

AGENCY NAME:	South Carolina Department of Agriculture		
AGENCY CODE:	P16	SECTION:	44



Fiscal Year 2014-15 Accountability Report

SUBMISSION FORM



Our mission is 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.

Please identify your agency's preferred contacts for this year's accountability report.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
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I have reviewed and approved the enclosed FY 2014-15 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN/DATE): (TYPE/PRINT NAME):	 9-14-15
	Hugh E. Weathers

BOARD/CMSN CHAIR (SIGN/DATE): (TYPE/PRINT NAME):	n/a

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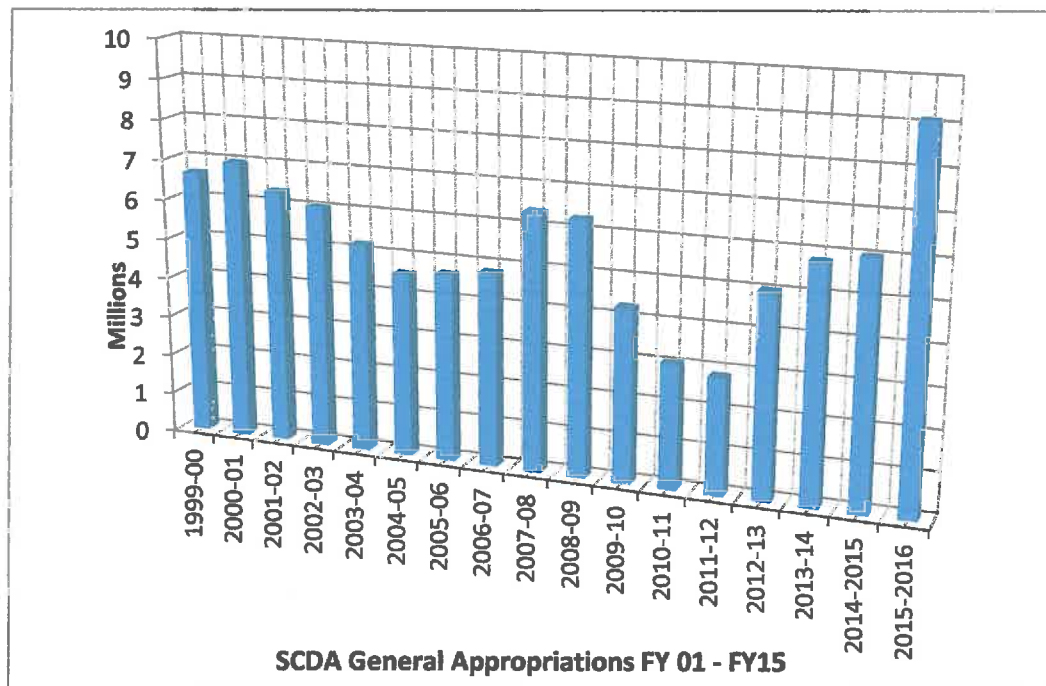
AGENCY'S DISCUSSION AND ANALYSIS

The South Carolina Department of Agriculture (SCDA) is organized into four divisions generally aligned by goals, in pursuit of one mission. The divisions are: Agency Operations, Consumer Protection, Agricultural Services, and External Affairs and Economic Development. The Strategic Planning Template reflects this loose alignment of goals with divisions, while also showing how the entire agency works together towards achievement of these goals through overlapping strategies, objectives, and performance measures.

Agency Operations

Agency Operations includes Administration, Human Resources, and Public Information. Administration includes Agency Services, Finance, and Information Technology program areas.

The Administration program area is striving to improve financial reporting to the Commissioner, Division Directors, and Field Supervisors. To do so, the Finance area works to coordinate the flow of funds with the agency mission. The budget must translate to each department how much personnel and operating money is budgeted, encumbered, expended, and the remaining amounts available to spend. Staff helps supervisors plan for larger expenditures and visualize how these needs fit into the scope of their annual budget. Administration has improved its financial reporting to the Commissioner, Division Directors, and Field Supervisors to help them better understand the agency's financial standing monthly. Administration has saved SCDA approximately \$5,000 over the course of the year by cancelling agency phone numbers no longer in use. This program area has also begun working on improved internal guidelines for agency personnel to better understand SCDA and the State's procurement laws and regulations.



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In the Information Technology Services (ITS) Program Area, the main strategy is to evaluate new technology products and services by performing a cost/benefit analysis. SCDA has redesigned its website to have a more modern feel that will help users access the information they are seeking with more ease and fewer clicks. SCDA equipped all inspectors with smartphones and mobile internet services in order to speed-up information flow, and reduce redundant data entry, travel time and postage cost. ITS is committed to increasing implementation of “green” technologies at the agency, from replacing older computers with energy star efficient versions to encouraging users to store information on the network drive in order to reduce paper copying. During the past two years, the agency focused more on information security by participating in the State of South Carolina INFOSEC project. In fact, six new policies have been implemented. Also, network infrastructure and hardware have been moved to a more secure location and much of this equipment has been updated. The agency continues to work closely with the Division of Technology Operations (DTO) to ensure that the agency network files are held safely, as well as mandating that all employees go through IT Security Training each year.

In the Human Resources Department, efforts are aimed at hiring and retaining quality employees and encouraging professional development. In FY15, SCDA had 27 full-time, 1 time-limited and 10 (for 84 positions) temporary job postings. Several job sites were utilized, including NeoGov, SC Works, Clemson Job Link, USC Job Mate, Indeed.com, Goodwill Job Link Center, Craigslist and AgCareers.com, and SC PRSA (USC Alumni Association). In addition, HR staff attended a job fair at Greenville Tech. Our agency had an 89.3% level of goal attainment in Equal Employment Opportunity Commission, which is up 1% from FY14. All SCDA supervisors attended a 2-day session of “Best Supervisory Practices.” 25 employees also attended Driver-Improvement training, which will continue to train additional employees in FY16. SCDA had 100% completion rate for EPMS reviews resulting in zero “meets by default” ratings.

The Public Information Department leads efforts to provide accurate, unbiased, and timely information often of consumer interest and increase public awareness of the overall impact of the agriculture industry. Each public information request received through the SCDA website is answered within 2 days. In addition, SCDA maintains 4 social media accounts - Certified South Carolina Facebook, South Carolina Farmers Market Facebook, Certified SC Grown Twitter, and South Carolina Department of Agriculture Facebook - with an objective of composing at least two posts per day. SCDA is also developing and implementing a communications plan to ensure a uniform and strategic approach to agency communications, both internal and external. This will allow the agency to be more cohesive in disseminating public information across all divisions and more proactive in media relations.

The *Market Bulletin* is published twice monthly and offers a place for readers to post agricultural items for sale, and for the agency to communicate events, activities, and items of consumer interest. The majority of readers are 45 years or older, and less than 1,500 of the total 15,625 subscribers receive an online version. Based on this information from periodic reader interest surveys, eliminating the paper subscription is currently not an option.

In the upcoming fiscal year, Agency Operations will focus on employee development and training including, but not limited to, finance/procurement continuing education, IT technical training, driver improvement training, and red cross certification., In addition, in order to retain and attract highly qualified employees, the division will work to raise SCDA salaries to the level of other SC state agencies.

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Consumer Protection

The Consumer Protection Division is comprised of four departments: Laboratory Services, Metrology Services, Food and Feed Safety Inspection, and Consumer Services. To comply with its legislative charge, the goal of the Consumer Protection Division is to protect the consumers and buying public in SC through routine food/feed/fuel inspections, laboratory testing and analysis, variety of industry certifications, product sampling, licensing, auditing and commodity oversight of storage warehouses and facilities.

The division is structured to provide inspections and analytical capabilities (chemical and physical) necessary to administer and enforce laws and regulations. The agency regulates the production, storage, handling, safety and sale of food for human consumption; animal feed; seed sold for agriculture and gardening; and petroleum products sold for heating or automotive uses. This work is performed in the Feed Laboratory, Food Laboratory, Pesticide/Chemical Residue Laboratory, Seed Laboratory, Food/Feed Safety Inspection, Weight and Measuring Device Inspection, and Agricultural Commodity Inspection. The efficiency of the testing and analytical efforts is reflected in the number of analyses performed annually. The number of fruit and vegetable samples was lower in FY15 due to the installation, calibration, and testing of new equipment, which shut the lab down for 6-8 weeks. This number is expected to return to the target value in FY16.

In FY15, Consumer Protection has emphasized hiring and training the best employees possible. Advanced classroom training, on-the-job training, and continuing education courses have been utilized, including additional online training that was required to maintain food safety contract and be eligible for the Food and Drug Administration's Manufactured Food Regulatory Program Standards (MFRPS). The educational requirements and prerequisites for new hires have been raised. This will continue to be a priority in FY16, as well as a focus on consumer and employee safety. Several large scale trucks that are required to carry out legislatively-mandated consumer protection functions pose a safety hazard and will need to be replaced.

Division leadership is continuing to evaluate membership affiliations and accreditations to determine value to the agency and its constituents. SCDA pursued and received a federal award to achieve MFRPS, which will align the state inspection program with national standards; thus furthering credibility, regulatory knowledge, and expertise for both agencies and the regulated businesses.

The Division's Metrology Laboratory maintains the State's standards for mass and volume and provides calibration services that are traceable to the National Institute of Standards and Technology (NIST). The Quality Manager position in the Metrology Department will help the metrology unit continue operating at Echelon 1 status and provide the means to achieve participation in the National Volunteer Laboratory Accreditation Program. The Metrology Laboratory maintains the accuracy of equipment used by the department's field inspectors and for measuring device service companies ensuring measurement equity in the market place. Calibration services are available to public customers at no charge and to private industries for an attractive fee. The laboratory supports local governments and businesses in all parts of the state including a number of the state's largest employers. This laboratory also calibrates the measuring devices used by the agency's Weights and Measures program to check for accuracy. In FY15, the General Assembly allocated funds to construct a new Metrology Laboratory that will be more up-to-date and able to handle a larger amount of business. It is currently in the architecture and engineering phase.

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Consumer Protection will also work to acquire a full-time employee to manage the agency's responsibilities as part of the State Emergency Response Team (SERT). This person will be dedicated for training, response, and recovery. SCDA is designated as a supporting agency for Emergency Support under the South Carolina Emergency Management Division, Functions 11 (Food Service) and 17 (Animal and Agriculture Emergency Response). This includes periodic exercise, training, and reviewing operations plan.

Agricultural Services

Agricultural Services Division is made up of Marketing; Fruit, Vegetable and Commodity Inspection; Market News Programs; and State Farmers Markets. FY 15 saw many successful new promotional efforts across the Marketing Department and growth in most service areas of the Inspection Department. In addition, activities were expanded across the state at farmers markets, community based markets, and local school districts. Program efforts to assist farmers in Good Agricultural Practices (GAP) certification received excellent demand at the farm level, as did training efforts for farmers accepting WIC/SNAP Vouchers at markets across the state.

Certified South Carolina (CSC) continues to show positive growth and an increase in brand recognition. Membership from farm producers, distributors, wholesalers, and retailers continues to increase. CSC currently boasts over 1,900 members, and Fresh on the Menu has 300 members. Exciting new media efforts have created spotlights on the agricultural industry and the CSC brand. The Certified SC Grown Palmetto Series was launched in August 2015 as a partnership between SCDA, University of South Carolina, and Clemson University. This is part of SCDA's plan to increase CSC brand recognition, by encouraging fans to look for the Certified logo and shop locally for their tailgating needs and more. SCDA has already been involved with athletics through the Certified SC Grown Player of the Week program, and the Palmetto Series is a natural extension of our involvement. CSC will be promoted at all head-to-head matchups, as well as the Palmetto Series website, Facebook, Twitter, and Instagram. Palmetto Series point of purchase materials and signage are being placed in grocery stores to further highlight local products.

To support membership and media efforts, merchandising strategies were introduced across categories in retail food stores across South Carolina. Over 510 stores were merchandized in produce, meat, grocery, dairy, and deli areas with CSC point of purchase materials. South Carolina lost some 50 stores in 2013-14 because of consolidations and mergers, but SCDA is still working with out of state stores.

Major consumer promotion events increased significantly this year. The three seasonal Plant and Flower Shows are held both in the fall and the spring each year. Additional events like the Commissioners Cup BBQ, Country Christmas Celebration, Boonanza and Family Fun Days at the State Farmers Market highlighted CSC products and the markets themselves. There was participation in a number of expositions and events throughout South Carolina and the Southeast, such as Southeastern Wildlife Exposition (SEWE), Produce Marketing Association (PMA), Southeastern Produce Council (SEPC), and Buyers Markets. South Carolina entered the international arena through the London Produce Show, showcasing fresh and packed fruits and vegetables. SCDA will continue to drive the CSC brand to consumers and create marketing opportunities for producers through various marketing channels of retail, wholesale, direct sales, food service, as well as the expanding local market system.

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The Inspection Division was busy this year. The number of grain inspections increased to over 10,000 statewide. Fruit, vegetable, and commodity inspections were up in all categories, including peanuts where there was a rebound in acreage. The peanut industry has expanded with several new buying points and a new shelling operation; therefore acreage in years to come is expected to increase significantly. Dried Distillery Grains (DDGs), soybeans, wheat, and other small export volumes are growing year after year at the Port of Charleston.

GAP certification and education is an important service by SCDA, particularly because it is not a one-time certification. It is required for each commodity during each harvest. SCDA has staff to educate producers on requirements and perform a “mock audit” prior to SCDA’s actual inspection. 50 farms were certified in 2014-15. Producers recognize the need for certification to sell products at retail outlets or institutions such as schools; demand for GAP training is expected to continue statewide.

State Farmers Markets operate successfully in West Columbia, Greenville, and Florence. Upgrades to facilities have been a focal point with several major projects complete and more in the planning stage. This is to provide a safe and appealing environment for consumers and the vendor community. As demand for local products increases, the goal is to reach the greatest number of producers and consumers with an excellent product mix and high level of service at all markets managed by SCDA. SCDA also continues to support marketing efforts at over 120 community based markets and over 160 roadside markets statewide. Efforts have been made at the State Farmers Market to continue to increase traffic and drive customers. In addition, operational policies and procedures have been reviewed and revised to improve internal functions.

While critical to the overall agriculture industry, no commodity-specific measures are included in this report, because commodity boards are responsible for the allocation of their own individual funds and overseen by the Agriculture Commission of South Carolina. SCDA will continue to support commodity boards with overhead costs and support services; examples include office facilities, commodity marketing support staff, and administrative staff.

External Affairs and Agribusiness Economic Development

External Affairs works to advocate for agricultural issues at the federal, state and local levels. As the lead advocate for the state’s agricultural industry, the agency listens to stakeholders about all pertinent issues. SCDA supports pro-agricultural legislation, regulations and funding, which will promote the continual growth of South Carolina agriculture. SCDA works on a daily basis with all levels of government, from U.S. Congress to local municipalities, to ensure agricultural issues are effectively communicated.

SCDA has recently established an official Office of Agribusiness Development within the agency. The office will be focused on addressing the needs of existing South Carolina farmers who see expansion and/or diversification in the future of their operations.

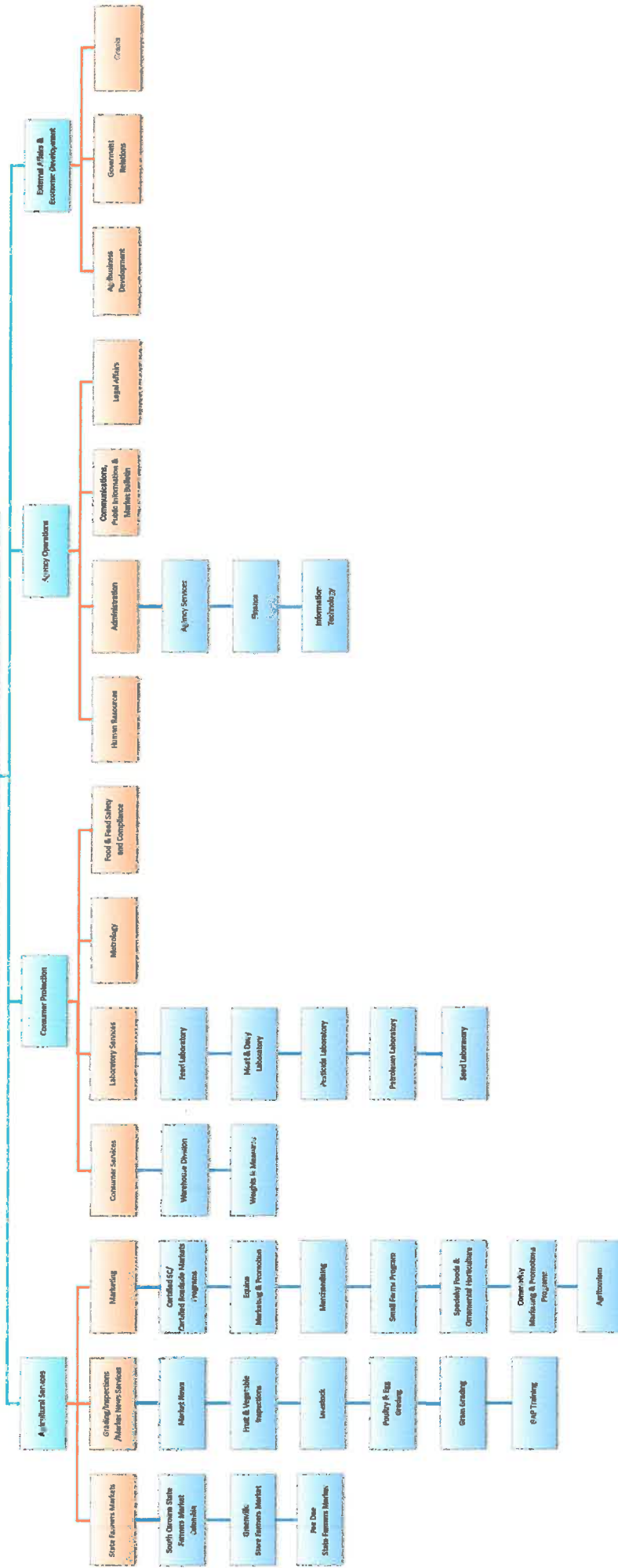
Additionally, agribusiness economic development means working with the South Carolina Department of Commerce, the state’s regional economic development alliances, and city/county economic development boards to continually promote agribusiness in South Carolina. Much of this work entails the research and recruitment of prospective agribusiness companies who may have an interest in locating or growing their agribusiness in South Carolina. Reasons include sourcing products grown in-state, supplying value-added services/processing, competitive energy costs, a stable labor pool, the Port of

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Charleston, other transportation and infrastructure, climate, quality of life, and a relatively low cost of living.

The most current numbers show that agribusiness in South Carolina represents \$41.7 billion in annual impact to the state's economy, and supports over 212,000 jobs. SCDA continues pushing towards its long-term goal of a \$50 billion annual economic impact by year 2020.

South Carolina Department of Agriculture Commissioner of Agriculture



Agency Name:	S. C. Department of Agriculture	
Agency Code:	PI60	Section: 044

**Fiscal Year 2014-15
Accountability Report**



Program Template

Program/Title	Purpose	FY 2013-14 Expenditures			FY 2014-15 Expenditures			TOTAL	Associated Objective(s)
		General	Other	Federal	General	Other	Federal		
I. Administrative Services	Provides executive leadership, support, policy development and review, financial services, information technology, facilities management and other administrative services.	\$ 898,381	\$ 90,862	\$ -	\$ 947,953	\$ 64,623	\$ -	\$ 1,012,576	1.1.1, 1.1.2, 1.1.3, 1.1.4, 1.1.5, 1.2.1, 1.2.2, 1.2.3, 1.3.1, 1.3.2, 1.3.3, 1.3.4, 1.3.5, 1.4.1, 1.4.2, 1.4.3, 1.5.1, 1.5.2, 1.5.3, 1.5.4, 1.5.5, 1.6.1, 1.6.2, 1.6.3, 1.6.4, 1.7.1, 1.7.2, 1.7.3, 1.8.1, 1.8.2, 1.8.3, 1.8.4

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.

III. Consumer Services

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.



Fiscal Year 2014-15
Accountability Report

Agency Name:	S. C. Department of Agriculture	
Agency Code:	P160	Section: 044

Program/Title	Purpose	FY 2013-14 Expenditures		TOTAL	FY 2014-15 Expenditures		TOTAL	Associated Objective(s)
		General	Federal		Other	Federal		

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; 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.

3.1.1, 3.1.2, 3.1.3, 3.1.4,
3.1.5, 3.2.1, 3.2.2, 3.2.3,
3.2.4, 3.2.5, 3.3.3, 3.3.4,
3.3.5, 3.4.1, 3.4.2, 3.4.3,
3.4.4, 4.1.1, 4.1.2, 4.1.3,
4.1.4, 4.1.5

IV. A. Marketing and Promotions

\$	2,315,429	\$	484,892	\$	575,567	\$	3,375,888	\$	2,460,622	\$	98,153	\$	753,253	\$	3,512,028
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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.

\$ 1,741,853

\$ 1,741,853

\$ -

\$ -

\$ -

\$ -

\$ -

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\$ -

\$ -

\$ -

\$ -

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.

\$ 1,077,036

\$ 777,036

\$ 300,000

\$ -

\$ -

\$ -

\$ -

\$ -

\$ -

\$ -

\$ -

\$ -

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.

\$ 2,139,353

\$ 2,138,199

\$ 1,839,760

\$ 3,264

\$ 1,836,496

\$ -

\$ -

\$ -

\$ -

\$ -

\$ -

\$ -

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.

\$ 114,931

\$ 114,931

\$ 120,253

\$ -

\$ 120,253

\$ -

\$ -

\$ -

\$ -

\$ -

\$ -

\$ -

V. Fringe Benefits

\$ 1,988,606

\$ 1,168,979

\$ 819,627

\$ 20,626

\$ 1,082,052

\$ 775,310

\$ -

\$ -

\$ -

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\$ -

\$ -



Program Template

Agency Name:		S. C. Department of Agriculture			
Agency Code:		P160		Section: 044	
Program/Title	Purpose	FY 2013-14 Expenditures			
		General	Other	Federal	
VI. Tobacco Funds			\$ 1,015,956		
All Other Items	Permanent Improvements		\$ 7,106,644		

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Agency Code: **P16** Section: **044**



Fiscal Year 2014-15
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Strategic Planning Template

Type	Goal	Item #	Strat	Object	Description
G	1				Improve agency operational readiness and workforce development
S		1.1			Evaluate new technology products and services and implement based on cost/benefit analyses
O		1.1.1			<i>Place all internal agency forms on network</i>
O		1.1.2			<i>Replace personal computers every three years</i>
O		1.1.3			<i>Convert Wade Hampton Office phone systems to Voice Over IP (VOIP) system</i>
O		1.1.4			<i>Equip 100% of Consumer Protection field inspectors with 4G mobile network access</i>
O		1.1.5			<i>Work with vendors and service providers to refine current products and offer best-in-breed technology to staff</i>
S		1.2			Prioritize information security activities
O		1.2.1			<i>Achieve 100% completion annually of the US Department of Defense Information Security Awareness Program by 31 October</i>
O		1.2.2			<i>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</i>
O		1.2.3			<i>Implement all 13 INFOSEC policies by 2016</i>
S		1.3			Provide more professional development opportunities for employees
O		1.3.1			<i>Encourage employees to identify relevant technical training during their yearly EPMS planning stage</i>
O		1.3.2			<i>Expand training delivery platforms to be more convenient and offer options for different learning styles</i>
O		1.3.3			<i>Offer in-house training at least quarterly</i>
O		1.3.4			<i>Solicit suggestions for training on broad topics beneficial to all employees</i>
O		1.3.5			<i>Encourage participation in trade groups and industry associations</i>

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Strategic Planning Template

Type	Goal	Strat	Object	Item #	Description
S	1.4				Fully utilize annual Employee Performance Management System (EPMS) as a communication tool
O	1.4.1				<i>Complete planning stage documents within 2 months of the calendar year for all existing employees or within 1 month of hiring all new employees</i>
O	1.4.2				<i>Evaluate and counsel 100% of employees by the end of annual, probationary, or trial period</i>
O	1.4.3				<i>Include comments and/or personal development plan for 100% of employees</i>
S	1.5				Empower supervisors to be better decision-makers and personnel managers
O	1.5.1				<i>Provide monthly financial reports to appropriate program staff</i>
O	1.5.2				<i>Conduct annual introductory and advanced training for supervisors</i>
O	1.5.3				<i>Encourage more frequent meetings between supervisors and subordinates</i>
O	1.5.4				<i>Designate training officers for all Consumer Service programs and staff</i>
O	1.5.5				<i>Review agency and departmental policies annually; edit and/or draft new policies as necessary</i>
S	1.6				Improve internal financial reporting and business procedures
O	1.6.1				<i>Provide monthly financial reports to division directors for personnel and operating funds in their areas of responsibility</i>
O	1.6.2				<i>Assistant Commissioner for Agency Operations and Director of Administration will review all agency financials monthly</i>
O	1.6.3				<i>Expand procurement training and procedural knowledge to ensure compliance with procurement code, expand advertising scope , and diversify vendor pool</i>
O	1.6.4				<i>Achieve a higher procurement certification to enable more in-house procurement actions and shorter processing time for new contracts</i>
S	1.7				Diversify agency workforce by EEOC categories, age, education, experience, and perspective

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
O		1.7.1		Attend at least two recruitment events annually, other than those facilitated by state government
O		1.7.2		Use at least three additional avenues, other than NeoGov, to advertise position vacancies over the course of the year
O		1.7.3		Complete required EEOC reporting and focus on potential areas of improvement
S		1.8		Emphasize employee health and safety on and off the job
O		1.8.1		Offer an annual health screening for all employees
O		1.8.2		Certify and maintain currency for 10% of strategically placed agency employees in first aid, CPR, and use of AED machines
O		1.8.3		Ensure that all agency office buildings with 10 or more employees are equipped with AED machines
O		1.8.4		Purchase Personal Protective Equipment (PPE) for all field personnel
G	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.
S		2.1		Continue to 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
O		2.1.1		Provide advanced classroom training, on-the-job training, and continuing education courses for entire food/feed inspection team
O		2.1.2		Hire Feed Control Official Replacement to cover feed industry inspections in SC
O		2.1.3		Participate in the Food and Drug Administration's MFRPS by 2015
O		2.1.4		Create 4 working and viable Memorandum of Understanding (MOUs) with other state agencies including DHEC, DNR, AND SC LPH
O		2.1.5		Make all 42 public forms able to be submitted online

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Strategic Planning Template

Type	Goal	Item #	Strat	Object	Description
S		2.2			Maintain the accuracy of the state's measurement system by providing high quality calibration services to public and private sector customers through the SC Metrology Laboratory
O		2.2.1			<i>Enhance lab's credibility by becoming accredited by the National Voluntary Laboratory Accreditation Program (NVLAP)</i>
O		2.2.2			<i>Establish a new Quality Manager Position to provide ongoing auditing and documentation of the quality assurance program</i>
O		2.2.3			<i>Design and build a new metrology laboratory to meet the requirements for Echelon I metrology laboratory</i>
S		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
O		2.3.1			<i>Establish a subject matter expert position for in-the-field assessments and knowledge exchange</i>
O		2.3.2			<i>Perform routine inspections, consistent with policy, of 100% of firms covered under SCDA regulatory oversight</i>
O		2.3.3			<i>Ensure same-day follow-up communication to 100% of consumer complaints.</i>
O		2.3.4			<i>Continue field level supervision of Weights and Measures program for 100% of SC counties</i>
S		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
O		2.4.1			<i>Collaborate and ensure open communication with other state agencies (Clemson, DOT, DHEC, DOR and APHIS, FERN, Produce Inspection) to perform routine and emergency testing</i>
O		2.4.2			<i>Ensure technical training of 100% of new and existing staff</i>

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
O		2.4.3		Evaluate and track national and state organization memberships for the value gained by SCDA
O		2.4.4		Develop SOPs and protocols to enhance laboratory capabilities through national and regulatory accreditation programs
O		2.4.5		Increase and broaden sampling of fruits and vegetables by 10%
O		2.4.6		As current positions become open, elevate prerequisites and educational level for 50% of new hires
O		2.4.7		Develop and maintain Laboratory Safety Program with 100% attendance to all safety meetings and trainings
S		3.1		Expand Certified SC (CSC) branding efforts
O		3.1.1		Increase program membership participation by 10%
O		3.1.2		Increase in-state merchandising efforts, resulting in a 5% increase in total sales of local products in retail outlets
O		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
O		3.1.4		Increase event attendance by 10% and adjust future direction based on project utilization and evaluation
O		3.1.5		Increase CSC brand recognition by 10%
S		3.2		Expand commodity board research, promotion and education
O		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%
O		3.2.2		Fund research of new technologies, science, and best management practices for production, packaging and processing

Agency Name: **South Carolina Department of Agriculture**

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**Fiscal Year 2014-15
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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
O		3.2.3		Increase cross-promotion of, and between, commodities
O		3.2.4		Place more resources into export market analysis, access, and development
O		3.2.5		Explore current and new marketing events and activities
S		3.3		Expand opportunities through the State Farmers Market system, community based markets, roadside markets, and agritourism operators
O		3.3.1		Identify and prioritize critical necessary upgrades at all 3 market facilities based on consumer safety, overall appearance, and functionality
O		3.3.2		Recruit new farmers, identify demand for new products, and align resources to meet the needs of producers and consumers
O		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%
O		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
O		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
S		3.4		Increase promotion of non-traditional agriculture
O		3.4.1		Create three statewide foods hubs
O		3.4.2		Increase the number of agritourism operations participating in SCDA programming by 10%
O		3.4.3		Educate the general public, by written communication and social media, on the diverse opportunities of nontraditional agriculture, on a monthly basis

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Strategic Planning Template

Type	Goal	Item #	Strat	Object	Description
O		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
G	4				Provide credible and timely information and increase public awareness of the overall impact of the agricultural industry
S	4.1				Ensure timely delivery of information of both producer and consumer interest
O	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
O	4.1.2				Update plan for crisis management and/or regulatory enforcement events
O	4.1.3				Respond to 100% of website Information Requests within 2 business days
O	4.1.4				Actively use social media messaging and maintain activity level of at least two posts per day
O	4.1.5				Ensure sound management of information systems used by producers in regards to market pricing in order to report at 98% accuracy
S	4.2				Increase media coverage of agencies activities and functions
O	4.2.1				Increase earned media coverage year over and above 2012-13 performance results
O	4.2.2				Leverage paid media to get a higher return on investment
O	4.2.3				Develop relationships with media statewide for key story opportunities related to positive ag news, events, etc. as they occur
S	4.3				Expand reach of Market Bulletin/Market News Service as an information vehicle and educational resource
O	4.3.1				Maintain subscription reach of 15,625

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Type	Goal	Item # Strat	Object	Description
O		4.3.2		Engage staff to contribute articles and photographs for all 24 issues
O		4.3.3		Reduce fixed costs, excluding postage, during FY 15
O		4.3.4		Conduct reader interest survey every three years
S		4.4		Improve internal agency communication and access to information to enhance customer service
O		4.4.1		Public Information Office (PIO) staff should conduct visits with different program staff at least monthly
O		4.4.2		Organize, clean up, and increase use of the shared network drive
O		4.4.3		Establish an accurate position on key issues and create consistent messaging across the agency
O		4.4.4		Increase staff professional development related to communications and hot topics
O		4.4.5		Newly created Communications committee to implement, evaluate and update communications plan
G	5			Enhance growth and expansion of the state's total agricultural product output, economic impact, and capital investment
S		5.1		Expand existing industry and increase value-added production
O		5.1.1		Meet with five current companies to encourage them to use more SC products in their business process
O		5.1.2		Create collaborations between in-state farming operations and food processors to determine supply chain opportunities
O		5.1.3		Encourage new business incentives for agribusiness
O		5.1.4		Engage stakeholders in the business development community to consider opportunities and overcome obstacles related to infrastructure

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Type	Goal	Item # Strat	Object	Description
S		5.2		Increase agribusiness recruitment efforts
O		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
O		5.2.2		Participate in at least 7 business events and tradeshow per year
O		5.2.3		Perform an annual inventory analysis on agribusiness companies who are interested in expansion in SC & Southeast USA
O		5.2.4		Engage with at least three existing industry players to identify barriers to growth, promote opportunities for expansion, and encourage additional investment
O		5.2.5		Complete the "Agribusiness Development" application / online portal with Clemson University PSA
S		5.3		Take a leading role in advocating for sound, responsible agricultural policies that encourage business growth and resource stewardship
O		5.3.1		Assess all industry policies prior to the beginning of each legislative session by gathering input from at least 10 different producers
O		5.3.2		Be an industry voice in communicating factual information by making policy statements to elected officials at the appropriate time
O		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



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Item	Performance Measure	Time Applicable			Data Source and Availability	Reporting Freq.	Calculation Method		Associated Objective(s)
		Last Value	Current Value	Target Value			Calculation Method	Calculation Method	
1	Number of Certified SC members	1594	1906	1950	July 1-June 30	Annual	member database; updated monthly	Total of all Certified SC members, including Certified SC seafood	3.1.1, 3.1.2, 3.1.3, 3.1.5
2	Number of FOTM members	new	300	310	July 1-June 30	Annual	member database; updated monthly	Total of all FOTM program participants	3.1.1, 3.1.2, 3.1.3, 3.1.6
3	Volume percent of local product sales (select categories) in retail outlets	17%	19%	22%	July 1-June 30	Annual	Confidential reports from in-state retailers showing sales lift and overall cases of products sold.	Amount of local products sales in retail outlets/total sales	3.1.2, 3.1.5, 3.2.6
4	Number of Certified GAP farms	50	50	57	July 1-June 30	When an audit is completed and passed	Audit reports compiled by staff	Total of all Certified GAP farms	3.3.2, 3.3.3, 3.3.5
5	Number of attendees at Certified SC events	214,000	226,600	235,400	July 1-June 30	Per event	car counts, ticket sales	Totaling number of attendees at SCD events via car counts (2.2 PP per car as standard) and ticket sales for paid events	3.1.4, 3.1.5
6	CSC brand recognition	60%	64%	66%	July 1-June 30	Every two years	statewide consumer survey	Total positive responses on consumer survey of target group sample	3.1.1, 3.1.2, 3.1.3, 3.1.4, 3.1.5
7	Number of statewide food hubs	1	2	3	July 1-June 30	Rolling	food hub database; updated quarterly	Total number of statewide food hubs in South Carolina	3.4.1
8	Number of agritourism operations participating in agency programs	72	218	250	July 1-June 30	Rolling	Database of Agritourism Operators; real-time	Total number of agritourism operations in South Carolina	3.4.2
9	Percent of Consumer Protection field inspectors with 4G mobile network access	100%	100%	100%	July 1-June 30	Annual	IT records	Number of field inspectors with 4G mobile network access/total number of field inspectors	1.1.4, 1.1.5
10	Percent completion of the U.S. Department of Defense Information Security Awareness Program	100%	100%	100%	July 1-June 30	Annual	IT records	Completed number of programs/number of full-time employees	1.2.1
11	Number of INFOSEC policies implemented	4	6	13	July 1, 2014-June 30, 2016	Periodic review	IT records	Totaling number of INFOSEC policies implemented	1.2.3
12	Number of in-house training sessions offered	5	5	4	July 1-June 30	Annual	HR records	Totaling number of in-house training sessions offered	1.3.3
13	Number of recruitment events attended	0	1	2	July 1-June 30	Annual	Invitations, registration forms	Totaling number of recruitment events attended	1.7.1, 1.7.2
14	Number of health screenings offered to employees	1	1	1	July 1-June 30	Annual	HR records (email announcing screenings)	Totaling number of health screenings offered to employees	1.8.1
15	Number of flu shot clinics	new	2	2	July 1-June 30	Annual	HR records (email announcing screenings)	Totaling number of flu shot clinics offered	
16	Percent of website Public Information Requests answered within 2 days	new	new	99%	July 1-June 30	Periodic review	estimate based on PI request records	Number of phone, email, and social media requests answered within 2 days/total number of requests	4.1.3, 4.1.4
17	Market Bulletin subscription reach	16,289	15,625	16,000	July 1-June 30	Annual	Kelly Registration Systems	Total number of Market Bulletin subscribers	4.3.1, 4.3.2, 4.3.3, 4.3.4
18	Number of Internal forms on the network	8	8	8	July 1-June 30	Annual	SCDA network	Total number of agency forms on the internal network	1.1.1, 1.1.2
19	Number of public forms able to be submitted on the website	9	14	42	July 1-June 30	Annual	website resources page	Total number of forms able to be submitted online	2.1.5
20	Number of agribusiness events attended	5	5	7	July 1-June 30	Annual	Completed travel reports, after action reviews	Total number of events	5.1.1, 5.1.2, 5.2.2



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Item	Performance Measure	Time Applicable			Data Source and Availability	Reporting Freq.	Performance Measurement Template	
		Last Value	Current Value	Target Value			Calculation Method	Associated Objectives
21	Agribusiness research obtained through alliance meetings	7	7	8	Alliance registration; updated quarterly	Annual	Number of state economic development alliances	5.2.1
22	Agribusinesses identified for possible recruitment	4	4	6	Recruitment log; updated monthly	Monthly	Totalling monthly number of contacts	5.2.1, 5.2.2, 5.2.3, 5.2.4, 5.2.5
23	Number of producers reached	10	10	10	Issue/policy database; updated annually	Annual	Number of producers reached by two-way communication	5.3.1, 4.1.3, 4.1.4, 4.1.5
24	Number of Consumer Protection classroom training, on-line training, on-the-job training and continuing education courses offered	new	145	145	FDA/AFFCO/USDA Training	Annual	Total Food Safety Training Completion by agency employees	1.3.1, 1.3.3, 1.3.4
25	Number of working and viable MOU's with other state agencies	0	12	4	DSS, DNR, DHEC, SCLPH	Rolling	Totalling number of MOU's with other state agencies	2.1.4
26	Percent of counties with access to Field Level Supervision of Weights and Measures program	100%	100%	100%	Staffing and route assignments of SC Counties and supervisor oversight	Annual	The number of counties with supervisor coverage / 46	2.3.4
27	Percent of consumer protection requests and complaints with same-day follow-up communication.	new	95%	100%	Inspection records	Annual	Number of consumer requests with same-day follow-up/total number of requests	2.3.3
28	Percent of inspections of firms covered under SCDA oversight	80%	80%	100%	WinWarn history reports	Annual	Number of firms inspected/total number of firms in database	2.3.2
29	Percent of fruits and vegetables sampled by chemical residue laboratory	n/a	25% Decrease	10% Increase	Pesticide Testing Logs	Annual	Number of samples taken in FY15 compared to FY14	2.4.5
30	Percent of staff receiving technical (related to job function) training	90%	98%	100%	Training Log	Annual	Number of employees receiving technical training/total number of employees	2.4.2, 1.3.1, 1.32
31	Percent of open positions with newly increased prerequisites and education requirements	20%	30%	50%	HR records	Rolling	Look at all position vacancies and evaluate how many had defined additional responsibilities when being re-filled or re-classified	2.4.6
32	Percent of planning staging documents completed within 2 months of the calendar year for existing employees and within 1 month of hiring new employees	new	80%	100%	HR records	Annual	Number of completed planning staging documents/ total number of employees required to have an EPMS	1.4.1
33	Percent of employees counseled by the end of annual, probationary, or trial period	new	90%	100%	HR records	Annual	Number of employees counseled/total number of employees required to have an EPMS	1.4.2
34	Percent of full-time employees receiving a personal development plan	new	53%	100%	estimate based on supervisor reports	Annual	Number of employees receiving personal development plan from their supervisor	1.4.3
35	Number of agency buildings, with 10 or more employees, equipped with an operable AED machine	3	3	3	Inventory	Rolling	All buildings meeting the defined criteria that are equipped with AED's	1.9.3
36	Number of employees that are CPR / First Aid / AED certified	15	15	15	Agency records, American Red Cross	Rolling	Number of trained employees (by the agency or on their own)	1.8.3
37	Percent of employees that enroll in, and successfully complete driver training	new	23%	75%	Agency records	Rolling	Only employees who drive state vehicles are required to complete driver training	