - i. Partner to coordinate Chef Ambassador program
- i. SC Department of Natural Resources: 3.3.1; 2.1.4; 2.4.1
  - i. Coordinate seafood regulatory programs to prevent overlap while increasing efficiency of service; DNR is a tenant at the State Farmers Market
- j. Admin: Division of Technology: 1.1.2; 1.1.5; 1.2.1; 1.2.2; 1.2.3
  - i. Access DTO's expertise; standardize service and product offerings; follow lead on INFOSEC policy development and implementation

**10. Please provide the following information regarding the amount of funds remaining at the end of each year that the agency had available to use the next year (i.e. in 2011-12, insert the amount of money left over at the end of the year that the agency was able to carry forward and use in 2012-13), for each of the last five years.**

Year	Amount Remaining at end of year that agency could use the next year
2011-12	\$1,757,450
2012-13	\$2,472,562
2013-14	\$4,712,809
2014-15	\$5,426,456
2015-16	\$5,382,093

**11. How much does the agency believe is necessary to have in carryforward each year? Why?**

The amounts carried forward are necessary to support associated programs year-round. Many sources of funds do not receive a steady stream of revenue all year long, rather, the revenue may be received over a two-to-three month period, and then nothing will be received for the rest of the year (example, seed licenses, feed registrations, commodity board assessments). If the agency does not carry forward appropriate revenue, we run the risk of being unable to meet operating expenses for the portion of the year when revenue is not coming in steadily. Additionally, commodity board assessments are based on annual crop output. If there is a year in which weather affects crops (soybean, peanuts, watermelon, cotton, tobacco) negatively, the boards would not receive crop assessments sufficient enough to meet the next year's operating expenses. SCDA acts as a fiduciary agent for commodity board assessments, but does not control the amount of remittances or how/when the funds are spent. Also, built into the carryforward for 2014, 2015 and 2016 are amounts for non-recurring funds received through provisos which will NOT be available after this fiscal year.

12. Please complete the **Employees Available Chart**, which is a tab in the attached Excel document.
13. Please complete the **Agency Daily Operation Programs Chart**, which is a tab in the attached Excel document and applies to 2015-16 and 2016-17.

#### 2015-16 Strategic Plan, Programs, Employee Allocation and Spending

14. Please complete the **2015-16 Customers & Potential Impacts Chart**, which is a tab in the attached Excel document.
15. Please review the **2015-16 Public Benefit and Responsibility Chart**, which is a tab in the attached Excel document.
16. Please complete the **2015-16 Employee Allocation by General Appropriation Act Program Chart**, which is a tab in the attached Excel document
17. Please complete the **2015-16 Programs and Objectives Chart**, which is a tab in the attached Excel document.
18. Please complete the **2015-16 Employee Allocation by Objective Chart**, which is a tab in the attached Excel document
19. Please complete the **2015-16 Strategic Spending Chart**, which is a tab in the attached Excel document, to provide the Committee information on how the agency spent its funding in 2015-16

#### 2016-17 Strategic Plan, Programs, Employee Allocation and Budgeting

20. Please complete the **2016-17 Customers & Potential Impacts Chart**, which is a tab in the attached Excel document. If the agency's General Appropriation Act Programs - Daily Operations subprograms; services/products provided; and customer segments are the same as in 2015-16, the agency can simply type on the first line, "Same as 2015-16 Customers & Potential Impacts Chart."
21. Please review the **2016-17 Public Benefit and Responsibility Chart**, which is a tab in the attached Excel document. If the agency's strategic plan and employees responsible are the same as in 2015-16, the agency can simply type on the first line, "Same as 2015-16 Public Benefit and Responsibility Chart."
22. Please complete the **2016-17 Employee Allocation by General Appropriation Act Program Chart**, which is a tab in the attached Excel document
23. Please complete the **2016-17 Programs and Objectives Chart**, which is a tab in the attached Excel document.
24. Please complete the **2016-17 Employee Allocation by Objective Chart**, which is a tab in the attached Excel document. If the agency's strategic plan and employee allocation are the same as in 2015-16, the agency can simply type on the first line, "Same as 2015-16 Employee Allocation by Objective Chart."
25. Please complete the **2016-17 Strategic Budgeting Chart**, which is a tab in the attached Excel document, to provide the Committee information on how the agency plans to utilize the funds it is

receiving in 2016-17, including any additional funds it plans on applying for during the year such as federal grants.

### Program Structure

**26. Please provide the following information regarding the agency's program structure in the General Appropriations Act.**

- a. **Does the agency have the ability to request a restructuring or realignment of its General Appropriations Act programs? (Y/N)**
  - a. YES
  
- b. **In what year did the agency last request a restructuring or realignment of its General Appropriations Act programs? (see example of what is meant by General Appropriations Act programs to the right)**
  - a. FY 2017

*II. . Programs and Services*  
*A. Water Quality Management*  
*2. Water Management*
  
- c. **What was requested and why?**
  - a. We requested a realignment to combine our Laboratory Services Division and Consumer Services Division into one division called Consumer Protection. This restructuring was requested to put the two divisions under one budgetary umbrella due to the fact that they were merged internally several years ago to be supervised by one Assistant Commissioner. This internal restructuring was necessary since many of the job duties of the Laboratory and Consumer Services Divisions overlapped and were better managed by one person to ensure each division was meeting its mission without allowing essential elements to fall through the cracks. The budgetary realignment aids in budgeting operating costs for the division as a whole rather than two separate department entities.
  
- d. **Was the request granted? (Y/N) If no, who denied the request and why was it denied?**
  - a. YES.
  
- e. **Would an individual be able to clearly see how much the agency is spending toward each of the goals in its Strategic Plan by looking at the hierarchy of agency General Appropriation Act programs? (Y/N)**
  - a. NO
  
- f. **Could the agency make a request to the Executive Budget Office, Senate Finance Committee, and House Ways and Means Committee to realign or restructure its General Appropriations Act programs so that the agency's goals from its strategic plan were the highest level of its General Appropriations Act programs in the hierarchy? (Y/N)**
  - a. YES

### Performance Measures

- 27. Please complete the **Performance Measures Chart**, which is a tab in the attached Excel document.
  
- 28. After completing the Performance Measure Chart, please provide the following: Graphs/Charts which shows trends over the last five years for at least three performance measures (separate

graph/chart for each performance measure) the agency believes are vital to knowing whether the agency is successful, and:

- a. Three agency, government, non-profit, or for-profit entities the agency considers the best in the country in this process or similar process and why.
  - i. New Jersey Department of Agriculture (NJDA) –“Jersey Fresh” Branding Program. NJ was the first state in the country to put resources into branding their state’s agricultural products.
  - ii. Florida Department of Agriculture & Consumer Services (FDACS) - “Fresh From Florida” Branding Program is highly visible, using vast amounts of funding and resources. Also, Florida has an excellent seafood regulatory program because of the size of the industry and many miles of coastline.
  - iii. North Carolina Department of Agriculture & Consumer Services (NDACS) – Food Safety Regulatory Programs. NDACS has the staff, resources, and a very progressive legislature that allows them to make proactive statutory changes.
- b. If the agency did not use results from another entity as a performance benchmark, why not? What did the agency choose as the benchmark, and why?
  - i. N/A

### Comparison to Others

29. Are there other agencies that have goals similar to those at this agency? If so, which agencies and which goals?

- a. Some agencies have goals in the area of administration, operations, or support services that are somewhat topically similar. However, the strategies and objectives (performance reviews, safety equipment, etc.) are unique for each agency because of size, function, capacity, etc. SCDA does network with other agencies in the Economic Development, Transportation, Natural Resources, and Regulatory arena, and often exchanges operational ideas and information.

30. For each of the agency’s goals that are similar to goals at other agencies,

- a. How are what the other agencies, and this agency, striving for the same goal?
- b. How are what the other agencies, and this agency, striving for different?
- c. Are there ways this agency and those other agencies could work together to accomplish the goals more efficiently?
- d. Are there ways this agency and those other agencies could work together to accomplish the goals more effectively?

### Looking Ahead - Agency Ideas/Recommendations

31. Please list any ideas the agency has for internal changes at the agency that may improve efficiency and outcomes. These can be ideas that are still just ideas, things the agency is analyzing the feasibility of implementing, or things the agency already has plans for implementing. For each, include the following details:

- a. Stage of analysis;
- b. Objectives and Associated Performance measures impacted and predicted impact;
- c. Costs of the objectives that will be impacted and the anticipated impact;
- d. On which objective(s) the agency plans to utilize additional available funds if the change saves costs, or obtain funds if the change requires additional funds, and how the objective(s) receiving or releasing the funds will be impacted; and
- e. Anticipated implementation date.

Restructuring of the Marketing and Promotions Functional Area

- a. Complete

- b. Objectives: 3.1.1; 3.1.2; 3.1.3; 3.1.5; 3.2.1; 3.2.3; 3.2.5; 3.3.2; 3.4.2  
Performance Measures: 1,2, 3, 4
- c. negligible
- d. The restructuring within Marketing aligned all activities related to value-added agriculture under a "Brand Coordinator;" and all commodity marketing specialists under a "Commodity Coordinator." Creating these two teams and team leaders aligns programs with similar outcomes to increase communication, collaboration, and workflow.
- e. 17 May 2016

32. After completing the Laws Chart (see Excel Charts in the next section). As the agency likely already has planned, please review the laws with executive management, as well as other employees, to determine ways agency operations may be less burdensome, or outcomes improved, from changes to any of the laws. Also, check if any of the laws are archaic or no longer match with current agency practices. Afterward, list any laws the agency would recommend the Committee further evaluate and possibly recommend revision or elimination of in the Committee's Oversight Report. For each one, include the information below. An example of the information to include and how to format the information is below and on the next page.

- a. Law;
- b. Summary of current statutory requirement and/or authority granted;
- c. Recommendation and Rationale for recommendation;
- d. Current law wording;
- e. Instructions and proposed new Wording of law; and
- f. Other agencies that would be impacted by revising or eliminating the law.

Feed 36-25-210 and 40-7-1

- 1. Model Feed Law, American Association of Feed Control Officials: Adopt this feed law into our current feed law.
- 2. Current feed law was written in 1967 and places consumers and feed mills at a disadvantage.
- 3. Current law does not provide specifics for feed inspections that federal FDA currently performs (Medicated feed, BSE, and GMP at mill operations).
- 4. Feed (animal or pet food) is being categorized much like human food. SCDA wishes to protect animals, pets, and growers thru adopting AAFCO model feed bill to anticipate and educate industry prior to FSMA.
- 5. FSMA will affect feed mills, animal/pet food operators and feed stores in SC. SCDA wishes to adopt this model feed bill in order to be the primary regulatory body to educate and regulate these facilities prior to and in conjunction with federal agencies.
- 6. Will require registration of facilities with SCDA to facilitate recalls, food borne outbreaks, animal welfare and potential issues prior to an event.

Food Quality (Consumer Protection Lab)

- 1. Habitual violations for food testing (butter fat, meat fat, etc. under minimum), such as fat content, affects prices at grocery store. A 90-10(lean to fat) hamburger meat vs 70-30(lean to fat) hamburger meat has a substantial price difference.
- 2. Adding administration fees to samples that are in violation... lab must retest, validate and print reports, send out inspector and utilize extra resources due to a violation or a mislabel food. Recommend a \$100 admin fee for violators.
- 3. Feed Registration fees. Currently at \$15, recommend \$25 to mirror sister states. **Tonnage Fees will not be used** (this is very industry friendly).

### Consumer Services

1. Petroleum Law... add registration fee for products/facility. **39-41-250**
2. 66,000 dispensers in SC. \$5 per dispenser will generate \$330, 000 for more inspectors, more equipment to test, better response time for complaints and accountability. **39-9-68**
3. SCDA needs the authority to administer penalty (Not ALJ) for repeat violators and habitual offenders. Firms that cheat customers, inaccurately advertise cash credit prices, have repeat dispenser issues (meter creeping), or repeat dispensers out of tolerance (shorting the consumer) should have a monetary penalty to protect the buying consumers in SC. Recommend 1<sup>st</sup> Offense \$50 (current), 2<sup>nd</sup> \$200, 3<sup>rd</sup> \$500. **39-9-200 thru 39-9-210, 39-41-190**
4. Warehouse receipts...add verbiage to allow electronic receipts (per HEW). **39-22-80, 39-22-200, and regulations Article 13, 5-493**

### Food/Feed Safety 39-25-10

1. Introduce Fee for Registration Verification Certificate (RVC) (SCDA Permit) application. Allows for department to collect fee at time of application. Applications are reviewed including business plan, product analysis, certifications and training requirements, and labels. Much like DHEC plan Review. Recommend \$25. **39-25-210**
2. RVC annual renewal...based on tier system based on risk/length of inspection, size of firm (distribution) to prevent small prospective manufacturers from being burdened. RVC renewals will allow for more inspectors, better equipment, and faster response time for recalls, complaints, illnesses and enforcement. Public Health and Food Safety must be top priority. Recommend a renewal fee based on DHEC model. **39-25-210**
3. Add enabling legislation to enact FSMA (including Produce Safety Rule) at state level with no exemptions or changes. SCDA will be the face for outreach, education (along with Clemson University), and regulatory oversight, in lieu of Federal Food and Drug Enforcement. New Section to be created.

### Lessen Restrictions for businesses, stop duplication of inspection

Cottage Bill (Remove SCDA involvement): This is a DHEC law and the new food code allows DHEC to regulate 100%. **44-1-143** DHEC new Food Code allows for nonhazardous foods to be sold at retail and this law is MORE restrictive. SCDA does not regulate retail food sales directly to the end consumer in South Carolina, therefore, the approval of any operation as exempt from Regulation 61-25 is solely the responsibility of Department of Health and Environmental Control's Food Protection Division (DHEC).

Changes to Egg Law: Will exempt USDA Graded facilities from applying. Will focus on small egg producers in SC and will continue to require registration and licensing to continue but will add more exemptions for small producers. **39-39-10 to 39-39-40**

Changes to Salvage Food Regulation: Since RVC is required for food manufactures under SCDA purview; this actually will eliminate duplication and will shore up database. Also, regulation verbiage needs updating to modern language and terminology used by FDA and DHEC. This will prevent duplication of inspection and licensing/permitting. **5-360 through 5-373**

### Reports and Reviews

33. Please provide a list of the reports and reviews the agency must submit to a state or federal entity and the month of the year each are due.

- a. The state report list was previously provided in the 2016 Annual Restructuring Report submitted on 12 January 2016.
- b. Federal Grant, Cooperative Agreement, and Contractual reports will be made available to the Committee during the staff study, and if deemed relevant, submitted electronically.

## B. ADDITIONAL DOCUMENTS TO SUBMIT

Please submit the following additional documents in electronic format, saving them as instructed in the guidelines.

34. Please submit **electronic copies of the following**:

- a. Audits performed on the agency by external entities, other than Legislative Audit Council, State Inspector General, or State Auditor's Office, during the last 5 years;
- b. Audits performed by internal auditors at the agency during the last 10 years;
- c. Other reports, reviews or publications of the agency, during the last 10 years, including Fact Sheets, Reports required by provisos, Reports required by the Federal Government, etc.; and
- d. Organizational chart for the current year and as many years back as the agency has available.

Note: The Oversight Committee will collect the following documents, so do not provide copies of these:

- a. Audits performed by the State Inspector General;
- b. Audits performed by the Legislative Audit Council;
- c. Audits or AUPs performed by the State Auditor's Office during the last 5 years; and
- d. Agency Accountability Reports.

35. Please submit a Word document that includes a **glossary of terms**, including, but not limited to, every acronym used by the agency.

## C. FEEDBACK (OPTIONAL)

After completing the Program Evaluation, please provide feedback to the Committee by answering the following questions:

36. **What other questions may provide the Committee and public information about the agency that will allow them to understand how the agency operates, budgets, and performs?**
  - a. Staff interviews
37. **What is/are the best way(s), in the agency's opinion for the Committee to be able to compare the specific results the agency obtained with the money it spent? The Committee is asking how the agency could determine the amounts spent and the exact results obtained and be confident these numbers aligned**
38. **What changes to the report questions, format, etc. would the agency recommend?**
  - a. There is so much redundancy in the spreadsheets and questions. Also, there are some objectives, particularly in administration that don't have direct outcomes, but are indirectly linked. For examples, recruiting and retaining better employees and investing in safer, newer equipment leads to higher productivity, less training or lost time, and better quality work.
39. **What benefits does the agency see in the public having access to the information in the report?**
  - a. Hopefully it will create awareness about all of the ways that SCDA serves ALL people who live, work and play in South Carolina.
40. **What are two-three things the agency could do differently next time (or it could advise other agencies to do) to complete the report in less time and at a lower cost to the agency?**
  - a. It would've been helpful to know this was the endgame before Goals, Strategies, and Objectives for 2015-16 were developed. We will drastically reduce the Strategic Plan, and establish a clearer link between objectives and budget in 2016-17.
41. **Please provide any other comments or suggestions the agency would like to provide.**
  - a. It would have been better to engage more field staff to contribute and cross-check information gathered by administration. However, with many routine and special projects occurring during the reporting period, that was not prudent as they were busy serving the public.

Laws

Agency Responding	Department of Agriculture
Date of Submission	8/24/2016

**INSTRUCTIONS:** In this Chart, the agency will find all of the laws it listed as applicable to that agency in its Restructuring Report. Please do the following:

- (a) If the agency grouped any laws together when completing the Restructuring Report, go back through and list each law individually (as the Annual Restructuring Report informed the agency it would have to do in this report);
- (b) Make any revisions needed, including adding or removing laws or modifying the summary of each, to ensure the list is accurate as of the date the agency submits this report; and
- (c) List which objective(s) in the Agency's strategic plan satisfies each law.

**Please cite Law Number as follows:**

**State Constitution:** Article # . Title of Article . Section # . Title of Section (Example - Article IV. Executive Department. Section 12. Disability of Governor)

**State Statute:** ## - ## - ## . Name of Provision . (Example - 1-1-110. What officers constitute executive department.)

**Federal Statute:** Title # . U.S.C. Section # (Any common name for the statute)

**State Regulation:** Chapter # - Section # (Any common name for the regulation)

**Federal Regulation:** Title # C.F.R. Section # (Any common name for the regulation)

State Proviso: Proviso ##.# (Proviso Description ), 2015-16 (or whichever year is applicable) Appropriations Act Part 1B (Example - 117.9 (GP: Transfers of Appropriations), 2014-15 Appropriations Act, Part 1B.)

Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	2015-16 Objective(s) which satisfy the law	2016-17 Objective(s) which satisfy the law
1	46-3-10	State	Statute	Establishes duties of Department-The Department of Agriculture shall execute the laws of this State pertaining to agriculture except such laws as specifically designated for execution by others.	All	
2	46-3-20	State	Statute	Establishes SCDA's authority to issue food manufacturers, processors, and packers permits.	2.1.1, 2.1.2, 2.1.3	
3	46-3-25	State	Statute	Establishes a program within SCDA to foster relationships between S.C. farms, school districts, and other institutions and to provide them with fresh and minimally processed foods for consumption by students.	3.3.5,3.4.4	
4	46-3-30	State	Statute	Establishes qualifications of the Commissioner of Agriculture.		
5	46-3-40	State	Statute	Establishes election process for the Commissioner of Agriculture.		
6	46-3-50	State	Statute	Establishes the bond of the Commissioner of Agriculture.		
7	46-3-60	State	Statute	Allows for the appointment of a clerk by the Commissioner.		
8	46-3-80	State	Statute	Establishes duties of the Commissioner-promotion of agriculture; establish a land registry		
9	46-3-90	State	Statute	Establishes the Commissioner's authority to regulate the sale of marl or ground limestone.		
10	46-3-100	State	Statute	Establishes the Commissioner's authority to regulate the sale of inoculating material.		
11	46-3-110	State	Statute	Establishes the disposition of moneys derived from sale of inoculating material.		
12	46-3-120	State	Statute	Establishes that other Departments and agencies shall furnish information to the Commissioner as necessary.		
13	46-3-130	State	Statute	Establishes the authority of SCDA to enter into contracts or agreements with any State agency.	2.1.4, 2.4.1	
14	46-3-140	State	Statute	Establishes the requirement of an annual report of SCDA's work.		
15	46-3-145	State	Statute	Establishes the definition of "beneficiary class" and SCDA's involvement with loan programs.		
16	46-3-160	State	Statute	Establishes the Commissioner's authority to enter into agreements with the U.S. government for the conduct of aquatic plant control projects.		
17	46-3-170	State	Statute	Establishes that the Commissioner may sue or be sued.		
18	46-3-175	State	Statute	Establishes the authority of SCDA to issue agribusiness licenses.	3.4.2	
19	46-3-180	State	Statute	Establishes the authority of the Commissioner to revoke registrations or licenses.		

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20	46-3-190	State	Statute	Establishes that a hearing must occur before a license is revoked.	
21	46-3-200	State	Statute	Establishes the procedural powers of the Commissioner at license revocation hearing.	
22	46-3-210	State	Statute	Establishes the bond to stay revocation.	
23	46-3-220	State	Statute	Establishes the appeals process for revocation of registrations or licenses.	
24	46-3-230	State	Statute	Establishes release of certain items from restraining orders.	
25	46-3-240	State	Statute	Establishes the authority of the Commissioner and inspectors to enforce regulations relating to food and drugs.	2.1.1, 2.1.2, 2.1.3
26	46-3-260	State	Statute	Establishes the South Carolina Renewable Energy Infrastructure Development Fund and gives SCDA authority to prescribe procedures, as necessary, to execute related provisions.	
27	46-3-270	State	Statute	Establishes the authority of SCDA to waive the remittance of indirect cost recoveries for the Specialty Crop Grant.	
28	46-15-10	State	Statute	Establishes the general duties of SCDA.	All
29	46-15-20	State	Statute	Establishes the general powers of SCDA.	2.3.1, 2.3.2, 2.3.3, 2.3.4, 2.4.5
30	46-15-21	State	Statute	Establishes the abolition of the State Agricultural Marketing Commission.	
31	46-15-30	State	Statute	Establishes that any rules and regulations must be filed with the Secretary of State.	
32	46-15-40	State	Statute	Establishes that inspection, grading, and buyers' services shall be made available to private markets at reasonable charges.	2.4.1, 2.4.5
33	46-15-50	State	Statute	Establishes that SCDA must keep markets' records.	1.6.1
34	46-15-60	State	Statute	Establishes that funds from the operation of the wholesale farmers' markets must be deposited monthly with the State Treasurer.	1.6.1
35	46-15-70	State	Statute	Establishes the Agricultural Marketing Advisory Council with the Commissioner as chairman.	3.2.1, 3.2.2, 3.2.3, 3.2.4, 3.2.5
36	46-15-80	State	Statute	Establishes meetings and compensation of the Agricultural Marketing Advisory Council.	3.2.1, 3.2.2, 3.2.3, 3.2.4, 3.2.5
37	46-15-90	State	Statute	Establishes duties of the Agricultural Marketing Advisory Council.	3.2.1, 3.2.2, 3.2.3, 3.2.4, 3.2.5
38	46-17-340	State	Statute	Establishes that SCDA shall provide administrative support to S.C. Commodity Boards and Associations.	3.2.1, 3.2.2, 3.2.3, 3.2.4, 3.2.5, 1.6.1
39	46-19-40	State	Statute	Establishes that SCDA shall approve, assist, and supervise local marketing authorities.	3.2.1, 3.2.2, 3.2.3, 3.2.4, 3.2.5
40	46-19-210	State	Statute	Establishes the authority of the Commissioner to establish and supervise the Roadside Market Incentive Program.	3.3.2
41	46-19-220	State	Statute	Establishes the authority of the Commissioner to prescribe standards for participating in the Roadside Market Incentive Program.	3.3.2
42	46-19-230	State	Statute	Establishes the application process for the Roadside Market Incentive Program.	3.3.2
43	46-19-240	State	Statute	Establishes the Commissioner's authority to make signs for the Roadside Market Incentive Program.	3.3.2
44	46-19-250	State	Statute	Establishes periodic inspections of approved roadside markets.	3.3.2
45	46-19-260	State	Statute	Establishes notice and hearing on disapproved market application.	3.3.2
46	46-19-270	State	Statute	Establishes penalty for displaying an unauthorized market sign.	3.3.2
47	46-19-280	State	Statute	Establishes transfer of market signs.	3.3.2
48	46-19-290	State	Statute	Establishes the authority of the Commissioner to expend funds for the promotion and expansion of agricultural products.	3.1.1, 3.1.2, 3.1.3, 3.1.4, 3.1.5, 3.2.1, 3.2.3, 3.2.4, 3.3.1, 3.3.2

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49	46-19-300	State	Statute	Establishes the authority of the Commissioner to adopt rules to implement the Roadside Market Incentive Program.	3.3.2	
50	46-19-310	State	Statute	Establishes the authority of the Commissioner to apply for an injunction.		
51	46-21-25	State	Statute	Establishes the authority of SCDA to enforce state seed law.	2.4.1	
52	46-21-35	State	Statute	Establishes the SCDA seed laboratory.	2.4.1	
53	46-27-410	State	Statute	Establishes the authority of SCDA to inspect and take feed samples.	2.4.1, 2.4.2	
54	46-40-10	State	Statute	Establishes the SC Grain Dealers Guaranty Fund.	2.3.2	
55	46-41-40	State	Statute	Establishes the authority of SCDA to issue agricultural dealers and handlers licenses.	2.3.2	
56	46-42-10	State	Statute	Establishes the authority of SCDA to sample, grade, and inspect grain and oilseeds.	2.3.2	
57	46-51-10	State	Statute	Establishes the Aquaculture Permit Assistance Office within SCDA.		
58	39-9-68	State	Statute	Charges SCDA Consumer Services Division with performing weights and measures functions.	2.3.4, 2.2.1	
59	39-9-70	State	Statute	Charges the Commissioner of Agriculture with maintaining and enforcing weights and measures inspections and standards.	2.3.4, 2.2.1	
60	44.1	State	2015-16 Appropriations Act Part 1B	Establishes the authority of SCDA to charge a yearly subscription for the Market Bulletin.	4.3.1	
61	44.2	State	2015-16 Appropriations Act Part 1B	Establishes fruit/vegetable inspectors subsistence.	2.4.5	
62	44.3	State	2015-16 Appropriations Act Part 1B	Establishes SCDA use of the Warehouse Receipts Guaranty Fund.	2.3.2	
63	44.4	State	2015-16 Appropriations Act Part 1B	Establishes a weights and measures registration fee.	2.3.4	
64	44.5	State	2015-16 Appropriations Act Part 1B	Establishes the authority of SCDA to retain revenues associated with the sale of its property.		
65	44.6	State	2015-16 Appropriations Act Part 1B	Establishes an account for revenue associated with the State Farmers Market.		
66	44.7	State	2015-16 Appropriations Act Part 1B	Establishes the authority of SCDA to charge for export certification.	2.4.5	
67	44.8	State	2015-16 Appropriations Act Part 1B	Establishes the authority of SCDA to charge for registration of feed labels.	2.4.2	
68	5-190	State	Regulation	State Farmers Markets; rules and regulations	3.3.1, 3.3.2	
69	5-200 through 5-207	State	Regulation	Commercial feeding stuffs	2.4.2	
70	5-210 through 5-235	State	Regulation	Egg grading and packaging	2.4.1	
71	5-300 through 5-322	State	Regulation	Food labeling	2.4.1	
72	5-360 through 5-373	State	Regulation	Salvage operations dealing in foods and cosmetics	2.1.2	
73	5-420 through 5-426	State	Regulation	Livestock sales licenses		
74	5-440 through 5-449	State	Regulation	Petroleum products	2.3.2	
75	5-450 through 5-459	State	Regulation	The Roadside Market Incentive Program	3.3.2	
76	5-460 through 5-483	State	Regulation	Seeds	2.4.1	
77	5-490 through 5-497	State	Regulation	Warehouse system	2.3.2	
78	5-500 through 5-572	State	Regulation	Weights and measures	2.3.4, 2.2.1	
79	5-581	State	Regulation	Dealers and handlers of agricultural products	2.3.2	
80	5-610 through 5-613	State	Regulation	Milk Producer Tax Credit		

**Agency's Daily Operations Programs (2015-16)**

<b>Agency Responding</b>	Department of Agriculture
<b>Date of Submission</b>	8/24/2016

**INSTRUCTIONS:** In this Chart, the agency will find information in the second two columns which it provided in its Restructuring Report. Please do the following:

(a) Review the programs listed and make any additions or other modifications needed. Please, do not consider the General Appropriations Act programs. Instead think of what the agency considers programs in the agency's daily operations (this may not have been clear in the Restructuring Report). These may be divisions, departments, programs it is working on related to grants, etc.

(b) Regardless of whether the agency selected yes or no in the previous column, in the last column titled, "Other agencies whose mission the program may fit within," list other agencies whose mission the program may fall within based on the agency's knowledge of the program and reference to the list of all other agency missions, attached to these guidelines

<b>Fiscal Year (i.e. 2015-16; 2016-17; or both)</b>	<b>Daily Operations Program</b>	<b>Purpose of Program</b>	<b>Other agencies whose mission the program may fit within</b>
2015-16 and 2016-17	State Farmers Markets	The State of South Carolina owns and manages three regional state farmers markets in Columbia, Florence, and Greenville which provide consumers with a wide variety of locally grown produce and specialty products.	None
2015-16 and 2016-17	Grading/Inspections	Under a cooperative agreement with USDA, fruit, vegetable, poultry and egg, and commodity grading and inspection services are provided. Includes Good Agricultural Practices (GAP) training.	None
2015-16 and 2016-17	Market News Services	A contract service provided by SCDA to USDA that analyzes and distributes price, volume, and other market information to all segments of the produce, grain, and livestock industries, and to consumers.	None
2015-16 and 2016-17	Marketing	Maintains and develops broad-based marketing programs that increase consumer awareness and product demand for quality SC agricultural products at local, national, and international levels.	None
2015-16 and 2016-17	Consumer Services	Protects consumers by ensuring that the net content statements on packages and weighing or measuring devices are correct; and that agricultural products are measured accurately for commerce.	None
2015-16 and 2016-17	Laboratory Services	Protects consumers from unsafe, ineffective, or fraudulent goods which may be offered for public sale; assures that goods meet acceptable standards of quality; and issues registrations, licenses, and permits to certain businesses. (Food Laboratory, Feed Laboratory, Seed Laboratory, Chemical Residue Laboratory, and Petroleum Products Laboratory)	DHEC
2015-16 and 2016-17	Metrology	Provides NIST traceable calibrations for mass and volume standards, calibrates equipment for our state inspectors and private scale and pump service companies for the enforcement of weights and measures regulations.	None
2015-16 and 2016-17	Food & Feed Safety and Compliance	Ensures that foods and feeds are manufactured under safe and sanitary conditions through routine surveillance inspections.	None

Agency's Daily Operations Programs (2015-16)

2015-16 and 2016-17	Administration	Provides agency support services, including: procurement, supply, fleet management, accounting and financial services, information technology, facilities management and other administrative services.	SFAA Procurement Services, Admin Division of General Services, Admin Division of Technology
2015-16 and 2016-17	Office of the Commissioner	This office provides executive leadership, constituent services, special projects, events briefings, scheduling, and strategic planning.	None
2015-16 and 2016-17	Human Resources	The Human Resources Department manages personnel matters, including benefits administration, state classification plan, payroll, leave accounting, and staff development. Human Resources also ensures that SCDA personnel practices are compliant with state and federal regulations.	Admin Division of Human Resources
2015-16 and 2016-17	Public Information / Communications	The Public Information Department communicates SCDA's mission, and the importance of SC agriculture and agribusiness, through traditional and social media, websites, and the SC Market Bulletin. Public Information also informs industry members and the general public of pertinent agricultural issues, and responds to various media inquiries.	None
2015-16 and 2016-17	Market Bulletin	Publication issued twice a month as a marketplace for agricultural goods and services, and provide consumer interest articles; available printed and electronically.	None
2015-16 and 2016-17	Agribusiness Development	Works to continually promote agribusiness in SC through research and recruitment of prospective agribusinesses that may have an interest in locating or growing their agribusiness in SC, via the production of SC grown products or value-added services/processing. Works with elected officials and business/state leaders at all levels to facilitate sound public policy and serve as an unbiased source of information.	Department of Commerce
2015-16 and 2016-17	Grants Coordination	Cooperate with the federal government to implement the Specialty Crop Block Grant (SCBG), Farm to School Grant (F2S), Manufactured Food and Regulatory Program Standards (MFRPS); pursue and secure other grants to benefit the agriculture industry and SCDA.	None

## Employees Available

Agency Responding	Department of Agriculture
Date of Submission	8/24/2016

**INSTRUCTIONS:** This chart requests the number of authorized, filled and unfilled full time equivalent (FTE) positions at the agency by general fund, other fund and federal funds during each of the last five years. It also asks for the number of temporary non-FTE and temporary grant non-FTE positions during the same time period.

General Fund Full Time Equivalent Positions (FTEs)					
	2011-12	2012-13	2013-14	2014-15	2015-16
Figures below are as of...	6/30/2012	6/30/2013	6/30/2014	6/30/2015	6/30/2016
Authorized	56.51	58.51	58.51	58.51	58.51
Filled	46.6	38.05	45.8	51	50.65
Unfilled	9	13.41	11	7	10

Other Fund FTEs					
	2011-12	2012-13	2013-14	2014-15	2015-16
Figures below are as of...	6/30/2012	6/30/2013	6/30/2014	6/30/2015	6/30/2016
Authorized	79.49	79.49	79.49	79.49	79.49
Filled	70.15	76.95	74.85	74.65	70.15
Unfilled	10	7.59	5	5	6

Federal FTEs					
	2011-12	2012-13	2013-14	2014-15	2015-16
Figures below are as of...	6/30/2012	6/30/2013	6/30/2014	6/30/2015	6/30/2016
Authorized	0	0	0	0	0
Filled	0	0	1	0	0.85
Unfilled	0	0	0	0	0

Total FTEs (General + Other + Federal Fund) & Non-FTEs					
	Unfilled FTEs	Filled FTEs	Temporary Non-FTEs	Temporary Grant Non-FTEs	Total
2011-12	19	116.75	13.929	3	152.679
2012-13	21	115	35.448	3	174.448
2013-14	16	121.65	29.159	1	167.809
2014-15	12	125.65	134.736	1	273.386
2015-16	16	121.65	123.212	2	262.862

The practice of delimiting seasonal temporary positions at the end of the season was discontinued in FY14-15. Creating over 100 seasonal positions in SCEIS is tedious and time-consuming.

Customers and Potential Impacts (2015-16)

Agency Responding	Department of Agriculture
Date of Submission	8/24/2016

INSTRUCTIONS: In this Chart, please do the following:

- (a) Take each General Appropriation Act Program and think of the agency daily operations that fit within it. Then group those daily operations programs (D.O. programs) however is best for the agency (i.e. by division, grants, etc.) to discuss each of the different services and/or products it provides. List each of those D.O. Programs, beside the General Appropriation Act Program it relates to, in the first column. The agency may need to insert additional rows between the existing General Appropriations Programs to include each of the D.O. Programs that relate to that General Appropriation Act Program
- (b) In the second column, provide a brief description of each D.O. Program.
- (c) In the column titled, "Service/Product provided," type the service or product the D.O. Program provides. If the D.O. Program provides multiple services or products, insert additional rows to ensure each service or product is listed on a different row. Be as specific as possible when listing the services and products provided because this information may be compared with the services and products provided by other agencies to determine if there is any duplication among agencies.
- (d) In the column titled, "Customer Segment," select the applicable customer segment from the drop down menu. Insert additional rows as needed to ensure each customer segment who receives a particular service or product, is listed on a different row.
- (e) In the column titled, "Specify for the following Segments," provide the additional information requested if the Customer Segment is (1) Industry; (2) Professional Organization; or (3) General Public. The additional information provided about the "General Public" customer segments served may be utilized to help change the current "General Public" customer segment option into more specific and defined segments within the public.
- (f) In the column titled, "Best potential impact if agency over performs," provide a brief description of the best potential impact on that customer segment if the agency performs better than it ever thought possible.
- (g) In the column titled, "Most potential negative impact if the agency under performs," briefly describe what the agency considers the most potential negative impact to that customer segment that may occur as a result of the agency underperforming or performing at the worst level possible.
- (h) In the column titled, "What is monitored to determine if outside help is needed," type what the agency monitors on a daily, weekly or monthly basis to ensure the agency performance is at the level needed.
- (i) In the column titled, "Outside Help to Request," type the entities to whom the agency reaches out if the agency begins to see low performance;
- (j) In the column titled, "Level Requires Inform G.A.," type the level at which the agency thinks the General Assembly should be put on notice;
- (k) In the column titled, "1-3 G.A. Options" type one to three options for what the General Assembly could do to help resolve the issue before there is a potential crisis for each customer segment

General Appropriation Act Program/Title - Daily Operations Programs	Description/Purpose of Daily Operations Program	Service/Product provided (list only one service or product per row, but insert as many rows as needed to ensure all services and products provided are listed)	Customer Segment (list the customer segment as many times as needed, but list only one per line)	Specify for the following Segments: (1) Industry Name, (2) Professional Organization Name (3) Public: Other characteristics of public segment who receives service or product (i.e. age range, income levels, etc.)	Best potential impact on the customer segment if the agency over performs	Most potential negative impact on the customer segment if the agency under performs	What is monitored to determine if outside help is needed	Outside Help to Request	Level Requires Inform G.A.	1-3 G.A. Options
I. Administrative Services - Administration	Provides agency support services, including: procurement, supply, fleet management, accounting and financial services, information technology, facilities management and other administrative services.	agency support services	Executive Branch/State Agencies	n/a	Perfect and timely execution of all other daily operations programs	The agency shuts down	number of IT help tickets; vehicle conditions; building conditions; office supplies level;	DTO, State Fleet, General Services	Working conditions become unsafe or agency fails to operate	1. increase funding for agency support services; 2. approve office building improvements
I. Administrative Services- Office of the Commissioner	This office provides executive leadership, including constituent services, special projects, events briefings, scheduling, and strategic planning.	executive leadership	Executive Branch/State Agencies	n/a	New, expanded, and improved projects, programs, and plans that enable the agency to go above and beyond in fulfilling its mission.	The agency has no leadership	type of constituent requests	Any other relevant agency or organization that would have the answer to a question that SCDA does not		
I. Administrative Services-Human Resources	The Human Resources Department manages personnel matters, including benefits administration, state classification plan, payroll, leave accounting, and staff development. Human Resources also ensures that SCDA personnel practices are compliant with state and federal regulations.	personnel management	Executive Branch/State Agencies	n/a	Fully staffed agency with qualified, satisfied employees who have no outstanding personnel issues or complaints	Under staffed agency with a poor work environment	Number of employees; legality; employee feedback	temp agency; outside counsel; State HR		1. direct SCEIS to work more closely with agencies regarding its operational usage
I. Administrative Services-Public Information/Communications	The Public Information Department communicates SCDA's mission, and the importance of SC agriculture and agribusiness, through traditional and social media, websites, and the SC Market Bulletin. Public Information also informs industry members and the general public of pertinent agricultural issues, and responds to various media inquiries.	traditional and social media relations and communications	General Public	all	Instantaneous knowledge of agency and industry programs, events, and pertinent news	No knowledge of agency and industry programs, events, and news, which could range from an inconvenience (missing a favorite event) to a safety issue (missing a food recall)	Number of media mentions; level of crisis	media consultant		
I. Administrative Services-Public Information/Communications	The Public Information Department communicates SCDA's mission, and the importance of SC agriculture and agribusiness, through traditional and social media, websites, and the SC Market Bulletin. Public Information also informs industry members and the general public of pertinent agricultural issues, and responds to various media inquiries.	information requests	General Public	all	Immediate answers to questions	No answers to questions	Number of information requests via phone, email, and website	Any other relevant agency or organization that would have the answer to a question that SCDA does not		
I. Administrative Services-Public Information/Communications	The Public Information Department communicates SCDA's mission, and the importance of SC agriculture and agribusiness, through traditional and social media, websites, and the SC Market Bulletin. Public Information also informs industry members and the general public of pertinent agricultural issues, and responds to various media inquiries.	traditional and social media relations and communications	Industry	agriculture	Instantaneous knowledge of agency and industry programs, events, and pertinent news	No knowledge of agency and industry programs, events, and news, which could range from an inconvenience (missing a favorite event) to a safety issue (missing a food recall)	Number of media mentions; level of crisis	media consultant		n/a
II. Laboratory Services	Protects consumers from unsafe, ineffective, or fraudulent goods which may be offered for public sale; assures that goods meet acceptable standards of quality; and issues registrations, licenses, and permits to certain businesses. (Food Laboratory, Feed Laboratory, Seed Laboratory, Chemical Residue Laboratory, and Petroleum Products Laboratory)	fruit and vegetable residue testing	General Public	all	No consumer comes in contact with a fruit or vegetable that exceeds the accepted residue tolerance level	Consumers become ill	if sanctions are needed; number and type of violations	FDA; Food Emergency Response Network	changes in the law or new federal mandates	1. harmonization of state and federal authority
II. Laboratory Services	Protects consumers from unsafe, ineffective, or fraudulent goods which may be offered for public sale; assures that goods meet acceptable standards of quality; and issues registrations, licenses, and permits to certain businesses. (Food Laboratory, Feed Laboratory, Seed Laboratory, Chemical Residue Laboratory, and Petroleum Products Laboratory)	gasoline and diesel fuel products inspections and analysis	General Public	all	No consumer receives a low quality or unsafe gasoline or diesel fuel product.	High amount of low quality and unsafe gasoline and diesel fuel products on the market	Number of consumer complaints; number of violations	sister state agencies	current regulatory authority or equipment cannot handle demand for inspections	1. increase funding 2. update law
II. Laboratory Services	Protects consumers from unsafe, ineffective, or fraudulent goods which may be offered for public sale; assures that goods meet acceptable standards of quality; and issues registrations, licenses, and permits to certain businesses. (Food Laboratory, Feed Laboratory, Seed Laboratory, Chemical Residue Laboratory, and Petroleum Products Laboratory)	germination and purity testing	Industry	agriculture	Any consumer wishing to sell seed has immediate access to testing to fulfill requirements set by the SC Seed Law, Seed Regulations, and Noxious Weed Act.	No consumer has the ability to sell seed in South Carolina	Number of testing requests and available staff	Clemson	overlapping of duties between agencies	1. Adjustments to SC Seed Law, Seed Regulations, and/or Noxious Weed Act
II. Laboratory Services-Food & Feed Safety and Compliance	Ensures that foods and feeds are manufactured under safe and sanitary conditions through routine surveillance inspections.	food sampling and analysis	General Public	all	No consumer comes in contact with contaminated food	Consumers become ill	number and severity of outbreaks/violations	FDA	changes in the law or new federal mandates	1. harmonization of state and federal authority
II. Laboratory Services-Food & Feed Safety and Compliance	Ensures that foods and feeds are manufactured under safe and sanitary conditions through routine surveillance inspections.	chemical and microscopic analyses of feed products	Industry	agriculture; pet	No animal is harmed by unsafe feed	Animals become ill	number and severity of outbreaks/violations	FDA	changes in the law or new federal mandates	1. harmonization of state and federal authority
III. Consumer Services	Protects consumers by ensuring that the net content statements on packages and weighing or measuring devices are correct; and that agricultural products are measured accurately for commerce.	weighing and measuring devices inspections	General Public	all	No consumer receives less product than they paid for	Consumers are consistently cheated out of product that they paid for	number of inspections and available staff	sister state agencies		
III. Consumer Services	Protects consumers by ensuring that the net content statements on packages and weighing or measuring devices are correct; and that agricultural products are measured accurately for commerce.	weighing and measuring devices inspections	Industry	SC businesses using commercial scales	Able to conduct business	Unable to conduct business	number of inspections and available staff	sister state agencies		

Customers and Potential Impacts (2015-16)

III. Consumer Services	Protects consumers by ensuring that the net content statements on packages and weighing or measuring devices are correct; and that agricultural products are measured accurately for commerce.	public weigh masters	Industry	weights and measures	All individuals verifying the accuracy of weights and other measurements are licensed.	No individuals verifying the accuracy of weights and other measurements are licensed.	n/a			
III. Consumer Services	Protects consumers by ensuring that the net content statements on packages and weighing or measuring devices are correct; and that agricultural products are measured accurately for commerce.	bonded dealers and handlers licences	Industry	agriculture	Adherence to the Dealers and Handlers of Agricultural Products Law, ensuring farmers receive prompt and full payment from buyers through licensing and bonding requirements.	Violations of the Dealers and Handlers of Agricultural Products Law, leading to farmers being cheated by buyers.	claims on Grain Dealers Guaranty Fund	statutory changes	Fund falls below \$4 million	1. Eliminate Grain Dealers Fund and roll balance into Grain Producers Guaranty Fund
III. Consumer Services	Protects consumers by ensuring that the net content statements on packages and weighing or measuring devices are correct; and that agricultural products are measured accurately for commerce.	licensing and bonding of warehouses	Industry	agriculture	Safe keeping of stored commodities	Farmers are overexposed	value of commodities bought and sold at each location; level of farmer exposure	statutory changes	if farmers are overexposed and warehouses do not carry adequate bonds relative to the value of the product	1. Give SCDMA flexibility to adjust bonding requirements
III. Consumer Services-Metrology	Provides NIST traceable calibrations for mass and volume standards, calibrates equipment for our state inspectors and private scale and pump service companies for the enforcement of weights and measures regulations.	calibration services	Executive Branch/State Agencies	all	All weights and measures equipment used for public purposes, i.e. highway scales, is accurately calibrated, negating any safety or other consumer protection concerns.	Would have to use out-of-state calibration services to be able to operate, leading to increased costs and turnaround time and decreased customer service	turnaround time	n/a	Industry driven certifications cannot be achieved or maintained	1. Fund new laboratory
III. Consumer Services-Metrology	Provides NIST traceable calibrations for mass and volume standards, calibrates equipment for our state inspectors and private scale and pump service companies for the enforcement of weights and measures regulations.	calibration services	Industry	any	All weights and measures equipment is accurately calibrated, allowing business to function smoothly, without a loss in revenue.	Would have to use out-of-state calibration services to be able to operate, leading to increased costs and turnaround time and decreased customer service	turnaround time			
IV. Marketing Services. A. Marketing & Promotions -State Farmers Markets	The State of South Carolina owns and manages three regional state farmers markets in Columbia, Florence, and Greenville which provide consumers with a wide variety of locally grown produce and specialty products.	a place to buy locally grown produce and specialty products	General Public	all	consistent and convenient source of locally grown produce and specialty products	poor return on investment	usage	public-private partnerships		
IV. Marketing Services. A. Marketing & Promotions -State Farmers Markets	The State of South Carolina owns and manages three regional state farmers markets in Columbia, Florence, and Greenville which provide consumers with a wide variety of locally grown produce and specialty products.	a place to sell locally grown produce and specialty products	Industry	agriculture	reliable market for South Carolina farmers, increasing their revenue as well as the economic impact to the state	poor return on investment	usage	public-private partnerships		
IV. Marketing Services. A. Marketing & Promotions -Marketing	Maintains and develops broad-based marketing programs that increase consumer awareness and product demand for quality SC agricultural products at local, national, and international levels.	promotion of SC agricultural products	Industry	agriculture	100% of consumers choosing SC agricultural products over all other products 100% of the time, leading to significant increases in revenue and economic impact	No demand for SC agricultural products, leading to a collapse of the industry	CSC brand recognition; sales of local products; event attendance			
IV. Marketing Services. A. Marketing & Promotions -Agribusiness Development	Works to continually promote agribusiness in SC through research and recruitment of prospective agribusinesses that may have an interest in locating or growing their agribusiness in SC, via the production of SC grown products or value-added services/processing. Works with elected officials and business/state leaders at all levels to facilitate sound public policy and serve as an unbiased resource.	agribusiness recruitment	Industry	agribusiness	The economic impact of the SC agribusiness industry increases beyond the goal of \$50 billion by 2020.	The economic impact of the SC agribusiness industry declines.	indirect and direct economic impact of SC agribusiness	industry partners (Clemson, Farm Bureau, etc.)		1. Restructure budget program
IV. Marketing Services. A. Marketing & Promotions -Grants Coordination	Cooperate with the federal government to implement the Specialty Crop Block Grant (SCBG), Farm to School Grant (F2S), Manufactured Food and Regulatory Program Standards (MFRPS); pursue and secure other grants to benefit the agriculture industry and SCDMA.	grant obtainment and implementation	Industry	agribusiness	All available federal grant funding goes to SC, allowing an increase in programs.	No available federal grant funding goes to SC, leading to programs ending.	amount of funding	Industry partners (Clemson, Farm Bureau, etc.)	Programs end due to lack of funding	1. Fund programs that are reliant on grant funds
IV. Marketing Services. B. Commodity Boards -	Serves as a liaison to commodity boards, associations and the state's Agriculture Commission to aid in marketing state commodities, as well as fund various research projects relevant to the commodity	education; marketing and promotion of agricultural commodities	Industry	agriculture	Highest level of marketing and promotion leads to increased revenue and highest level of education ensures all producers are up to date on regulations and current issues.	Boards shut down, leading to decreased revenue and failure by producers to stay informed of regulations	funding levels; animal health emergency issues	national commodity boards and associations	Commodity boards lose their autonomy or suffer due to being housed under a state agency.	1. Procurement code exemption
IV. Marketing Services. C. Market Services - Market News Services	A contract service provided by SCDMA to USDA that analyzes and distributes price, volume, and other market information to all segments of the produce, grain, and livestock industries and to consumers.	price, volume, and other agricultural market information	Industry	agriculture	Access to timely and accurate market information whenever needed	No access to market information	Number and location of sales; available staff	USDA		
IV. Marketing Services. D. Inspection Services - Grading/Inspections	Under a cooperative agreement with USDA, fruit, vegetable, poultry and egg, and commodity grading and inspection services are provided. Includes Good Agricultural Practices (GAP) training	fruit and vegetable grading and inspection	Industry	agriculture	All produce growers have access to grading and inspection services that allow them to sell their products.	Produce growers are unable to sell their product.	Number of needed inspections and available staff	USDA		
IV. Marketing Services. D. Inspection Services - Grading/Inspections	Under a cooperative agreement with USDA, fruit, vegetable, poultry and egg, and commodity grading and inspection services are provided. Includes Good Agricultural Practices (GAP) training	peanut grading and inspection	Industry	agriculture	All peanut producers have access to grading and inspection services that allow them to sell their products.	Peanut producers are unable to sell their product.	Number of needed inspections and available staff	USDA		
IV. Marketing Services. D. Inspection Services - Grading/Inspections	Under a cooperative agreement with USDA, fruit, vegetable, poultry and egg, and commodity grading and inspection services are provided. Includes Good Agricultural Practices (GAP) training	poultry and egg grading and inspection	Industry	agriculture	All egg producers have access to grading and inspection services that allow them to sell their products.	Egg producers are unable to sell their product.	Number of needed inspections and available staff	USDA		
IV. Marketing Services. D. Inspection Services - Grading/Inspections	Under a cooperative agreement with USDA, fruit, vegetable, poultry and egg, and commodity grading and inspection services are provided. Includes Good Agricultural Practices (GAP) training	grain grading and inspection	Industry	agriculture	All grain producers have access to grading and inspection services that allow them to ship and market their grain.	Grain producers are unable to sell their product.	Number of needed inspections and available staff	USDA		
IV. Marketing Services. D. Inspection Services - Grading/Inspections	Under a cooperative agreement with USDA, fruit, vegetable, poultry and egg, and commodity grading and inspection services are provided. Includes Good Agricultural Practices (GAP) training	Good Agricultural Practices (GAP) training	Industry	agriculture	producers fail GAP audits	producers are prepared and pass GAP audits	conflict of interest between training and certification	Clemson		
IV. Marketing Services. E. Market Bulletin -	Publication issued twice a month as a marketplace for agricultural goods and services, and provide consumer interest articles; available printed and electronically.	Market Bulletin publication	General Public	all	reliable and informative source for consumer interest articles and a marketplace for agricultural goods and services.	waste of subscription	n/a	n/a		

Public Benefit and Staff Responsibility (2015-16)

Agency Response	Department of Agriculture
Date of Submission	8/24/2016

**INSTRUCTIONS:** In this Chart, the agency will find information it provided in its Restructuring Report for 2015-16. Please ensure all cells are completed and the goals, strategies, objectives, intended public benefits and staff responsible are accurate for 2015-16. Cells which were left blank in the Restructuring Report and need to be completed are highlighted in yellow. Please highlight, in green, any cells where the agency provided information in the Restructuring Report, but there were changes in the plan or who was responsible after submission of the report. In another chart in this report the agency will provide information related to its 2016-17 Strategic Plan. As a reminder, the instructions for how the agency was to complete the chart are below:

- 1) Under the "Strategic Plan Part and Description" column, enter the strategic plan part number and description (i.e. Goal 1 - Increase the number of job opportunities available to juveniles to 20 per juvenile within the next 2 years).
- 2) Under the "Public Benefit/Intended Outcome" column, enter the intended outcome of accomplishing each goal and objective.
- 3) Under the "Responsible Person" columns, provide information about the individual who has primary responsibility/accountability for each goal and objective. The Responsible Person for a goal has different teams of employees beneath him/her to help accomplish the goal. The Responsible Person for an objective has employees and possibly different teams of employees beneath him/her to help accomplish the objective. The Responsible Person for a goal is the person who, in conjunction with his/her team(s) and approval from higher level superiors, determines the strategy and objectives needed to accomplish the goal. The Responsible Person for an objective is the person who, in conjunction with his/her employees and approval from higher level superiors, sets the performance measure targets and has the ultimate game plan for how to accomplish the objective for which he/she is responsible. Under the "Position" column, enter the Responsible Person's position/title at the agency. Under "Office Address" column, enter the address for the office from which the Responsible Person works. Under the "Department/Division" column, enter the department or division at the agency in which the Responsible Person works. Under the "Department/Division Summary" column, enter a brief summary (no more than 1-2 sentences) of what that department or division does in the agency.

Mission:	To promote and nurture the growth and development of South Carolina's agriculture industry and its related businesses while assuring the safety and security of the buying public.	Legal Basis:	Act No. 104 of 1879
Vision:	For the State's economy to grow and prosper, providing everyone, producers and consumers, opportunities to enjoy the benefits of agriculture.	Legal Basis:	46-3-10

Strategic Plan Part and Description (2015-16)	Intended Public Benefit/Outcome (If Outcome = metrics decrease and public receives that, the road is safer) (If Outcome = metrics increase and public receives that, the road is safer)	Responsible Employee Name	How long as staff member been responsible for the goal or objective (i.e. more or less than 2 years)	Position	Office Address	Department or Division	Department or Division Summary
<b>Goal 1 - Improve agency operational readiness and workforce development</b>	Agency employees provide better customer service and are more productive	Aaron Wood	More than 3 years	Assistant Commissioner	Headquarters (1200 Senate Street, 5th Floor Wade Hampton Building, Columbia) unless otherwise noted	Agency Operations (AO) Division	Division works to ensure that people, equipment, and infrastructure are available and positioned across the state to keep the agency mission ready.
<b>Strategy 1.1 Evaluate new technology products and services and implement based on cost/benefit analyses.</b>							
Objective 1.1.1 - Place all internal agency forms on the network	Agency employees provide better customer service and are more productive	Carla Linder	Less than 3 years	Director of Administration	Headquarters	Administration (AO)	Finance, Procurement, Supply and Facilities
Objective 1.1.2 - Replace personal computers every three years	Agency employees provide better customer service and are more productive	Jared Campbell	Less than 3 years	IT Consultant	Headquarters	IT (AO)	Responsible for IT equipment and service
Objective 1.1.3 - Convert Wade Hampton Office phone systems to Voice over IP (VOIP) system	Agency employees provide better customer service and are more productive	Jared Campbell	Less than 3 years	IT Consultant	Headquarters	IT (AO)	Responsible for IT equipment and service
Objective 1.1.4 - Equip 100% of Consumer Protection field inspectors with 4G mobile network access	Agency employees provide better customer service and are more productive	Jared Campbell	Less than 3 years	IT Consultant	Headquarters	IT (AO)	Responsible for IT equipment and service
Objective 1.1.5 - Work with vendors and service providers to revise current products and offer best-in-breed technology to staff	Agency employees provide better customer service and are more productive	Jared Campbell	Less than 3 years	IT Consultant	Headquarters	IT (AO)	Responsible for IT equipment and service
<b>Strategy 1.2 - Prioritize information security activities</b>							
Objective 1.2.1 - Achieve 100% completion of the US Department of Defense Information Security Awareness Program by 31 October every year	Ensure that data is secure and handled appropriately	Jared Campbell	Less than 3 years	IT Consultant	Headquarters	IT (AO)	Responsible for IT equipment and service
Objective 1.2.2 - Have Executive and IT staff participate in State of SC INFOSEC project by attending quarterly meetings or as directed by Division of Technology	Ensure that data is secure and handled appropriately	Jared Campbell	Less than 3 years	IT Consultant	Headquarters	IT (AO)	Responsible for IT equipment and service
Objective 1.2.3 - Implement all 13 INFOSEC policies by 2016	Ensure that data is secure and handled appropriately	Jared Campbell	Less than 3 years	IT Consultant	Headquarters	IT (AO)	Responsible for IT equipment and service
<b>Strategy 1.3 - Provide more professional development opportunities for employees</b>							
Objective 1.3.1 - Encourage employees to identify relevant technical training during their yearly EPMS planning stage	Agency employees provide better customer service and are more productive	Kathleen Pierce	Less than 3 years	Human Resources Director	Headquarters	HR (AO)	The Human Resources Department manages personnel matters, including benefits administration, state classification plan, payroll, leave accounting, and staff development. Human Resources also ensures that SCD's personnel practices are compliant with state and federal regulations.
Objective 1.3.2 - Expand training delivery platforms to be more convenient and offer options for different learning styles	Agency employees provide better customer service and are more productive	Multiple	Less than 3 years	Supervisors	Various	Various	Agency wide
Objective 1.3.3 - Offer in-house training at least quarterly	Agency employees provide better customer service and are more productive	Kathleen Pierce	Less than 3 years	Human Resources Director	Headquarters	HR (AO)	The Human Resources Department manages personnel matters, including benefits administration, state classification plan, payroll, leave accounting, and staff development. Human Resources also ensures that SCD's personnel practices are compliant with state and federal regulations.
Objective 1.3.4 - Solicit suggestions for training on broad topics beneficial to all employees	Agency employees provide better customer service and are more productive	Kathleen Pierce	Less than 3 years	Human Resources Director	Headquarters	HR (AO)	The Human Resources Department manages personnel matters, including benefits administration, state classification plan, payroll, leave accounting, and staff development. Human Resources also ensures that SCD's personnel practices are compliant with state and federal regulations.
Objective 1.3.5 - Staff will participate in trade groups and industry associations	Agency employees provide better customer service and are more productive	Unit supervisors	Less than 3 years	Supervisors	Various	Various	Agency wide
<b>Strategy 1.4 - Fully utilize annual Employee Performance Management System (EPMS) as a communication tool</b>							
Objective 1.4.1 - Complete planning stage documents within 2 months of the calendar year for all existing employees or within 1 month of hiring new employees	Agency employees provide better customer service and are more productive	All Supervisors	Less than 3 years	Supervisors	Various	Various	Agency wide
Objective 1.4.2 - Evaluate and counsel 100% of employees by the end of annual, probationary or trial period	Agency employees provide better customer service and are more productive	All Supervisors	Less than 3 years	Supervisors	Various	Various	Agency wide
Objective 1.4.3 - Include comments and/or personal development plan for 100% of employees	Agency employees provide better customer service and are more productive	All Supervisors	Less than 3 years	Supervisors	Various	Various	Agency wide
<b>Strategy 1.5 - Empower supervisors to be better decision makers and personnel managers</b>							
Objective 1.5.1 - Provide monthly financial reports to appropriate program staff	Agency employees provide better customer service and are more productive	Carla Linder	Less than 3 years	Administration Director	Headquarters	Administration (AO)	Finance, Procurement, Supply and Facilities
Objective 1.5.2 - Conduct annual introductory and advanced training for supervisors	Agency employees provide better customer service and are more productive	Division Directors	Less than 3 years	Assistant Commissioners	Various	Various	Agency wide
Objective 1.5.3 - Encourage more frequent meetings between supervisors and subordinates	Agency employees provide better customer service and are more productive	Division Directors	Less than 3 years	Assistant Commissioners	Various	Various	Agency wide

Public Benefit and Staff Responsibility (2015-16)

Objective 1.5.4 - Designate training officers for all Consumer Service programs and staff	Agency employees provide better customer service and are more productive	John Stokes	Less than 3 years	Director of Consumer Services	123 Ballard Court, West Columbia, SC	Consumer Services (CP)	Consumer Services protects consumers by ensuring that the net content statements on packages on weighing or measuring devices are correct, and that agricultural products are measured accurately, for commerce. This department is responsible for drawing official samples of motor fuels, some foods, feed, and agricultural products for the Department's Laboratory Division to ensure the quality of these products. Consumer Services also regulates water and air quality in state waters.
Objective 1.5.5 - Review agency and departmental policies annually; edit and/or draft new policies as necessary	Agency employees provide better customer service and are more productive	Kathleen Pierce	Less than 3 years	Human Resources Director	Headquarters	HR (AO)	The Human Resources Department manages personnel matters, including benefits administration, state classification plan, payroll, leave accounting, and staff development. Human Resources also ensures that SCD's personnel practices are compliant with state and federal regulations.
<b>Strategy 1.6 - Improve financial reporting and business procedures</b>							
Objective 1.6.1 - Provide monthly financial reports to Division directors for personnel and operating funds in their areas of responsibility	Agency employees provide better customer service and are more productive	Carla Lindler	Less than 3 years	Administration Director	Headquarters	Administration (AO)	Finance, Procurement, Supply and Facilities
Objective 1.6.2 - Assistant Commissioner for Agency Operations and Director of Administration will review all agency financials monthly	Agency employees provide better customer service and are more productive	Aaron Wood	Less than 3 years	Assistant Commissioner	Headquarters	Agency Operations (AO) Division	Division works to ensure that people, equipment, and infrastructure are available and positioned across the state to keep the agency mission ready.
Objective 1.6.3 - Expand procurement training and procedural knowledge to ensure compliance with procurement code, expand advertising scope, and diversify vendor pool	Improve stewardship of appropriated and revenue funds	Carla Lindler	Less than 3 years	Administration Director	Headquarters	Administration (AO)	Finance, Procurement, Supply and Facilities
Objective 1.6.4 - Achieve a higher agency procurement certification from MMO	Improve stewardship of appropriated and revenue funds	Carla Lindler	Less than 3 years	Administration Director	Headquarters	Administration (AO)	Finance, Procurement, Supply and Facilities
<b>Strategy 1.7 - Diversify agency workforce by EEOC categories, age, education, experience, and perspective</b>							
Objective 1.7.1 - Attend at least two recruitment events annually	Employ a workforce more representative of agency constituents	Kathleen Pierce	Less than 3 years	Human Resources Director	Headquarters	HR (AO)	The Human Resources Department manages personnel matters, including benefits administration, state classification plan, payroll, leave accounting, and staff development. Human Resources also ensures that SCD's personnel practices are compliant with state and federal regulations.
Objective 1.7.2 - Use at least three additional venues, other than NeoGov, to advertise position vacancies over the course of the year	Employ a workforce more representative of agency constituents	Kathleen Pierce	Less than 3 years	Human Resources Director	Headquarters	HR (AO)	The Human Resources Department manages personnel matters, including benefits administration, state classification plan, payroll, leave accounting, and staff development. Human Resources also ensures that SCD's personnel practices are compliant with state and federal regulations.
Objective 1.7.3 - Complete required EEOC reporting and focus on potential areas of improvement	Employ a workforce more representative of agency constituents	Kathleen Pierce	Less than 3 years	Human Resources Director	Headquarters	HR (AO)	The Human Resources Department manages personnel matters, including benefits administration, state classification plan, payroll, leave accounting, and staff development. Human Resources also ensures that SCD's personnel practices are compliant with state and federal regulations.
<b>Strategy 1.8 - Emphasize employee health and safety on and off the job</b>							
Objective 1.8.1 - Offer an annual health screening for all employees	Agency employees provide better customer service and are more productive	Kathleen Pierce	Less than 3 years	Human Resources Director	Headquarters	HR (AO)	The Human Resources Department manages personnel matters, including benefits administration, state classification plan, payroll, leave accounting, and staff development. Human Resources also ensures that SCD's personnel practices are compliant with state and federal regulations.
Objective 1.8.2 - Certify and maintain currency for 10% of strategically placed agency employees in first aid, CPR, and AED	Agency employees provide better customer service and are more productive	Justin Marshall	Less than 3 years	Safety Coordinator	123 Ballard Court, West Columbia, SC	Laboratory (CP)	Laboratory Services protects consumers from unsafe, ineffective, or fraudulent goods which may be offered for public sale; assures that goods meet acceptable standards of quality; and issues registrations, licenses, and permits to certain businesses.
Objective 1.8.3 - Ensure that all agency office buildings with 10 or more employees are equipped with AED machines	Agency employees provide better customer service and are more productive	Kathleen Pierce	Less than 3 years	Human Resources Director	Headquarters	HR (AO)	The Human Resources Department manages personnel matters, including benefits administration, state classification plan, payroll, leave accounting, and staff development. Human Resources also ensures that SCD's personnel practices are compliant with state and federal regulations.
Objective 1.8.4 - Purchase Personal Protective Equipment for all field personnel	Agency employees provide better customer service and are more productive	Unit supervisors	Less than 3 years	Supervisors	Various	Various	Agency-wide
<b>Goal 2 - Protect the consumers in the marketplace through compliance inspections, laboratory testing and analysis, issuing certifications, sampling, licensing, auditing, and providing commodity oversight of storage warehouses and facilities.</b>							
<b>Strategy 2.1 - Provide food/feed safety oversight at SC food manufacturing and storage facilities through routine periodic inspections based on product types, inspection history, and risk analysis</b>							
Objective 2.1.1 - Provide advanced classroom training, on-the-job training, and continuing education courses for entire food/feed inspection team	Provide public safety by ensuring quality and quantity of products in the marketplace are accurate	Angie Culler	Less than 3 years	Director	123 Ballard Court, West Columbia, SC	Food and Feed Safety (CP)	Food/Feed Safety & Compliance ensures that foods and feeds are manufactured and marketed under safe and sanitary conditions through routine surveillance inspections. Inspectors ensure that food is pure and wholesome, safe to eat, and properly labeled according to laws and regulations.
Objective 2.1.2 - Hire Feed Control Official replacement to cover feed industry inspections in SC	Provide public safety by ensuring quality and quantity of products in the marketplace are accurate	Angie Culler	Less than 3 years	Director	123 Ballard Court, West Columbia, SC	Food and Feed Safety (CP)	Food/Feed Safety & Compliance ensures that foods and feeds are manufactured and marketed under safe and sanitary conditions through routine surveillance inspections. Inspectors ensure that food is pure and wholesome, safe to eat, and properly labeled according to laws and regulations.
Objective 2.1.3 - Participate in the Food and Drug Administration's MFOPS by 2015	Provide public safety by ensuring quality and quantity of products in the marketplace are accurate	Angie Culler	Less than 3 years	Director	123 Ballard Court, West Columbia, SC	Food and Feed Safety (CP)	Food/Feed Safety & Compliance ensures that foods and feeds are manufactured and marketed under safe and sanitary conditions through routine surveillance inspections. Inspectors ensure that food is pure and wholesome, safe to eat, and properly labeled according to laws and regulations.
Objective 2.1.4 - Create 4 working and visible MOUs with other state agencies including DHEC, DNR, and SC LPH	Provide public safety by ensuring quality and quantity of products in the marketplace are accurate	Derek Underwood	Less than 3 years	Assistant Commissioner	123 Ballard Court, West Columbia, SC	Consumer Protection (CP) Division	The Consumer Protection Division (CPD) is comprised of four (4) main departments: Laboratory Services Department, Consumer Services Department, Metrology Services Department, and Feed/Food Safety & Compliance Department of SCD; all work together to enforce state regulations.
Objective 2.1.5 - Make all 42 public forms able to be submitted online	Provide easier and quicker public access to information	Jared Campbell / Lauren Gunn	Less than 3 years	IT Consultant / Administrative Assistant	123 Ballard Court, West Columbia, SC	IT (AO) / CP	The Consumer Protection Division (CPD) is comprised of four (4) main departments: Laboratory Services Department, Consumer Services Department, Metrology Services Department, and Feed/Food Safety & Compliance Department of SCD; all work together to enforce state regulations.

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Strategy 2.2 - Maintain the accuracy of the state's measurement system by providing high precision calibration services to public and private sector customers at the SC Metrology Laboratory							
Objective 2.2.1 - Become accredited by the National Voluntary Laboratory Accreditation Program (NVLAP)	Offer more services for public and private customers	Robert McGee	Less than 3 years	Lab Director	237 Catawba Street, Columbia SC	Metrology (CP)	The Metrology Lab provides NIST traceable calibrations for mass and volume standards, calibrates equipment for our state inspectors and private scale and pump service companies for the enforcement of weights and measures regulations.
Objective 2.2.2 - Establish a new Quality Manager Position to provide ongoing auditing and documentation of the quality assurance program	Offer more services for public and private customers	Robert McGee	Less than 3 years	Lab Director	237 Catawba Street, Columbia SC	Metrology (CP)	The Metrology Lab provides NIST traceable calibrations for mass and volume standards, calibrates equipment for our state inspectors and private scale and pump service companies for the enforcement of weights and measures regulations.
Objective 2.2.3 - Design and build a new metrology laboratory to meet the requirements for an Echelon I metrology laboratory	Offer more services for public and private customers	Robert McGee	Less than 3 years	Lab Director	237 Catawba Street, Columbia SC	Metrology (CP)	The Metrology Lab provides NIST traceable calibrations for mass and volume standards, calibrates equipment for our state inspectors and private scale and pump service companies for the enforcement of weights and measures regulations.
Strategy 2.3 - Provide the public with assurance that commodities purchased are the correct quantity and quality, through routine inspections of gasoline/petroleum dispensers, scales, and commodity storage facilities							
Objective 2.3.1 - Establish a subject matter expert position for in-the-field assessments and knowledge exchange	Provide public safety by ensuring quality and quantity of products in the marketplace are accurate	John Stokes	Less than 3 years	Director	123 Ballard Court, West Columbia, SC	Consumer Services (CP)	Consumer Services protects consumers by ensuring that the net content statements on packages and weighing or measuring devices are correct; and that agricultural products are measured accurately for commerce. This department is responsible for drawing official samples of motor fuels, some foods, feed, and agricultural product for the Department's Laboratory Division to ensure the quality of these products. Consumer Services also regulates cotton and grain warehouse storage facilities.
Objective 2.3.2 - Routinely inspect 100% of regulated firms annually	Provide public safety by ensuring quality and quantity of products in the marketplace are accurate	John Stokes	More than 3 years	Director	123 Ballard Court, West Columbia, SC	Consumer Services (CP)	Consumer Services protects consumers by ensuring that the net content statements on packages and weighing or measuring devices are correct; and that agricultural products are measured accurately for commerce. This department is responsible for drawing official samples of motor fuels, some foods, feed, and agricultural product for the Department's Laboratory Division to ensure the quality of these products. Consumer Services also regulates cotton and grain warehouse storage facilities.
Objective 2.3.3 - Ensure same-day follow-up communication on 100% of consumer complaints	Provide public safety by ensuring quality and quantity of products in the marketplace are accurate	Nicola Attorney	More than 3 years	Administrative Assistant	123 Ballard Court, West Columbia, SC	Consumer Services (CP)	Consumer Services protects consumers by ensuring that the net content statements on packages and weighing or measuring devices are correct; and that agricultural products are measured accurately for commerce. This department is responsible for drawing official samples of motor fuels, some foods, feed, and agricultural product for the Department's Laboratory Division to ensure the quality of these products. Consumer Services also regulates cotton and grain warehouse storage facilities.
Objective 2.3.4 - Continue field level supervision of Weights and Measures Program for 110% of SC Counties	Provide public safety by ensuring quality and quantity of products in the marketplace are accurate	John Stokes	Less than 3 years	Director	123 Ballard Court, West Columbia, SC	Consumer Services (CP)	Consumer Services protects consumers by ensuring that the net content statements on packages and weighing or measuring devices are correct; and that agricultural products are measured accurately for commerce. This department is responsible for drawing official samples of motor fuels, some foods, feed, and agricultural product for the Department's Laboratory Division to ensure the quality of these products. Consumer Services also regulates cotton and grain warehouse storage facilities.
Strategy 2.4 - Provide the public with assurance that commodities purchased are safe, wholesome, and adhere to standards, through chemical and physical analytical analysis of food, animal feed, seed, and petroleum products							
Objective 2.4.1 - Collaborate and ensure open communication with other state agencies to perform routine and emergency testing	Provide public safety by ensuring quality and quantity of products in the marketplace are accurate	Derek Underwood	Less than 3 years	Assistant Commissioner	123 Ballard Court, West Columbia, SC	Consumer Protection (CP) Division	The Consumer Protection Division (CPD) is comprised of four (4) main departments: Laboratory Services Department, Consumer Services Department, Metrology Services Department, and Feed/Food Safety & Compliance Department of SCD; all work together to enforce state regulations.
Objective 2.4.2 - Ensure technical training of 100% of new and existing staff	Provide public safety by ensuring quality and quantity of products in the marketplace are accurate	Phil Trefsgar	Less than 3 years	Director	123 Ballard Court, West Columbia, SC	Laboratory (CP)	Laboratory Services protects consumers from unsafe, ineffective, or fraudulent goods which may be offered for public sale; assures that goods meet acceptable standards of quality; and issues registrations, licenses, and permits to certain businesses.
Objective 2.4.3 - Evaluate and track national and state organization memberships for the values stated by SCD	Provide public safety by ensuring quality and quantity of products in the marketplace are accurate	All Supervisors	Less than 3 years	Supervisors	Various	Various	Agency wide
Objective 2.4.4 - Develop SOPs and protocols to enhance laboratory capabilities through national and regulatory accreditation programs	Provide public safety by ensuring quality and quantity of products in the marketplace are accurate	Phil Trefsgar	Less than 3 years	Director	123 Ballard Court, West Columbia, SC	Laboratory (CP)	Laboratory Services protects consumers from unsafe, ineffective, or fraudulent goods which may be offered for public sale; assures that goods meet acceptable standards of quality; and issues registrations, licenses, and permits to certain businesses.
Objective 2.4.5 - Increase and broaden sampling of fruits and vegetables in the chemical residue laboratory by 10%	Provide public safety by ensuring quality and quantity of products in the marketplace are accurate	Sherry Garris	Less than 3 years	Chemist, Pesticide Residue	123 Ballard Court, West Columbia, SC	Laboratory (CP)	Laboratory Services protects consumers from unsafe, ineffective, or fraudulent goods which may be offered for public sale; assures that goods meet acceptable standards of quality; and issues registrations, licenses, and permits to certain businesses.
Objective 2.4.6 - As current positions become open, eligible prerequisites and educational level for 50% of new hires	Provide public safety by ensuring quality and quantity of products in the marketplace are accurate	Laboratory Supervisors	Less than 3 years	Supervisors	123 Ballard Court, West Columbia, SC	Laboratory (CP)	Laboratory Services protects consumers from unsafe, ineffective, or fraudulent goods which may be offered for public sale; assures that goods meet acceptable standards of quality; and issues registrations, licenses, and permits to certain businesses.
Objective 2.4.7 - Develop and maintain Laboratory Safety Program with 100% attendance at all safety meetings and trainings	Provide public safety by ensuring quality and quantity of products in the marketplace are accurate	Jurjin Marshall	Less than 3 years	Safety Coordinator	123 Ballard Court, West Columbia, SC	Laboratory (CP)	Laboratory Services protects consumers from unsafe, ineffective, or fraudulent goods which may be offered for public sale; assures that goods meet acceptable standards of quality; and issues registrations, licenses, and permits to certain businesses.
Goal 3 - Promote and market South Carolina agriculture, both domestically and abroad, to increase demand for agricultural products	Grow the value (per unit, total) of agricultural products and by-products in the state	Martin Eubanks	More than 3 years	Assistant Commissioner	Headquarters	Agricultural Services (AS) Division	The Agricultural Services Division consists of the South Carolina Agriculture Commission, Marketing and Promotion, Agritourism Program, State Farmers Markets, Market News Service and the Grading and Inspection Program.
Strategy 3.1 - Expand Certified SC (CSC) branding program							
Objective 3.1.1 - Increase program membership by 10%	Help the public identify and purchase more food grown in SC	Ansel Turnblaw	Less than 3 years	Brand Coordinator	Headquarters	Marketing (MS)	The Marketing and Promotion Division's mission is to maintain and develop broad-based marketing programs that increase consumer awareness and product demand for quality South Carolina agricultural products at local, national, and international levels.

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Objective 3.1.2 - Use merchandising to grow sales of local products in retail outlets by 5%	Help the public identify and purchase more food grown in SC	Erin Dickinson	Less than 3 years	Merchandiser	Headquarters	Marketing (AS)	The Marketing and Promotion Division's mission is to maintain and develop broad-based marketing programs that increase consumer awareness and product demand for quality South Carolina agricultural products at local, national, and international levels.
Objective 3.1.3 - Grow sales in NC, VA and Mid-Atlantic region with key retailers by 10% in key measurable areas of fresh produce through combined radio and merchandising efforts	Grow sales of SC grown and made agricultural products	Martin Eubanks	Less than 3 years	Assistant Commissioner / Marketing Director	Headquarters	Marketing (AS)	The Marketing and Promotion Division's mission is to maintain and develop broad-based marketing programs that increase consumer awareness and product demand for quality South Carolina agricultural products at local, national, and international levels.
Objective 3.1.4 - Increase event attendance by 10% and adjust future direction based on project utilization and evaluation	Increase awareness of SC agriculture	Anisley Turnbull	Less than 3 years	Brand Coordinator	Headquarters	Marketing (AS)	The Marketing and Promotion Division's mission is to maintain and develop broad-based marketing programs that increase consumer awareness and product demand for quality South Carolina agricultural products at local, national, and international levels.
Objective 3.1.5 - Increase CSC brand recognition by 10%	Help the public identify and purchase more food grown in SC	Anisley Turnbull	Less than 3 years	Brand Coordinator	Headquarters	Marketing (AS)	The Marketing and Promotion Division's mission is to maintain and develop broad-based marketing programs that increase consumer awareness and product demand for quality South Carolina agricultural products at local, national, and international levels.
<b>Strategy 3.2 - Expand commodity board research, promotion and education</b>							
Objective 3.2.1 - Develop commodity specific strategies to highlight crop conditions, outlooks, and timing, to increase overall sales in-state by 5%	Grow sales of SC grown and made agricultural products	Chad Truesdale	Less than 3 years	Commodities Coordinator	Headquarters	Marketing (AS)	The Marketing and Promotion Division's mission is to maintain and develop broad-based marketing programs that increase consumer awareness and product demand for quality South Carolina agricultural products at local, national, and international levels.
Objective 3.2.2 - Fund research of new technologies, science and best management practices for production, packaging and processing	Produce investment to increase their bottom line	Chad Truesdale	More than 3 years	Commodities Coordinator	Headquarters	Marketing (AS)	The Marketing and Promotion Division's mission is to maintain and develop broad-based marketing programs that increase consumer awareness and product demand for quality South Carolina agricultural products at local, national, and international levels.
Objective 3.2.3 - Increase cross-promotion of, and between, commodities	Grow sales of SC grown and made agricultural products	Chad Truesdale	More than 3 years	Commodities Coordinator	Headquarters	Marketing (AS)	The Marketing and Promotion Division's mission is to maintain and develop broad-based marketing programs that increase consumer awareness and product demand for quality South Carolina agricultural products at local, national, and international levels.
Objective 3.2.4 - Devote more resources into export market analysis, access, and development	Grow sales of SC grown and made agricultural products	Martin Eubanks	Less than 3 years	Assistant Commissioner	Headquarters	Marketing (AS)	The Marketing and Promotion Division's mission is to maintain and develop broad-based marketing programs that increase consumer awareness and product demand for quality South Carolina agricultural products at local, national, and international levels.
Objective 3.2.5 - Explore current and new marketing events and activities	Grow sales of SC grown and made agricultural products	Martin Eubanks	More than 3 years	Assistant Commissioner	Headquarters	Marketing (AS)	The Marketing and Promotion Division's mission is to maintain and develop broad-based marketing programs that increase consumer awareness and product demand for quality South Carolina agricultural products at local, national, and international levels.
<b>Strategy 3.3 - Expand marketing opportunities through the State Farmers Market system, community based markets, roadside markets, and agritourism operators</b>							
Objective 3.3.1 - Identify and prioritize critical upgrades at all 3 market facilities based on consumer safety, overall appearance, and functionality	Provide more marketing opportunities for SC producers	Brad Boazer	Less than 3 years	State Farmers Markets Manager	3483 Charleston Highway, West Columbia, SC 29172	Farmers Markets (AS)	Provide consumers with a wide variety of locally grown produce and specialty products. Consumers may shop in farmers sheds, retail centers, and at major wholesale businesses that operate at each market.
Objective 3.3.2 - Recruit new farmers, identify demand for new products, and align resources to meet the needs of producers and consumers	Provide more marketing opportunities for SC producers	Brad Boazer	Less than 3 years	State Farmers Markets Manager	3484 Charleston Highway, West Columbia, SC 29172	Farmers Markets (AS)	Provide consumers with a wide variety of locally grown produce and specialty products. Consumers may shop in farmers sheds, retail centers, and at major wholesale businesses that operate at each market.
Objective 3.3.3 Develop producer Good Agricultural Practice (GAP) training and certification schedule and outreach efforts during pre-season and production to increase GAP certified farms by 15%	Provide more marketing opportunities for SC producers	Jack Dantzer	Less than 3 years	Director	117 Enfield Court, West Columbia, SC 29172	Gardens and Inspection (AS)	Provide consumers with a wide variety of locally grown produce and specialty products. Consumers may shop in farmers sheds, retail centers, and at major wholesale businesses that operate at each market.
Objective 3.3.4 - Provide 4 training meetings for producers interested in accepting WIC/SNAP vouchers across the state	Provide more marketing opportunities for SC producers	Emily Joyce	Less than 3 years	Marketing Specialist	Headquarters	Marketing (AS)	The Marketing and Promotion Division's mission is to maintain and develop broad-based marketing programs that increase consumer awareness and product demand for quality South Carolina agricultural products at local, national, and international levels.
Objective 3.3.5 - Continue to increase school participation in direct purchases of local product with increase in sales of 10% statewide	Provide more marketing opportunities for SC producers	Betsy Darton	Less than 3 years	Farm to Institution Coordinator	Headquarters	Marketing (AS)	The Marketing and Promotion Division's mission is to maintain and develop broad-based marketing programs that increase consumer awareness and product demand for quality South Carolina agricultural products at local, national, and international levels.
<b>Strategy 3.4 - Increase promotion of non-traditional agriculture</b>							
Objective 3.4.1 - Create 3 statewide food hubs	Provide more marketing opportunities for SC producers	Clint Leach	Less than 3 years	Assistant Commissioner	Headquarters	Economic Development and External Affairs Division (EDEA)	Promote and advocate for the growth of existing and new agribusiness opportunities throughout the state. This is done by working with elected officials and business/state leaders at all levels to push for an efficient policy and economic development environment.
Objective 3.4.2 - Increase the number of agritourism operations participating in SCDA programming by 10%	Provide more marketing opportunities for SC producers	Jackie Moore	Less than 3 years	Agritourism Director	Headquarters	Marketing (AS)	The Marketing and Promotion Division's mission is to maintain and develop broad-based marketing programs that increase consumer awareness and product demand for quality South Carolina agricultural products at local, national, and international levels.
Objective 3.4.3 - Educate the general public on the diverse opportunities of non-traditional agriculture, on a monthly basis	Increase demand for SC products	Stephanie Sox	Less than 3 years	Communications Director	Headquarters	Public Information (EDEA)	Communicates SCDA's mission, and the importance of SC agriculture and agribusiness, through traditional and social media, websites, and the SC Market Bulletin. Public Information also informs industry members and the general public of pertinent agricultural issues, and responds to various media inquiries.
Objective 3.4.4 - Collaborate on a monthly basis with DHEC, Clemson, USC and Department of Education to promote farm to school program to current school nutrition officials and food service employees	Increase demand for SC products	Betsy Curtin	Less than 3 years	Farm to Institution Coordinator	Headquarters	Marketing (AS)	The Marketing and Promotion Division's mission is to maintain and develop broad-based marketing programs that increase consumer awareness and product demand for quality South Carolina agricultural products at local, national, and international levels.
<b>Goal 4 - Provide credible and timely information to increase public awareness of the agricultural industry, and knowledge of agricultural issues</b>	Provide unbiased information to improve public safety, educate producers and consumers, and facilitate the exchange of agricultural goods and services	Stephanie Sox	Less than 3 years	Communications Director	Headquarters	Public Information (EDEA)	Communicates SCDA's mission, and the importance of SC agriculture and agribusiness, through traditional and social media, websites, and the SC Market Bulletin. Public Information also informs industry members and the general public of pertinent agricultural issues, and responds to various media inquiries.
<b>Strategy 4.1 - Ensure timely delivery of information of both producer and consumer interest</b>							
Objective 4.1.1 - Develop strategies to reach consumers directly on Internet channels with messaging one month before major events and two weeks before minor events	Increase awareness about SC agriculture, drive demand for SC products and increase industry value	Elizabeth Shuler	Less than 3 years	Marketing Specialist	Headquarters	Marketing (AS)	The Marketing and Promotion Division's mission is to maintain and develop broad-based marketing programs that increase consumer awareness and product demand for quality South Carolina agricultural products at local, national, and international levels.

Public Benefit and Staff Responsibility (2015-16)

Objective 4.1.2 - Update plan for crisis management and/or regulatory enforcement events	Provide public safety by ensuring quality and quantity of products in the marketplace are accurate	Derek Underwood	Less than 3 years	Assistant Commissioner	123 Ball Hall Court, West Columbia, SC	Consumer Protection (CP) Division	The Consumer Protection Division (CPD) is comprised of four (4) main departments: Laboratory Services Department, Consumer Services Department, Metrology Services Department, and Food Safety & Compliance Department of SCDA; all work together to enforce state regulations.
Objective 4.1.3 - Respond to 100% of website information requests within 2 business days.	Answer questions correctly and quickly	Stephanie Sax	Less than 3 years	Communications Director	Headquarters	Public Information (EDEA)	Communicates SCDA's mission, and the importance of SC agriculture and agribusiness, through traditional and social media, websites, and the SC Market Bulletin. Public information also informs industry members and the general public of pertinent agricultural issues, and responds to various media inquiries.
Objective 4.1.4 - Actively use social media messaging and maintain activity level of at least two posts per day	Create more awareness about SC agriculture, drive demand for SC products and increase industry value	Elizabeth Shuler	Less than 3 years	Marketing Specialist	Headquarters	Marketing (AS)	The Marketing and Promotion Division's mission is to maintain and develop broad-based marketing programs that increase consumer awareness and product demand for quality South Carolina agricultural products at local, national, and international levels.
Objective 4.1.5 - Ensure market news reports maintain 98% accuracy	Help producers make marketing decisions	Kellie Taylor	Less than 3 years	Area Supervisor	117 Ballard Court, West Columbia, SC 29172	Market News (MS)	The Market News Service is a USDA market service that analyzes and distributes price, volume and other market information from producers, shippers, wholesalers, brokers, market vendors and auction markets to all segments of the produce, grain and livestock industries and to consumers through Internet reports, printed reports, telephone recording devices, daily radio programs, as well as daily and weekly newspapers. South Carolina Department of Agriculture
Strategy 4.2 - Increase media coverage of agency activities and functions							
Objective 4.2.1 - Increase earned media coverage year over and above 2012-13 performance results	Provide unbiased information to improve public safety, educate producers and consumers, and facilitate the exchange of agricultural goods and services	Stephanie Sax	Less than 3 years	Communications Director	Headquarters	Public Information (EDEA)	Communicates SCDA's mission, and the importance of SC agriculture and agribusiness, through traditional and social media, websites, and the SC Market Bulletin. Public information also informs industry members and the general public of pertinent agricultural issues, and responds to various media inquiries.
Objective 4.2.2 - Leverage paid media for a higher ROI	Grow sales of SC grown and made agricultural products	Martin Eubanks	More than 3 years	Assistant Commissioner	Headquarters	Marketing (AS)	The Marketing and Promotion Division's mission is to maintain and develop broad-based marketing programs that increase consumer awareness and product demand for quality South Carolina agricultural products at local, national, and international levels.
Objective 4.2.3 - Develop relationships with media statewide for key story opportunities related to positive ag news and events as they occur	Increase demand for SC products	Stephanie Sax	Less than 3 years	Communications Director	Headquarters	Public Information (EDEA)	Communicates SCDA's mission, and the importance of SC agriculture and agribusiness, through traditional and social media, websites, and the SC Market Bulletin. Public information also informs industry members and the general public of pertinent agricultural issues, and responds to various media inquiries.
Strategy 4.3 - Expand reach of Market Bulletin/Market News Service as an information vehicle and educational resource							
Objective 4.3.1 - Maintain subscription reach of 15,525	Provide unbiased information to improve public safety, educate producers and consumers, and facilitate the exchange of agricultural goods and services	Stephanie Sax	Less than 3 years	Communications Director	Headquarters	Public Information (EDEA)	Communicates SCDA's mission, and the importance of SC agriculture and agribusiness, through traditional and social media, websites, and the SC Market Bulletin. Public information also informs industry members and the general public of pertinent agricultural issues, and responds to various media inquiries.
Objective 4.3.2 - Engage staff to contribute articles and photographs for all 24 issues	Provide unbiased information to improve public safety, educate producers and consumers, and facilitate the exchange of agricultural goods and services	Marsha Hewitt	Less than 3 years	Editor	Headquarters	Public Information (EDEA)	Communicates SCDA's mission, and the importance of SC agriculture and agribusiness, through traditional and social media, websites, and the SC Market Bulletin. Public information also informs industry members and the general public of pertinent agricultural issues, and responds to various media inquiries.
Objective 4.3.3 - Reduce fixed costs, excluding postage, during FY15	Provide unbiased information to improve public safety, educate producers and consumers, and facilitate the exchange of agricultural goods and services	Marsha Hewitt	Less than 3 years	Editor	Headquarters	Public Information (EDEA)	Communicates SCDA's mission, and the importance of SC agriculture and agribusiness, through traditional and social media, websites, and the SC Market Bulletin. Public information also informs industry members and the general public of pertinent agricultural issues, and responds to various media inquiries.
Objective 4.3.4 - Conduct reader interest survey every three years	Provide unbiased information to improve public safety, educate producers and consumers, and facilitate the exchange of agricultural goods and services	Marsha Hewitt	Less than 3 years	Editor	Headquarters	Public Information (EDEA)	Communicates SCDA's mission, and the importance of SC agriculture and agribusiness, through traditional and social media, websites, and the SC Market Bulletin. Public information also informs industry members and the general public of pertinent agricultural issues, and responds to various media inquiries.
Strategy 4.4 - Improve internal agency communication and access to information to enhance customer service							
Objective 4.4.1 - Public Information Office staff should conduct visits with different program staff at least monthly	Provide unbiased information to improve public safety, educate producers and consumers, and facilitate the exchange of agricultural goods and services	Stephanie Sax	Less than 3 years	Communications Director	Headquarters	Public Information (EDEA)	Communicates SCDA's mission, and the importance of SC agriculture and agribusiness, through traditional and social media, websites, and the SC Market Bulletin. Public information also informs industry members and the general public of pertinent agricultural issues, and responds to various media inquiries.
Objective 4.4.2 - Organize, clean up and increase use of the shared network drive	Agency employees provide better customer service and are more productive	Stefanie Kitchen	Less than 3 years	Commissioner's Office Director	Headquarters	Commissioner's Office (NO)	The Office of the Commissioner can be considered the central hub of the department. It serves as the primary point of contact for Commissioner. It oversees and coordinates and manages such areas as the Commissioner's schedule, communications, and events. The Office of the Commissioner works with all divisions to execute the duties and responsibilities of the South Carolina Department of Agriculture.
Objective 4.4.3 - Establish an accurate position on key issues and create consistent messaging across the agency	Agency employees provide better customer service and are more productive	Stefanie Kitchen	Less than 3 years	Commissioner's Office Director	Headquarters	Commissioner's Office (NO)	The Office of the Commissioner can be considered the central hub of the department. It serves as the primary point of contact for Commissioner. It oversees and coordinates and manages such areas as the Commissioner's schedule, communications, and events. The Office of the Commissioner works with all divisions to execute the duties and responsibilities of the South Carolina Department of Agriculture.
Objective 4.4.4 - Increase staff professional development related to communications and hot topics	Agency employees provide better customer service and are more productive	Stephanie Sax	Less than 3 years	Communications Director	Headquarters	Public Information (EDEA)	Communicates SCDA's mission, and the importance of SC agriculture and agribusiness, through traditional and social media, websites, and the SC Market Bulletin. Public information also informs industry members and the general public of pertinent agricultural issues, and responds to various media inquiries.
Objective 4.4.5 - Newly created Communications committee to implement, evaluate and update communications plan	Agency employees provide better customer service and are more productive	Stefanie Kitchen	Less than 3 years	Commissioner's Office Director	Headquarters	Commissioner's Office (NO)	The Office of the Commissioner can be considered the central hub of the department. It serves as the primary point of contact for Commissioner. It oversees and coordinates and manages such areas as the Commissioner's schedule, communications, and events. The Office of the Commissioner works with all divisions to execute the duties and responsibilities of the South Carolina Department of Agriculture.

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Goal 5 - Enhance growth and expansion of the state's total agricultural product output, economic impact, and capital investment	Increase the value of agribusiness in SC	Clint Leach	Less than 3 years	Assistant Commissioner	Headquarters	Economic Development and Legislative Affairs (EDLA)	Promote and advocate for the growth of existing and new agribusiness opportunities throughout the state. This is done by working with elected officials and business/state leaders at all levels to push for an efficient policy and economic development environment.
<b>Strategy 5.1 - Expand existing industry and increase value-added production</b>							
Objective 5.1.1 - Help five current in-state companies use more SC products in their business process	Increase the value of agribusiness in SC	Jack Shuler	Less than 3 years	Director	Headquarters	Agribusiness Development (EDLA)	Recruit new agribusinesses to SC, help existing farmers and agribusinesses expand, and connect farmers with new value-added opportunities.
Objective 5.1.2 - Create collaborations between in-state farming operations and food processors to determine supply chain opportunities	Increase the value of agribusiness in SC	Jack Shuler	Less than 3 years	Director	Headquarters	Agribusiness Development (EDLA)	Recruit new agribusinesses to SC, help existing farmers and agribusinesses expand, and connect farmers with new value-added opportunities.
Objective 5.1.3 - Encourage new business incentives for agribusiness	Increase the value of agribusiness in SC	Clint Leach	Less than 3 years	Assistant Commissioner	Headquarters	EDLA	Promote and advocate for the growth of existing and new agribusiness opportunities throughout the state. This is done by working with elected officials and business/state leaders at all levels to push for an efficient policy and economic development environment.
Objective 5.1.4 Engage stakeholders in the business development community to consider opportunities and overcome obstacles related to infrastructure	Increase the value of agribusiness in SC	Clint Leach	Less than 3 years	Assistant Commissioner	Headquarters	EDLA	Promote and advocate for the growth of existing and new agribusiness opportunities throughout the state. This is done by working with elected officials and business/state leaders at all levels to push for an efficient policy and economic development environment.
<b>Strategy 5.2 - Increase agribusiness recruitment efforts</b>							
Objective 5.2.1 - Engage state, local, and regional alliance officials about agribusiness opportunities by meeting with state commerce officials and regional alliance directors and staff on a quarterly basis	Increase the value of agribusiness in SC	Clint Leach	Less than 3 years	Assistant Commissioner	Headquarters	EDLA	Promote and advocate for the growth of existing and new agribusiness opportunities throughout the state. This is done by working with elected officials and business/state leaders at all levels to push for an efficient policy and economic development environment.
Objective 5.2.2 - Participate in at least 7 business events and tradeshows per year	Increase the value of agribusiness in SC	Jack Shuler	Less than 3 years	Director	Headquarters	Agribusiness Development (EDLA)	Recruit new agribusinesses to SC, help existing farmers and agribusinesses expand, and connect farmers with new value-added opportunities.
Objective 5.2.3 - Perform an annual inventory analysis on agribusiness companies who are interested in expansion in SC and the Southeastern US	Increase the value of agribusiness in SC	Jack Shuler	Less than 3 years	Director	Headquarters	Agribusiness Development (EDLA)	Recruit new agribusinesses to SC, help existing farmers and agribusinesses expand, and connect farmers with new value-added opportunities.
Objective 5.2.4 - Engage with at least three existing industry players to identify barriers to growth, promote opportunities for expansion, and encourage additional investment	Increase the value of agribusiness in SC	Clint Leach	Less than 3 years	Assistant Commissioner	Headquarters	EDLA	Promote and advocate for the growth of existing and new agribusiness opportunities throughout the state. This is done by working with elected officials and business/state leaders at all levels to push for an efficient policy and economic development environment.
Objective 5.2.5 - Complete the Agribusiness Development application/online portal with Clemson University FSA	Increase the value of agribusiness in SC	Clint Leach	Less than 3 years	Assistant Commissioner	Headquarters	EDLA	Promote and advocate for the growth of existing and new agribusiness opportunities throughout the state. This is done by working with elected officials and business/state leaders at all levels to push for an efficient policy and economic development environment.
<b>Strategy 5.3 - Take a leading role in advocating for sound, responsible agricultural policies that encourage business growth and resource stewardship</b>							
Objective 5.3.1 - Assess all industry policies prior to the beginning of each legislative session by gathering input from at least 10 different producers	Increase the value of agribusiness in SC	Martin Eubanks / Clint Leach	Less than 3 years	Assistant Commissioners	Headquarters	AS / EDLA	Promote and advocate for the growth of existing and new agribusiness opportunities throughout the state. This is done by working with elected officials and business/state leaders at all levels to push for an efficient policy and economic development environment.
Objective 5.3.2 - Be an industry voice in communicating factual information by making policy statements to elected officials at the appropriate time	Provide factual, unbiased information which will lead to sound policy decisions	Clint Leach	Less than 3 years	Assistant Commissioner	Headquarters	EDLA	Promote and advocate for the growth of existing and new agribusiness opportunities throughout the state. This is done by working with elected officials and business/state leaders at all levels to push for an efficient policy and economic development environment.
Objective 5.3.2 - Work with regulatory and marketing program staff to review current laws, regulations, and policy to find the most efficient balance of consumer safety and a business friendly environment	Increase the value of agribusiness in SC	All Assistant Commissioners	Less than 3 years	Assistant Commissioners	Various	Various	Agency-wide

**Employee Allocation by General Appropriation Act Program (2015-16)**

<b>Agency Responding</b>	Department of Agriculture
<b>Date of Submission</b>	8/24/2016

Disclaimer: The Committee understands the number of employee equivalents are estimates from the agency. The information is acceptable as long as the agency has a logical basis, which it can explain, as to how it reached the numbers it provided.

**INSTRUCTIONS:** In this Chart, please do the following:

- (a) Consider the total number of FTE and non-FTE positions at the agency in 2015-16, which will auto-fill from the Employees Available Chart.
- (b) Then, in the column titled, "Number of physical employees working on the budget program in 2015-16," list the number of physical employees working on each budget program. These employees may spend 100%, 50% or even 10% of their time working toward accomplishing the program.
- (c) In the column titled, "Number of employee equivalents associated with the budget program in 2015-16," list the total number of employee equivalents working on the program in 2015-16. The agency may calculate the figure utilizing the method outlined in the Instructions and Examples for the Program Evaluation Report document

General Appropriation Act Program (2015-16)	Number of physical employees working on the program in 2015-16	Number of employee equivalents working on the program in 2015-16
Number of FTEs Available	121.65	
Number of Temporary Non-FTEs Available	123.212	
Number of Temporary Grant Non-FTEs Available	2	
Total Number of Employees Available	262.862	
I. Administrative Services	16	15
II. Laboratory Services	21	20.5
III. Consumer Services	35	34.5
IV. Marketing Services. A. Marketing & Promotions	13	12.5
IV. Marketing Services. B. Commodity Boards	2	2
IV. Marketing Services. C. Market Services	13	14
IV. Marketing Services. D. Inspection Services	26 + seasonal temps	26 + seasonal temps
IV. Marketing Services. E. Market Bulletin	3	2.5
V. Employee Benefits	0	0

Each year, seasonal temporary employees are hired to grade peanuts. This number fluctuates with the number of acres planted and demand from buying points. These seasonal employees are funded from other funds

**Programs and Objectives (2015-16)**

<b>Agency Responding</b>	Department of Agriculture
<b>Date of Submission</b>	8/24/2016

Disclaimer: The Committee understands amount the agency spent per objective and amount of employee equivalents that are associated with costs of each program are estimates from the agency. The information is acceptable as long as the agency has a logical basis, which it can explain, as to how it reached the numbers it provided.

**INSTRUCTIONS:** In this Chart, please do the following:

- (a) In the first two columns, the agency can copy and paste the information from the Accountability Report, "Major Programs," chart.
- (b) In the column titled, "Money Spent on Program in 2015-16," list the amount of money the agency spent on the program in 2015-16.
- (c) In the column titled, "Number of employee equivalents associated with the budget program in 2015-16," list the total number of employee equivalents working on the program in 2015-16 from the Employee Allocation by Budget Program Chart.
- (d) In the column titled, "Objective the Program Helps Accomplish," list each objective the program helps the agency accomplish. Please list only objective per row. This may require inserting additional rows between programs.
- (e) In the column titled, "Approx. amount of money spent on objective that is associated with costs from program," consider the total amount actually spent on the program and what portion of that amount was related to each objective. If the agency adds up the amounts for each associated objective, it should equal the total amount spent on the program.
- (f) In the column titled, "Approx. amount of employee equivalents utilized on objective that are associated with the program," consider the total amount of employee equivalents utilized on the program and what portion of that time was related to each objective. If the agency adds up the amounts for each associated objective, it should equal the total number of employee equivalents utilized on the program.

General Appropriation Act Programs (2015-16)	Description of Program	Money Spent on Program in 2015-16	Number of employee equivalents associated with this Program in 2015-16	Objective the Program Helps Accomplish (The agency can copy the Objective number and description from the first column of the Strategy, Objective and Responsibility Chart)  List <b>ONLY ONE</b> strategic objective per row.	Approx. amount of money spent on each objective in 2015-16 that is associated with costs from this program (if you add up the amounts for each objective it should equal the total amount spent on the program)	Approx. amount of employee equivalents in 2015-16 utilized on each objective that are associated with this program (if you add up the amounts for each objective it should equal the total amount employee equivalents for the program)
I. Administrative Services	Provides executive leadership, support, policy development and review, financial services, information technology, facilities management and other administrative services.	\$1,286,022	15	1.1.1 Place all internal agency forms on network	\$51,440.88	0.6
				1.1.2 Replace personal computers every three years	\$77,161.32	0.9
				1.1.3 Convert Wade Hampton Office phone systems to Voice Over IP (VOIP) system	\$34,293.92	0.4
				1.1.4 Equip 100% of Consumer Protection field inspectors with 4G mobile network access	\$42,867.40	0.5
				1.1.5 Work with vendors and service providers to refine current products and offer best-in-breed technology to staff	\$60,014.36	0.7
				1.2.1 Achieve 100% completion annually of the US Department of Defense Information Security Awareness Program by 31 October	\$17,146.96	0.2
				1.2.2 Have Executive and Information Technology (IT) staff participate in State of SC INFOSEC project by attending quarterly meetings or as directed by Division of Technology	\$25,720.44	0.3
				1.2.3 Implement all 13 INFOSEC policies by 2016	\$64,301.10	0.75
				1.3.1 Encourage employees to identify relevant technical training during their yearly EPMS planning stage	\$8,573.48	0.1

Programs and Objectives (2015-16)

			1.3.2 Expand training delivery platforms to be more convenient and offer options for different learning styles	\$25,720.44	0.3
			1.3.3 Offer in-house training at least quarterly	\$42,867.40	0.5
			1.3.4 Solicit suggestions for training on broad topics beneficial to all employees	\$8,573.48	0.1
			1.3.5 Encourage participation in trade groups and industry associations	\$4,286.74	0.05
			1.4.1 Complete planning stage documents within 2 months of the calendar year for all existing employees or within 1 month of hiring all new employees	\$60,014.36	0.7
			1.4.2 Evaluate and counsel 100% of employees by the end of annual, probationary, or trial period	\$51,440.88	0.6
			1.4.3 Include comments and/or personal development plan for 100% of employees	\$42,867.40	0.5
			1.5.1 Provide monthly financial reports to appropriate program staff	\$34,293.92	0.4
			1.5.2 Conduct annual Introductory and advanced training for supervisors	\$17,146.96	0.2
			1.5.3 Encourage more frequent meetings between supervisors and subordinates	\$17,146.96	0.2
			1.5.5 Review agency and departmental policies annually; edit and/or draft new policies as necessary	\$42,867.40	0.5
			1.6.1 Provide monthly financial reports to division directors for personnel and operating funds in their areas of responsibility	\$34,293.92	0.4
			1.6.2 Assistant Commissioner for Agency Operations and Director of Administration will review all agency financials monthly	\$25,720.44	0.3
			1.6.3 Expand procurement training and procedural knowledge to ensure compliance with procurement code, expand advertising scope, and diversify vendor pool	\$154,322.64	1.8
			1.6.4 Achieve a higher procurement certification to enable more in-house procurement actions and shorter processing time for new contracts	\$51,440.88	0.6
			1.7.1 Attend at least two recruitment events annually, other than those facilitated by state government	\$17,146.96	0.2
			1.7.2 Use at least three additional avenues, other than NeoGov, to advertise position vacancies over the course of the year	\$25,720.44	0.3
			1.7.3 Complete the required EEOC reporting and focus on potential areas of improvement	\$17,146.96	0.2
			1.8.1 Offer an annual health screening for all employees	\$8,573.48	0.1

Programs and Objectives (2015-16)

				1.8.2 Certify and maintain currency for 10% of strategically placed agency employees in first aid, CPR, and use of AED machines	\$4,286.74	0.05
				1.8.3 Ensure that all agency office buildings with 10 or more employees are equipped with AED machines	\$4,286.74	0.05
				1.8.4 Purchase Personal Protective Equipment (PPE) for all field personnel	\$25,720.44	0.3
				4.1.3 Respond to 100% of website Information Requests within 2 business days	\$8,573.48	0.1
				4.4.2 Organize, clean up, and increase use of the shared network drive	\$51,440.88	0.6
				4.4.3 Establish an accurate position on key issues and create consistent messaging across the agency	\$42,867.40	0.5
				4.4.4 Increase staff professional development related to communications and hot topics	\$42,867.40	0.5
				4.4.5 Newly created Communications committee to implement, evaluate, and update communications plan	\$42,867.40	0.5
II. Laboratory Services	Protects consumers from unsafe, ineffective, or fraudulent goods that may be offered for public sale; assures that goods meet acceptable standards of quality; monitors labeling; registers animal and pet foods, frozen desserts, gasoline and antifreeze; issues licenses for butterfat testers and milk samplers, grants permits to salvage food operations; issues two to three thousand licenses, permits and registrations; provides assistance regarding food safety and security in the event of a natural disaster or an accidental or international emergency related to Homeland Security.	\$1,428,696	20.5	2.1.5 Make all 42 public forms able to be submitted online	\$1,359,003.51	19.5
				2.4.7 Develop and maintain Laboratory Safety Program with 100% attendance to all safety meetings and trainings	\$69,692.49	1

Programs and Objectives (2015-16)

<p>III. Consumer Services</p>	<p>Draws samples for analysis in the SCDA's laboratories; protects the people of the state, farmers and non-farmers, from fraud by ensuring the accuracy of weights and measures; inspects food and cosmetic manufacturing and storage facilities; assures farmers that they receive full and prompt payment for the products they produce and that their stored cotton and grain crops are protected in warehouse facilities; inspects gas pumps, grocery store scales, vehicle tank meters, and liquid petroleum gas measuring devices; collects official samples of petroleum, produce, meat and feeds for laboratory analysis; licenses, bonds and audits warehouses and dealers; inspects storage facilities for sanitation compliance.</p>	<p>\$2,580,998</p>	<p>34.5</p>	<p>1.5.4 Designate training officers for all Consumer Service programs and staff</p>	<p>\$14,962.31</p>	<p>0.2</p>
				<p>2.1.1 Provide advanced classroom training, on-the-job training and continuing education courses for entire food/feed inspection team</p>	<p>\$52,368.08</p>	<p>0.7</p>
				<p>2.1.2 Hire Feed Control Official Replacement to cover feed industry inspections in SC</p>	<p>\$59,849.23</p>	<p>0.8</p>
				<p>2.1.3 Participate in the Food and Drug Administration's MFRPS by 2015</p>	<p>\$157,104.23</p>	<p>2.1</p>
				<p>2.1.4 Create 4 working and viable Memorandum for Understanding (MOUs) with other state agencies including DHEC, DNR AND SCIPH</p>	<p>\$74,811.54</p>	<p>1</p>
				<p>2.2.1 Enhance lab's credibility by becoming accredited by the National Voluntary Laboratory Accreditation Program (NVLAP)</p>	<p>\$149,623.07</p>	<p>2</p>
				<p>2.2.2 Establish a new Quality Manager Position to provide ongoing auditing and documentation of the quality assurance program</p>	<p>\$44,886.92</p>	<p>0.6</p>
				<p>2.2.3 Design and build a new metrology laboratory to meet the requirements for Echelon I metrology laboratory</p>	<p>\$149,623.07</p>	<p>2</p>
				<p>2.3.1 Establish a subject matter expert position for in-the-field assessments and knowledge exchange</p>	<p>\$44,886.92</p>	<p>0.6</p>

Programs and Objectives (2015-16)

				2.3.2 Perform routine inspections, consistent with policy, of 100% firms covered under SCDA regulatory oversight	\$1,271,796.12	17
				2.3.3 Ensure same-day follow-up communication to 100% of consumer complaints	\$149,623.07	2
				2.3.4 Continue field level supervision of Weights and Measures program for 100% of SC counties	\$149,623.07	2
				2.4.1 Collaborate and ensure open communication with other state agencies (Clemson, DOT, DHEC, DOR and APHIS, FERN, Produce Inspection) to perform routine and emergency testing	\$44,886.92	0.6
				2.4.2 Ensure technical training of 100% of new and existing staff	\$29,924.61	0.4
				2.4.3 Evaluate and track national and state organization memberships for the value gained by SCDA	\$29,924.61	0.4
				2.4.4 Develop SOPs and protocols to enhance laboratory capabilities through national and regulatory accreditation programs	\$119,698.46	1.6
				2.4.5 Increase and broaden sampling of fruits and vegetables by 10%	\$29,924.61	0.4
				2.4.6 As current positions become open, elevate prerequisites and educational level for 50% of new hires	\$7,481.15	0.1
IV. Marketing Services. A. Marketing & Promotions	Develops and implements broad-based marketing programs; provides programs and services designed to increase consumer awareness and product demand for quality South Carolina agricultural commodities; strives to improve the economic vitality of business and individuals in the industry of agriculture; encourages expansion and development of existing industries that use South Carolina agricultural commodities, both fresh and processed, to increase the marketability of locally-grown products; domestic and international marketing assistance; certifies roadside markets; promotes specialty crops and specialty products; assists small farmer and provides support for locally grown certification; promotes the green industry (nursery, greenhouse, landscape, etc); authorizes individual farmers and farmers markets to be able to accept coupons from those who are nutritionally at risk to buy fresh, unprepared produce issued in the WIC and Seniors Farmers Market Nutrition Programs.	\$4,558,048	12.5	3.1.1 Increase program membership participation by 10%	\$374,929.02	1

Programs and Objectives (2015-16)

				3.1.2 increase in-state merchandising efforts, resulting in a 5% increase in total sales of local products in retail outlets	\$337,436.12	0.9
				3.1.3 Future outreach: Grow sales in North Carolina, Virginia, and Mid-Atlantic region with key retailers by 10% in key measurable areas of fresh produce through combined radio and merchandising efforts	\$299,943.22	0.8
				3.1.4 increase event attendance by 10% and adjust future direction based on project utilization and evaluation	\$149,971.61	0.4
				3.1.5 Increase CSC brand recognition by 10%	\$262,450.31	0.7
				3.2.4 Place more resources into export market analysis, access, and development	\$374,929.02	1
				3.2.5 Explore current and new marketing events and activities	\$749,858.04	2
				3.3.4 Provide 4 training meetings for producers interested in accepting WIC/SNAP vouchers across the state during the months of November through January	\$149,971.61	0.4
				3.3.5 Continue to increase school participation in direct purchases of local product with increase in sales of 10% statewide via direct consultation and promotion efforts under Farm to School programming	\$149,971.61	0.4
				3.4.1 Create three statewide food hubs	\$149,971.61	0.4
				3.4.2 Increase the number of agritourism operations participating in SCDA programming by 10%	\$100,000.00	0.6
				3.4.3 Educate the general public, by written communication and social media, on the diverse opportunities of nontraditional agriculture, on a monthly basis	\$149,971.61	0.4
				3.4.4 Collaborate on a monthly basis with SC Department of Health and Environmental Control, Clemson University, and SC Department of Agriculture to promote farm-to-school program to current school nutrition officials and food service employees	\$37,492.90	0.1
				4.1.1 Develop strategies to reach consumers directly on internet channels with messaging one month out on major events and two weeks out on minor events	\$33,743.61	0.09
				4.1.2 Update plan for crisis management and/or regulatory enforcement events	\$3,749.29	0.01
				4.1.4 Actively use social media messaging and maintain activity level of at least two posts per day	\$18,746.45	0.05
				4.1.5 Ensure sound management of information systems used by producers in regards to market pricing in order to report at 98% accuracy	\$412,421.92	1.1

Programs and Objectives (2015-16)

				4.2.1 Increase earned media coverage year over and above 2012-13 performance results	\$18,746.45	0.05
				4.2.2 Leverage paid media to get higher return on investment	\$18,746.45	0.05
				4.2.3 Develop relationships with media statewide for key story opportunities related to positive ag news, events, etc. as they occur	\$7,498.58	0.02
				4.4.1 Public Information Office (PIO) staff should conduct visits with different program staff at least monthly	\$7,498.58	0.02
				5.1.1 Meet with five current companies to encourage them to use more SC products in their business process	\$29,850.75	0.08
				5.1.2 Create collaborations between in-state farming operations and food processors to determine supply chain opportunities	\$11,194.03	0.03
				5.1.3 Encourage new business incentives for agribusiness	\$14,925.37	0.04
				5.1.4 Engage stakeholders in the business development community to consider opportunities and overcome obstacles related to infrastructure	\$22,388.06	0.06
				5.2.1 Engage state, local, and regional alliance officials about agribusiness opportunities by meeting with state commerce officials and regional alliance directors and staff on a quarterly basis	\$29,850.75	0.08
				5.2.2 Participate in at least 7 business events and tradeshow per year	\$26,119.40	0.07
				5.2.3 Perform an annual inventory analysis on agribusiness companies who are interested in expansion in SC & Southeast USA	\$11,194.03	0.03
				5.2.4 Engage with at least three existing industry players to identify barriers to growth, promote opportunities for expansion, and encourage additional investment	\$186,567.16	0.5
				5.2.5 Complete the "Agribusiness Development" application/online portal with Clemson University PSA	\$11,194.03	0.03
				5.3.1 Assess all industry policies prior to the beginning of each legislative session by gathering input from at least 10 different producers	\$14,925.37	0.04
				5.3.2 Be an industry voice in communicating factual information by making policy statements to elected officials at the appropriate time	\$373,134.33	1
				5.3.3 Work with regulatory and marketing program staff to review current laws, regulations, and policies to find the most efficient balance of consumer safety and a business friendly environment	\$18,656.72	0.05

Programs and Objectives (2015-16)

IV. Marketing Services. B. Commodity Boards	Serves as a liaison to commodity boards, associations and the state's Agriculture Commission to aid in marketing state commodities, as well as fund various research projects relevant to the commodity.	\$1,813,116	2	3.2.1 Develop commodity specific efforts to highlight crop conditions, outlooks, and timing backed up by promotional efforts to increase overall sales in-state by 5%	\$861,230.10	0.95
				3.2.2 Fund research of new technologies, science, and best management practices for production, packaging, and processing	\$90,655.80	0.1
				3.2.3 Increase cross-promotion of, and between, commodities	\$861,230.10	0.95
IV. Marketing Services. C. Market Services	Oversees and operates the three state farmers markets in Lexington, Florence and Greenville. These markets provide central points for farmers and producers to sell their products.	\$1,539,830	14	3.3.1 Identify and prioritize critical necessary upgrades at all 3 market facilities based on consumer safety, overall appearance, and functionality	\$1,110,877.36	10.1
				3.3.2 Recruit new farmers, identify demand for new products, and align resources to meet the needs of producers and consumers	\$428,952.64	3.9
IV. Marketing Services. D. Inspection Services	Provides quality grade standards and up-to-date first-hand market news to the allied industry through a cooperative agreement with the USDA; provides grading and inspecting of poultry products and fruits and vegetables.	\$2,491,536	26	3.3.3 Develop producer Good Agricultural Practice (GAP) training and certification schedule and outreach efforts to meet needs during pre-season and production to increase GAP certified farms by 15%	\$2,491,536.00	26
IV. Marketing Services. E. Market Bulletin	Publishes the Market Bulletin which is designed as a vehicle for farmers and non-farmers to buy and sell agricultural and agricultural-related items, a resource for economic stability especially in rural areas.	\$147,643	2.5	4.3.1 Maintain subscription of 15,625	\$117,228.54	1.985
				4.3.2 Engage staff to contribute articles and photographs for all 24 issues	\$29,528.60	0.5
				4.3.3 Reduce fixed costs, excluding postage, during FY 15	\$295.29	0.005
				4.3.4 Conduct reader interest survey every three years	\$590.57	0.01

**Employee Allocation by Objective (2015-16)**

<b>Agency Responding</b>	Department of Agriculture
<b>Date of Submission</b>	8/24/2016

Disclaimer: The Committee understands the number of employee equivalents are estimates from the agency. The information is acceptable as long as the agency has a logical basis, which it can explain, as to how it reached the numbers it provided.

**INSTRUCTIONS:** In this Chart, please do the following:

- (a) Review the agency's strategic plan, which is provided in the chart based on the information from the agency's Restructuring Report.
- (b) In the column titled, "Number of employee equivalents working on the goal or objective in 2015-16," list the number of employees working toward each objective, by totaling the amounts from the Employee Allocation by Budget Program Chart.
- (c) The total number of employees working toward each goal should automatically sum based on the numbers you enter for the number of employees per objective.

<b>Strategic Plan Part and Description (2015-16)</b> <i>(i.e. Goal 1 - Insert description, Strategy 1.1 - Insert Description, Objective 1.1.1 - Insert Description)</i>	<b>Number of physical employees working on the goal or objective in 2015-16</b>	<b>Number of employee equivalents working the goal or objective in 2015-16</b>
Number of FTEs Available	121.65	
Number of Temporary Non-FTEs Available	123.212	
Number of Temporary Grant Non-FTEs Available	2	
Total Number of Employees Available	262.862	
<b>Goal 1 - Improve agency operational readiness and workforce development</b>	<b>148</b>	<b>13</b>
<i>Strategy 1.1 - Evaluate new technology products and services and implement based on cost/benefit analyses</i>	<b>11</b>	<b>3.1</b>
Objective 1.1.1 - Place all internal agency forms on the network	2	0.6
Objective 1.1.2 - Replace personal computers every three years	2	0.9
Objective 1.1.3 - Convert Wade Hampton Office phone systems to Voice Over IP (VOIP) system	3	0.4
Objective 1.1.4 - Equip 100% of Consumer Protection field inspectors with 4G mobile network access	2	0.5
Objective 1.1.5 - Work with vendors and service providers to refine current products and offer best-in-breed technology to staff	2	0.7
<i>Strategy 1.2 - Prioritize information security activities</i>	<b>5</b>	<b>1.25</b>
Objective 1.2.1 - Achieve 100% completion of the US Department of Defense Information Security Awareness Program by 31 October every year	2	0.2
Objective 1.2.2 - Have Executive and IT staff participate in State of SC INFOSEC project by attending quarterly meetings or as directed by Division of Technology	1	0.3
Objective 1.2.3 - Implement all 13 INFOSEC policies by 2016	2	0.75
<i>Strategy 1.3 - Provide more professional development opportunities for employees</i>	<b>12</b>	<b>1.05</b>
Objective 1.3.1 Encourage employees to identify relevant technical training during their yearly EPMS planning stage	4	0.1
Objective 1.3.2 - Expand training delivery platforms to be more convenient and offer options for different learning styles	2	0.3
Objective 1.3.3 - Offer in-house training at least quarterly	1	0.5
Objective 1.3.4 - Solicit suggestions for training on broad topics beneficial to all employees	1	0.1
Objective 1.3.5 - Staff will participate in trade groups and industry associations	4	0.05
<i>Strategy 1.4 - Fully utilize annual Employee Performance Management System (EPMS) as a communication tool</i>	<b>87</b>	<b>1.8</b>

**Employee Allocation by Objective (2015-16)**

Objective 1.4.1 - Complete planning stage documents within 2 months of the calendar year for all existing employees or within 1 month of hiring new employees	29	0.7
Objective 1.4.2 - Evaluate and counsel 100% of employees by the end of annual, probationary, or trial period	29	0.6
Objective 1.4.3 - Include comments and/or personal development plan for 100% of employees	29	0.5
<i>Strategy 1.5 - Empower supervisors to be better decision makers and personnel managers</i>	<b>12</b>	<b>1.5</b>
Objective 1.5.1 Provide monthly financial reports to appropriate program staff	2	0.4
Objective 1.5.2 - Conduct annual introductory and advanced training for supervisors	1	0.2
Objective 1.5.3 - Encourage more frequent meetings between supervisors and subordinates	5	0.2
Objective 1.5.4 - Designate training officers for all Consumer Service programs and staff	2	0.2
Objective 1.5.5 - Review agency and departmental policies annually; edit and/or draft new policies as necessary	2	0.5
<i>Strategy 1.6- Improve financial reporting and business procedures</i>	<b>7</b>	<b>3.1</b>
Objective 1.6.1 - Provide monthly financial reports to division directors for personnel and operating funds in their areas of responsibility	1	0.4
Objective 1.6.2 - Assistant Commissioner for Agency Operations and Director of Administration will review all agency financials monthly	2	0.3
Objective 1.6.3 - Expand procurement training and procedural knowledge to ensure compliance with procurement code, expand advertising scope, and diversify vendor pool	2	1.8
Objective 1.6.4 - Achieve a higher agency procurement certification from MMO	2	0.6
<i>Strategy 1.7 - Diversify agency workforce by EEOC categories, age, education, experience, and perspective</i>	<b>6</b>	<b>0.7</b>
Objective 1.7.1 - Attend at least two recruitment events annually	2	0.2
Objective 1.7.2 - Use at least three additional avenues, other than NeoGov, to advertise position vacancies over the course of the year	2	0.3
Objective 1.7.3 - Complete required EEOC reporting and focus on potential areas of improvement	2	0.2
<i>Strategy 1.8 - Emphasize employee health and safety on and off the job</i>	<b>8</b>	<b>0.5</b>
Objective 1.8.1 - Offer an annual health screening for all employees	1	0.1
Objective 1.8.2 - Certify and maintain currency for 10% of strategically placed agency employees in first aid, CPR, and AED	2	0.05
Objective 1.8.3 - Ensure that all agency office buildings with 10 or more employees are equipped with AED machines	1	0.05
Objective 1.8.4 - Purchase Personal Protective Equipment for all field personnel	4	0.3
<b>Goal 2 - Protect the consumers in the marketplace through compliance inspections, laboratory testing and analysis, issuing certifications, sampling, licensing, auditing, and providing commodity oversight of storage warehouses and facilities.</b>	<b>97</b>	<b>54.8</b>
<i>Strategy 2.1 - Provide food/feed safety oversight at SC food manufacturing and storage facilities through routine periodic inspections based on product types, inspection history, and risk analysis</i>	<b>16</b>	<b>24.1</b>
Objective 2.1.1 - Provide advanced classroom training, on-the-job training, and continuing education courses for entire food/feed inspection team	4	0.7
Objective 2.1.2 - Hire Feed Control Official replacement to cover feed industry inspections in SC	2	0.8
Objective 2.1.3 - Participate in the Food and Drug Administration's MFRPS by 2015	4	2.1
Objective 2.1.4 - Create 4 working and viable MOUs with other state agencies including DHEC, DNR, and SC LPH	2	1
Objective 2.1.5 - Make all 42 public forms able to be submitted online	4	19.5
<i>Strategy 2.2 - Maintain the accuracy of the state's measurement system by providing high precision calibration services to public and private sector customers at the SC Metrology Laboratory</i>	<b>11</b>	<b>4.6</b>
Objective 2.2.1 - Become accredited by the National Voluntary Laboratory Accreditation Program (NVLAP)	3	2

**Employee Allocation by Objective (2015-16)**

Objective 2.2.2 - Establish a new Quality Manager Position to provide ongoing auditing and documentation of the quality assurance program	2	0.6
Objective 2.2.3 - Design and build a new metrology laboratory to meet the requirements for an Echelon I metrology laboratory	6	2
<b>Strategy 2.3 - Provide the public with assurance that commodities purchased are the correct quantity and quality, through routine inspections of gasoline/petroleum dispensers, scales, and commodity storage facilities</b>	<b>33</b>	<b>21.6</b>
Objective 2.3.1 - Establish a subject matter expert position for in-the-field assessments and knowledge exchange	3	0.6
Objective 2.3.2 - Routinely inspect 100% of regulated firms annually	20	17
Objective 2.3.3 - Ensure same-day follow-up communication on 100% of consumer complaints	4	2
Objective 2.3.4 - Continue field level supervision of Weights and Measures program for 100% of SC Counties	6	2
<b>Strategy 2.4 - Provide the public with assurance that commodities purchased are safe, wholesome, and adhere to standards, through chemical and physical analytical analysis of food, animal feed, seed, and petroleum products</b>	<b>37</b>	<b>4.5</b>
Objective 2.4.1 - Collaborate and ensure open communication with other state agencies to perform routine and emergency testing	3	0.6
Objective 2.4.2 - Ensure technical training of 100% of new and existing staff	5	0.4
Objective 2.4.3 - Evaluate and track national and state organization memberships for the value gained by SCDA	2	0.4
Objective 2.4.4 - Develop SOPs and protocols to enhance laboratory capabilities through national and regulatory accreditation programs	4	1.6
Objective 2.4.5 - Increase and broaden sampling of fruits and vegetables in the chemical residue laboratory by 10%	19	0.4
Objective 2.4.6 - As current positions become open, elevate prerequisites and educational level for 50% of new hires	2	0.1
Objective 2.4.7 Develop and maintain Laboratory Safety Program with 100% attendance at all safety meetings and trainings	2	1
<b>Goal 3 - Promote and market South Carolina agriculture, both domestically and abroad, to increase demand for agricultural products</b>	<b>117</b>	<b>52.1</b>
<b>Strategy 3.1 - Expand Certified SC (CSC) branding program</b>	<b>28</b>	<b>3.8</b>
Objective 3.1.1 - Increase program membership by 10%	3	1
Objective 3.1.2 - Use merchandising to grow sales of local products in retail outlets by 5%	3	0.9
Objective 3.1.3 - Grow sales in NC, VA and Mid-Atlantic region with key retailers by 10% in key measurable areas of fresh produce through combined radio and merchandising efforts	3	0.8
Objective 3.1.4 - Increase event attendance by 10% and adjust future direction based on project utilization and evaluation	4	0.4
Objective 3.1.5 - Increase CSC brand recognition by 10%	15	0.7
<b>Strategy 3.2 - Expand commodity board research, promotion and education</b>	<b>27</b>	<b>5</b>
Objective 3.2.1 - Develop commodity specific strategies to highlight crop conditions, outlooks, and timing, to increase overall sales in-state by 5%	3	0.95
Objective 3.2.2 - Fund research of new technologies, science and best management practices for production, packaging and processing	2	0.1
Objective 3.2.3 - Increase cross-promotion of, and between, commodities	15	0.95
Objective 3.2.4 - Devote more resources into export market analysis, access, and development	3	1
Objective 3.2.5 - Explore current and new marketing events and activities	4	2
<b>Strategy 3.3 - Expand marketing opportunities through the State Farmers Market system, community based markets, roadside markets, and agritourism operators</b>	<b>52</b>	<b>41.8</b>

**Employee Allocation by Objective (2015-16)**

Objective 3.3.1 - Identify and prioritize critical upgrades at all 3 market facilities based on consumer safety, overall appearance, and functionality	15	10.1
Objective 3.3.2 - Recruit new farmers, identify demand for new products, and align resources to meet the needs of producers and consumers	6	4.9
Objective 3.3.3 Develop producer Good Agricultural Practice (GAP) training and certification schedule and outreach efforts during pre-season and production to increase GAP certified farms by 15%	26	26
Objective 3.3.4 - Provide 4 training meetings for producers interested in accepting WIC/SNAP vouchers across the state	2	0.4
Objective 3.3.5 - Continue to increase school participation in direct purchases of local product with increase in sales of 10% statewide	3	0.4
<i>Strategy 3.4 - Increase promotion of non-traditional agriculture</i>	<b>10</b>	<b>1.5</b>
Objective 3.4.1 - Create 3 statewide food hubs	3	0.4
Objective 3.4.2 - Increase the number of agritourism operations participating in SCDA programming by 10%	2	0.6
Objective 3.4.3 - Educate the general public on the diverse opportunities of nontraditional agriculture, on a monthly basis	3	0.4
Objective 3.4.4 - Collaborate on a monthly basis with DHEC, Clemson, USC and Department of Education to promote farm to school program to current school nutrition officials and food service employees	2	0.1
<b>Goal 4 - Provide credible and timely information to increase public awareness of the agricultural industry, and knowledge of agricultural issues</b>	<b>21</b>	<b>2.47</b>
<i>Strategy 4.1 - Ensure timely delivery of information of both producer and consumer interest</i>	<b>12</b>	<b>1.35</b>
Objective 4.1.1 - Develop strategies to reach consumers directly on internet channels with messaging one month before major events and two weeks before minor events	2	0.09
Objective 4.1.2 - Update plan for crisis management and/or regulatory enforcement events	2	0.01
Objective 4.1.3 - Respond to 100% of website information requests within 2 business days.	2	0.1
Objective 4.1.4 - Actively use social media messaging and maintain activity level of at least two posts per day	2	0.05
Objective 4.1.5 - Ensure market news reports maintain 98% accuracy	4	1.1
<i>Strategy 4.2 - Increase media coverage of agency activities and functions</i>	<b>4</b>	<b>0.12</b>
Objective 4.2.1 - Increase earned media coverage year over and above 2012-13 performance results	1	0.05
Objective 4.2.2 Leverage paid media for a higher ROI	2	0.05
Objective 4.2.3 - Develop relationships with media statewide for key story opportunities related to positive ag news and events as they occur	1	0.02
<i>Strategy 4.3 - Expand reach of Market Bulletin/Market News Service as an information vehicle and educational resource</i>	<b>10</b>	<b>2.545</b>
Objective 4.3.1 - Maintain subscription reach of 15,625	3	1.985
Objective 4.3.2 - Engage staff to contribute articles and photographs for all 24 issues	3	0.5
Objective 4.3.3 - Reduce fixed costs, excluding postage, during FY15	2	0.05
Objective 4.3.4 - Conduct reader interest survey every three years	2	0.01
<i>Strategy 4.4 - Improve internal agency communication and access to information to enhance customer service</i>	<b>11</b>	<b>2.12</b>
Objective 4.4.1 - Public Information Office staff should conduct visits with different program staff at least monthly	1	0.02
Objective 4.4.2 - Organize, clean up and increase use of the shared network drive	2	0.6
Objective 4.4.3 - Establish an accurate position on key issues and create consistent messaging across the agency	2	0.5
Objective 4.4.4 - Increase staff professional development related to communications and hot topics	2	0.5

**Employee Allocation by Objective (2015-16)**

Objective 4.4.5 - Newly created Communications committee to implement, evaluate and update communications plan	4	0.5
<b>Goal 5 - Enhance growth and expansion of the state's total agricultural product output, economic impact, and capital investment</b>	<b>28</b>	<b>2.01</b>
<i>Strategy 5.1 - Expand existing industry and increase value-added production</i>	<b>8</b>	<b>0.21</b>
Objective 5.1.1 - Help five current in-state companies use more SC products in their business process	2	0.08
Objective 5.1.2 - Create collaborations between in-state farming operations and food processors to determine supply chain opportunities	2	0.03
Objective 5.1.3 - Encourage new business incentives for agribusiness	2	0.04
Objective 5.1.4 Engage stakeholders in the business development community to consider opportunities and overcome obstacles related to infrastructure	2	0.06
<i>Strategy 5.2 - Increase agribusiness recruitment efforts</i>	<b>12</b>	<b>0.71</b>
Objective 5.2.1 - Engage state, local, and regional alliance officials about agribusiness opportunities by meeting with state commerce officials and regional alliance directors and staff on a quarterly basis	3	0.08
Objective 5.2.2 - Participate in at least 7 business events and tradeshow per year	3	0.07
Objective 5.2.3 - Perform an annual inventory analysis on agribusiness companies who are interested in expansion in SC and the Southeastern US	3	0.03
Objective 5.2.4 - Engage with at least three existing industry players to identify barriers to growth, promote opportunities for expansion, and encourage additional investment	2	0.5
Objective 5.2.5 - Complete the Agribusiness Development application/online portal with Clemson University PSA	1	0.03
<i>Strategy 5.3 - Take a leading role in advocating for sound, responsible agribusiness policies that encourage business growth and resource stewardship</i>	<b>8</b>	<b>1.09</b>
Objective 5.3.1 - Assess all industry policies prior to the beginning of each legislative session by gathering input from at least 10 different producers	1	0.04
Objective 5.3.2 - Be an industry voice in communicating factual information by making policy statements to elected officials at the appropriate time	3	1
Objective 5.3.3 - Work with regulatory and marketing program staff to review current laws, regulations, and policies to find the most efficient balance of consumer safety and a business friendly environment	4	0.05

Strategic Spending (2015-16)

<b>Agency Responding</b>	Department of Agriculture
<b>Date of Submission</b>	8/24/2016

Disclaimer: The Committee understands amount the agency budgeted and spent per goal and objective are estimates from the agency. The information is acceptable as long as the agency has a logical basis, which it can explain, as to how it reached the numbers it provided.

**INSTRUCTIONS:**

Below you will find information the agency submitted in its 2016 Restructuring Report. Please update this information to reflect the information requested as of the end of fiscal year 2015-16.

**Part A: Funds Available this past Fiscal Year (2015-16)**

(a) 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 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 had available to spend and where the agency spent the funds.

**Part B: Funds Spent this past Fiscal Year (2015-16)**

(a) The agency's objectives and unrelated purposes are listed based on the information the agency provided in the Restructuring Report. The agency will see there are new rows between "objectives" and "unrelated purposes." These new rows are intended to allow the agency to list money it spent this year that was for previously committed multiple year projects. The intent of these new rows is to separate what the agency spent toward its current objectives and what it spent toward objectives and projects from previous years, which took multiple years to pay off.

(b) Please add any information needed in the new rows (i.e., "Money previously committed for multiple years") and make any revisions necessary to ensure all unrelated purposes are listed. As a reminder, 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.).

(c) Finally, review and revise the amounts spent from each funding source on the agency objectives, money previously committed for multiple years and unrelated purposes so it reflects how much the agency actually spent on each and fill in the information requested in the remaining rows. Remember, in each row, you need to provide the total of all the values from the different funding sources for that row.

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

What is the source of funds? (insert as many columns as needed, just make sure to total everything in the last column)	Totals	Administrative Services	Consumer Protection	Marketing Services	Market Bulletin	Agribusiness/Economic Development
State, other or federal funding?	n/a	State & Other	State and Other	State, Other, Federal	Other	State
Recurring or one-time?	n/a	Recurring	Recurring and one-time	Recurring and one-time	Recurring	Recurring
<b>\$ From Last Year Available to Spend this Year</b>						
Amount available at end of previous fiscal year	\$5,424,005	\$77,693	\$259,299	\$5,058,334	\$28,679	\$0
Amount available at end of previous fiscal year that agency can actually use this fiscal year:	\$5,424,005	\$77,693	\$259,299	\$5,058,334	\$28,679	\$0
If the amounts in the two rows above are not the same, explain why:	n/a	Amounts are the same	Amounts are the same	Amounts are the same	Amounts are the same	Amounts are the same
<b>\$ Received this Year</b>						
Amount budgeted to receive in this fiscal year:	\$18,957,547	\$1,427,847	\$3,920,224	\$12,722,776	\$136,700	\$750,000
Amount actually received this fiscal year:	\$18,100,566	\$1,257,106	\$3,938,169	\$12,011,193	\$144,098	\$750,000
If the amounts in the two rows above are not the same, explain why:	n/a	Lower revenue for PMC rent than expected	Increased revenue for several programs.	Less Revenue received in commodity boards due to flooding of crops.	Increase in number of subscribers	N/A
<b>Total Actually Available this Year</b>						

**Strategic Spending (2015-16)**

Total amount 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)	\$23,524,570	\$1,334,799	\$4,197,468	\$17,069,527	\$172,777	\$750,000
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Additional Explanations regarding Part A: *Insert any additional explanations the agency would like to provide related to the information it provided above.*

**PART B - Funds Spent this past Fiscal Year (2015-16)**

What is the source of funds? (insert as many columns as needed, just make sure to total everything in the last column)	Totals	Administrative Services	Consumer Protection	Marketing Services	Market Bulletin	Agribusiness/Economic Development
State, other or federal funding?	n/a	State & Other	State and Other	State, Other, Federal	Other	State
Recurring or one-time?	n/a	Recurring	Recurring and one-time	Recurring and one-time	Recurring	Recurring
What are the external restrictions (from state or federal government, grant issuer, etc.) if any, on how the agency was able to spend the funds from this source:	n/a	No	No	No	No	No
Were expenditure of funds tracked through SCEIS? (if no, state the system through which they are recorded so the total amount of expenditures could be verified, if needed)	n/a	Yes	Yes	Yes	Yes	Yes
<b>Total amount available to spend</b>	\$23,524,570	\$1,334,799	\$4,197,468	\$17,069,527	\$172,777	\$750,000
<b>Where Agency Spent Money - Current Objectives</b>						
Goal 1: Improve agency operational readiness and workforce development:	\$1,281,482	\$881,482	\$150,000	\$250,000	\$0	\$0
Goal 2: Protect the consumers in the marketplace through compliance inspections, laboratory testing and analysis, issuing certifications, sampling, licensing, auditing and providing community oversight of starge warehouses and facilities:	\$6,355,758	\$0	\$3,859,694	\$2,496,064	\$0	\$0
Goal 3: Promote and market South Carolina agriculture, both domestically and abroad, to increase demand for agricultural products and to enhance growth and expansion of the state's total agricultural product output, economic impact and capital investment:	\$4,923,902	\$0	\$0	\$4,723,902	\$0	\$200,000
Goal 4: Provide credible and timely information and increase public awareness of the overall impact of the agricultural industry:	\$702,183	\$404,540	\$0	\$150,000	\$147,643	\$0
Goal 5: Enhance growth and expansion of the state's total agricultural product output, economic impact and capital investment:	\$4,312,562	\$0	\$0	\$3,762,562	\$0	\$550,000

**Strategic Spending (2015-16)**

<b>Total Spent on Current Objectives:</b>	\$17,575,887	\$1,286,022	\$4,009,694	\$11,382,528	\$147,643	\$750,000
<b>Where Agency Spent Money - Money previously committed for multiple years</b>						
<i>Example - Continental Tire Recruitment Grant (agreement requires State pay income taxes for the company until 2020)</i>						
<i>Insert any additional money previously committed</i>						
<b>Where Agency Spent Money - Unrelated Purpose (pass through or other purpose unrelated to agency's strategic plan)</b>						
<i>Unrelated Purpose #1: Renewable Energy</i>	\$19,668	\$0	\$0	\$19,668	\$0	\$0
<i>Unrelated Purpose #2: Gateway Project</i>	\$500,000	\$0	\$0	\$500,000	\$0	\$0
<i>Unrelated Purpose #3: No More Homeless Pets</i>	\$46,922	\$0	\$0	\$46,922	\$0	\$0
<i>Insert any additional unrelated purposes</i>						
<b>Total Spent on Unrelated Purposes:</b>	\$566,590					
<b>Total Spent</b>	\$18,142,477	\$1,286,022	\$4,009,694	\$11,949,118	\$147,643	\$750,000
<b>Amount Remaining</b>						
<b>Funds budgeted for use in subsequent years (i.e. when grant or other money received all at once, but intended to be spent over multiple years)</b>						
<i>Example - WIOA 3 year funds budgeted for use in next two fiscal years</i>						
<b>Funds budgeted for use in subsequent years</b>						
<b>Cash Balance Remaining, minus funds budgeted for use in subsequent years</b>	\$5,382,093	\$48,777	\$187,774	\$5,120,409	\$25,134	\$0
<b>Additional Explanations regarding Part B:</b>	<i>Insert any additional explanations the agency would like to provide related to the information it provided above.</i>					

Performance Measures

Agency Responding	Department of Agriculture
Date of Submission	8/24/2016

**INSTRUCTIONS:** In this Chart, please do the following:  
 (a) Notice there are three blank template charts. One for Program Measure #1, Program Measure #2, and Program Measure #3. Count the total number of performance measures the agency utilizes. Then, copy and paste the blank templates as many times as needed so the agency has a blank one for each agency performance measure. Finally, fill in the blanks for each performance measure.  
 (b) In the column titled, "Performance Measure," enter the performance measure just like the agency did in the Accountability report.  
 (c) In the column titled, "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 at the top of the chart).  
 (d) In the column titled, "Related to the following at the agency," select which of the following performance measures most relates to, which are included in a drop down menu.  
 i. Mission effectiveness (i.e., a process characteristic indicating the degree to which the process output (work product) conforms to statutory requirements (i.e., is the agency doing the right things?))  
 ii. Mission efficiency (i.e., a process characteristic indicating the degree to which the process produces the required output at minimum resource cost (i.e., is the agency doing things right?))  
 iii. Quality (i.e., degree to which a deliverable (product or service) meets customer requirements and expectations (a customer is defined as an actual or potential user of the agency's products or services))  
 iv. Operational efficiency and work system performance (includes measures related to the following: innovation and improvement results; improvements to cycle or wait times; supplier and partner performance; and results related to emergency drills or exercises)  
 (e) In the column titled, "Agency selected; Required by State; or Required by Federal," 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.  
 (f) In the next set of columns 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. 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."  
 (g) Note: Benchmarks are goals to aim for. Agencies choose benchmarks based on standards within their industry. For instance, the agency might look to peak performers in their industry and set their targets so that the agency can work to incrementally reach those peak performers. In the Column labeled, "Benchmark," list the peak performers or other data the agency referenced when setting its target.

**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/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.

Performance Measure #1	Type of Measure	Related to the following at the agency	Agency selected; Required by State; or Required by Federal	Associated Objectives
Number of Certified SC members	Outcome Measure	Mission Effectiveness	Agency Selected	3.1.1, 3.1.2, 3.1.3, 3.1.5

Why was this performance measure chosen?	2011-12 Actual Results	2012-13 Actual Results	2013-14 Actual Results	Was 2014-15 target standard, moderate, or stretch challenge?	2014-15 Target Results	2014-15 Actual Results	Benchmark for 2015-16 target results	Was 2015-16 target standard, moderate, or stretch challenge?	2015-16 Target Results	2015-16 Actual Results	Benchmark for 2016-17 target results	Is 2016-17 target standard, moderate, or stretch challenge?	2016-17 Target Results
The Certified SC Grown program is a key component of adhering to the agency's mission through the goal of promoting and marketing SC agriculture to increase the demand for agricultural products. Tracking the number of program members allows us to monitor our promotional efforts through the demand for local products.		1471	1594	standard	1753	1906	It's Got to be NC	standard	1950		n/a	n/a	n/a

Performance Measure #2	Type of Measure	Related to the following at the agency	Agency selected; Required by State; or Required by Federal	Associated Objectives
Volume percent of local product sales (select categories) in retail outlets	Outcome Measure	Mission Effectiveness	Agency Selected	3.1.2, 3.1.5, 3.2.6

Why was this performance measure chosen?	2011-12 Actual Results	2012-13 Actual Results	2013-14 Actual Results	Was 2014-15 target standard, moderate, or stretch challenge?	2014-15 Target Results	2014-15 Actual Results	Benchmark for 2015-16 target results	Was 2015-16 target standard, moderate, or stretch challenge?	2015-16 Target Results	2015-16 Actual Results	Benchmark for 2016-17 target results	Is 2016-17 target standard, moderate, or stretch challenge?	2016-17 Target Results
This allows us to track the progress of many programs at once, as increasing local product sales is part of one of the primary goals of the agency.		10%	17%	standard	22%	19%		standard	22%		n/a	n/a	n/a

Performance Measure #3	Type of Measure	Related to the following at the agency	Agency selected; Required by State; or Required by Federal	Associated Objectives
Number of attendees at Certified SC events	Outcome Measure	Quality (Customer Satisfaction)	Agency Selected	3.1.4, 3.1.5

Performance Measures

Why was this performance measure chosen?	2011-12 Actual Results	2012-13 Actual Results	2013-14 Actual Results	Was 2014-15 target standard, moderate, or stretch challenge?	2014-15 Target Results	2014-15 Actual Results	Benchmark for 2015-16 target results:	Was 2015-16 target standard, moderate, or stretch challenge?	2015-16 Target Results	2015-16 Actual Results	Benchmark for 2016-17 target results:	Is 2016-17 target standard, moderate, or stretch challenge?	2016-17 Target Results:
Certified SC events are designed to raise awareness of SC agriculture and local products. Tracking the number of attendees helps the agency know which events are a good use of resources and which events need improvement or elimination.		190,000	214,000	standard	235,400	226,600		standard	235,400		n/a	n/a	n/a

Performance Measure #4	Type of Measure:	Related to the following at the agency:	Agency selected, Required by State, or Required by Federal:	Associated Objectives
CSC brand recognition	Outcome Measure	Mission Effectiveness	Agency Selected	3.1.1, 3.1.2, 3.1.3, 3.1.4, 3.1.5

Why was this performance measure chosen?	2011-12 Actual Results	2012-13 Actual Results	2013-14 Actual Results	Was 2014-15 target standard, moderate, or stretch challenge?	2014-15 Target Results	2014-15 Actual Results	Benchmark for 2015-16 target results:	Was 2015-16 target standard, moderate, or stretch challenge?	2015-16 Target Results	2015-16 Actual Results	Benchmark for 2016-17 target results:	Is 2016-17 target standard, moderate, or stretch challenge?	2016-17 Target Results:
This is a key measurement of progress in achieving the agency's goal of increasing the demand for SC agricultural products.		38%	60%	moderate	66%	64%		standard	66%		n/a	n/a	n/a

Performance Measure #5	Type of Measure:	Related to the following at the agency:	Agency selected, Required by State, or Required by Federal:	Associated Objectives
Percent of website Public Information Requests answered within 2 days	Efficiency Measure	Operational/Work System Performance	Agency Selected	4.1.3, 4.1.4

Why was this performance measure chosen?	2011-12 Actual Results	2012-13 Actual Results	2013-14 Actual Results	Was 2014-15 target standard, moderate, or stretch challenge?	2014-15 Target Results	2014-15 Actual Results	Benchmark for 2015-16 target results:	Was 2015-16 target standard, moderate, or stretch challenge?	2015-16 Target Results	2015-16 Actual Results	Benchmark for 2016-17 target results:	Is 2016-17 target standard, moderate, or stretch challenge?	2016-17 Target Results:
SCDA places a high value on customer service, and this measurement helps us track public interaction, particularly with non-industry related consumers.	Agency did not use PM during this year	Agency did not use PM during this year	Agency did not use PM during this year	Agency did not use PM during this year	Agency did not use PM during this year	Agency did not use PM during this year		stretch	99%		n/a	n/a	n/a

Performance Measure #6	Type of Measure:	Related to the following at the agency:	Agency selected, Required by State, or Required by Federal:	Associated Objectives
Market Bulletin subscription reach	Output Measure	Quality (Customer Satisfaction)	Agency Selected	4.3.1, 4.3.2, 4.3.3, 4.3.4

Why was this performance measure chosen?	2011-12 Actual Results	2012-13 Actual Results	2013-14 Actual Results	Was 2014-15 target standard, moderate, or stretch challenge?	2014-15 Target Results	2014-15 Actual Results	Benchmark for 2015-16 target results:	Was 2015-16 target standard, moderate, or stretch challenge?	2015-16 Target Results	2015-16 Actual Results	Benchmark for 2016-17 target results:	Is 2016-17 target standard, moderate, or stretch challenge?	2016-17 Target Results:
Number of Market Bulletin subscribers is the best way to measure demand for this product.		17,000	16,289	stretch	16,000	15,625		stretch	16,000		n/a	n/a	n/a

Performance Measure #7	Type of Measure:	Related to the following at the agency:	Agency selected, Required by State, or Required by Federal:	Associated Objectives
Percent of counties with access to Field Level Supervision of Weights and Measures program	Output Measure	Operational/Work System	Agency Selected	2.3.4

Performance Measures

Why was this performance measure chosen?	2011-12 Actual Results	2012-13 Actual Results	2013-14 Actual Results	Was 2014-15 target standard, moderate, or stretch challenge?	2014-15 Target Results	2014-15 Actual Results	Benchmark for 2015-16 target results	Was 2015-16 target standard, moderate, or stretch challenge?	2015-16 Target Results	2015-16 Actual Results	Benchmark for 2016-17 target results	Is 2016-17 target standard, moderate, or stretch challenge?	2016-17 Target Results
This helps the agency track availability of a top consumer protection service.		50%	100%	moderate	100%	100%		moderate	100%		n/a	n/a	n/a

Performance Measure #8	Type of Measure	Related to the following at the agency:	Agency selected, Required by State, or Required by Federal:	Associated Objectives
Percent of consumer protection requests and complaints with same-day follow-up communication.	Efficiency Measure	Operational/Work System Performance	Agency Selected	2.3.3

Why was this performance measure chosen?	2011-12 Actual Results	2012-13 Actual Results	2013-14 Actual Results	Was 2014-15 target standard, moderate, or stretch challenge?	2014-15 Target Results	2014-15 Actual Results	Benchmark for 2015-16 target results	Was 2015-16 target standard, moderate, or stretch challenge?	2015-16 Target Results	2015-16 Actual Results	Benchmark for 2016-17 target results	Is 2016-17 target standard, moderate, or stretch challenge?	2016-17 Target Results
This provides records of agency responsiveness to programs that comprise a primary mission component.	Agency did not use PM during this year	Agency did not use PM during this year	Agency did not use PM during this year	stretch	100%	95%		stretch	100%		n/a	n/a	n/a

Performance Measure #9	Type of Measure	Related to the following at the agency:	Agency selected, Required by State, or Required by Federal:	Associated Objectives
Percent of inspections of firms covered under SCD's oversight.	Outcome Measure	Mission Efficiency	Agency Selected	2.3.2

Why was this performance measure chosen?	2011-12 Actual Results	2012-13 Actual Results	2013-14 Actual Results	Was 2014-15 target standard, moderate, or stretch challenge?	2014-15 Target Results	2014-15 Actual Results	Benchmark for 2015-16 target results	Was 2015-16 target standard, moderate, or stretch challenge?	2015-16 Target Results	2015-16 Actual Results	Benchmark for 2016-17 target results	Is 2016-17 target standard, moderate, or stretch challenge?	2016-17 Target Results
This ensures that the agency performs timely routine inspections, consistent with policy.		80%	80%	stretch	100%	80%		stretch	100%		n/a	n/a	n/a

Performance Measure #10	Type of Measure	Related to the following at the agency:	Agency selected, Required by State, or Required by Federal:	Associated Objectives
Percent of fruits and vegetables sampled by chemical residue laboratory.	Input/Activity Measure	Operational/Work System Performance	State	2.4.5

Why was this performance measure chosen?	2011-12 Actual Results	2012-13 Actual Results	2013-14 Actual Results	Was 2014-15 target standard, moderate, or stretch challenge?	2014-15 Target Results	2014-15 Actual Results	Benchmark for 2015-16 target results	Was 2015-16 target standard, moderate, or stretch challenge?	2015-16 Target Results	2015-16 Actual Results	Benchmark for 2016-17 target results	Is 2016-17 target standard, moderate, or stretch challenge?	2016-17 Target Results
This tracks progress of the objective on increasing and broadening sampling of fruits and vegetables by 10%.	Agency did not use PM during this year	Agency did not use PM during this year	Agency did not use PM during this year	moderate	10% Increase	23% Decrease		moderate	10% Increase		n/a	n/a	n/a

Performance Measure #11	Type of Measure	Related to the following at the agency:	Agency selected, Required by State, or Required by Federal:	Associated Objectives
Percent of staff receiving technical (related to job function) training.	Efficiency Measure	Mission Efficiency	Agency Selected	2.4.2, 1.3.1, 1.3.2

Performance Measures

Why was this performance measure chosen?	2011-12 Actual Results	2012-13 Actual Results	2013-14 Actual Results	Was 2014-15 target standard, moderate, or stretch challenge?	2014-15 Target Results	2014-15 Actual Results	Benchmark for 2015-16 target results:	Was 2015-16 target standard, moderate, or stretch challenge?	2015-16 Target Results	2015-16 Actual Results	Benchmark for 2016-17 target results:	Is 2016-17 target standard, moderate, or stretch challenge?	2016-17 Target Results:
This performance measure ensures that consumers are receiving services from highly qualified individuals.		80%	90%	stretch	100%	96%		stretch	100%		n/a	n/a	n/a

Performance Measure #12	Type of Measure:	Related to the following at the agency:	Agency selected, Required by State, or Required by Federal:	Associated Objectives
Percent of open positions with newly increased prerequisites and education requirements.	Outcome Measure	Operational/Work System Performance	State	2.4.6

Why was this performance measure chosen?	2011-12 Actual Results	2012-13 Actual Results	2013-14 Actual Results	Was 2014-15 target standard, moderate, or stretch challenge?	2014-15 Target Results	2014-15 Actual Results	Benchmark for 2015-16 target results:	Was 2015-16 target standard, moderate, or stretch challenge?	2015-16 Target Results	2015-16 Actual Results	Benchmark for 2016-17 target results:	Is 2016-17 target standard, moderate, or stretch challenge?	2016-17 Target Results:
This ensures the agency is continuously raising the caliber of positions and employees.	Agency did not use PM during this year.	Agency did not use PM during this year.	20%	stretch	50%	30%		stretch	50%		n/a	n/a	n/a

Performance Measure #13	Type of Measure:	Related to the following at the agency:	Agency selected, Required by State, or Required by Federal:	Associated Objectives
Percent of planning staging documents completed within 2 months of the calendar year for existing employees and within 1 month of hiring new employees.	Efficiency Measure	Operational/Work System	State	1.4.1

Why was this performance measure chosen?	2011-12 Actual Results	2012-13 Actual Results	2013-14 Actual Results	Was 2014-15 target standard, moderate, or stretch challenge?	2014-15 Target Results	2014-15 Actual Results	Benchmark for 2015-16 target results:	Was 2015-16 target standard, moderate, or stretch challenge?	2015-16 Target Results	2015-16 Actual Results	Benchmark for 2016-17 target results:	Is 2016-17 target standard, moderate, or stretch challenge?	2016-17 Target Results:
This measures the efficiency of agency administration and places a high priority on employee development.	Agency did not use PM during this year.	Agency did not use PM during this year.	Agency did not use PM during this year.	stretch	100%	80%		stretch	100%		n/a	n/a	n/a

Performance Measure #14	Type of Measure:	Related to the following at the agency:	Agency selected, Required by State, or Required by Federal:	Associated Objectives
Percent of employees counseled by the end of annual, probationary, or trial period.	Output Measure	Operational/Work System	Agency Selected	1.4.2

Why was this performance measure chosen?	2011-12 Actual Results	2012-13 Actual Results	2013-14 Actual Results	Was 2014-15 target standard, moderate, or stretch challenge?	2014-15 Target Results	2014-15 Actual Results	Benchmark for 2015-16 target results:	Was 2015-16 target standard, moderate, or stretch challenge?	2015-16 Target Results	2015-16 Actual Results	Benchmark for 2016-17 target results:	Is 2016-17 target standard, moderate, or stretch challenge?	2016-17 Target Results:
This measures the efficiency of agency administration and places a high priority on employee development.	Agency did not use PM during this year.	Agency did not use PM during this year.	Agency did not use PM during this year.	stretch	100%	90%		stretch	100%		n/a	n/a	n/a

Performance Measure #15	Type of Measure:	Related to the following at the agency:	Agency selected, Required by State, or Required by Federal:	Associated Objectives
Percent of full-time employees receiving a personal development plan.	Output Measure	Operational/Work System	Agency Selected	1.4.3

Performance Measures

Why was this performance measure chosen?	2011-12 Actual Results	2012-13 Actual Results	2013-14 Actual Results	Was 2014-15 target standard, moderate, or stretch challenge?	2014-15 Target Results	2014-15 Actual Results	Benchmark for 2015-16 target results	Was 2015-16 target standard, moderate, or stretch challenge?	2015-16 Target Results	2015-16 Actual Results	Benchmark for 2016-17 target results	Is 2016-17 target standard, moderate, or stretch challenge?	2016-17 Target Results
This measures the efficiency of agency administration and places a high priority on employee development.	Agency did not use PM during this year	Agency did not use PM during this year	Agency did not use PM during this year	stretch	100%	53%		stretch	100%		n/a	n/a	n/a

Performance Measure #16	Type of Measure	Related to the following at the agency?	Agency selected, Required by State, or Required by Federal?	Associated Objectives
Agribusiness identified for possible recruitment	Efficiency Measure	Quality (Customer Satisfaction)	Agency Selected	5.2.1, 5.2.2, 5.2.3, 5.2.4, 5.2.5

Why was this performance measure chosen?	2011-12 Actual Results	2012-13 Actual Results	2013-14 Actual Results	Was 2014-15 target standard, moderate, or stretch challenge?	2014-15 Target Results	2014-15 Actual Results	Benchmark for 2015-16 target results	Was 2015-16 target standard, moderate, or stretch challenge?	2015-16 Target Results	2015-16 Actual Results	Benchmark for 2016-17 target results	Is 2016-17 target standard, moderate, or stretch challenge?	2016-17 Target Results
Recruiting agribusinesses to SC is a key strategy to increasing the industry's economic impact. This performance measure tracks progress.			3	4 moderate	6	4		moderate	6		n/a	n/a	n/a

Performance Measure #17	Type of Measure	Related to the following at the agency?	Agency selected, Required by State, or Required by Federal?	Associated Objectives
Number of producers reached	Input/Activity Measure	Mission Efficiency	Agency Selected	5.3.1, 4.1.3, 4.1.4, 4.1.5

Why was this performance measure chosen?	2011-12 Actual Results	2012-13 Actual Results	2013-14 Actual Results	Was 2014-15 target standard, moderate, or stretch challenge?	2014-15 Target Results	2014-15 Actual Results	Benchmark for 2015-16 target results	Was 2015-16 target standard, moderate, or stretch challenge?	2015-16 Target Results	2015-16 Actual Results	Benchmark for 2016-17 target results	Is 2016-17 target standard, moderate, or stretch challenge?	2016-17 Target Results
This performance measure applies to several objectives associated with expanding the agribusiness industry.	Agency did not use PM during this year	Agency did not use PM during this year	10	moderate	10	10		moderate	10		n/a	n/a	n/a